



Smithsonian

FY 2008 Budget Justification to OMB

September 2006

ADMINISTRATIVELY CONFIDENTIAL

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2007**

Smithsonian Institution
Fiscal Year 2008
Budget Justification to OMB

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SMITHSONIAN INSTITUTION
Fiscal Year 2008 Budget Request to OMB
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THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

For more than 160 years, the Smithsonian Institution has remained true to its mission, “the increase and diffusion of knowledge.” In that time it has become the largest museum and research complex in the world, the most respected provider of museum experiences supported by authoritative scholarship, and an international leader in scientific research and exploration.

The Smithsonian Institution’s collections, containing more than 136 million objects and a like number of documents, are staggering in their breadth and depth. Consequently, by a wide margin, more people visit the Institution than any other museum complex on Earth. The Smithsonian offers the world a picture of America and America a picture of the world. Visitors come to the Smithsonian to experience their historical, scientific, and cultural heritage.

The Smithsonian takes its task of serving the American public very seriously, and last year we kept that commitment. During fiscal year 2006, millions of Americans enjoyed the continuing success of the National Air and Space Museum’s (NASM) Steven F. Udvar-Hazy Center in Chantilly, Virginia, the National Museum of the American Indian on the National Mall, and, in the renovated historic Patent Office Building, the newly opened Donald W. Reynolds Center for American Art and Portraiture, home to the National Portrait Gallery and the Smithsonian American Art Museum. It opened to the public July 1, 2006, and more than 18,000 people were there to celebrate that day.

Visitors continue to flock to major attractions such as the annual Folklife Festival on the National Mall; the National Museum of Natural History’s *Hall of Mammals*; and the NASM exhibition, *The Wright Brothers and the Invention of the Aerial Age*. Although the National Museum of American History is closed for a complete revitalization, its work continues. Research, traveling exhibitions, and public programs throughout the country are planned, as well as a special exhibition of more than 150 iconic objects, *Treasures of American History*, which opens at NASM this fall.

The Smithsonian’s National Zoo is home to our giant pandas, Mei Xiang and Tian Tian, and their giant panda cub, Tai Shan. More than 10 million visitors have come to the Zoo to see the pandas.

Our large and diverse collections of art continue to attract numerous visitors. Some of the greatest works of art in this country—and the world—are at the Smithsonian, even more so now that we have secured the fabulous Disney-Tishman collection of African Art, one of the finest collections of African art in the world. The Smithsonian’s art museums, the Freer, the Sackler, the Hirshhorn Museum and Sculpture Garden, the National

Museum of African Art, the Cooper-Hewitt, National Design Museum in New York City, the Smithsonian American Art Museum and its Renwick Gallery, and the National Portrait Gallery, collectively, are the third most visited art complex in the United States.

Our continuing commitment to “the increase and diffusion of knowledge” has raised new challenges. Today, we are determined to meet them and to transform the Smithsonian into a modern, 21st century institution that serves all Americans across the country, wherever they may live.

The Smithsonian’s reputation rests on a strong foundation that enables us to continue with our great plans for the future. For example, the National Zoo’s new Asia Trail will open this fall, and a new home for our elephants is in the works. At the National Museum of Natural History we will open a new, live *Butterfly House* in 2007 and an *Ocean Hall* in 2008. The *Ocean Hall* is part of our more-than-\$70 million Ocean Science Initiative project. A new endowed Chair for Ocean Science research and an Ocean Web portal for educational outreach are the two other components of the program. We will also open a new and unique *Hall of Human Origins* and then, a huge project, a complete redo of our paleontology exhibits in the massive *Dinosaur Hall*. In addition, the Robert and Arlene Kogod Courtyard, the signature space for the Reynolds Center for American Art and Portraiture, will be completed in late 2007.

We plan to open a new home for the Star-Spangled Banner and completely redesign the central core of the National Museum of American History. This will be followed by renovation of the east wing of American History, and *America’s Story*, a timeline of American history, and then a major exhibit on sports and entertainment in American life. Following that, we will completely renovate *The American Presidency* and *First Ladies’ gowns* exhibits.

Farther into the future, we will open the doors of our 19th museum, the National Museum of African American History and Culture. Part of that museum is up and running right now, with a website and special programs, most recently at our annual Folklife Festival with the special evening concert series, *Been in the Storm So Long*. It featured African-American musical traditions, including New Orleans jazz, brass bands, rhythm and blues, Mardi Gras Indians, and gospel, from the region devastated by Hurricane Katrina.

Yet, unfortunately, the Smithsonian is also an institution with a severely deteriorated infrastructure, outdated technology, and many aged, outmoded exhibitions. The Smithsonian has buildings that range in age from brand new to nearly 160 years old. More than half of the buildings, and the heating, air-conditioning, and electrical distribution systems and controls

required to operate them, have served well beyond their normal, useful life spans.

Although considerable progress has been made, the April 2005 report of the Government Accountability Office (GAO) makes it clear that the Institution has a well-documented and compelling need for dramatic increases in facilities revitalization and maintenance funding. The GAO indicates that \$255 million per year for the next nine years, or a total of \$2.3 billion, is needed to fix and maintain the Institution's facilities.

International and domestic events of the last few years have adversely affected attendance. Today's challenge is to build on the Smithsonian's reputation, rebuild the physical plant, increase our visitation, and thereby expand the reach of a great and trusted institution.

The Smithsonian is a unique entity—an independent trust instrumentality—that depends on the federal Government for approximately 80 percent of its funding, including Government grants and contracts. Ever mindful of and grateful for this support from the American public, the Smithsonian will continue working with both OMB and Congress to provide them with the information necessary to justify their continued support. The Institution continues improving its performance in line with the President's Management Agenda, and has numerous initiatives under way to advance financial management, use e-Government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals.

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

Scientists in these fields are ready to pursue new opportunities, ranging from examining the effects of current—and even past—development and modernization in transforming cultures, to examining biological and cultural adaptations and recent human impacts on the environment. The Smithsonian's distinctive combination of talent, collections, and resources

makes the Institution an invaluable asset for leading America's exploration, discovery, and understanding of the natural world and our place in the universe. These strengths are directly in line with the Administration's research and development priorities for areas articulated in the Office of Management and Budget/Office of Science and Technology guidance for the FY 2008 budget. The Smithsonian's estimate includes increases in key areas to address investment in federal science collections, understanding complex biological systems, and conducting environmental research.

The Institution is making great progress in revitalizing science. However, diligence is needed to ensure that the Smithsonian does not fall behind other prestigious academic institutions in its ability to recruit, mentor, and retain the next generation of promising young scientists, or in its efforts to procure the cutting-edge research equipment that is vital to its basic scientific mission. Increased financial support is essential to ensure that the Smithsonian retains its place among the world's pre-eminent scientific institutions as a leader in scientific disciplines of national importance.

In the context of public service, the reach of everything the Smithsonian does—in both the research and the museum activities—is expanded exponentially by websites and education and outreach programs. The Smithsonian Institution Traveling Exhibition Service (SITES) is the largest traveling exhibition service in the world, and reaches roughly five million people throughout the nation every year. We now have 53 exhibits on tour, which will go to more than 200 locations in the country this year.

The Smithsonian's electronic outreach has been equally impressive. Our Web presence has expanded dramatically in a short period of time. Five years ago, we had half as many visits to our websites as physical visits to our museums. Now, visitation on the Web is nearly 500 percent of our museum visitation, with nearly 120 million visits to our various websites.

Furthermore, we have been engaged in a major national outreach program. We now have 150 affiliates in 39 states, Panama, Puerto Rico, and Washington, DC. In an attempt to present as many items as possible of the Smithsonian's collections in storage to the American public, we lend impressive objects to these local affiliate organizations, in addition to the many artifacts that tour nationwide as part of the SITES exhibits.

The Smithsonian agenda is ambitious but focused. Given these successes, concerns, and budget realities, the Smithsonian's first priority is funding to keep the Institution's museums in operation, collections safe, and research programs intact (i.e., covering mandatory costs). These costs include requirements for staff salaries and benefits, legislated pay raises, utilities, postage, communications, and rent.

The Smithsonian's second priority is funding for security for the Institution's staff, visitors, collections, and facilities, and for protection against terrorist actions. This request includes funds to: correct security deficiencies identified by the Inspector General (IG); provide adequate security at the George Gustav Heye Center in New York; construct permanent physical barriers around the National Museum of American History; and install glass blast mitigation at several Smithsonian museums.

The Institution's third priority is to secure funding increases for National Academy of Public Administration (NAPA)-recommended activities, especially to address the Institution's critical facilities revitalization and information technology (IT) needs. This budget includes funding to continue to improve the maintenance and cleanliness of the Institution's most frequently visited museum facilities. This request also includes increased funds to support critical IT requirements.

The Smithsonian's fourth priority is funding for collections care to correct serious deficiencies in the storage, conservation, preservation, and accessibility of the national collections. This budget continues base funding for critical needs in collections care and preservation by supporting the highest priorities throughout the Institution to improve the overall stewardship of Smithsonian collections.

The Institution's fifth priority is its new museums, and specifically the fund raising for and planning and management of the recently authorized National Museum of African American History and Culture.

Finally, the request includes several initiatives to support critical IG requirements, improved animal welfare, and scientific research (including additional fellowships, research equipment, and global forest research). The science initiatives above comply with White House guidance on science budget priorities for FY 2008. This request also addresses resources needed to support public exhibitions and workforce restructuring.

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 public service to perform. The Smithsonian is committed to reaching more Americans with such seminal stories by transforming itself into a true 21st century institution. The Smithsonian Institution faces significant challenges if it is to continue to serve the public in an exemplary manner, with both engaging, modern exhibitions backed by authoritative scholarship and groundbreaking scientific research and exploration. What follows is our plan to meet these challenges as efficiently and effectively as possible.

**SMITHSONIAN INSTITUTION
FY 2008 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2007 Request</i>	<i>FY 2008 Request</i>
Salaries and Expenses	\$537,394,000	\$631,675,000
Facilities Capital	<u>107,000,000</u>	<u>163,190,000</u>
Total	\$644,394,000	\$794,865,000

For FY 2008, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$795 million. It includes \$632 million for Salaries and Expenses (S&E) and \$163 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

Mandatory Costs Increases

Salaries and Related Costs (+ \$14,655,000) — The request funds a 2.7 percent pay raise for FY 2007 and a 3.1 percent pay raise for FY 2008. It also includes an increase in the amount required for Workers' Compensation in FY 2008.

Non-pay Mandatory Items (+ \$13,520,000) — The Institution requests an increase to its utilities, rent, and other mandatory operating costs. Details are provided in the S&E section.

Program Changes

Security/Anti-Terrorism (+ \$1,833,000) — The Institution is requesting funds to correct security deficiencies reported by the Inspector General and for additional security requirements at the National Museum of the American Indian's George Gustav Heye Center in New York City.

NAPA-Driven Facilities Maintenance and Information Technology Needs (+ \$47,549,000) — The request supports improvements to the Smithsonian's facilities maintenance and cleanliness needs as recommended by the National Academy of Public Administration (NAPA) and validated by the Government Accountability Office (GAO). The maintenance increase is intended to raise the Smithsonian's score under the industry building maintenance standard to level 3 of 5, with a goal to eventually achieve level 2. Funds are also requested for the necessary improvements to the Institution's Information Technology (IT) support. This request includes funds to upgrade obsolete IT infrastructure systems.

Collections Care (+ \$6,500,000) — This request provides resources to correct critical deficiencies in the storage, conservation, preservation, and accessibility of the national collections.

New Museums (+ \$5,893,000) — This request provides resources for the planning, fund raising, and management of the congressionally authorized National Museum of African American History and Culture (NMAAHC).

Science Priorities (+ \$3,100,000) — This budget responds to the President’s science priorities and several independent reports by improving animal welfare at the National Zoo, enhancing critical research areas, and purchasing essential research equipment.

Other Program Changes (+ \$1,231,000) — This request includes resources to: provide for two Inspector General auditors for adequate oversight of the Institution’s spending; support the care and maintenance of the Institution’s exhibitions; continue implementing the Institution’s Human Capital plan; and expand on and disperse knowledge of Latino contributions through additional programs, research, and collections.

CAPITAL PROGRAM

The request for the Facilities Capital Program (**\$163.2 million**) is critical to improve the deteriorating condition of some of the oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. Numerous independent entities have highlighted the poor state of Smithsonian facilities, including the GAO’s April 2005 report, which stated that \$2.3 billion was needed during the next nine years to fix and maintain Smithsonian facilities. For FY 2008, this request continues major revitalization work at the National Zoological Park (\$22.5 million) and the National Museum of Natural History (NMNH) (\$30 million); and the renovation of the Museum Support Center Pod 3 to provide for essential collection storage space (\$13 million). It also includes funds to replace the Institution’s greenhouses (\$12 million) and to support other revitalization work (\$48 million). In addition, the requested funds reflect increased security and anti-terrorism requirements (\$8.0 million) and the planning and design of future projects (\$29.7 million, which includes \$3.2 million for security and anti-terrorism and \$2 million for NMAAHC). Specific details are provided in the Facilities Capital section of this request.

SMITHSONIAN INSTITUTION
FY 2008 BUDGET REQUEST
BY APPROPRIATION ACCOUNT

SALARIES AND EXPENSES	FTEs	Amount
FY 2007 Request	4,672	\$537,394,000
FY 2008 Changes		
<i><u>Mandatory Increases</u></i>		
Salaries and Related Costs		14,655,000
Utilities, Postage, Communications, and Rent		13,520,000
<i><u>Program Changes</u></i>		
<i>Security Requirements</i>	2	1,833,000
<i>NAPA-Driven and IT Needs</i>		
Facilities Maintenance	72	42,068,000
Facilities Operations	55	3,614,000
Information Technology Programs		
IT Infrastructure		621,000
Human Resource Systems	1	936,000
Science initiatives		310,000
<i>Collections Care</i>	13	6,500,000
<i>New Museum</i>		
National Museum of African American History & Culture	28	5,893,000
<i>Science Reports Recommendations</i>		
Animal Welfare at the National Zoo	3	700,000
Natural History Exhibition Maintenance		600,000
Research and Training Services Studies		400,000
Research Equipment		700,000
Global Forest Research Initiative	4	700,000
<i>Other Program Changes</i>		
Inspector General Auditors	2	201,000
American History Exhibition Maintenance		131,000
Human Resource Workforce Restructuring		200,000
Anacostia Community Museum Curator	1	102,000
Hirshhorn Museum Visitor Services Manager	1	97,000
Latino Center Initiatives		500,000
FY 2008 Salaries and Expenses Request	4,854	\$631,675,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	38	
Revitalization:		
National Zoological Park		22,500,000
National Museum of Natural History		30,000,000
Museum Support Center (Pod 3)		13,000,000
Replace Greenhouses		12,000,000
Security/Anti-Terrorism		8,000,000
Other Revitalization Projects	10	48,040,000
Facilities Planning and Design		29,650,000
FY 2008 Facilities Capital	48	\$163,190,000

FY 2008 REQUEST, ALL ACCOUNTS	4,902	\$794,865,000
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**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES**

Summary of FY 2008 Change

	<u>FTEs</u>	<u>Amount</u>
FY 2007 Congressional Budget Request	4,672	\$537,394,000
FY 2008 Changes		
<i>Mandatory Increases</i>		
Legislated Pay Raises		14,655,000
Utilities, Postage, Communications, and Rent		<u>13,520,000</u>
Total Mandatory Increases		28,175,000
<i>Program Increases</i>		
Facilities Operations, Security, and Support		
Security Check and Badging System Improvements	2	1,381,000
Security Costs for American Indian's Heye Center		452,000
Improve Building Care and Cleanliness	55	3,614,000
Facilities Maintenance		
Critical Facilities Maintenance	72	42,068,000
Information Technology (IT) Programs		
IT Infrastructure		621,000
Human Resource Systems	1	936,000
Science Initiatives		310,000
Collections Initiatives		
Institution-wide Programs: Collections Care Fund		2,988,000
Institution-wide Programs: IRM Pool		500,000
IT Support for Collections Care	1	1,722,000
Unit-based Collections Initiatives	12	1,290,000
National Museum of African American History & Culture	28	5,893,000
National Zoo – Animal Welfare	3	700,000
Natural History Exhibition Maintenance		600,000
Outreach: Research and Training Services Studies		400,000
Research Equipment		700,000
Tropical Research Institute – Global Forest Research	4	700,000
Inspector General Auditors	2	201,000
American History Exhibition Maintenance		131,000
Human Resource Workforce Restructuring		200,000
Anacostia Community Museum Curator	1	102,000
Latino Center Initiatives		500,000
Hirshhorn Museum Visitor Services Manager	1	<u>97,000</u>
Total Program Increases		66,106,000
FY 2008 Request	4,854	\$631,675,000

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2006 Appropriation, the 2007 and 2008 Estimates
(\$ in Thousands)

Page #	FTE = Full-Time Equivalent	FY 2006		FY 2007		FY 2008		ANALYSIS OF CHANGE		
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Costs \$000	Program FTEs \$000	
MUSEUMS AND RESEARCH CENTERS										
<i>American Museums</i>										
29	Anacostia Community Museum	21	1,908	21	1,948	22	2,107	57	1	102
35	Center for Folklife and Cultural Heritage	18	2,108	18	2,161	19	2,329	68	1	100
40	National Museum of African American History & Culture	19	2,888	19	2,968	47	8,946	85	28	5,893
47	National Museum of American History, Behring Center	200	20,236	200	20,807	203	22,001	825	3	369
56	National Museum of the American Indian	325	30,470	325	31,159	325	32,555	944	0	452
	Subtotal, American Museums	583	57,610	583	59,043	616	67,938	1,979	33	6,916
<i>Art Museums</i>										
68	Archives of American Art	20	1,791	20	1,851	20	1,925	74	0	0
73	Arthur M. Sackler Gallery/Freer Gallery of Art	57	5,548	57	5,687	57	5,877	190	0	0
79	Cooper-Hewitt, National Design Museum	39	2,979	39	3,058	39	3,648	590	0	0
84	Hirshhorn Museum & Sculpture Garden	53	3,994	53	4,106	54	4,353	150	1	97
91	National Museum of African Art	37	4,196	37	4,284	37	4,414	130	0	0
97	National Portrait Gallery	64	8,532	64	8,500	64	8,611	211	0	0
103	Smithsonian American Art Museum	103	12,224	103	12,265	103	12,613	348	0	0
	Subtotal, Art Museums	373	39,264	373	39,265	374	39,441	1,693	1	97
<i>Science Museums and Research Centers</i>										
109	National Air and Space Museum	174	16,248	174	16,782	175	17,826	944	1	100
116	National Museum of Natural History	426	43,314	426	44,546	428	47,184	1,638	2	1,000
127	National Zoological Park	222	19,972	223	20,652	226	22,080	728	3	700
136	Smithsonian Astrophysical Observatory	119	22,349	119	22,831	119	23,474	643	0	0
141	Museum Conservation Institute	24	2,859	23	2,940	23	3,053	113	0	0
146	Smithsonian Environmental Research Center	35	3,113	34	3,119	34	3,250	131	0	0
151	Smithsonian Tropical Research Institute	248	11,489	248	12,116	252	13,290	474	4	700
	Subtotal, Science Museums and Research Centers	1,248	119,344	1,247	122,986	1,257	130,157	4,671	10	2,500
Total Museums and Research Centers		2,204	216,218	2,203	214,680	2,247	232,536	8,343	44	9,513

SMITHSONIAN INSTITUTION

Salaries and Expenses

Summary of the 2006 Appropriation, the 2007 and 2008 Estimates

(\$ in Thousands)

FTE = Full-Time Equivalent

Page #		FY 2006		FY 2007		FY 2008		ANALYSIS OF CHANGE	
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory	Program
		Appropriation		Estimate		Request		Costs	FTEs
		FTEs	\$000	FTEs	\$000	FTEs	\$000	\$000	\$000
PROGRAM SUPPORT AND OUTREACH									
160	Outreach	64	9,341	65	9,437	65	10,077	240	0
168	Communications	24	2,078	24	2,142	24	2,212	70	0
173	Institution-wide Programs	0	6,515	0	6,953	0	11,641	0	4,688
189	Office of Exhibits Central	39	2,638	39	2,726	39	2,842	116	0
192	Major Scientific Instrumentation (017000) (No-Year)	0	3,886	0	3,886	0	3,886	0	0
198	Museum Support Center	25	1,687	25	1,722	25	1,781	59	0
200	Smithsonian Institution Archives	20	1,722	18	1,548	20	1,759	57	154
204	Smithsonian Institution Libraries	103	9,011	103	9,247	103	9,557	310	0
Total Program Support and Outreach		275	36,878	274	37,661	276	43,755	852	2
ADMINISTRATION		311	62,145	315	64,236	320	70,003	1,680	5
INSPECTOR GENERAL		15	1,768	15	1,815	17	2,081	65	2
FACILITIES SERVICES									
222	Facilities Maintenance	343	45,493	369	51,278	441	94,462	1,116	72
227	Facilities Operations, Security and Support	1,453	154,066	1,496	165,724	1,553	186,838	16,119	57
Total Facilities Services		1,796	199,559	1,865	217,002	1,994	281,300	17,235	129
Transit Benefits		-	-	-	2,000	-	2,000	-	-
GRAND TOTAL, SMITHSONIAN INSTITUTION		4,601	516,568	4,672	537,394	4,854	631,675	28,175	182
									66,106

SALARIES AND EXPENSES

FY 2006 Appropriation	\$516,568,000
FY 2007 Estimate	\$537,394,000
FY 2008 Estimate	\$631,675,000

For FY 2008, the Institution requests \$631.7 million in the Salaries and Expenses account. Within the total increase requested, approximately 30 percent is attributable to mandatory costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority program requirements within the Institution.

SALARY AND RELATED COSTS — The Institution requests an increase of \$14,655,000 for higher projected salary and benefits costs in FY 2008, as described below. This request is limited to the unfunded portion and annualization of the 2007 pay raise, the proposed 2008 pay raise, additional workdays in FY 2008, and an increase in Workers' Compensation costs. The following is a line-item display of the pay required:

Salary and Related Costs:

▪ Unfunded 2007 pay raise (2.7% vs. 2.2%)	\$1,287,000
▪ Annualization of 2007 pay raise (1/4 year at 2.7%)	2,360,000
▪ 2008 pay raise (3/4 year at 3.1%)	8,184,000
▪ Additional Workdays (2) in FY 2008	2,770,000
▪ Workers' Compensation	54,000
Total	\$14,655,000

- **Unfunded Portion of 2007 Pay Raise (+ \$1,287,000)** — Funds the anticipated January 2007 pay raise differential (2.7% vs. 2.2%) between the amount requested in the FY 2007 *Congressional Budget* submission and the current pay raise estimate.
- **Annualization of 2007 Pay Raise (+ \$2,360,000)** — Funds the annualization of the anticipated 2.7 percent January 2007 pay raise for the first quarter of FY 2008.
- **Proposed 2008 Pay Raise (+ \$8,184,000)** — Funds the anticipated 3.1 percent January 2008 pay raise for three-quarters of a year.
- **Additional Workdays (+ \$2,770,000)** — Funds two additional workdays in FY 2008 (262 in FY 2008 vs. 260 in FY 2007).

- **Workers' Compensation (+ \$54,000)** – Supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2008 is \$3,270,000, based on actual costs incurred from July 1, 2005 through June 30, 2006, as provided by the U.S. Department of Labor. With an amount of \$3,216,000 in its FY 2007 base, the Institution requests an increase of \$54,000 for FY 2008.

FY 2008 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2007 Unfunded/ Annualization	FY 2008 Pay Raise and Two Add'l Days	Total
Anacostia Community Museum	14	43	57
Center for Folklife and Cultural Heritage	17	51	68
National Museum of African American History and Culture	21	64	85
National Museum of American History, Behring Center	198	600	798
National Postal Museum	7	20	27
National Museum of the American Indian	236	708	944
Archives of American Art	19	55	74
Arthur M. Sackler Gallery/Freer Gallery of Art	48	142	190
Cooper-Hewitt, National Design Museum	27	83	110
Hirshhorn Museum and Sculpture Garden	38	112	150
National Museum of African Art	32	98	130
National Portrait Gallery	52	159	211
Smithsonian American Art Museum	87	261	348
National Air and Space Museum	165	499	664
National Museum of Natural History	408	1,230	1,638
National Zoological Park	182	546	728
Smithsonian Astrophysical Observatory	161	482	643
Museum Conservation Institute	28	85	113
Smithsonian Environmental Research Center	33	98	131
Smithsonian Tropical Research Institute	103	311	414
Outreach	60	180	240
Communications	22	48	70
Office of Exhibits Central	29	87	116
Museum Support Center	15	44	59
Smithsonian Institution Archives	15	42	57
Smithsonian Institution Libraries	77	233	310
Administration	293	888	1,181
Inspector General	16	49	65
Facilities Maintenance	280	836	1,116
Facilities Operations, Security, and Support	964	2,900	3,864
Total Increased Pay Costs	3,647	10,954	14,601

UTILITIES, POSTAGE, COMMUNICATIONS, AND RENT (+ \$13,520,000) –
 For FY 2008, the Institution requests a net increase of \$13,520,000 for utilities, postage, communications, and rent costs for increases in consumption, rate and inflationary increases, and project needs. The following table displays estimates from FY 2006 through FY 2008. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Communications, and Rent
 FY 2006–FY 2008**
 (Dollars in Thousands)

	FY 2006 Estimate	FY 2007 Estimate	FY 2008 Estimate	Change
Utilities:				
Electricity	17,581	17,960	20,277	2,317
Chilled Water*	5,829	5,802	6,344	542
Steam	6,737	7,453	9,984	2,531
Natural Gas	2,969	4,265	4,839	574
D.C. Gov't Water/Sewer	3,670	3,853	2,753	-1,100
Other Water and Fuel	770	770	664	-106
Subtotal, Utilities	37,556	40,103	44,861	4,758
Postage	1,866	2,071	2,071	0
Communications	9,668	9,668	10,113	445
Rent	15,379	19,527	27,844	8,317
Total	64,469	71,369	84,889	13,520

*Chilled water is shown separate from the electricity line to accurately represent this utility expense.

- **Electricity (+ \$2,317,000) –** 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 net estimate includes anticipated increases for a 75 percent price increase at Virginia facilities due to the expiration of the regulatory rate cap in FY 2007 (+ \$745,000) and two percent price inflation on all electricity accounts in FY 2008 (+ \$360,000); and unanticipated increases for consumption in excess of projections at the leased Herndon, Virginia Data Center and the Donald W. Reynolds Center (+ \$485,000) and price increases above the FY 2006 appropriated and FY 2007 estimated levels (+ \$342,000). In addition, the request includes the last increment of funding for the Smithsonian Astrophysical Observatory's VERITAS Phase II project in Arizona, the Donald W. Reynolds Center's courtyard enclosure, National Zoological

Park's Asia Trail Phase II operations, and the National Museum of American History's Public Space Renewal (+ \$492,000). These increases are offset by reductions in costs from the closure and relocation of staff housed in the Arts and Industries Building (AIB) (-\$77,000) and anticipated increased reimbursements (-\$30,000).

- **Chilled Water (+ \$542,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities and the variable cost for actual chilled water usage. The FY 2008 request includes an anticipated two percent price increase in FY 2008 (+ \$59,000) and unanticipated price increases above the FY 2006 appropriated and FY 2007 estimated levels, due to the effect of electricity costs on chilled water generation (+ \$300,000). The request also includes increased chilled water usage due to the deteriorating building infrastructures at the Hirshhorn Museum and Sculpture Garden and at the NASM Mall Museum (+ \$200,000). Offsetting the increases are further savings from the closure and relocation of staff in the AIB (-\$10,000) and anticipated increased reimbursements (-\$7,000).
- **Steam (+ \$2,531,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water in facilities on the Mall and in New York City. The estimate includes increases for an anticipated 11 percent price increase in FY 2008 (+ \$1,008,000) and unanticipated price increases above the FY 2006 appropriated and FY 2007 estimated levels (+ \$2,715,000). Offsetting the increases are further savings from decreases in consumption due to conservation efforts that began in late FY 2006 (-\$915,000) the closure and relocation of staff in AIB (-\$109,000), and anticipated increased reimbursements (-\$168,000).
- **Natural Gas (+ \$574,000)** — The Smithsonian uses natural gas for heating and generating steam. The estimate includes increases for anticipated two percent inflation for FY 2008 (+ \$103,000) and unanticipated price increases above the FY 2006 appropriated and FY 2007 estimated levels (+ \$340,000). The request also includes increased consumption for the Donald W. Reynolds Center (+ \$134,000). Offsetting the increases are anticipated increased reimbursements (- \$3,000).
- **D.C. Water and Sewer (-\$1,100,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). The request includes a reduction of \$1,100,000 to

the budget estimate to reflect rate and billing adjustments identified by the DCWSA.

- **Other Water and Fuel (-\$106,000)** — Funds provide water and sewer for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers, as a backup to natural gas. The request includes an anticipated eight percent price increase in FY 2008 (+ \$37,000), which will be offset by actual water and fuel use lower than projected (-\$143,000).
- **Postage** — Funds provide for all official domestic and international mail services. The Institution is not seeking an increase in FY 2008 for postage.
- **Communications (+ \$445,000)** — The requested increase supports the leased communications lines for the leased space at Capital Gallery and L'Enfant properties in Washington, DC and Crystal City, Virginia. The funds also provide for the required replacement of network switches and routers.
- **Rent (+ \$8,317,000)** — The request includes increases for replacement lease (+ \$5,950,000); annual rent escalations for existing leases (+ \$807,000); and program lease requirements (+ \$1,560,000), as follows:
 - **Replacement Lease (+ \$5,950,000)** — Provides additional funds for leased space to relocate Smithsonian offices from 1111 North Capitol St., Washington, DC, to other leased space that will be identified to meet the Smithsonian's needs. The current lease expires in 2011 and includes a mutual termination provision whereby either party may terminate the lease with a 15-month written notice. Based on discussions with the landlord and the aspect that the North Capital Street corridor is very attractive for development, the Smithsonian anticipates that the landlord will invoke the mutual termination provision, thereby forcing the Smithsonian to relocate staff, storage, and workshop activities to other leased space. The request includes \$2,250,000 in additional base rent funds to provide for an estimated 160,000-square-foot replacement facility at an anticipated higher annual rent than the 1111 North Capitol St. space. For FY 2008, the funding will provide for a six-month transition time to allow for fit out of the space. For FY 2009 and following years, the \$2,250,000 will be used to offset the annualized rental costs of the replacement lease. In addition, \$3,700,000 will support one-time move and fit-out costs.

- ***Escalation (+ \$807,000)*** — Provides for annual rent increases in accordance with the actual terms of current lease contracts (+ \$578,000) and restoration of funds reduced by rescissions in the FY 2006 appropriations bill that are required to meet lease obligations (+ \$229,000). Among the contracts, the escalation rate for base rent averages two percent and operating and real-estate taxes average eight percent.

- ***Garber Facility Buildings (+ \$740,000)*** — Provides for leased collections-storage space to relocate American History artifacts from asbestos-laden Buildings 15 and 18 at the Garber facility in Suitland, Maryland, to leased storage facilities that will be identified. Although the asbestos in Buildings 15 and 18 has been temporarily contained, the artifacts and staff are still at a high risk of exposure. In FY 2009, the Smithsonian plans to demolish Buildings 15 and 18 and will not rebuild them. The requested funds will provide for an estimated 24,000 square feet of collections-storage space in a climate-controlled storage facility to relocate the artifacts that are currently stored in these buildings. The leased facility will prevent further contamination and deterioration of the artifacts and will provide a safer environment for staff. Funds to move the artifacts are requested in the Facilities Capital section of this request.

- ***Cooper Hewitt, National Design Museum (CHNDM) (+ \$480,000)*** — Provides for leased collections-storage space to relocate the CHNDM collections to other leased space that will be identified to meet the required needs. In FY 2008, CHNDM will undergo renovation to increase exhibition space. Master plans include consolidating the collections in an off-site central storage and conservation facility. The requested funds will enable CHNDM to lease an estimated 15,000 square feet of space to house CHNDM collections, thus allowing for expansion of exhibition space at the Museum.

- ***Udvar-Hazy Center (+ \$280,000)*** — Provides for annual ground-lease costs for the Udvar-Hazy Center. The National Air and Space Museum (NASM) has a long-term lease agreement with the Metropolitan Washington Airports Authority (MWAA) for the purpose of constructing and operating the Udvar-Hazy Center. The Center sits on 177 acres of land that is controlled by the MWAA. NASM uses critical program funds to pay MWAA for annual ground-lease costs. The requested funds will enable NASM to replenish its program funds and provide improved public programs at the Udvar-Hazy Center.

- **Smithsonian Tropical Research Institute (STRI) (+ \$60,000)** — Provides for annual lease costs of land and buildings in Gamboa, Panama. STRI leases 13 acres in Gamboa from the Republic of Panama. The property is required by STRI as a major component of its terrestrial research programs in Panama. In order to provide for lease costs, STRI has redirected funds from critical research programs. The requested funds will enable STRI to maintain control of prime access to the Canal, which is needed for research, and to avoid losing land that the Panama Canal Authority wants to sell. Current funds covering leased costs will be returned to STRI's research programs.

SUMMARY OF PROGRAM CHANGES — The Institution requires funding for the following programs in FY 2008. Details are provided in the line-item narratives for each respective program.

- **Security/Anti-Terrorism (+ \$1,833,000, + 2 FTEs)** — This request provides for the minimum security improvements recommended by the Inspector General's evaluation of the Institution's employee and contractor security check and badging systems (\$1,381,000, 2 FTEs). Also provides funds to reimburse the Federal Protective Service for required security costs at the National Museum of the American Indian's George Gustav Heye Center in New York (\$452,000).
- **NAPA-Driven and Information Technology Needs (+ \$47,549,000, + 128 FTEs)** — This request supports critical improvements required for the Smithsonian's facilities program and information technology infrastructure, as recommended by the National Academy of Public Administration. The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Operations and Maintenance program in FY 2006 and received the highest PART rating score. This rating confirms the Government Accountability Office's conclusion that the Institution's facilities programs are effectively managed and that additional resources would be efficiently spent. The specific increases requested are as follows:
 - **Facilities Maintenance (+ \$42,068,000, + 72 FTEs)** — Provides resources to continue to address the Institution's critical maintenance needs. With this increase of \$42 million, along with the maintenance increase requested in FY 2007, the total facilities maintenance funding would be \$94.5 million. These resources will provide the minimum level to attain the industry standard of 2–4 percent (\$94–\$188 million) of the replacement value of the Institution's buildings (\$4.7 billion). These resources

will enable the Smithsonian to achieve long-term results in improving the Institution's essential maintenance requirements.

- ***Facilities Operations (+ \$3,614,000, + 55 FTEs)*** — Provides resources to improve the overall cleanliness of museums to approach the industry standard appearance level 2, with the goal of achieving appearance level 2 in the near future. Appearance level 2, known as "Ordinary Tidiness," provides the level of cleanliness that the public expects and deserves. It is vital that the Institution have the resources to maintain the appropriate level cleanliness for the most visited museum complex in the world.
- ***Managed Information Technology (IT) Infrastructure (+ \$1,867,000, + 1 FTE)*** — Provides funding for the most critical IT infrastructure needs, including supporting vital IT hardware and software maintenance increases (\$621,000). Provides resources to begin to convert the Institution's electronic official personnel files (\$936,000, 1 FTE). Also provides for essential support for the Geographical Information System (\$75,000) that is critical to the natural sciences and to upgrade the power supply supporting critical astronomical instruments at the Smithsonian Astrophysical Observatory (\$235,000).
- ***Collections Care Initiative (+ \$6,500,000, + 13 FTEs)*** — Provides essential resources to meet collections care accreditation standards and to provide for the highest priority collections management needs throughout the Institution. Provides state-of-the-art collections management systems, better access and improved storage, conservation, and preservation needed to ensure the longevity and availability of the National Collections.
- ***New Museums (+ \$5,893,000, + 28 FTEs)*** — Provides resources to support the requirements of the National Museum of African American History and Culture. Continues developing and refining plans for exhibitions, public programs, educational programs, collections acquisition, technology, and capital fund raising.
- ***Science Priorities (+ \$3,100,000, + 7 FTEs)*** — In response to reports from the Science Commission and the National Academy of Sciences, the Institution has identified the following priority areas for funding:
 - ***National Zoo (+ \$700,000, + 3 FTEs)*** — Provides funding for increased efforts related to animal welfare and staff safety and for

support of daily operations, including pest management control, as recommended by the American Zoo and Aquarium Association.

- ***Natural History Exhibition Maintenance (+ \$600,000)*** — Provides funds for operating the Museum's newer exhibits, which are much more interactive, and, therefore, require greater maintenance.
- ***Research and Training Services Studies (+ \$400,000)*** — Supports valuable research by predoctoral and postdoctoral students who are crucial for enhancing the Institution's mission in the sciences and humanities, and who help ensure the continuation of Smithsonian science by training the next generation.
- ***Research Equipment Pool (+ \$700,000)*** — Replaces basic, outdated research equipment and maintains equipment that in many cases has not received expert maintenance in several years.
- ***Global Forest Research (+ \$700,000, +4 FTEs)*** — Supports important research by the Global Earth Observatories on global climate change and its impact on the world's forests and the Earth's species. This program responds directly to the *American Competitiveness Initiative* in the President's science priorities. Federal funding will leverage private donations from individuals and U.S. universities that will make up most of the funding.
- **Other Program Changes (+ \$1,231,000, +4 FTEs)** — Provides for other institutional priorities in key areas of public programming and Institution-wide administrative support, as follows:
 - ***Office of the Inspector General (+ \$201,000, +2 FTEs)*** — Provides support for workload requirements, including adequate oversight of the Institution's IT and facilities capital programs.
 - ***American History Exhibition Maintenance (+ \$131,000)*** — Provides funds for operating the Museum's newer exhibits, which are much more interactive, and, therefore, require greater maintenance. Because the Museum reopens in the last quarter of FY 2008, only one-fourth of the annual requirement is budgeted.
 - ***Human Resource Workforce Restructuring (+ \$200,000)*** — Provides resources to continue implementing key human capital initiatives such as performance and succession management and employee development.

- **Anacostia Museum Curator (+ \$102,000, + 1 FTE)** — Provides funds to support a Museum curator to enhance the exhibition program at the Anacostia Community Museum.
- **Latino Center Initiatives (+ \$500,000)** — Provides for an increase to the Latino Initiatives Pool which will result in more stimulating, innovative, and comprehensive programming to better present the compelling story of the extensive Latino contributions in this country.
- **Hirshhorn Museum Visitor Services Manager (+ \$97,000, + 1 FTE)** Provides funds for a dedicated position to improve and manage the total visitor experience by serving as a visitor advocate in the planning and execution of the Museum’s programming.

NO-YEAR AND TWO-YEAR FUNDING — The following table provides the FY 2008 Salaries and Expenses request for No-Year and Two-Year funding.

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

Salaries and Expenses	FY 2007 Request	FY 2008 Request
No-Year Funds		
National Museum of African American History and Culture	2,968	8,946
National Museum of Natural History:		
Exhibition Reinstallation	1,013	1,013
Repatriation Program	1,631	1,663
Major Scientific Instrumentation	3,886	3,886
Collections Acquisition	466	466
Total, No-Year	\$9,964	\$15,974
Two-Year Funds		
Outreach: Office of Research and Training Services	1,577	1,977
Total, Two-Year	\$1,577	\$1,977

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2008 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, the Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This change has enabled the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

The following table provides a summary of the Institution's FY 2007 and FY 2008 estimates and the proposed changes by strategic goal, performance objective, and program category.

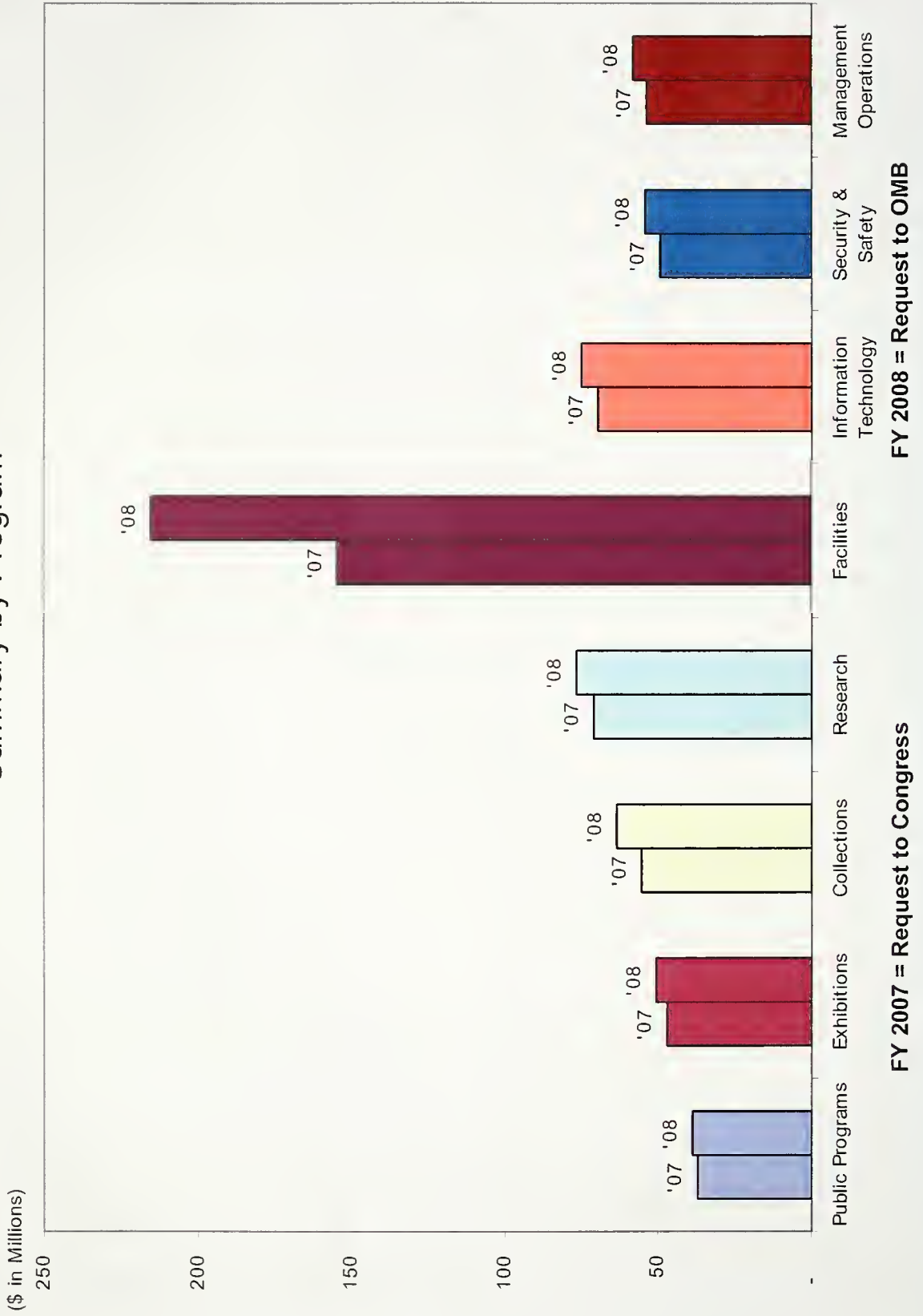
Federal Resource Summary by Performance Objective and Program Category
(\$ in Thousands)

	FY 2007		FY 2008		Change	
	FTEs	000	FTEs	000	FTEs	000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	276	25,718	275	26,848	(1)	1,130
Provide reference services and information	129	11,375	127	11,836	(2)	461
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	498	46,983	503	50,530	5	3,547
<i>Collections</i>						
Improve the stewardship of the national collections	548	55,302	562	63,398	14	8,096
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	450	58,631	460	63,032	10	4,401
Ensure the advancement of knowledge in the humanities	105	12,238	112	13,562	7	1,324
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive long-range revitalization program and limited construction of new facilities	10	1,145	10	1,419	-	274
Implement an aggressive and professional maintenance program	383	48,923	455	90,772	72	41,849
Improve the overall cleanliness and efficient operation of Smithsonian facilities	526	104,574	581	123,193	55	18,620
<i>Security & Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	1,000	64,221	1,002	69,275	2	5,054
Provide a safe and healthy environment	53	5,304	53	5,624	-	320
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	185	49,216	189	54,113	4	4,897
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	202	19,196	205	20,442	3	1,246
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	106	13,495	106	14,141	-	646
Modernize the Institution's financial management and accounting operations	99	12,313	101	12,911	2	598
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	44	3,933	49	4,597	5	664
Modernize and streamline the Institution's acquisitions management operations	55	4,305	55	4,417	-	112
Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	3	523	9	1,565	6	1,042
TOTAL	4,672	537,394	4,854	631,675	182	94,281

Smithsonian Federal Budget

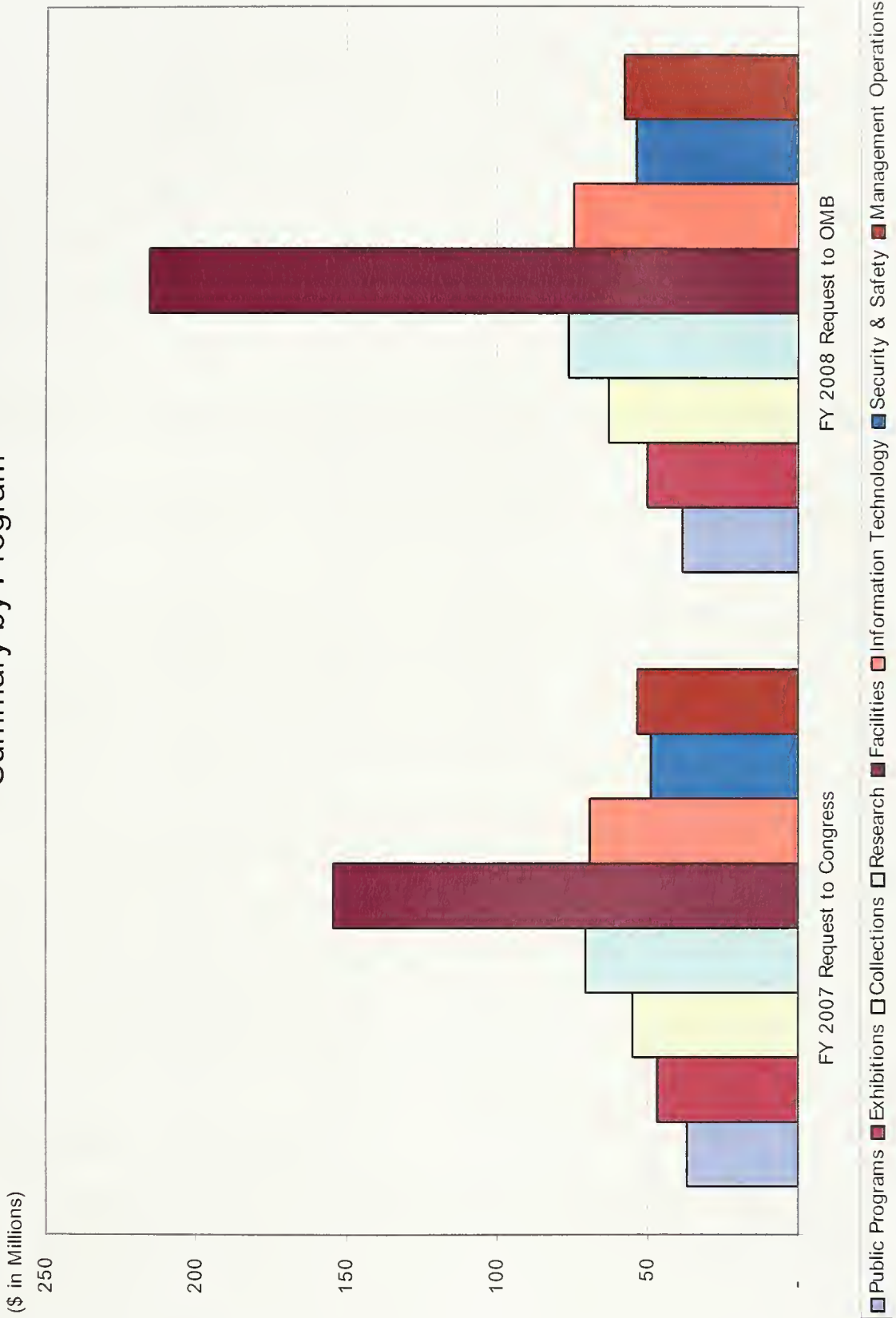
Salaries and Expenses

Summary by Program



Smithsonian Federal Budget

Salaries and Expenses Summary by Program



ANACOSTIA COMMUNITY MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	21	1,908	2	193	0	36	0	90
FY 2007 ESTIMATE	21	1,948	2	234	0	223	0	90
FY 2008 ESTIMATE	22	2,107	2	210	0	225	0	105

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	662	8	696	0	34
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	523	6	614	2	91
<i>Collections</i>						
Improve the stewardship of the national collections	5	356	4	373	-1	17
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	222	2	232	0	10
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	80	1	83	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	105	1	109	0	4
Total	21	1,948	22	2,107	1	159

BACKGROUND AND CONTEXT

The Anacostia Community Museum (ACM), formerly 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 perspective.

The community-based approach is premised on a methodology of direct collaboration with communities, including local museums, religious institutions, and artistic, cultural, and civic organizations, in order to mobilize, organize, and equip them to research, document, interpret, and preserve their cultural heritage through educational and training programs.

For FY 2008, the estimate includes an increase of \$57,000 for necessary pay for existing staff funded under this line item, and a program increase of \$102,000 and 1 FTE for a Museum curator to develop and coordinate exhibitions.

MEANS AND STRATEGY

In FY 2008, the Anacostia Community Museum will continue to accomplish the Institution's goal of Increased Public Engagement through exhibitions, public programs, and collections resources that draw from and include the participation of African American families, communities, and social and religious institutions. Specifically, the Museum will work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop interpretation through regionally based educational activities, publications, and exhibitions. Through its website, the Museum will disseminate information on heritage preservation projects.

In September 2007, the Museum's exhibition *East of the River: Yesterday, Today and Tomorrow* will explore community life in Anacostia from Native American habitation to the present. This will be the featured exhibition for the year and will celebrate ACM's 40th anniversary. The entire facility will house *East of the River*, and a variety of public programs and activities will be presented to supplement the exhibition. A second major exhibition continuing through FY 2008 will be *Breaking Glass: African American Glass Artists*. As the first major exhibition of its kind, *Breaking Glass* traces the transformation of the medium from artisans and industrial manufacture to studio glass and contemporary work.

Beginning in May 2008, to increase public interest in and access to the Museum's permanent collection, rotating exhibitions (in four- to five-month intervals) of select items from the collection will be displayed in the John R. Kinard Gallery. An updated inventory of items in the collection, completed in 2006, will be published in FY 2007. The inventory will be the resource used

nationally to create teaching tools and reference guides that will be made available online and in print.

In FY 2008, through a broadened Museum Academy program design, the ACM will increase the involvement of local public and private schools (grades K–12) and colleges and universities in all Museum activities. Recognizing the ACM's unique responsibility to youth development within the southeast Washington community and beyond, the Museum Academy program will be expanded from its out-of-school-time programming for children, to a multi-tiered program involving both school day and after-school offerings for K–12th grades. There will be a menu of programmatic activities, from cultural enrichment to educational enhancement and career training, which can be tailored to meet the specific needs of each collaborative community partner institution. The various program components provide direct access to exhibitions, collections, and professional staff of the Museum and the wider Smithsonian Institution. Outreach to high-school students seeks to broaden the experiences and horizons of young people through training in cultural documentation and preservation, as well as through docent and practicum opportunities. The Museum will also expand internship opportunities for high-school and college students, and will continue to be an educational and career-building resource for them.

In FY 2008, the structure of the ACM Teacher Training Institute, which explores current topics in African American history through Museum collections, will be reviewed and revised for implementation as a regular bi-annual training program for educators in the Washington, DC metropolitan area. Distance-learning opportunities will also be expanded for this training. These workshops will be specifically designed to incorporate the use of local cultural and historical assets that enhance traditional in-school curricular activities.

In FY 2008, the Museum will continue to expand its regional community network through direct collaboration with partners in preservation and training, and with regional seminars designed to promote community action in cultural heritage preservation.

The Community Historians Initiative project, *A Sacred Trust: African American Religious Archives*, will expand to incorporate a new regional network that uses training and resource development to increase the preservation and documentation capacity of church-based historians and archivists.

Another Community Historians Initiative, *Family Legacies*, will increase the capacity of families to preserve history and traditions through regionally

based family history workshops, Web-based resources, and a family history conference. These activities will lead to the development of materials for a future exhibition, scheduled for FY 2008, and tentatively titled *Family Reunions: Preserving Traditions*.

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

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$696,000)

- Expand the regional cultural heritage consortium into a new region, and bring together a network of community activists for training and a resources development program
- Conduct a heritage preservation training program
- Develop a regional exhibition project
- Convene a regional heritage partners' meeting and networking conference
- Expand *A Sacred Trust: Religious Archives* project network
- Convene a conference for family historians about how to preserve family history
- Conduct training and provide technical assistance for small and mid-size museums to enhance their capacity for community documentation and preservation
- Use the collections and expertise of the Museum's staff to directly engage children in a year-long, after-school, and summer program focused on learning their cultural heritage
- Train youth (ages 14–19) in cultural documentation and preservation at the ACM, and at the larger Smithsonian Institution, through a seven-week summer workshop

- Conduct in-service training for teachers, with a focus on new research in African American history that incorporates the use of the Museum's collections

Offer compelling, first-class exhibitions at Smithsonian museums and across the country (6 FTEs and \$614,000)

- Present an exhibition on the development of the Anacostia community from the Native American presence until today
- Present an exhibition on school bands and their impact on the local community and the education of children
- Present an exhibition on the work of family historians and the role of family reunions in recovering family and community history
- Present an exhibition on the people who help shape and influence the development and social structure of communities

Improve the stewardship of national collections (4 FTEs and \$373,000)

- Acquire collections documenting community and family history
- Create Web access to two community and family history collections
- Publish an inventory of the Museum's permanent collection
- Develop teaching tools and reference guides based on the resources in the permanent collection
- Present rotating exhibits of select items from the permanent collection

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$232,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$83,000)

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

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

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

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of \$159,000 and 1 FTE. Included are an increase of \$57,000 for necessary pay for existing staff and a program increase of 1 FTE and \$102,000 for a Museum curator to develop exhibitions based on collections and research, coordinate exhibitions developed by guest or contributing curators, and facilitate the mounting of leased exhibitions.

If the FY 2008 request is not allowed, the ACM will not be able to achieve the desired level of quality and accountability in its exhibitions and related public programs.

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 2006 ESTIMATE	18	2,108	13	1,370	5	1,960	0	53
FY 2007 ESTIMATE	18	2,161	11	1,154	8	2,791	0	0
FY 2008 ESTIMATE	19	2,329	11	1,159	5	950	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Develop and bring first-class educational resources to the nation	5	699	4	666	-1	-33
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	10	1,141	9	936	-1	-205
<i>Collections</i>						
Improve the stewardship of the national collections	2	170	3	292	1	122
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	70	0	100	0	30
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	81	1	135	0	54
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	0	0	2	200	2	200
Total	18	2,161	19	2,329	1	168

BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage produces research-based public programs that promote the understanding and continuity of traditional grassroots 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. Additionally, the Center produces Smithsonian Folkways Recordings, which include the iconic songs, speeches, and sounds of the American experience among its more than 3,000 published titles. The Center also produces websites, particularly Smithsonian Global Sound, which bring its collections and educational materials to libraries and schools throughout the nation. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and produces major national celebratory events which have included the National World War II Reunion, the opening of the National Museum of the American Indian, and various programs for Olympics and Presidential Inaugural festivities.

For FY 2008, the budget estimate includes an increase of 1 FTE and \$168,000. Included is an increase of \$68,000 for necessary pay for existing staff funded under this line item, and a program increase of 1 FTE and \$100,000 for a collections specialist as part of the Smithsonian's Collections Care initiative to improve the stewardship of the national collections (justified here and under the Institution-wide Collections Initiative section of this budget).

MEANS AND STRATEGY

To achieve the Smithsonian's goal of Increased Public Engagement, the Center will continue its annual production of the Smithsonian Folklife Festival on the National Mall. This museum of living cultural heritage is very popular with the public and the media, as well as with the communities served. In 2007, the Festival will feature the roots of Virginia on the occasion of the 400th anniversary of the settlement of Jamestown, the traditions of Northern Ireland, and the cultural heritage of the Mekong River region of Southeast Asia. In 2008, plans are to feature the Himalayan country of Bhutan, the state of Texas, and the traditions of African - American, Latino, and Native American artists. The Festival aims to draw one million visitors in 2008 and reach millions more through Webcasts and media coverage. Traveling exhibitions produced from the Festival, such as *Workers of the White House* and *Inspirations of the Forest*, will tour the nation in 2008 and reach additional audiences.

To bring Smithsonian educational resources to the nation, the Center will continue to publish approximately 18 new documentary recordings in CD format (through Smithsonian Folkways Recordings) in 2008. Additionally, the Center will continue to distribute the 3,000 album titles in its back catalog in to teachers, students, musicians, community members, and the general public. New recordings will feature the musical traditions of diverse communities from across the United States and around the world, and are expected to reflect the high quality that has earned Smithsonian Folkways seven Grammy award nominations, one winner, and other major awards in the past two years. Smithsonian Folkways and other digital collections of the Center will continue to be disseminated through the Smithsonian Global Sound website, both to the general public and (in a more specialized form) to some 300 subscribing libraries throughout the nation. Nominated for a Webby award in 2006, Smithsonian Global Sound includes more than 40,000 sound tracks, liner notes, and educational features drawn from Festival performances and the Rinzler and partner archives. Together with related websites, it is expected to reach some 4 million visitors.

To apply Smithsonian research to its work and collections, the Center will continue to preserve and catalogue its documentary sound, photographic, and ethnographic collections as well as generate new materials through the organization of research projects necessary to produce the Festival and Smithsonian Folkways Recordings. After moving the Center and the Archive to a new location in late 2006, the Archive will reopen to users in FY 2008. To improve its stewardship of the national collections, an additional collection specialist will be hired to help catalogue the collection, systematize its organization, and contribute to digitization efforts in order to make it increasingly accessible to the public, especially via the Internet.

The Center will contribute to the Smithsonian's goal of Enhanced Management Excellence, by continuing to help provide for security of people and property outdoors, on the National Mall, during the Festival period. The Center will also continue to improve its information technology infrastructure for tracking and accounting for Festival participants, Festival and related project budgeting, and planning.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

***Develop and bring first-class educational resources to the nation
(4 FTEs and \$666,000)***

- Generate more than four million visits to the Center's web pages
- Have Smithsonian Global Sound adopted by more than 300 libraries as a resource for students and teachers

- Produce and distribute at least 18 documentary recordings through Smithsonian Folkways Recordings
 - Develop at least 10 new educational features for teachers and students on the Smithsonian Global Sound website
 - Attract one million visitors to the Smithsonian Folklife Festival
- Offer compelling, first-class exhibitions (9 FTEs and \$936,000)***
- Produce the annual Smithsonian Folklife Festival on the National Mall
 - Generate attendance of one million visitors
 - Feature more than 400 musicians and artists from cultural communities which are important to Americans
 - Generate 500 media stories about the Festival
 - Generate 90 percent approval ratings by the public for the Festival
 - Travel at least two exhibitions generated from the Festival and other projects throughout the United States
- Improve the stewardship of the national collections for present and future generations (3 FTEs and \$292,000)***
- 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
 - House and secure the Archival and artifact collections in the new Capital Gallery office space
 - Install digitization equipment and facilities, and enhance software to continue digitization processes
 - Hire a collections specialist to catalogue and organize collections and aid in digitization efforts

Enhanced Management Excellence

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

- Provide enhanced security for the Smithsonian Folklife Festival on the Mall

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$135,000)

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

Modernize the Institution's financial management and accounting operations (2 FTEs and \$200,000)

- Provide superior support for all aspects of the Center's financial management and accounting, including Festival operations, office management, etc.

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 1 FTE and \$168,000. Included is an increase of \$68,000 for necessary pay for existing staff, justified in the Mandatory Costs section of this budget, and a program increase of 1 FTE and \$100,000 for a collections specialist which is consistent with the Smithsonian's Collections Care initiative to improve the stewardship of the national collections. The increases are as follows:

- (+ \$100,000, 1 FTE) Salary and benefits for a collections specialist, who will catalogue collections, organize them, and aid in digitization so that they will comply with Smithsonian Institution collections standards and be increasingly accessible to the public, as well as to provide training, supply, and equipment funds in support of such a position.

If the FY 2008 request is not allowed, the collections will not be as well cared for or organized as needed, nor will they be as accessible to the Center staff and the public as they should be. This will be especially problematic following the relocation of the Center for Folklife and Cultural Heritage collections to a new office building at the end of 2006.

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 2006 ESTIMATE	19	2,888	2	405	0	0	0	0
FY 2007 ESTIMATE	19	2,968	2	364	0	0	0	0
FY 2008 ESTIMATE	47	8,946	2	364	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	239	3	368	1	129
Provide reference services and information	2	195	2	203	0	8
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	371	3	1,030	1	659
<i>Collections</i>						
Improve the stewardship of the national collections	3	420	7	2,534	4	2,114
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	0	2	204	2	204
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	0	366	0	555	0	189
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	22	2	335	2	313
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	352	10	975	6	623
Modernize the Institution's financial management and accounting operations	2	319	4	568	2	249

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	163	5	611	4	448
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	3	521	9	1,563	6	1,042
Total	19	2,968	47	8,946	28	5,978

5,978
850
5,978

BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experiences and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of national life. This effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora.

For FY 2008, the estimate includes a programmatic increase of \$5,893,000 and 28 FTEs to significantly strengthen and expand the Museum's fundraising capacity; expand and enhance outreach (through the establishment of strategic collaborations and partnerships and the development of traveling exhibitions); identify, acquire, document, and conserve collections; continue developing and refining plans for exhibitions and public and education programs; and strengthen the capacity for administration and information technology. As authorized in Public Law 108-184, these funds are requested to remain available until expended.

The estimate also includes an increase of \$85,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities in the fourth year will include efforts to build alliances and collaborative partnerships within the Smithsonian Institution, as well as with African American organizations and other national organizations to help generate support to build and develop the Museum, leverage resources, and share ideas. Because public awareness of the Museum is limited, efforts to broaden knowledge will occur through print and electronic media, and also through the development of programs to tour collections and exhibits that engage and inspire audiences throughout the nation.

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

- As the beginning of a permanent campaign to dramatically increase public awareness of the Museum, the NMAAHC will launch a multi-tiered campaign consisting of four components: 1) a national traveling exhibition to open in New York; 2) a major performance in Chicago; 3) an enhancement of the Museum's website; and 4) a national membership campaign. The "launch" is aimed at multiple constituencies whose resources and support will be critical to the development of the new Museum.
- The NMAAHC will partner with Folkways Recordings in an effort to repackage some of Folkways' 7,000 existing individual American music and spoken-word recordings. The proposed end product will consist of eight CDs of existing material, with revised liner notes and photographs, and four new recordings on a joint Folkways/NMAAHC label.
- *Let Your Motto be Resistance: African American Portraiture from 1865 to the Present* is a collaborative exhibition project between the NMAAHC and the National Portrait Gallery (NPG). The exhibition features 100 photographic portraits of notable African Americans drawn from the NPG collection, and is a collaborative endeavor between the two museums. Portraits of figures from politics, academia, sports, the world of religion, and the arts will provide the basis for an examination of portrait photography through the lens of the African American experience. The exhibit will explore the influential role of these images in shaping public identity and individual notions of race and status.
- The NMAAHC will collaborate with the Smithsonian Center for Folklife and Cultural Heritage to produce the 2008 Smithsonian Folklife Festival.
- By partnering with the International Business Machines (IBM) Corporation, the NMAAHC will find ways to use technology to extend the reach of Museum programming to a global audience. Some of the functionalities of the future site include virtual tours of exhibitions, online participation, discussion boards on specific themes, and the ability to view updates on the progress of construction of the Museum itself.
- Through "Save Our African American Treasures," a National Collections Initiative project, the Museum will engage the American public in discovering, collecting, preserving, and sharing the material culture of our heritage. The goals of the "Save our African American Treasures" initiative are to:

- demonstrate that the Museum exists now
 - begin to identify potential collections
 - assist the public in identifying and preserving objects of historic and cultural significance
 - cultivate and strengthen partnerships.
- By developing symposia, workshops, and forums, the Museum will cultivate strong partner relationships, gain significant visibility, and enable communities around the country to feel a sense of ownership in the success of this national Museum. These programs will be designed to inspire the American people, educate children, equip teachers, honor elders, excite the Museum's audience, inform a new generation, instill pride, connect people with their heritage, and ensure that access to a rich history is available to future generations.

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

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

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$368,000)

- Establish affiliations/collaborative agreements with museums, educational institutions, and foundations
- Refine preliminary concepts/designs for public programs
- Develop a national membership campaign
- Begin touring the *Let Your Motto Be Resistance: African American Portraits* traveling exhibition

Provide reference services and information (2 FTEs and \$203,000)

- Develop concepts/proposals for educational programs

Offer compelling, first-class exhibitions (3 FTEs and \$1,030,000)

- Refine preliminary concepts/designs for exhibitions

Improve the stewardship of the national collections (7 FTEs and \$2,534,000)

- Identify and purchase desired collections items
- Develop collections management strategy
- Begin developing collection information system

Strengthened Research

Ensure the advancement of knowledge in the humanities (2 FTEs and \$204,000)

- Partner with Smithsonian Folkways Recordings and repackage approximately 7,000 existing individual American music and spoken-word recordings associated with African American history

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (\$555,000)

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

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$335,000)

- Implement internal hardware/software operating requirements
- Enhance existing website

Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$975,000)

- Develop and refine organizational structure
- Improve internal operations through analysis of programs

Modernize the Institution's financial management and accounting operations (4 FTEs and \$568,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$611,000)

- Build awareness of the Museum and its capital campaign with article placements, editorials, interviews, and advertising

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (9 FTEs and \$1,563,000)

- Schedule one-on-one activities with several major donors
- Conduct special fundraising events for donors

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes a programmatic increase of 28 FTEs and \$5,893,000. It is anticipated that the programmatic increase will be directed as follows:

- (+ \$3,299,000, + 11 FTEs) This increase will support all activities related to the advancement and refinement of plans and designs for future exhibitions, public and education programs, and historical research; the acquisition, documentation, conservation, management, and digitization of collections; and the establishment of new strategic collaborations and partnerships with other cultural organizations, entities, and individuals. Estimated resources include three planners to augment the planning effort (3 FTEs and \$384,000); four collections specialists (4 FTEs and \$490,000) and collections acquisition funding (\$1,600,000) to enable the new Museum to purchase, document, archive, conserve, digitize, and provide temporary storage for collections; and two community affairs specialists, one writer/editor, and one traveling exhibits specialist, (4 FTEs and \$455,000); and funding to increase the number of collaborations and partnerships with external entities, develop touring exhibitions, and build awareness about the Museum through paid advertising, article placements, interviews, and editorials (\$370,000).
- (+ \$1,148,000, + 7 FTEs) This increase will support the Museum's efforts to obtain large gifts from private sources in order to secure required federal matching funds to help build the Museum. Public Law 108-184 authorizing the establishment of the National Museum of African American History and Culture also authorizes the use of appropriated funds for fund raising. Because achieving and sustaining fundraising success is one of the most pressing challenges facing the new Museum, increased funding to augment development resources is critical. Substantial cultivation of donors (e.g., individuals, corporations, foundations, associations, and religious organizations) is anticipated. Funding is required for expanded activities in public relations, rollout of communications materials, development of databases, and to pay for standard donor relationship-building activities

that are critical to major fundraising efforts such as reception and representation expenses. Six professional fund raisers and one public affairs/relations specialist (7 FTEs and \$778,000) are requested, along with funding to implement cultivation strategies (\$370,000).

- (+ \$1,446,000, + 10 FTEs) This increase will support the enhancement of the Museum's managerial, administrative, and technological infrastructure. With an anticipated increase in programmatic staffing and developmental activities, additional staff members are needed to manage organizational development, provide management and program analysis, implement information technology enhancements, and provide clerical assistance. Six management and program specialists/analysts (6 FTEs and \$802,000), two office assistants (2 FTEs and \$148,000), two information technology specialists (2 FTEs and \$272,000), and funding for software and hardware acquisition and maintenance (\$100,000), as well as funding for staff training (\$124,000) are requested for operations support.

If the FY 2008 request is not allowed, the Smithsonian will be unable to continue planning and development of the NMAAHC. A significant amount of new funding is critical to continue planning, outreach, fund raising, and development of an infrastructure. Future increases will be necessary to finish developing the NMAAHC.

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

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	200	20,236	11	2,301	55	9,007	24	3,483
FY 2007 ESTIMATE	200	20,807	11	2,136	48	8,464	24	3,078
FY 2008 ESTIMATE	203	22,001	10	2,141	37	7,623	23	3,007

Note: Operating resources include the National Postal Museum

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	36	3,104	36	3,251	0	147
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	60	4,412	60	4,792	0	380
<i>Collections</i>						
Improve the stewardship of the national collections	51	6,872	54	7,324	3	452
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	30	3,825	30	3,948	0	123
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	2	365	2	373	0	8
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	10	1,097	10	1,138	0	41
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	436	4	452	0	16
Total	193	20,111	196	21,278	3	1,167

BACKGROUND AND CONTEXT

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

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

For FY 2008, the budget estimate includes an increase of 3 FTEs and \$1,167,000. Included is an increase of \$798,000 for necessary pay for existing staff funded under this line item, and a program increase of 3 FTEs and \$369,000 to enhance the staffing for the NMAH Collections Information System (justified here and under the Institution-Wide Collections Initiative section of this budget) and to provide much-needed resources for Exhibit Maintenance.

MEANS AND STRATEGY

The Museum will reopen in the summer of 2008 after renovation to reveal the new *Star-Spangled Banner Gallery*, an architectural transformation of the central core of the Museum, and the updating of the Museum’s infrastructure. The Star-Spangled Banner will be returned to its rightful place at the center of the Museum in a state-of-the-art gallery so that it may be preserved and displayed for generations. The Museum will offer targeted educational programs to complement the reinstallation of the Star-Spangled Banner. Additionally, the renovation will transform the central core into a grand, open, and easily navigated environment worthy of the Museum’s collections. The visible results of the renovation will include architectural changes featuring more natural and artificial lighting, a grand staircase connecting the first and second floors, new wall cases for collections displays, improved signage and public circulation, increased horizontal and

vertical sightlines, a new Visitor Welcome Center, and the reopening of previously closed exhibitions.

In addition to the work related to the reopening, staff will be planning and designing future exhibits and programs, conducting off-site programs and performances, developing traveling exhibitions, installing temporary exhibitions at other locations, acquiring new collections, conducting research and extending the reach of the Museum's website with new online exhibitions and features.

The Museum will continue to plan and implement programs, some off site while closed to the public, to attract new and underserved audiences. These programs will include musical performances by the Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society, as well as programs for Jazz Appreciation Month. Some of the Museum's cornerstone events will continue to center on Black History Month, Hispanic Heritage Month, and Asian Pacific American Heritage Month. The Museum will continue to expand and upgrade its popular website with new features on exhibitions, collections, and public programs.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (36 FTEs and \$3,251,000)

- Open new Welcome Center to help visitors plan their tours of the Museum and learn more about Museum collections
- Relaunch the handheld multimedia guide for self-guided tours, with expectation of distributing 400 handheld guide units daily
- Reopen the Hands-on-Science Center
- Plan for expanded Hands-on-History Room and new Lemelson and Education Centers
- Offer Star-Spangled Banner educational materials and electronic outreach to schools nationwide
- Offer family activities related to the opening of the *Star-Spangled Banner Gallery*, including a family festival weekend, special tours, films, and hands-on activities, such as a daily folding of a replica Star-Spangled Banner
- Establish websites on the patent medicine and Bracero collections
- Conduct annual programs to commemorate Black History Month, Hispanic Heritage Month, and Asian Pacific American Heritage Month

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (60 FTEs and \$4,792,000)

- Open the new *Star-Spangled Banner Gallery*
- Reopen the renovated Museum with new wall cases lining the public spaces, so that collections can be exhibited outside of the traditional exhibition areas
- Plan for temporary exhibitions on the 400th anniversary of the Jamestown colony, the Abraham Lincoln bicentennial, and various photography exhibitions
- Continue development of the *On The Water* and *An Introduction to American History* exhibitions, which are projected to open in 2009
- Begin development of renovated exhibitions on the *American Presidency, First Ladies, and Sports and Entertainment*—projected to open in 2012

Improve the stewardship of the national collections for present and future generations (54 FTEs and \$7,324,000)

- Implement appropriate collections preservation and documentation procedures to ensure that NMAH collections are appropriately cared for and are physically accessible to the broadest possible external audience and to staff
- Implement appropriate collections registration and documentation procedures to ensure that NMAH collections are legally and contextually documented, and related information is accessible to the broadest possible external audience and to staff
- Prioritize recommendations from the NMAH CIS Data Analysis Project and identify the resources needed to address them
- Produce two collections-based publications for the NMAH website

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (30 FTEs and \$3,948,000)

- Complete research on the permanent exhibition *An Introduction to American History*, which is projected to open in 2009
- Complete research on the *Abraham Lincoln Bicentennial* and *For Which It Stands* temporary exhibitions and the Jamestown 400th Anniversary traveling exhibition
- Complete research on websites for all exhibitions scheduled to open upon completion of the renovation

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (2 FTEs and \$373,000)

- Integrate the recently completed Comprehensive Facilities Development Plan (Master Plan) with the Smithsonian's Capital

Facilities Project Planning system, as well as the Smithsonian's global space planning document to ensure the comprehensive integration of collections storage needs and completion of our ongoing public space renewal projects

- Reduce work-related accidents and illnesses by at least five percent

Modernize the Institution's information technology (IT) systems and infrastructure (10 FTEs and \$1,138,000)

- Redesign and expand the Museums' public spaces network cable plant, as part of the public spaces renovation program
- Enable and speed the volume of digital imaging of the Museum's collections
- Expand electronic file storage to provide adequate capacity for Museum data
- Examine and enhance Museum data processing and management to enable and leverage new and existing business processes
- Continue to provide effective support for design, implementation, maintenance, security, and administration of information and exhibit technology infrastructure

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$452,000)

- Complete evaluation of the Museum's administrative staffing structure and requirements, and implement a structure that takes into account electronic initiatives associated with time and labor accounting, e-travel, and property accountability
- Complete work on a career guide for the Museum's public programs staff, which will provide standards and guidelines for the professional development of present and future NMAH curators
- Complete at least three recruiting trips to minority colleges/universities
- Advertise 80 percent of open staff positions above grade GS-13 in media which will normally guarantee a widely diverse population of candidates
- Ensure that 100 percent of staff members attend diversity training programs and participate in customer service training

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 3 FTEs and \$1,167,000. Included in the request is an increase of \$798,000 for necessary pay for existing staff funded under this line item. NMAH is seeking a programmatic increase of 3 FTEs and \$369,000. This increase will enhance the staff support working with the NMAH CIS and provide much-needed resources for Exhibit Maintenance. The increases are as follows:

- Staff to Support NMAH CIS (3 FTEs and \$238,000) — This increase supports the Institution’s Collections Initiative and will be used to hire three collections documentation specialists. These specialists are needed to maintain basic CIS operations and thereby improve collection data quality, quantity, and access, and to ensure full physical, legal, and intellectual control over the Museum’s collections. Their addition to the CIS program is vital to facilitate the exchange of information about collections management work and processes, and to increase work efficiencies by providing a centralized electronic system with accurate, consistent, reliable, and available data.
- Exhibit Maintenance (\$131,000) — The requested funds will provide additional resources to support a range of services to ensure that NMAH exhibitions always look fresh, clean, up to date and current. Signature shows such as *America on the Move*, *The Price of Freedom*, *The Star-Spangled Banner*, and *Julia Child’s Kitchen* are examples of exhibitions that require periodic upgrades to equipment and display structures to maintain the media-rich environments that our visitor surveys have shown the public finds engaging. This increase will directly support the Smithsonian’s goal of offering compelling, first-class exhibitions to the public.

If the FY 2008 increase request for the Collections Information System is not allowed, the National Museum of American History will fall further behind in its efforts to adequately document the museum’s collections and the data in the CIS will become more out-of-date. Additionally, the value of CIS as a reference tool for research, exhibitions and public inquiry will be further degraded if additional funding is not provided. If the Exhibit Maintenance increase is not approved, NMAH will not be able to maintain exhibitions at the level that SI demands and broken audio-visual and video equipment will not be replaced.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	167	2	171	0	4
<i>Collections</i>						
Improve the stewardship of the national collections	5	501	5	527	0	26
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	28	0	25	0	-3
Total	7	696	7	723	0	27

BACKGROUND AND CONTEXT

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

For FY 2008, the budget estimate includes an increase of \$27,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the NPM is directing its resources toward initiatives that will increase visitation to both the Museum and its website. In FY 2008, the NPM will exhibit the Hirzel collection, one of the premier collections of classic U.S. philately, including an extensive representation of the 1847 issue. The NPM will begin designing a newly renovated National Philatelic Gallery for the installation of the National Collection exhibition, the Museum's largest and most comprehensive philatelic display.

Work will continue on a series of new, permanent exhibits that will explore the history of America's postal service from the Colonial period to the present. Most of the galleries are in the planning stages and are

scheduled to replace aging exhibits on a continuing basis from FY 2007 through 2010.

The NPM will begin implementing its new Collections Management policy in accordance with Smithsonian Directive 600. A draft collecting plan also will be issued that will identify strengths and weaknesses in the Museum's collections as well as a strategy for improvements. The NPM will also continue to survey off-site collections and implement recommendations for possible deaccession. These improvements in the accountability of the National Collection will continue to serve Museum staff, scholars, philatelists, collectors, and the general public.

The NPM will implement the five-year plan for Arago™, its Web-based, online collection information system, which will result in an expanded U.S. section and the beginning of its international section.

The goal of Enhanced Management Excellence requires the modernization of the 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 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$171,000)

- Design and install exhibit for the Hirzel collection
- Plan and design the newly renovated National Philatelic Gallery
- Design and install one of seven new, permanent, postal history exhibits

Improve the stewardship of the national collections for present and future generations (5 FTEs and \$527,000)

- Complete and implement a revised Collections Management policy in accordance with Smithsonian Directive 600
- Complete and implement a revised Collections Plan for the national philatelic collection
- Complete and implement a cyclical inventory plan for the national philatelic collection in accordance with Smithsonian collections management policies
- Complete and implement a collections digitization plan for the national philatelic collection
- Continue to enter cataloguing information for new and backlog acquisitions, using the collections information system

- Continue to clean and enhance legacy records and update storage location information
- Complete and implement a multi-year plan to target key collection objects or groups of objects for research and publication in the online database application (Arago™)
- Complete and implement a collections digitization plan for the national philatelic collection as part of the multi-year plan
- Create or enhance object and media records for significant philatelic material selected for the National Collection, a new exhibit project

Enhanced Management Excellence

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

- Maintain network hardware and related computer systems
- Maintain software requirements for the automated collections information system

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 2006 ESTIMATE	325	30,470	4	1,433	18	3,898	0	1
FY 2007 ESTIMATE	325	31,159	4	1,023	19	5,766	0	0
FY 2008 ESTIMATE	325	32,555	4	1,023	19	5,766	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	72	5,694	72	5,722	0	28
Provide reference services and information to the public	46	4,211	46	4,783	0	572
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	36	4,773	36	4,786	0	13
<i>Collections</i>						
Improve the stewardship of the national collections	34	3,267	34	3,592	0	325
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	26	2,768	26	2,778	0	10
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	16	1,766	16	2,223	0	457
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	35	3,844	35	3,739	0	-105

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	39	2,993	39	3,082	0	89
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	5	385	5	387	0	2
Modernize the Institution's financial management and accounting operations	8	753	8	756	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	442	5	443	0	1
Modernize and streamline the Institution's acquisitions management operations	3	263	3	264	0	1
TOTAL	325	31,159	325	32,555	0	1,396

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support community-curated 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 Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract an anticipated 1.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will not only ensure a meaningful visitor experience, but will help control crowd flow. Web content based on these programs will reach distant "virtual visitors" to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

The FY 2008 budget estimate includes a net increase of \$1,396,000. Included is an increase of \$944,000 for necessary pay for existing staff

funded under this line item. In addition, NMAI is seeking a programmatic increase of \$302,000 at the George G. Heye Center (GGHC) to cover Federal Protective Service charges (FPS) for 5 contract guards; maintenance of capital equipment and basic building charges; and \$150,000 for FPS for the five-year amortized cost of the security control center.

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 Resources Center in Suitland, Maryland, and the GGHC in New York City; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and 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 radio and the Web, and via innovative outreach and training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. The Film and Video Center will present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

In education, funding will continue for planning and operating programs seven days a week, including interpretive activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. The Resource Centers will continue to provide daily information about Native peoples of the Western hemisphere, including Hawaii, thereby providing opportunities to correct stereotyping and expand knowledge. Various tribal educational resources, including curricula, will be made available to local District of Columbia metropolitan-area teachers. This will help NMAI achieve the goal of Strengthened Research by ensuring the advancement of knowledge in the humanities.

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

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

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement:

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (72 FTEs and \$5,722,000)

- Continue to develop and administer a community services program plan and involve 10–15 new communities in program activities
- Maintain a continual NMAI outreach presence in Native communities, by attending 10–15 outreach venues year-round; outreach activities will serve as a constant reminder about the services available through art and internship programs, training activities, and other NMAI opportunities
- Develop a formal process for traveling approximately 3-4 NMAI exhibitions on tour to the communities represented in those exhibitions, including training in exhibition installation, and a community brochure or exhibition guide to assist the community in its own education and outreach efforts
- Develop a formal process for community-curated exhibitions, working with 1-2 communities per year to loan NMAI objects to a tribal museum, cultural center, or related entity, including training in exhibition development and object curation, and related assistance for the community to develop its own education and outreach efforts
- Under a proposed MOU with SITES, develop a small panel exhibition traveling show that has relevance for Native communities; under this proposal, a set of panels will travel to tribal museums, cultural centers, or related entities, and include general assistance for the community to develop its own education and outreach efforts
- Solidify and expand Latin American programming efforts by developing a consistent and targeted program for Latin American constituencies, including internships, visiting professional appointments, radio, visiting artists, youth mural projects, and annual workshops, and by alternating virtual museum workshops with museology workshops
- Provide consistent and accurate translations of NMAI materials in Spanish, including website materials, to serve constituents in Latin America and the Spanish-speaking public in the United States

- Maintain strong personal relationships with the international community in and around Washington, DC for the purposes of developing relevant and interesting programming and serving constituent needs throughout the Western Hemisphere, including the Ball State initiative serving more than 20 million students via satellite broadcasting
- Present (through the Cultural Arts Department) at least six programs that serve the international community in and around the Washington, DC area and at least three programs in collaboration with embassies from Latin American countries and Canada
- Develop a public access Film and Video Center at the GGHC that supports access to and increases the awareness of the NMAI Film and Video Center and its collections.
- Develop and conduct a varied menu of tours, cultural demonstrations, teaching art programs, family programming, and workshops for students and teachers
- Build the Cultural Interpreters Program to include 20–30 volunteer interpreters
- Arrange to have symposium and seminars staff host two significant symposia or seminars annually in support of the Museum as a place of civic engagement
- Develop a Native Museum Alliance Network to facilitate the loan of NMAI objects to tribal museums and cultural centers
- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) which will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances
- Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for approximately 20 schools in the local and regional communities
- Continue monthly programs presenting performing arts (at least one per month), arts and craft demonstrations (at least one per month), and writers' programs (one per month). Programs in the Museum and in local communities will serve at least 30 schools
- Maintain a diversified and ongoing publications program that educates the public about the history and significance of Native cultures through the production of books, recordings, children's and educational materials, brochures, retail products, and other printed matter

- Conduct approximately 12 educational workshops annually
- Analyze requirements, design, and implement a new website component to provide Americans with educational resources tied to grade levels and national curriculum standards
- Undertake electronic community-based outreach efforts to bring the Museum's resources to more American communities. Electronic information projects, videoconferencing, pod-casts, and Web casts will link communities to Museum activities and programming in Washington, DC and New York City
- Develop Web broadcasts and podcasts derived from various cultural arts programs, implement them this fall, and continue to develop them in the coming year
- Support multi-department use of a customer relationship management system to email electronic newsletters to subscribers to present quarterly information about the Museum and its diverse programs. Increase electronic newsletter subscriptions by 5 percent through provision of more relevant and personalized information
- Maintain a computer system that supports data collection from a wide variety of NMAI public program activities for a pan-Institutional system for collecting educational program outputs
- Increase the size of the Museum's Cultural Registry at a rate of 20 percent per year, with a goal of 5,000 total, current records by the end of 2008. An improved data system will enable NMAI to capture a wide variety of information on performing artists, writers, and artisans, which will be made available on demand to Smithsonian systems

Provide reference services and information to the public (46 FTEs and \$4,783,000)

- Conduct activities that are responsive to the needs of Native communities by serving as a national leader in the area of training in museum practices. This will involve refining internship, visiting professional, technical assistance, Traditional Artist, and Workshop programs to strengthen their effectiveness and inclusiveness; serving 30–35 interns, 4–5 visiting professionals, and 1–2 technical assistants; and offering 4 workshops annually
- Solidify the Native Arts Program to include visiting artist, community 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; and expand contacts and relationships with fellow museum institutions
- Establish an effective radio production and Webcasting schedule that ensures the delivery of compelling and relevant audio programming to audiences throughout the world, and build partnerships with other

- Native media organizations, including AIROS, Koahnic Broadcasting, Aboriginal Voices Radio, and Radio Bilingüe
- Expand the NMAI Interactive Learning Center's (ILC) interface to provide daily information services about NMAI and Native peoples to the public, including access to electronic resources and in-depth content about the Museum's exhibitions and events in New York City and Washington, DC, as well as educational resources for teachers and information about NMAI's collections
 - Develop and incorporate recordings and other media from artists, community visitors, presenters, and field projects, related to NMAI's public programs or outreach efforts, into the Resource Centers through interactive educational presentations. Collect program-related recordings, books, and website information for incorporation into Resource Center delivery systems
 - Collect and make accessible materials from at least 40–50 programs, including audio and video recordings, photographs, recorded interviews, etc., per year to all relevant NMAI units and efforts. This includes archives, Resource Centers, websites, recordings, books, etc.
 - Develop an integrated plan for using technological tools to deliver connections and services to Native communities via the Web, including the Museum's collections resources, approximately 6 new feature stories, 2–3 underserved new communities on Indigenous Geography, versions of the virtual exhibitions produced in the Virtual Museum Workshops, and Web-based training materials and classroom support (for distance-education applications)
 - Conduct 2–3 week Virtual Museum Workshops with Native students who access culturally relevant objects in the collections to provide virtual exhibits for the communities and the ILC
 - Conduct 1–2 videoconferencing programs with Native communities that provide access to culturally relevant objects in the NMAI collections, and record the sessions for use in other Museum and community projects
 - Work with local schools to conduct one semester-long student project that connects Latin American immigrant students with NMAI collections to which they have cultural connections
 - Develop non-commercial publications — in alternate text-file formats, including PDFs and PODs — to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and to promote outreach to the general public by augmenting awareness of Native American life and educating the public about the history and significance of Native cultures
 - Provide analysis and programming support to maintain and enhance public access kiosks in NMAI's Interactive Learning Centers at the Museum on the National Mall and the GGHC. Maintain interactive

resources in the ILC and the Resource Center work-study areas and classrooms to ensure that 95 percent of the kiosks are available for public access 95 percent of the time

***Offer compelling, first-class exhibitions and other public programs
(36 FTEs and \$4,786,000)***

- Provide research support and assistance for the development of exhibits and public programs based on NMAI's collections. Support development of three exhibitions a year. Exhibits under development for FY 2008 include a collaborative exhibit with the Heard Museum, *Identity by Design*, and *Fritz Scholder*. The latter exhibition is scheduled to open simultaneously in New York City and Washington, DC. Provide websites for new exhibits
- Provide daily technical support for exhibits, interactive kiosks and NMAI's Lelawi Theater, replace and repair outdated equipment, and ensure that the kiosks and the theater are available for public access 95 percent of the time
- Expand and develop NMAI's website to provide in-depth content about all exhibitions and events in New York City and Washington, DC. Increase the number of Website visits yearly by 5 percent
- Expand NMAI's capacity to disseminate information to all audiences by offering access to approximately 7,000 NMAI collections records
- Rotate communities into the three permanent galleries (each approximately 300 square feet), and install one major exhibition in the 8,500-square-foot Changing Gallery
- Continue exhibition planning/curatorial/design with communities for the FY 2008 community rotation. This includes script development, design finalization, and object selection of up to 150 objects per community
- Install exhibits that interpret the building, grounds, and the Museum to the visitors. These exhibits will be located in the Potomac rotunda, a central gathering place for live presentations and a visitor information center situated at the point of entry to the Museum
- Initiate exhibition planning/management/design with communities for the FY 2009 community rotation. Include initial contact with community, travel to site for meetings, preliminary script development, and community visits to the Cultural Resources Center for object viewing and preliminary selection
- Complete the design, fabrication, and installation of the NMAI *Fritz Scholder* exhibit, scheduled to open in FY 2008 at both the GGHC and on the Mall
- Provide a year-round exhibition program at the GGHC for three major galleries, and the Photo Corridor Gallery, and offer daily cultural interpreter programs, major monthly programs, and a major film festival.

Projects include the preparations for the collections survey in FY 2009, the *Fritz Scholder* exhibit, and a major film festival

- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
- Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Use the Museum's collections to produce various print and electronic products (e.g., books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Continue to produce and provide print and electronic pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the responsible department
- Evaluate visitor services to ensure an effective orientation for public audiences at NMAI

Improve the stewardship of the national collections for present and future generations (34 FTEs and \$3,592,000)

- Provide for data enhancement and electronic public access of 7,000 records and introduce new modules for sensitive care, repatriation of artifacts, and exhibit development. Provide technical support to augment digitization, cataloguing, and electronic access to NMAI's photo, audio, film, and video archival resources
- Present a revised, Board-approved NMAI collections policy and collecting plan to the National Collections Office
- Continue to implement a pesticide research project to assess pesticide use in NMAI's ethnographic collections, in coordination with the Smithsonian's Museum Conservation Institute, leading to an enhanced understanding and actual use by Native communities to mediate the impact of contaminating materials
- Provide consultation and assistance to domestic and international Indigenous communities for the research, repatriation, and management of specific kinds of culturally sensitive collections, including approximately 6 consultations, 4 traditional care visits, and 2–3 repatriations
- Continue to provide physical access to the collections for Native visitors, teachers, and students

- Augment physical access to NMAI collections with virtual exhibitions from products created during Virtual Museum Workshops and recorded videoconferences

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (26 FTEs and \$2,778,000)

- Research, review, and revise 7,000 collections records for online access
- Undertake research for a collections survey exhibit to open at the GGHC in 2009
- Develop the intellectual component of the collections by performing collections-based studies that enhance existing electronic content, and increase the potential of the collections for future scientific inquiry and public use
- Develop procedures to include digital narratives provided by visiting researchers and Native experts to augment collections records
- Maintain and extend staff use of an NMAI collaborative, Web-based toolset to add knowledge and context to both individual collections records as well as related groups of collections objects. Undertake research for publications and media products to produce educational resource materials in connection with the Museum's public programs
- Continue ongoing research to add historic, geographic and statistical content to all exhibitions and educational programs and resources

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (16 FTEs and \$2,223,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (35 FTEs and \$3,739,000)

- Ensure that NMAI personnel can rely on IT systems in three different locations (NY, MD, and DC) to undertake daily work activities. NMAI technical staff work locally to provide secure, reliable, and efficient systems, meeting federal standards, with less than 1 percent downtime
- Maintain three computer rooms, internal networks, servers, and Museum-based applications, including collections management, research, conservation, photo services, archives, electronic signage, welcome desks, group reservations, public programs, interactive exhibits, Webcasting, distance education, registries of cultural interpreters, community services events, as well as secure significant

digital resources. Information and technology specialists work closely with NMAI staff to analyze processes and determine where economies of scale, integration across functions, and other efficiencies can be achieved

- Maintain NMAI project and program management systems to effectively manage and coordinate programs across organizational lines, manage capacity, and ensure availability of staff, space, and fund-based resources

Strengthen an institutional culture that is customer centered and results oriented (39 FTEs and \$3,082,000)

- Align, integrate, and manage NMAI's physical, financial, human, management, and technological resources and systems to ensure effectiveness and measurable productivity in all aspects of the Museum's operations
- Provide effective and responsible fiscal management of NMAI's resources to meet all of the changing needs, obligations, and priorities of NMAI and the Smithsonian
- Develop and maintain training plans for all staff members; complete annual staff appraisal and performance plans with 100% participation; and provide staff with the results of a biennial NMAI Employee Survey

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (5 FTEs and \$387,000)

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

Modernize the Institution's financial management and accounting operations (8 FTEs and \$756,000)

- Manage all NMAI-related budgeting activities on an integrated basis, including support and technical assistance to NMAI staff and provision of information to SI, OMB, and Congress, both for baseline operations and new funding for the operation of the Mall Museum

- Provide effective and responsive fiscal management to meet the changing needs, obligations, and priorities of NMAI and the Institution
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$443,000)

- Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian Country media
- Focus programming on Native populations in the North, Central, and South Americas
- Manage ongoing and proactive outreach programs, including public relations and media programs to enhance the Museum's visibility nationally, internationally, and among Native peoples

Modernize and streamline the Institution's acquisitions management operations (3 FTEs and \$264,000)

- Oversee all NMAI procurement and travel on an integrated basis
- Foster diversity in the procurement process

FY 2008 REQUEST – EXPLANATION OF CHANGE

The FY 2008 budget estimate includes a net increase of \$1,396,000. Included is an increase of \$944,000 for necessary pay for existing staff funded under this line item. In addition, NMAI is seeking a programmatic increase of \$302,000 at GGHC to cover Federal Protective Service (FPS) charges, including the cost of 5 contract guards; maintenance of capital equipment and basic building charges; and \$150,000 for its share of the FPS security control center cost per year for five-years starting in 2008. The increases are as follows:

- (+ \$452,000) This requested increase includes \$302,000 for FPS charges, including the cost of five contract guards, maintenance of capital equipment, and basic building charges. As a result of the terrorist attacks on September 11, 2001, Homeland Security/FPS increased security in the Alexander Hamilton U.S. Custom House building, which is owned by the General Services Administration (GSA) and houses the GGHC. A proposed agreement with FPS, SI/NMAI, and other tenants will achieve significant cost savings for all tenants of the building by replacing FPS-contracted guards with SI Office of Protection Services (OPS) security officers in addition to Court Security Officers. The request covers the amount NMAI/GGHC has been assessed for costs associated with areas not being taken over by SI/OPS. This increase includes a request for \$150,000 to help cover the five-year cost of the FPS security control center.

If the FY 2008 request is not allowed, it will impact NMAI's allocation, because the security costs are mandatory. NMAI will not be able to continue the level of educational programs currently offered to the public at GGHC.

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 2006 ESTIMATE	20	1,791	0	245	17	1,181	0	0
FY 2007 ESTIMATE	20	1,851	0	251	20	1,234	0	0
FY 2008 ESTIMATE	20	1,925	0	251	18	1,226	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	19	0	19	0	0
Provide reference services and information	6	374	6	397	0	23
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	80	2	81	0	1
<i>Collections</i>						
Improve the stewardship of the national collections	7	820	7	849	0	29
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	14	0	14	0	0
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	279	2	289	0	10
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	135	1	140	0	5
Modernize the Institution's financial management and accounting operations	2	130	2	136	0	6
Total	20	1,851	20	1,925	0	74

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, as well as to foster research and connect the public to a uniquely American cultural heritage. With more than 15 million items, the AAA is the world's largest and most widely used resource on the history of art in America.

To achieve the Institution's goal of Increased Public Engagement, the AAA continues with its ambitious five-year program, begun in 2005, to digitize a significant portion of its more than 50-year accumulation of resources. At its completion, the project will greatly increase public access to the collections. AAA's website will continue to be developed to improve delivery of unprecedented numbers of new digital files, descriptive information, engaging content, online exhibitions, subject-focused guides, and reference services. AAA's gallery space in the Donald W. Reynolds Center will be utilized to reach new audiences as never before. AAA's Preservation and Assessment Survey work will continue to achieve the Institution's goal to improve the stewardship of the collections. The goal of Enhanced Management Excellence will be met by continuing to monitor performance of AAA's strategic plan, encourage and support staff development, and enhance financial reporting.

The FY 2008 estimate includes an increase of \$74,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, the AAA is directing its resources to optimize its presence in the Donald W. Reynolds Center by mounting compelling exhibitions in its Lawrence A. Fleischman Gallery and offering a series of related lectures and gallery talks. Among the exhibits are *Wish You Were Here, Artists on Vacation*, July 5 to October 26, 2007; *A Day in the Life: Diaries from the Archives of American Art*, November 1, 2007 to February 28, 2008; *Sources and Documents: Honoré Sharrer's Tribute to the American Working People*, March 9 to June 22, 2008; and *Sketchbooks from the Archives of American Art*, July 29 to October 26, 2008. In FY 2008, the Archives will promote Smithsonian Institution art collaboration by borrowing a major painting from the Smithsonian American Art Museum (SAAM), Honoré Sharrer's *Tribute to the American Working People*, and developing an exhibition around it using Archives' material. The Archives will also develop plans for an artist/guest curator program for the Fleischman Gallery.

Development of the Archives' informational kiosk located within the Fleischman Gallery, as well as related website content will optimize the visitor's experience of the exhibitions and reveal the interrelationships among the AAA's resources and the collections of the SAAM, the NPG, and other Smithsonian museums.

In addition, to reach an even wider audience, the AAA will present an educational program-lecture series in collaboration with the Smithsonian Institution Traveling Exhibition Service (SITES) to complement its traveling exhibition, *More Than Words: Illustrated Letters from the Smithsonian's Archives of American Art*. Through these public programs, online versions of its exhibitions, and lending documents to exhibitions in museums and other institutions around the world, the AAA continues to widen its audience and provide a greater understanding of the history of visual arts in the United States.

In FY 2008, approximately 50 collections representing 500 linear feet of papers of painters, sculptors, critics, and collectors will be processed resulting in new, fully searchable finding aids added to the AAA's website. Of these, 25 will be digitized using state-of-the-art equipment, and in combination with digitization for reference, exhibitions, loans, and special projects, nearly 325,000 digital files will be produced. The increase in digitization will result from AAA's five-year digitization project funded by the Terra Foundation for American Art, which also supports the development of the AAA's website to accommodate the expanding collection and other information. The website will be the locus for public engagement through the timely release of information and increasingly interactive access to AAA's online reference services section. In addition, the AAA will continue to increase visits to its website by adding finding aids to processed collections, thousands of images of digitized collections and microfilm, and oral history interviews of American art dealers (funded by the Widgeon Point Charitable Foundation and the Art Dealers Association of America).

The Terra Foundation for American Art grant will also enable the AAA to build on its existing Web-based system for delivering subject-focused guides to its collections by adding two new topics: a *Guide to Architecture and Design Related Collections at the Archives of American Art*, and a *Guide to New Deal Art Related Records at the Archives of American Art*. Together, these guides will provide access to more than 700 archival collections and oral history interviews, notably more than 350 interviews conducted in the mid-1960s for the New Deal and the Arts Oral History Project. Hundreds of items will be included in each guide to further engage the public.

The AAA's resources will continue to support work related to the systematic survey of collections begun in FY 2004, which is designed to identify preservation needs, determine the degree of potential research value,

and target audiences and other factors needed to formulate processing priorities that will increase the number of finding aids for collections accessible via the website. Improved stewardship will also be achieved by continued development of AAA's internal Collection Information Systems Database ensuring proper collections documentation and supporting increasingly complex workflow encompassing the life cycle of a collection and oral history from pre-acquisition to storage and access. AAA's investment in the digitization of its collections will be preserved by reviewing requirements and implementing a standards-based digital assets storage and preservation system.

The goal of Enhanced Management Excellence will be addressed by continuing to implement the goals of the Smithsonian through AAA's strategic plan, ensuring its workforce is efficient and skilled, and economically designating resources to meet the mission of AAA.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (\$19,000)

- Continue to expand AAA's audiences through a national touring exhibition in collaboration with SITES
- Develop an educational program-lecture series, in collaboration with SITES, to complement the traveling exhibition to reach a wider national audience
- Continue to develop gallery talks that focus on current exhibitions in the Lawrence A. Fleischman Gallery at the Donald W. Reynolds Center to raise public awareness and visibility of the Archives

Provide reference services and information to the public (6 FTEs and \$397,000)

- Expand public access to AAA's vast collection by increasing website and in-person visits through continuation of the Terra Foundation for American Art's five-year program to digitize collections, which will:
 - Add 325,000 new digital files through online finding aids and AAA's Search Images interface
 - Increase by two the number of online guides by adding a *Guide to Architecture and Design Related Collections* and a *Guide to New Deal Art Related Records*.
- Increase by 30–50 the number of online finding aids
- Increase by 20–30 the number of oral history interviews accessible online
- Enhance AAA's website with improved website technologies and tools to attract more visitors and promote and enhance their level of engagement with the Archives' programs

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$81,000)

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

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$849,000)

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

Strengthened Research

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

- Conduct original research resulting in a monograph based on AAA resources (working title *Artists in Their Studios* –to be published by HarperCollins)

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results oriented (2 FTEs and \$289,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$140,000)

- Assess and enhance the skills of staff to increase efficiencies

Modernize the Institution's financial management and accounting operations (2 FTEs and \$136,000)

- Enhance existing in-house financial reports to management and the AAA board to include budget to ensure the integrity of SI funds

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 2006 ESTIMATE	57	5,548	0	1	58	9,223	0	0
FY 2007 ESTIMATE	57	5,687	0	51	58	9,895	0	0
FY 2008 ESTIMATE	57	5,877	0	1	58	9,895	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	897	8	927	0	30
Provide reference services and information to the public	8	705	8	729	0	24
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,490	15	1,539	0	49
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,194	14	1,235	0	41
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	503	4	520	0	17
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	246	3	254	0	8
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	652	5	673	0	21
Total	57	5,687	57	5,877	0	190

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia and are widely regarded as one of the world's most important centers for collections of Asian art. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists represented in Charles Lang Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' 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 throughout 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 Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects. Scholarly research on the collections, as well as broader research on Asian art and culture, will be further enhanced by maintaining a dedicated position to oversee scholarly programs and publications.

To support the goal of Enhanced Management Excellence, FSG will continue to participate in programs designed to improve the Institution's management and financial systems, and continue to evaluate and modernize its internal organization and systems.

For FY 2008, the estimate includes an increase of \$190,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, FSG has developed a long-range strategic plan that focuses on an aggressive, multi-year strategy of high-profile exhibitions and research projects to raise attendance and reassert FSG's pre-eminence in the field of Asian art.

For FY 2008, FSG will present three major international loan exhibitions and two contemporary installations, as well as continue with its thematic exhibitions drawn from the collection's permanent holdings. The

year will begin with the second rotation of *Highlights from the Price Collection*. Considered the finest collection of Japanese paintings in private hands, the exhibition is made up of some 150 screens, hanging-scrolls, and hand-scrolls from the 17th to 19th centuries. As the only venue on the East Coast, this visually stunning exhibition will highlight the artistic richness of the Edo period and introduce visitors to one of the most important collections of its kind in the Western hemisphere.

In the summer of 2008, the FSG will celebrate the arts of South Asia with two major international exhibitions: *The Garden and the Cosmos: Art of Jodhpur* will present royal paintings from 19th century Rajasthan. Never exhibited and largely unpublished, these large-scale, dramatic works help rewrite the history of later Indian painting. Concurrently, the Sackler will host an exhibition on some of the finest 16th and 17th century paintings and calligraphies created at the courts of the Mughal emperors. These works will showcase the refinement of Mughal court painting at the height of the empire's political and economic power. *Falnama: Omens, Dreams, and Divination*, which was originally planned for 2007, has been moved to the fall of 2008. The exhibition will focus on a series of most unusual 16th and 17th century royal manuscripts from Turkey and Iran, which have not been widely studied despite their importance. The dramatic manuscript paintings will be complemented by textiles, ceramics, and metalwork, and will offer new insight into the rich artistic exchange between the Ottoman and Safavid empires at the height of their political rivalry.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, FSG will continue to develop a network of museum partners, often where collections and/or areas of expertise are lacking. 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, which will strengthen ties with other cultural institutions throughout the nation and with local audiences of program participants. For its *Perspective* series, which showcases contemporary Asian art, the Sackler will collaborate with the Queensland Museum in Australia to introduce FSG audiences to the exciting and ground-breaking work of contemporary artists from Asia and the diaspora.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal learning mandates to ensure that FSG's programs support curricula. In addition, FSG will devote more effort to developing long-lasting teaching materials based on the FSG's world-renowned collection, and placing more educational resources on the FSG website to make it the premier online resource in the United States for information on the arts of Asia.

In the area of collections management, FSG plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. Additionally, the FSG will work toward effectively using grants for students to work on collections management records, providing for more timely and greater public access to the entire collection. FSG will implement recommendations from the current space allocation studies, thereby promoting efficient use of storage space and access to the collection by scholars and the public. Plans have been prepared to increase storage in the library, which is much used by the public, scholars, and staff, and which will enable FSG to avoid off-site storage for a major part of the collection.

Improvements in visitor services are expected during FY 2008, primarily as a result of continuing visitor surveys and improved signage and way-finding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of handheld, electronic, self-guided tours. FSG will continue to focus on making its collections accessible to the public through its website. The website will offer an expanded number of objects for viewing and research by national and international audiences. FSG is also studying several of the Sackler galleries to determine if they could accommodate a future orientation center.

To achieve the goal of Strengthened Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. In FY 2008, curators and researchers will continue to study and publish new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the major collection of early biblical manuscripts. In addition, work will continue on five volumes of the Freer's collection of Song and Yuan paintings.

The addition in FY 2006 of a dedicated staff person to oversee and coordinate scholarly research and publications will enable FSG to continue to foster closer links with university partners, such as the University of Michigan, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series. FSG also plans to present 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 collections. To safeguard the conservation department's reputation as

one of the world's finest scientific research and conservation centers in Asian art, FSG also will begin a program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$927,000)

- Increase the number of attendees at family programs by 10 percent from FY 2007
- Develop and refine plans for a self-guided tour for the permanent collection by the end of FY 2008
- Use the FY 2007 visitor survey results to implement at least two recommended improvements in visitor services

Provide reference services and information to the public (8 FTEs and \$729,000)

- Develop one new curriculum based on state-mandated guidelines and distribute the curriculum to schools by the end of FY 2008
- Increase by 5 percent the number of website visitors from FY 2007
- Increase by 10 percent the number of FSG objects available for viewing on the website from FY 2007

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,539,000)

- Mount three major exhibitions and two contemporary installations to increase visitation from FY 2007 attendance
- Increase the number of exhibit displays and rotations, emphasizing recent additions to the permanent collections
- Provide family-friendly educational programming for each major exhibition
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2008

Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,235,000)

- Initiate at least one new fellowship or scholarly award in FY 2008
- Raise the profile of the conservation department through a five percent increase in publications from FY 2007
- Complete conservation on at least 100 FSG objects

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$520,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$254,000)

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

Modernize the Institution's financial management and accounting operations (5 FTEs and \$673,000)

- Use the new and enhanced Enterprise Resource Planning system modules to enhance management reports for senior staff and Board members
- Use purchase card improvements and consolidation of orders to reduce by 10 percent the number of purchase card orders made

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 2006 ESTIMATE	39	2,979	23	2,941	14	4,654	0	15
FY 2007 ESTIMATE	39	3,058	23	3,738	22	5,510	0	25
FY 2008 ESTIMATE	39	3,648	23	3,738	22	5,510	0	25

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	246	3	262	0	16
Provide reference services and information	1	94	1	101	0	7
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	381	4	395	0	14
<i>Collections</i>						
Improve the stewardship of the national collections	9	963	9	931	0	-32
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	153	3	227	0	74
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	11	528	11	1,066	0	538
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	210	2	208	0	-2
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	96	1	99	0	3
Modernize the Institution's financial management and accounting operations	4	322	4	292	0	-30

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	65	1	67	0	2
Total	39	3,058	39	3,648	0	590

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. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

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

For FY 2008, the estimate includes an increase of \$110,000 for necessary pay for existing staff funded under this line item and \$480,000 for rent for leased collections storage space, both of which are justified in the Mandatory Costs section of this budget.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, CHNDM will concentrate its resources on maintaining a world-class exhibition program that will attract diverse audiences and prove unique in its balancing of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2008 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. The major exhibitions will be *Piranesi*, *Ingo Maurer*, *Light Reaching for the Moon*, *Rococo: Continuing Curve*, and *Thaw Watercolors*. Smaller surveys of design will include the

Campana Brothers and *Childrens Wallpaper*. In conjunction with these exhibitions and design surveys, the Museum will offer a series of public programs, such as workshops, studio visits, international conferences, and study tours, to engage and inspire the general public as well as professional, youth, and education-oriented audiences.

As part of its national outreach effort, CHNDM plans to expand its “City of Neighborhoods” program in three to five venues outside the New York City area in FY 2008. 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 twelfth anniversary in 2006, 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 in 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 2008. Catalogues also may be published for the *Piranesi*, *Rococo: Continuing Curve* and *Thaw Watercolors* exhibitions, depending on whether private publication funding can be secured.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2008 through greater use of technology. In particular, the Museum plans to devote resources for increasing the accessibility of its educational programs through video and the Internet. This will include components of the “City of Neighborhoods” and Summer Design Institute programs to support the growing network of program participants and to make program resources available to broader audiences.

To improve the stewardship of the national design collection, the Museum will catalogue and put an additional 3,000 objects in the electronic collections information system and on the Web by the end of FY 2008. In addition, the Museum will continue to support an on-site graduate program

on the history of decorative arts, which will enable students and scholars to have access to objects in CHNDM's collections. The Museum will also continue to respond to requests for exhibition loans. In FY 2008, a process will be implemented to ensure that objects will receive required conservation prior to being moved into renovated climate-controlled storage, as well as when objects require constant attention to maintain their stability.

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$262,000)

- Offer 60 public programs, including workshops, studio visits, international conferences, and study tours in conjunction with major exhibitions and smaller design surveys
- Offer 10 "City of Neighborhoods" community education programs in at least three states and in New York City

Provide reference services and information to the public (1 FTE and \$101,000)

- Increase awareness of the Museum and garner additional visitors by executing a public relations campaign for each CHNDM exhibition and public program
- Attract one million visitors to the Museum's website

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (4 FTEs and \$395,000)

- Mount five exhibitions on historic and contemporary design
- Send two CHNDM exhibitions to other museums
- Attract 150,000 visitors to the Museum's exhibitions

Improve the stewardship of the national collections for present and future generations (9 FTEs and \$931,000)

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

Strengthened Research

Ensure the advancement of knowledge in the humanities (3 FTEs and \$227,000)

- Publish three exhibition catalogues based on research of the collections
- Produce one booklet for smaller design surveys based on research of the collections

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (11 FTEs and \$1,066,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (2 FTEs and \$208,000)

- Redesign the Museum's website to create a world-class online resource for design education

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$99,000)

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

Modernize the Institution's financial management and accounting operations (4 FTEs and \$292,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$67,000)

- Produce the *Cooper-Hewitt National Design Journal* and the Museum's spring and fall program brochures that publicize the offerings 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 2006 ESTIMATE	53	3,994	1	739	8	4,090	0	0
FY 2007 ESTIMATE	53	4,106	1	893	10	4,501	0	0
FY 2008 ESTIMATE	54	4,353	1	893	10	4,501	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	709	8	742	0	33
Provide reference services and information to the public	4	304	4	324	0	20
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	18	1,205	19	1,526	1	321
<i>Collections</i>						
Improve the stewardship of the national collections	7	468	8	583	1	115
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	378	3	315	0	-63
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	590	6	418	0	-172
Modernize the Institution's financial management and accounting operations	3	199	2	167	-1	-32
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	253	4	278	0	25
Total	53	4,106	54	4,353	1	247

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.

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

To further the goal of Strengthened Research, the Museum will continue to emphasize the development of educational materials, public programs, collections, and exhibitions based on scholarly research.

Building upon progress made in meeting the goal of Enhanced Management Excellence, in FY 2008 a new staff position will coordinate HMSG initiatives to understand and respond to the needs of an ever more diverse audience with high expectations for cultural experiences. Staff training and improved visual aids will be created to provide high-quality visitor service. HMSG will further leverage Institution-wide information systems to anticipate and manage the financial demands of producing dynamic programs, promote and maintain a diverse workforce and culture of equal opportunity, and continue with capital improvements and planning.

For FY 2008, the estimate reflects a net increase of 1 FTE and \$247,000. This amount includes \$150,000 for necessary pay for existing staff funded under this line item, and 1 FTE and \$97,000 for a dedicated position to improve and manage the total visitor experience.

MEANS AND STRATEGY

To engage and inspire diverse audiences, HMSG will sustain its program offerings that enable educators, families, and young people to understand and explore the permanent collection in unexpected ways, and to

supplement personal arts studies. The Museum will offer teacher workshops throughout the year, related to either a current exhibition or permanent collection, which help teachers incorporate contemporary art themes into curricula. Family workshops geared to a younger audience and led by practicing artists will offer hands-on components and enable children of diverse backgrounds and ages to experience the visual arts. In addition, HMSG will expand the production of information resources. A quarterly calendar that includes educational information about exhibitions, art works, programs, artists, and films will be produced. The Museum will also build a content-rich, multi-media website that provides public access to a database of collection images and text, articles by staff, interviews with artists, and information regarding programs. One or more portable collection guides on DVD or comparable media will bring the highlights of the collection, supplemented by staff commentary, to portable digital devices commonly found in the general population.

To assist the public, HMSG will make the Museum galleries more accessible by improving signage and providing staff assistance for visitor orientation upon arrival in the lobby. The Museum will present "Meet the Artist" programs that will provide public audiences with the opportunity to hear working contemporary artists speak about their ideas and approaches. HMSG will also offer "After Hours" programs that will make the Museum's exhibitions and related educational programs available to a broader audience through extended evening hours. In addition, the public's viewing of exhibitions will be augmented by gallery talks and tours, and by films that examine exhibition themes or contemporary art issues.

Upcoming exhibitions at HMSG will range from collaborative projects with artists and small focused exhibitions to major retrospectives and thematic shows. In FY 2008, the Museum will present two cinema exhibitions to continue its in-depth study of contemporary film. The year will also feature an exhibition of the work of Alberto Giacometti and publication of a catalogue for the FY 2009 exhibition of Guillermo Kuitca. HMSG will continue its innovative collections-based initiative, *Ways of Seeing*, inviting renowned artists to interpret and install works from the permanent collection to provide visitors with new connections and visions of art of the last 100 years. The curatorial staff will also conduct rotations of the permanent collection that will be supported by regularly scheduled public tours led by docents, curators, and artists.

To improve the stewardship of the national collections, HMSG will develop plans to cope with limited collections storage space and simultaneously arrange the outdoor sculptures for a renewed visitor encounter with the Museum. Nearly all of the collections are currently

housed at the Museum. Due to cramped conditions, the collections cannot be adequately cared for and are not sufficiently accessible for research and cataloguing. As a result, 60 percent of the collections are expected to be moved to a remote storage location (Pod 3) in FY 2008. In anticipation of this move, the Museum will develop a space plan for the approximately 40 percent of the permanent collections that will remain on site, thereby safeguarding these works while improving accessibility. The design and plan for rearrangement of the sculpture garden will be completed in conjunction with a restoration project for all outdoor sculpture. In addition, conservators will complete a survey of the entire paintings collection, a prerequisite to establishing collections care, research, and storage priorities, and will conduct a survey of the works on paper. The Museum will also continue the documentation of the permanent collections by adding new images and/or expanded records to the collections database, which is linked to the public website.

To achieve the goal of Strengthened Research, ongoing scholarship will identify new publication and exhibition opportunities for key artists represented in the collection. In addition, as a national center for works on new media, HMSG will further practical application of conservation techniques of these emerging materials and disseminate findings through national and international professional meetings and publications.

To enhance the goal of Enhanced Management Excellence, HMSG will continue to place the individual's personal experience with art at the center of what it does. In FY 2008, a new visitor services manager staff position will be charged with coordinating Museum-wide efforts to promote a thoughtful encounter with art in HMSG galleries. Improved amenities, gallery labeling, floor plans and interpretative aids will be crucial projects that complement the new staff position. Visitor surveys conducted on site and through the Web will help focus efforts to increase the quality of visitor experiences at the Museum. Staff development will create an outcomes-based culture that puts the visitor first always.

HMSG will continue to capitalize on continuing enhancements to the Institution-wide finance reporting system to manage financial resources and people more efficiently, as well as to grow more agile in an era of evolving patterns of revenues and expenses. The Museum will develop stronger and more frequent contacts with local, national, and international media by conducting press previews, in-person interviews, and mailings.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$742,000)

- Offer two teacher workshops throughout the year related to either a current exhibition or the permanent collection
- Offer two to four family workshops geared to children of diverse backgrounds and ages
- Produce and mail a quarterly calendar that provides information about the Museum's exhibitions and educational programs
- Expand the Museum's multi-media website to provide public access to a database of collection images and other educational information
- Produce one or more portable collections guides on DVD or comparable media

Provide reference services and information to the public (4 FTEs and \$324,000)

- Offer four "Meet the Artist" programs
- Offer two "After Hours" programs
- Schedule 10 films annually that are directly related to an exhibition theme or address current conversations in contemporary art

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (19 FTEs and \$1,526,000)

- Develop and mount four exhibitions
- Consider touring one exhibition to other sites throughout the nation and possibly internationally
- Develop one exhibition in collaboration with another art museum
- Complement exhibitions with family workshops, film programs, gallery lectures, artists' talks, and catalogues
- Offer a *Ways of Seeing* installation that presents various selections from the permanent collection in new contexts
- Install two exhibitions or rotations of the permanent collection that are conceptualized by the curatorial staff and supported by regularly scheduled public tours

Improve the stewardship of the national collections for present and future generations (8 FTEs and \$583,000)

- Complete the design and plan for rearrangement of the sculpture garden in conjunction with the restoration project for all outdoor sculptures
- Add 700 more new images and/or expanded records to the Museum's collections database
- Develop a space plan for the approximately 40 percent of the permanent collection that will remain onsite after the remote storage location opens
- Complete a survey of the entire painting collection

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$315,000)

- Deliver at least three original research presentations or reports on conservation techniques for new emerging media at national and international professional meetings or publications
- Research the collection to determine publication and traveling exhibition possibilities for key artists represented in the collection

Enhanced Management Excellence

Strengthen an Institutional culture that is customer centered and results oriented (6 FTEs and \$418,000)

- Improve the visitor experience through better coordination of docents and Museum orientation
- Establish a dedicated position of visitor services manager to attend to visitor service questions and issues
- Improve visitor amenities by working with other Smithsonian offices to better direct visitors with welcome and orientation guides, and to enhance their visit with better capabilities and positioning of coat check, dining facilities, and retail shop
- Improve gallery interpretation for two exhibit floors by rewriting and redesigning gallery labels and/or developing other interpretative aids for installations of the permanent collection
- Create leadership development training and train 50 percent of staff by close of FY 2008

Modernize the Institution's financial management and accounting operations (2 FTEs and \$167,000)

- Create monthly budget reporting system and institute a schedule of monthly reviews of operating results vs. budget with department heads and project leaders

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$278,000)

- Host two annual press events to share information of upcoming exhibitions and programs with members of the media
- Maintain or increase frequency of contact with members of the media through mailings, in-person meetings, and electronic communications
- Offer educational events for congressional staff and conduct outreach to members of the Congressional Arts Caucus through communications and targeted event invitations

FY 2008 REQUEST — EXPLANATION OF CHANGE

For FY 2008, the estimate reflects a net increase of 1 FTE and \$247,000. This amount includes \$150,000 for necessary pay for existing staff funded under this line item, and a programmatic increase of 1 FTE and \$97,000 to fund a new visitor services manager staff position. This increase is requested to advance HMSG efforts to ensure that every visitor has a thoughtful, compelling, and even transformative experience at its Museum, which can only be achieved if a dedicated staff member supervises the orientation of and assistance to the arriving public. The visitor services manager will be the "visitor advocate" in the planning and execution of all HMSG programming and building improvements. Responsibilities will include developing a variety of interpretative exhibition and collection tours geared to different adult demographics, developing metrics to assess HMSG's success in reaching new audiences, attending to visitor services questions and issues, and improving coordination of volunteer docents and Museum operations.

If the FY 2008 request for a visitor services manager is not allowed, HMSG's ability to create an enhanced visitor experience will be impaired, thereby compromising visitor satisfaction.

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 2006 ESTIMATE	37	4,196	1	376	0	407	0	0
FY 2007 ESTIMATE	37	4,284	2	445	1	437	0	0
FY 2008 ESTIMATE	37	4,414	2	445	1	442	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	9	998	7	896	-2	-102
Provide reference services and information to the public	2	223	2	226	0	3
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,620	17	1,861	2	241
<i>Collections</i>						
Improve the stewardship of the national collections	4	489	4	487	0	-2
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	117	1	128	0	11
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	481	3	464	0	-17
Modernize the Institution's financial management and accounting operations	2	286	2	249	0	-37
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	70	1	103	0	33
Total	37	4,284	37	4,414	0	130

BACKGROUND AND CONTEXT

The National Museum of African Art (NMAfA) fosters and sustains — through exhibitions, collections, research, and public programs — an interest in and understanding of the diverse cultures in Africa as they are embodied in aesthetic achievements in the visual arts. The Museum collects and exhibits the arts, ancient to contemporary, of the entire continent. Museum-developed research, publications, and educational programs reflect NMAfA's mission and strategies and are in accordance with them.

To achieve the goal of Increased Public Engagement, NMAfA is dedicating resources to digital technology, with an emphasis on the Museum's website, online educational resource materials, and access to the Museum's object and photographic collections. The Museum also is focusing resources on the presentation of four temporary exhibitions, as well as the planning and preparations for three exhibitions scheduled to open in FY 2009. In addition, planning will begin for organizing a traveling exhibit of the Walt Disney-Tishman African Art Collection. NMAfA will add new educational programs that combine the content of these exhibitions with the goal of expanding community outreach, and will continue its successful film program series.

NMAfA will achieve its goal of Enhanced Management Excellence by focusing on information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all of the Museum's IT operations for administration, collections, exhibitions, and public access. As a way to establish the staff as stakeholders in the success of NMAfA, the goals of the Smithsonian and NMAfA, as outlined in their respective strategic plans, have been integrated into the performance plans of all staff members. To increase efficiency in financial management, all department heads have budgetary responsibilities included in their performance plans. The Museum will increase its public visibility through enhanced relationships with media outlets and various stakeholders, including local teachers and volunteers in the metropolitan Washington, DC area.

For FY 2008, the estimate includes an increase of \$130,000 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 larger and more diverse audiences. Through enhanced navigation features and multi-media applications, additional image/catalogue databases on the Museum's redesigned website will provide greater digital access to collections, including the Walt Disney-Tishman African

Art Collection. In addition to virtual exhibitions and podcasts, an online resource guide for the Eliot Elisofon Photographic Archives and special children's "play sites" are planned for the website in FY 2008. Web stations throughout the Museum will provide interactive opportunities to enhance the visitor's experience while in the Museum.

NMAfA will continue to commission regular visitor surveys and hold "town hall" meetings with representatives from the community and from various age groups (such as college students and adolescents) to provide input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services for diverse audiences, enabling the Museum to more effectively reach its target groups. In addition, marketing strategies will be reviewed and tested for effective communication to diverse audiences.

Ongoing educational programs will include "Sights and Sounds" musical performances, "Let's Read Africa," adult and children's film series, storytelling, Community Day, and exhibition-related teacher/student workshops. NMAfA will use lectures and film series based on the Museum's current exhibitions to target mixed-generation audiences. Conservation and curatorial clinics will continue to provide staff expertise to the general public.

To increase public access to NMAfA's collections, the Museum will continue online cataloguing of its art and photographic collections; priorities will be the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photographic Archives. Digital access will facilitate research and study by students, teachers, scholars, conservators, and the general public. Preservation and copying of the Paul Tishman film collection will allow public viewing and scholarly research of footage that complements the Walt Disney-Tishman African Art Collection.

In FY 2008, five new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting traditional and contemporary art of various media from virtually the entire African continent. With approximately 90 works dating from ancient to modern times, *Inscribing Meaning: The Power of African Scripts* will present the ingenuity and creativity of African artists who incorporate script and graphic forms of communication into a wide range of artworks. A catalogue will accompany this exhibition, which will travel to UCLA's Fowler Museum of Cultural History in the fall of 2007. *Treasures II*, the second exhibition of that series, will continue to highlight distinctive works of art from NMAfA and U.S. private collections, with the signature publication *Treasures Folio* accompanying this show. *The Art of Being Tuareg: the Blue People of the Sahara*, organized by the Cantor Arts Center of Stanford University, will be the first such comprehensive survey

of the Tuareg culture. The youth/family-oriented exhibition entitled *Thinking with Animals* will provide an introduction to how Africans perceive and organize their world by using animals as symbols and metaphors. A family guide is planned to accompany this exhibition, and interactive stations targeting younger audiences will be installed in the exhibit galleries. Internationally known artist Fred Wilson will explore the representations of African culture and history in his exhibition, *Fred Smith, African Reflections*. During FY 2008, a series of publications and brochures will be printed to orient visitors to NMAfA exhibitions.

NMAfA will also direct resources toward planning, design, and preparation of exhibitions scheduled to open in FY 2009. *African Cosmos* will look at how the celestial universe affects diverse cultures and inspires learning and teaching in Africa. *Mami Wata, Arts for Water Spirits in Africa and the African Atlantic World* is an exhibition of 150 objects, organized by the Fowler Museum of Cultural History at UCLA, which will present the visual arts associated with the African and African Diaspora water spirits throughout the African continent as well as in the Caribbean, Brazil, and the United States. The Museum will also present new contemporary art installations drawn from its collection.

In FY 2008, NMAfA will perform the first annual review of the Museum's collections management and care policy, making updates as needed. Deaccessioning efforts will continue to reduce the number of objects in the collections.

To address the goal of Enhanced Management Excellence, NMAfA is focusing resources in several areas: IT operations, staff performance and accountability, and relations with the media. The Museum's IT plan has integrated information technology functions for administration, collections management, exhibitions, and public access. The IT plan will be reviewed on an annual basis, with updates made as needed. Using the Museum's recent five-year strategic plan and feedback from visitor surveys, annual reviews and updates to NMAfA's operational plan are intended to ensure quality public programs and experiences for all audiences.

Accountability is being achieved by integrating NMAfA and Smithsonian performance goals into performance plans for all Museum staff members. In addition, financial management responsibilities have been incorporated into the performance plans of all department heads to provide more effective budgetary control at the departmental level. The Museum will continue to enhance its relations with the media by expanding the number of its contacts with media representatives and outlets.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement:

Engage and inspire diverse audiences (7 FTEs and \$896,000)

- Enhance the Museum's website to increase the number of virtual visitors by 20 percent
- Increase Museum offerings through the website by adding virtual exhibits and podcasts
- Plan and develop three new public outreach and educational program strategies
- Present at least six types of public programs/activities (such as lectures, films, workshops) with broad appeal to expand audiences of adults and children
- Implement visitor surveys for each exhibition scheduled in FY 2008 to measure overall satisfaction with visitors' experiences at the Museum
- Achieve 85 percent favorable response in visitor surveys for exhibitions and public programs

Provide reference services and information to the public (2 FTEs and \$226,000)

- Make available online 100 percent of all printed educational resources, such as family guides, gallery guides, program brochures, and artists' interviews to increase public access to Museum activities and offerings
- Increase online cataloguing and digital images in the Eliot Elisofon Photographic Archives by 10 percent to provide greater access to the collection to audiences outside the Washington, DC area

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (17 FTEs and \$1,861,000)

- Present five exhibitions with broad appeal to attract more diverse audiences, including children, adults, target schools, educators, and collectors
- Secure for display at least 30 loans of significant works of African art from domestic and international private and public collections
- Develop at least one innovative exhibition design/installation to enhance audience appeal
- Install the Walt Disney-Tishman African Art Collection as a permanent installation
- Initiate tour of one major NMAfA exhibition
- Complete 95 percent of the planning and design of three exhibitions to open at NMAfA in FY 2009

Improve the stewardship of the national collections for present and future generations (4 FTEs and \$487,000)

- Complete permanent storage of the Walt Disney-Tishman African Art Collection not on permanent display
- Perform first annual review of collections management and care policy
- Deaccession three percent of objects designated as leaving the collection

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$128,000)

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

Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$464,000)

- Perform first annual update of the Museum's three-to-five-year public program plan
- Review all staff performance plans to ensure conformance with the goals and priorities of the Institution and the Museum

Modernize the Institution's financial management and accounting operations (2 FTEs and \$249,000)

- Prepare quarterly financial reports for NMAfA Advisory Board according to established Smithsonian guidelines

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$103,000)

- Establish contact with at least four new media representatives to publicize NMAfA's activities and programs
- Attain positive media coverage for all exhibitions scheduled in FY 2008

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 2006 ESTIMATE	64	8,532	3	572	13	4,291	0	0
FY 2007 ESTIMATE	64	5,400	3	566	12	2,254	0	0
FY 2008 ESTIMATE	64	5,611	3	591	4	2,285	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	725	8	750	0	25
Provide reference services and information	6	530	6	570	0	40
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	11	944	11	977	0	33
<i>Collections</i>						
Improve the stewardship of the national collections	19	1,508	19	1,561	0	53
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	369	4	382	0	13
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	123	1	128	0	5
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	12	1,035	12	1,071	0	36
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	166	3	172	0	6
Total	64	5,400	64	5,611	0	211

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 the 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, the NPG will continue to evaluate its installations and programming by identifying strengths and weaknesses, and correcting deficiencies.

To achieve the goal of Strengthened Research, the NPG will continue its editing project of the *Charles Willson Peale Family Papers*. The project has collected copies of more than 6,000 documents, spanning three generations of the Peale family. The archive traces the family's history from the arrival of Charles Peale, a transported felon, through the career of Charles Willson Peale—artist, Revolutionary soldier, naturalist and museum keeper, and Enlightenment polymath—down through the 19th-century careers and lives of his many children, including his sons Raphaelle, Rembrandt, Titian Ramsay, and Rubens. In addition to its richness as a source of biographical information on the Peale family, the archive is a matchless source of information on American family, social, and cultural history from the 1730s to the 1880s.

The goal of Enhanced Management Excellence will be achieved by using marketing results to direct improvements that meet the needs and expectations of visitors and stakeholders.

The FY 2008 estimate includes an increase of \$211,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Two major exhibitions are planned for FY 2008 — *Capital Portraits* will contain 50 paintings that highlight the hidden strengths of Washington portraiture, and *1968: The Year That Shaped a Generation* will feature the dramatic personalities and events that are still so well known today that they can be referred to in a historical shorthand: Martin, Bobby, "Nixon's the One." Four smaller exhibitions will feature photographers Zaida Ben-Yusef and Edward Steichen, sculptor Alexander Calder, and vice presidents. Staff will research and write publications to accompany these exhibitions. Due to

their fragile nature, most of the works on paper displayed in the Portrait Gallery's permanent collection installation, numbering around 300 objects, will be rotated off view, and new collection items will be matted and framed to replace them.

Planning will continue for the second Outwin Boochever Portrait Competition to be held in FY 2009, with the call for entries in FY 2008. The competition is a nationwide endeavor that enables artists—both known and unknown—to submit their works to compete for a portrait commission, a cash award, and an opportunity to participate in an exhibition of selected painted and sculpted works.

The sixth annual Peck Presidential Awards for "Service to a President" and "Portrayal of a President" will be announced early in FY 2008, and the winners will participate in a session designed as an educational forum to further high school students' understanding of the presidency and of those who have held, served, and portrayed that office.

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

In addition, the NPG will continue to use its award-winning website to provide an important research base for portraiture, and will continue its significant contribution to the visual history of our nation by the distributing photographic and digital images from its collection for use in books, videos, CDs, and other media.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

- Award two Peck Presidential Medals, one for "Service to the Presidency" and one for "Portrayal of the Presidency"
- Present two town hall sessions, with participation by the winners of the Peck Presidential Medals, to promote high school students' understanding of the presidency
- Present the Edgar P. Richardson symposium on American portraiture and biography

- Publish four issues of *Profile*, the Gallery's publication, to increase national awareness of NPG programs and research
- Publish three high-quality, illustrated books in support of the Gallery's current exhibitions
- Recruit and train corps of teen ambassadors to serve as museum mentors for fifth-grade students in the Washington DC metropolitan area
- Design 25 education programs and 150 presentations for school and community audiences
- Design 12 public programs and 72 presentations for community audiences
- Have the curatorial departments present three Open House programs to provide opportunities for the public to view collection objects not on display
- Build on existing relationships with scholars, both inside and outside the Smithsonian, to develop collaborative ventures for the future, including public programs and exhibitions
- Present a series of public gallery talks, highlighting individual objects on view in NPG's Permanent Collection and Special Exhibitions galleries
- Continue to provide the public with the opportunity to gain insight into the preservation of collections at the Visible Conservation Lab by observing conservation treatments in progress

Provide reference services and information to the public (6 FTEs and \$570,000)

- Update the NPG website to include virtual tours of current exhibitions, an enhanced collections database, and program information
- Write, edit, and publish up to five flyers and brochures for new exhibitions and programs, as well as several hundred labels for rotating permanent collection exhibitions
- Continue to provide individual responses to public inquiries about individual portraits and biographies
- Continue to make backlisted NPG publications available to scholars and the general public via the NPG website

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and \$977,000)

- Install two major exhibitions: *Capital Portraits* and *1968: The Year That Shaped a Generation*
- Install four smaller exhibitions that will reflect the Gallery's mission to exhibit portraits of individuals who have made significant contributions to American history or culture or who have expanded knowledge of American portraiture
- Rotate 300 works on paper in the Permanent Collection

Improve the stewardship of the national collections for present and future generations (19 FTEs and \$1,561,000)

- Ensure adherence to current Museum practices by conducting an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available, particularly from under-represented populations
- Complete inventory of entire collection begun in 2007
- Complete accession records on all objects acquired
- Prepare condition reports on 300 paper objects which will go on view to the public, and survey paper objects that will be removed from view to check for any damage which may have occurred during display
- Finish the reorganization and inventory of collections after the 2006–2007 move to a new storage facility, and maintain proper stewardship of NPG collections through attention to archival housing and critical conservation needs
- Provide conservation treatments for collection objects as required
- Replace backboards and hanging hardware for all portraits going on view

Strengthened Research

Ensure the advancement of knowledge in the arts and humanities through original research, including research on collections, which is reflected in publications, exhibitions/displays, and public programs (4 FTEs and \$382,000)

- Continue research and writing for Volume 7 of the *Selected Papers of Charles Willson Peale and His Children*, the concluding volume of the series
- Continue research for images and biographies of significant Americans who should be added to the collection and included in exhibitions and publications
- Continue to have staff serve on Smithsonian committees that select Smithsonian residential fellows (pre- and postdoctoral fellows) and review nominations for the Secretary's distinguished research lecturer
- Continue to have staff serve on the editorial board of the Smithsonian American Art Museum's periodical, *American Art*

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$128,000)

- Manage and refine IT capabilities that will enhance the visitor experience and increase visitation

- Train and cross-train staff on various Smithsonian software programs and systems
- Manage services to ensure that reliable and efficient technological systems meet federal standards, with less than one percent downtime

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$1,071,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$172,000)

- Conduct robust publicity and media campaigns at national and local levels to announce NPG's exhibitions, programs, and special events

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 2006 ESTIMATE	103	12,224	6	1,083	23	10,390	2	167
FY 2007 ESTIMATE	103	8,265	5	956	18	6,359	2	167
FY 2008 ESTIMATE	103	8,613	5	773	18	5,699	2	170

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	21	1,642	21	1,711	0	69
Provide reference services and information	2	136	2	142	0	6
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	21	1,765	21	1,839	0	74
<i>Collections</i>						
Improve the stewardship of the national collections	32	2,426	32	2,529	0	103
Strengthened Research						
<i>Research</i>						
Ensure advancement of knowledge in humanities	3	327	3	340	0	13
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	610	7	635	0	25
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	5	359	5	374	0	15
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	95	1	99	0	4
Modernize the Institution's financial management and accounting operations	3	214	3	223	0	9
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	7	629	7	655	0	26
Modernize and streamline the Institution's acquisitions management operations	1	62	1	66	0	4
Total	103	8,265	103	8,613	0	348

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and information to the public. The renovated historic landmark building reopened in July 2006 with newly installed collections and exhibitions designed to attract old friends and new. Increased exhibition spaces, a restaurant, and shops provide visitors with a broader menu of activities, encouraging more frequent return visits to the Museum. The Lunder Conservation Center provides a window on collections care, and the Luce Foundation Center for American Art makes an additional 3,500 collection objects accessible in densely installed glass cases. The Museum is implementing cell phone tours and other technology to mine the rich vein of content on SAAM collections and American culture in general. A 350-seat auditorium makes possible a vastly expanded range of public programming that includes lectures and films as well as music, theater and dance performances. A glass atrium over the courtyard will create a grand, year-round gathering space for premier events when completed in FY 2008. SAAM's branch museum, the Renwick Gallery, continues to present public programs, exhibitions and rotations of its permanent collection of American crafts, including a biennial exhibition series, the *Renwick Craft Invitational*.

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

The FY 2008 estimate includes an increase of \$348,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Education and public program offerings will continue to expand in 2008 as the Museum takes advantage of new facilities such as the auditorium and courtyard, and builds on successful programming at the Renwick Gallery. Audiences throughout the country will benefit from distance-learning and national education programs, and increased data and images will be made available on the Web. Innovative technologies, such as blogs and podcasts, will be used to promote the Museum as a destination as well as to provide content remotely, and SAAM will continue its online reference service, "Joan of Art."

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

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

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

Information technology and administrative processes will be strengthened through close monitoring of resources and processes, and strong partnerships with central offices will enable SAAM to provide an end-user perspective on policy changes.

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (21 FTEs and \$1,711,000)

- Plan, prepare and produce successful public programs and lectures for Museum audiences, in person and remotely
- Maintain and improve SAAM's National Education Program, partnering with organizations nationwide to fulfill the need for quality curriculum and educational resources using visual arts in core disciplines
- Make effective use of SAAM collections and scholarship in education programs
- Make effective use of technology in educational programs. Include Web presence in the Museum's National Education Program and other distance-learning programs
- Continue development of SAAM research databases, disseminating information to scholars, educators and the general public
- Publish catalogues and other high-quality publications related to SAAM's 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
- Publish three issues of the journal *American Art* to further scholarly research in the field of American art
- Continue curatorial and other staff participation in national conferences, symposia and programs in order to share SAAM knowledge and expertise
- Continue internship and fellowship programs
- Implement improved visitor services

Provide reference services and information to the public (2 FTEs and \$142,000)

- Continue SAAM's online reference service, Joan of Art, responding to information requests nation- and worldwide.

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (21 FTEs and \$1,839,000)

- Plan, prepare and produce successful exhibitions for the main building and branch Museum, including *Earl Cunningham, O'Keefe and Adams, Sean Scully, War Bonds, Obata, Irving Penn, Asher Durand*, and *Color as Field* at SAAM, and *Going West!* and *Ornament as Art* at the Renwick
- Develop more interpretive elements for the Luce Foundation Center, adding to and refreshing content accessible on the hand-held devices, computer kiosks, and the World Wide Web
- Continue traveling exhibitions program of *Sean Scully, Joseph*

Cornell, Elihu Vedder, and Wm. H. Johnson shows and loans of SAAM collections

- Increase curatorial support
- Continue implementation of wireless technology for interpretive elements in the galleries

Improve the stewardship of the national collections for present and future generations (32 FTEs and \$2,529,000)

- Ensure the physical safety of the collection to guarantee the longevity of the collections and preserve America's cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies
- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works
- Secure major artworks, revising the acquisitions priority list to collection gaps, goals and opportunities
- Maintain accurate, accessible and useful information on collection objects, including cataloguing, images and location tracking
- Enhance collections accessibility with digital photography and information for online retrieval, creating digital records for all new acquisitions, expanding biographical information and maintaining access to database from multiple SAAM locations and applications
- Maintain and improve website infrastructure and content to share exhibitions, collections information and images with a larger audience than can see the collection in person

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$340,000)

- Continue curatorial research on collections and the broader field of American art

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (7 FTEs and \$635,000)

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

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

Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$374,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$99,000)

- Monitor Museum staffing and organization to ensure efficiency
- Train and cross-train staff for flexibility in responding to changing economies, technologies and processes

Modernize the Institution's financial management and accounting operations (3 FTEs and \$223,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (7 FTEs and \$655,000)

- Publicize SAAM and Renwick exhibitions, events and programs to local and national media to ensure widest possible awareness of collections and resources
- Ensure successful placement of publicity for Renwick activities with general media, as well as in craft publications
- Implement a shared "brand" for SAAM and NPG to target the ultimate goal of attracting two million visitors

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$66,000)

- Ensure efficient processing and monitoring of procurement activity at SAAM

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 2006 ESTIMATE	174	16,248	31	4,145	41	2,862	14	2,997
FY 2007 ESTIMATE	174	16,782	31	4,325	41	4,844	14	2,409
FY 2008 ESTIMATE	175	17,826	31	4,325	41	4,844	14	2,409

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	997	12	1,036	0	39
Provide reference services and information	7	638	7	664	0	26
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	45	4,993	45	5,090	0	97
<i>Collections</i>						
Improve the stewardship of the national collections	53	3,838	54	4,089	1	251
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	4	958	4	998	0	40
Ensure the advancement of knowledge in the humanities	25	2,617	25	2,720	0	103
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	0	0	0	280	0	280
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	841	9	874	0	33
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	19	1,900	19	2,075	0	175
Total	174	16,782	175	17,826	1	1,044

BACKGROUND AND CONTEXT

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

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

NASM is administered as one Museum with multiple locations: the National Mall building; the Udvar-Hazy Center; and the Garber Facility. NASM provides access to the nation's aviation and space history to an average of 6–10 million on-site visitors from around the world per year making it the most visited museum in the world, and tens of millions of virtual visitors through its website and broadcast and Webcast educational programming.

In FY 2008, NASM will collect and preserve the nation's aviation and space heritage, perform the necessary research for exhibits and the increase of knowledge of the solar system, and enhance educational programs, using a mixture of in-house and volunteer resources to convey excitement and information to a diverse audience.

For FY 2008, the estimate includes an increase \$1,044,000 and 1 FTE. Included in this increase are \$664,000 for necessary pay for the existing staff funded under this line item, \$100,000 and 1 FTE for Collections Care (justified under the Institution-wide Collections Initiative section of this budget), and \$280,000 for lease costs at the Udvar-Hazy Center (justified under the Mandatory Costs section of this budget).

MEANS AND STRATEGY

Public Engagement — NASM reaches a diverse audience through static and dynamic exhibits on site, through outreach efforts at local and national schools and organizations, and through professional activities concerning the history of aviation and space and the planetary sciences. To perform these activities, NASM relies on staff as well as more than 600 volunteers. In the National Mall and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational

demonstrations. In FY 2006, our Docent Corps was awarded the Frank G. Brewer Trophy, the National Aeronautic Association's highest honor, for significant contributions of enduring value over the last 30 years to aerospace education in the United States.

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

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

In the fall of 2007, NASM will open *America by Air*, the first renovation to the National Mall building's Hall of Air Transportation since NASM's opening in 1976. Of special interest will be a Boeing 747 cockpit that is open to visitors and the model of an Airbus A320 cockpit that demonstrates Fly-by-Wire technology. NASA will support the gallery by providing regular updates on the latest advances in aviation. In 2007–2008, NASM will install art exhibits, including *Earth From Space*, displaying photographs of the Earth from space; *Fly Now!*, showcasing aviation travel posters of the 1920s to 1950s; and *In Plane View*, an artistic rendering of aircraft. In addition, NASM will continue planning the next two galleries, *Exploring the Planets* and *Human Space Exploration in the Shuttle/Space Station Era*. Other galleries will be evaluated for upgrades.

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

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

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

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

alternative for operating a remote site where central Smithsonian support services are unavailable.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in lifelong exploration and understanding of art, history, science, and culture (12 FTEs and \$1,036,000)

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

Provide reference services and information (7 FTEs and \$664,000)

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

Offer compelling, first-class exhibitions and other public programs (45 FTEs and \$5,090,000)

- Complete and open the National Mall building *America by Air* exhibit
- Support National Museum of American History's *Treasures of American History* exhibition
- Provide curatorial input to continuing upgrades of Udvar-Hazy Center exhibits, including at least two small object cases and two exhibit stations
- Complete art exhibitions planned for the National Mall building
- Prepare the 50th anniversary exhibit on Sputnik and the beginning of the space age, pending external funding
- Plan the upgrades to *Exploring the Planets* and the gallery, including concept evaluations and designs

Improve the stewardship of the national collections (54 FTEs and \$4,089,000)

- Continue collections management by focusing resources on artifact restoration in addition to artifact installation at the Udvar-Hazy Center
- Begin preparation for accepting the Space Shuttle fleet and related artifacts from NASA
- Add additional documentation to 30 artifacts and upgrading the Collections Information System

Strengthened Research

Engage in research and discovery (4 FTEs and \$998,000)

- Increase emphasis on Mars research by gaining at least two new competitive research grants
- Support three to five researchers, using competitively reviewed proposals and grants
- Provide outreach for Mars missions that will be shown to the public through video displays, both on monitors in the Museum and on NASM's website
- Publish at least four peer-reviewed professional papers documenting the role of Mars' tectonic and climate history
- Use Mars Odyssey and Mars Global Surveyor data to understand the geologic history of Mars and study similar processes from Earth's geological history

Ensure the advancement of knowledge in the humanities (25 FTEs and \$2,720,000)

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

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (\$280,000)

- Provide continued support of maintenance and operation of the Udvar-Hazy Center

Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$874,000)

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

Strengthen an institutional culture that is customer centered and results oriented (19 FTEs and \$2,075,000)

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

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 1 FTE and \$1,044,000. Included is an increase of \$664,000 for necessary pay for existing staff funded under this line item, and \$280,000 for lease costs justified under the Mandatory Costs section. In addition, NASM is seeking a programmatic increase of 1 FTE and \$100,000 for Collections Care, which is further justified under the Institution-wide Collections Initiative.

- (+ \$100,000, + 1 FTE) This funding will support the shuttle decommissioning program. NASM serves as the initial custodian of all decommissioned NASA equipment. With the Space Shuttle reaching the end of its useful life, NASM is preparing to receive, catalogue, and disseminate all the decommissioned space shuttles and associated equipment. Based on prior experiences with the decommissioning of other NASA programs, NASM expects the transfer of millions of objects that will extend for five to seven years in the future.

If the FY 2008 request is not allowed, NASM will need to reduce its Education, Outreach, and Visitor Services programs, reduce the number of artifacts to be moved into the Udvar-Hazy Center, and extend the schedules for opening new exhibitions. Additionally, the Museum will not be able to adequately evaluate and preserve objects documenting the history of the Space Shuttle.

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 2006 ESTIMATE	426	43,314	6	1,973	30	6,289	20	4,752
FY 2007 ESTIMATE	426	44,546	5	1,511	31	10,044	20	8,822
FY 2008 ESTIMATE	428	47,184	5	1,511	31	10,044	20	8,822

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	57	5,292	57	5,489	0	197
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	49	5,099	49	5,886	0	787
<i>Collections</i>						
Improve the stewardship of the national collections for present and future generations	152	15,445	154	16,418	2	973
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	141	15,813	141	16,388	0	575
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	307	3	318	0	11
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	219	2	227	0	8
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	12	1,257	12	1,303	0	46
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,114	10	1,155	0	41
Total	426	44,546	428	47,184	2	2,638

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 Strategic Science Plan theme areas: formation and evolution of the Earth and similar planets; discovering and understanding life's diversity; and studying human diversity and cultural change. The Museum's research provides new understanding and relevance to broader national and international 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 126 million natural history specimens and human artifacts is at the core of its mission. This collection, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human artifacts. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide. In addition, these resources are actively and collaboratively used by staffs of the Departments of Defense, Commerce, Agriculture, and Interior, who are housed in NMNH facilities.

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

The FY 2008 budget estimate includes an increase of \$1,638,000 for necessary pay for existing staff which is justified in the Mandatory Costs section, and \$1,000,000 and 2 FTEs for increases for exhibit maintenance and research collections information systems (RCIS) described below.

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, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2008, NMNH is committed to continue renovating its permanent halls and offering new temporary exhibitions each year. NMNH will open the *Ocean Hall* exhibit in September 2008, a significant accomplishment because of the size (23,000 square feet of exhibition space), complexity, and dynamic nature of this new exhibit hall. This is the largest renovation of public space at the Museum in 40 years and is specifically designed so that the content can be updated and changed to incorporate new scientific discoveries. The temporary exhibitions planned for 2008 include *Written in Bone; Old Herbs, New Remedies; Metraux: From Fieldwork to Human Rights; and Soil: Going Underground*. NMNH will also complete fabrication and approach completion of a new exhibit on the co-evolution of butterflies and plants, planned to open in November 2007. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The effectiveness of NMNH exhibitions and presentations and the excitement they generate can be seen in their popularity with family audiences. In FY 2006, NMNH expects to host more than five million visitors.

In FY 2008, 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, websites and an ocean Web portal, as well as school programs, self-guides for teachers, and festivals to attract interest in and understanding of our research and collections. These outreach efforts serve millions of visitors each year, nationally and internationally. In FY 2008, NMNH will develop and broadcast four science video lectures/electronic field trips to 100,000 students in more than 15 states in cooperation with local school districts and television studios; increase the number of teacher training manuals available on the NMNH website by 50 percent; prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2008; and continue to upgrade the website to provide additional educational programs and make use of the planned ocean portal's asset to provide additional educational material on ocean literacy for both formal and informal educational opportunities.

The Museum's collections serve as the foundation of NMNH research, exhibits, and public outreach programs. 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. Consistent with the guidance provided in the joint Office of Management and Budget-Office of Science and Technology Policy memo on FY 2008 research and development budget priorities, dated June 23, 2006, NMNH will strengthen its commitment to stewardship of the federal scientific collections that play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. NMNH's commitment to research on and stewardship of the collections, in partnership with affiliated federal agencies (such as the Departments of Defense, Commerce, Agriculture, and Interior), will be expanded in response to this guidance.

In FY 2008, NMNH will focus on adding more specimens to its electronic catalogue for scientists, the Research and Collections Information System (RCIS), and to expanding the availability of these invaluable and unique assets via the Internet to national and worldwide researchers, policy makers, and the public. NMNH also will continue migrating records from the in-house Transaction Management (TM) system into the RCIS, using EMu, a commercial application software for museums. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan. Furthermore, NMNH will continue image digitization of selected plant, vertebrate and artifact collections. In addition, NMNH will continue digitization of selected sets from the 50 million additional paper records and link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, artwork, sound recordings, field notes, and publications) which describe and explain the diversity of life, culture, and Earth processes. NMNH will also continue to move fluid-preserved collections to a new facility, and update associated inventories.

To achieve the goal of Strengthened Research in FY 2008, NMNH will build upon its updated strategic plan which is linked to the Smithsonian Strategic Science Plan, and focus on initiatives related to new insights in geology and mineralogy, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collections to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. Smithsonian publications will have a more integrated quality, providing insights from all viewpoints of the Museum on pressing national and international topics.

NMNH is committed to training future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level experience for the most talented undergraduates in the Earth and

life sciences as well as anthropology. Collaboration with foreign students and colleagues will continue to be emphasized to broaden the international science network.

In FY 2008, NMNH will address the goal of Enhanced Management Excellence in part by supporting the move to re-house collections preserved in alcohol, currently located on the Mall, into a completed state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland. This facility will ensure that the alcohol-preserved collection will continue to be available for research in a facility that meets fire and safety codes. Additional focus in FY 2008 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 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (57 FTEs and \$5,489,000)

- Broadcast four science video lecture series to 100,000 students in more than 15 states, and increase the number of teacher training manuals available on the NMNH website by 50 percent
- Prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2008
- Increase the distribution of the electronic educators' newsletter by 50 percent
- Continue and enhance interaction with graduate training programs at local universities
- Increase access to exhibits, research, and collections for students with disabilities and for economically disadvantaged students
- Increase use of scientific field stations and expeditions in classroom science projects and activities
- Increase access to the scientific professions for minorities and women, with a special emphasis on museum science careers

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (49 FTEs and \$5,886,000)

- Complete fabrication and install all specimens, models, and exhibit elements for the *Ocean Hall* exhibit for a September 2008 opening of the 23,000 square feet of exhibition space. This is the largest renovation of public space at the Museum in 40 years
- Complete fabrication and open a new exhibit, *Evolving Together*, on the co-evolution of Butterflies and plants in November 2007

- Open the temporary exhibitions *Written in Bone* and *Old Herbs, New Remedies*, fulfilling NMNH's commitment to change 15 percent of available exhibition space annually
- Open *Metraux: From Fieldwork to Human Rights*, fulfilling the Museum's commitment to dedicate 5,000 square feet to making the most up-to-date NMNH anthropological research available to the public
- Open *Soil: Going Underground*, as part of the on-going series, *Forces of Change*
- Open *Discovering Rastafari!*, an exhibit focusing on the origins and practice of the Rastafari religion in Jamaica and the movement's subsequent spread throughout the African Diaspora and the world
- Open *Mexican Cycles*, to contribute to the NMNH's celebration of Hispanic Heritage Month in the fall of 2007

Improve the stewardship of the national collections for present and future generations (154 FTEs and \$16,418,000)

- Initiate work on the next phase of a Museum-wide collections assessment that prioritizes collections care projects and provides comparable, current information about the status of the collections
- Continue image digitization of selected plant, vertebrate, and artifact collections, including initiation of digitization of cryptogamic type specimens (e.g., mosses, lichens, algae) in Botany for Web access
- Initiate project to conserve all botanical specimens from the U.S. Exploring (Wilkes) Expedition preserved with mercuric chloride
- Provide conservation treatments to fossil collections in need of physical stabilization, vertebrate skeletons including human skeletal remains in need of rehousing, and geological collections in need of chemical stabilization
- Re-house DNA collections, update inventory, and continue assessing incremental results from pilot project that informs the most effective conservation strategies for these tissue collections and supports their accessibility to the wider scientific community
- Continue making records of paleontological, botanical, entomological, zoological, and anthropological specimens and objects and associated data, universally available on the Web
- Continue migrating records from the in-house TM system into the RCIS, using EMu, a commercial application software for museums. TM records document ownership and custody of NMNH collections as well as objects and collections on loan
- Continue digitization of selected sets from within the 50 million additional paper records, and link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, art, sounds, field

notes, and publications) that describe and explain the diversity of life, culture, and Earth processes

- Procure critical infrastructure equipment to provide redundancy and adequate test platforms for RCIS
- Develop improved functionality of EMu system, including faster importing and exporting of data and reports
- Continue to implement the congressionally mandated program of repatriating Native American skeletal remains and associated objects
- Continue move of fluid-preserved collections to the new MSC facility, update associated inventories, and correct any container, preservative or labeling problems resulting from the move
- Secure cold storage for the 8 million feet of ethnographic film in the Human Studies Film Archives

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (141 FTEs and \$16,388,000)

- 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 similar planets; 2) discovering and understanding life's diversity; and 3) understanding human diversity and cultural change

The Formation and Evolution of Earth and Other Planets

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

Discovering and Understanding Life's Diversity

- Continue studies of the large-scale evolutionary relationships among birds, insects, and plants as part of collaborative research projects in the National Science Foundation (NSF)-funded Tree of Life initiative, and in particular, studies of the large-scale evolutionary relationships among Lepidoptera (moths and butterflies), spiders, and ants. The primary goal of the Tree of Life initiative is to produce a robust phylogeny of all oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies
- Continue research on the tempo and mode of evolution in deep-sea faunas

- Inventory and digitize diatom type collections in Botany for Web access
- Continue research into the geological history of plant-animal interactions
- Continue work on evolution and phylogenetic relationships of dinosaurs
- Continue exploring the diversity of various groups of vertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups, their phylogenies, and biogeographic histories
- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is being done in collaboration with National Oceanic and Atmospheric Administration (NOAA) and Texas A&M University at Corpus Christi
- Make 50% of ant type specimens and 100% of geometrid moths available on the Web
- Continue molecular-phylogenetic and population-genetic studies of, and develop checklists for identification and inventories for, various plant families, with an emphasis on plants in the Pacific, northern South America, the Caribbean, Southeast Asia, and specific marine environments
- Continue to sample insects and spiders from poorly sampled localities, particularly beetles, ants, spiders, and moths and butterflies from Central and South America
- Continue research on recoveries from mass extinctions and the evolution of innovations in the history of life, with special emphasis on the Cambrian explosion, the Permo-Triassic, and the early Cenozoic
- Develop additional capacity for studying the evolution and environmental context of Paleozoic marine animals by hiring a new research scientist in this area

Understanding Human Diversity and Cultural Change

- Continue to support the Endangered Language Program, which will preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media
- Continue research on the climatic and environmental context of human evolution in East Africa
- Host a scientific symposium on *Life and Death in the Colonial Chesapeake*, in the spring of 2008, linked to the temporary exhibit *Written in Bone: Life and Death in the Colonial Chesapeake*, where more than a dozen regional experts will present research on the early settlers of the Chesapeake Bay Area
- Continue research on development of coastal and deltaic environments as early centers of urbanization

- Host an international arctic research symposium as part of the Fourth International Polar Year (2007 - 2008)
- Complete NSF-funded project supporting interdisciplinary fieldwork in Mongolia and the development of computer simulations to study the development of early civilizations in Central Asia
- Continue research into the spread of the earliest humans from Africa and Asia, with funding from NSF
- Conduct research into how and when human beings first processed and cultivated cereal grains, illuminating how the human species went from being primarily hunter-gatherers to becoming farmers

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (3 FTEs and \$318,000)

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

Provide a safe and healthy environment to support Smithsonian programs (2 FTEs and \$227,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,303,000)

- Maintain desktop and application server support for NMNH functions
- Work with resources provided by the Office of the Chief Information Officer to replace desktop computers on four-year cycle
- Ensure that 100 percent of users of the Enterprise Resource Planning (ERP) system have compatible hardware and software to support all transactions
- Create a robust and reliable infrastructure for new online facilities and broader Web programs that support NMNH-specific electronic outreach goals, with a focus on making collections data easily accessible via the Internet, as well as important collaborative Web projects such as the Ocean Web portal

Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,155,000)

- Train 100 percent of staff responsible for financial, budget, procurement, and human resources transactions to implement the ERP system as it is deployed
- Recruit, hire, and train staff to perform core administrative functions

- Implement the NMNH strategic plan and annual performance activities, and ensure that these efforts are linked to the Smithsonian Science Strategic Plan

FY 2008 REQUEST – EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of \$2,638,000 and 2 FTEs. Included is an increase of \$1,638,000 for necessary pay for existing staff funded under this line item. The Institution is seeking a programmatic increase of \$600,000 to support increased maintenance associated with new exhibitions using new technologies required to meet the increased operational responsibilities associated with new, innovative, exhibition styles. The request also includes an increase of 2 FTEs and \$400,000 to advance scientific understanding, expand the reach of Smithsonian science, and make NMNH collections more available to scientists and the public by continued implementation of a commercial collections information management system to manage the 126 million specimens and objects in the NMNH collections and make this information available to the public and scientific users over the Web. A further description of this increase is included in the Collection Initiative within the Institution-wide Programs section of this budget request. The requested increases include:

- (+ \$600,000) This request will support increased maintenance associated with exhibitions using 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 also requires frequent maintenance and upgrades. Over the last several years, lighting costs have risen fourfold, carpeting costs have risen by 900 percent, and routine hall maintenance costs have risen by 500 percent. Increased funding will ensure that NMNH audiovisual equipment is operating at levels acceptable to the public and that the significant investment made in upgrading exhibits is not undermined by operational shortfalls that affect the exhibits' quality and appearance. The funds for supplies (including audiovisual equipment, lighting, projectors, monitors, carpet, paint and cabinetry) and contractors are required to meet the increased operational responsibilities associated with new innovative exhibition styles and will improve the operational time from 80 percent to 93 percent for audio visual equipment within the exhibits.
- (+ \$400,000 and + 2 FTEs) This increase is requested to digitize some of the 50 million additional paper records; to link text-based information to images, video, and audio recordings; support the continued migration of more than 6.5 million catalog and transaction records from more than 50 legacy systems; and make available to scientists and the public a wealth

of inadequately accessible resources (e.g., photographs, art, sounds, field notes, and publications) that describe and explain the diversity of life, culture, and Earth processes. The requested funding will allow the NMNH to support the RCIS with robust modern hardware and software to support the rapidly growing data, images, sound, and video files in RCIS. These increased funds will provide critical infrastructure needed for redundancy, adequate test platforms, and additional storage and other capacity planning requirements. As more data, more users, and more stress are placed on the system, needs in this area continue to increase. The upgrade of the EMu license to a developer license along with additional trained staff will provide faster data import and export, more complex and enhanced reports, and custom data entry screens. Funds requested will also support users of the TM portion of EMu and the customized reports that they will need. The requested additional 2 FTEs will enable NMNH to ramp up the migration of records from legacy systems into RCIS, and will provide additional system user support to the NMNH community. NMNH data have been used to guide conservation planning issues in Guyana; predict economic impact and control of invasive species in Mexico and North America; and develop predictive models of potential spread of West Nile virus. The NMNH goal is to bring these disparate data together, make them widely accessible, and to provide the tools and interfaces that will make them useful to everyone who needs them—from scientist to policymaker to student—for research, conservation, drug discovery, protected area management, disease control, etc.

If the FY 2008 request is not allowed, visitors to the Museum will more frequently find that exhibits with computer-generated interactive features are not operating because the maintenance required to keep these exhibits operating properly is not available. Overall appearances will remain neglected without additional funding to support new carpet, repainting, refurbishing casework, refinishing metalwork, and other areas needed because of daily wear from the high visitation rate. Also, NMNH will not be able to make necessary RCIS infrastructure improvements, meet increased maintenance costs, upgrade the EMu software license to expand RCIS functionality, and will not be able to ramp up the migration of records from legacy systems into the TM functions in the RCIS. These records document ownership and custody of NMNH's collections. Because fewer collections will be made accessible to NMNH and other researchers, advances in scientific research, especially in the critical areas of biodiversity, conservation, drug discovery, protected area management, disease control, and invasive species will be inadequately supported.

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 2006 ESTIMATE	222	19,972	3	528	22	5,643	4	600
FY 2007 ESTIMATE	223	20,652	4	1,028	22	7,358	4	900
FY 2008 ESTIMATE	226	22,080	4	1,028	22	3,521	4	950

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	247	2	254	0	7
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	117	9,696	118	10,416	1	720
<i>Collections</i>						
Improve the stewardship of the national collections	50	5,573	52	5,951	2	378
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	30	2,183	30	2,279	0	96
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide a safe and healthy environment	4	525	4	688	0	163
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	5	792	5	808	0	16
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	11	1,082	11	1,117	0	35
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	100	0	100	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	454	4	467	0	13
Total	223	20,652	226	22,080	3	1,428

BACKGROUND AND CONTEXT

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

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

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

To achieve the goal of Enhanced Management Excellence, the Zoo will focus on increased attention to safety and health of the staff and collections, continue to apply integrated pest management throughout its facilities, modernize information management systems, and enhance the skills of staff and managers to increase their effectiveness. Major improvements already have been made in these and other areas that were cited as concerns in the 2003 American Zoo and Aquarium Association (AZA) accreditation inspection, in the 2003–2006 U.S. Department of Agriculture (USDA) inspection findings, and in the 2004 and 2005 reports of the National Academy of Sciences (NAS).

For FY 2008, the budget estimate includes an increase of 3 FTEs and \$1,428,000. Included is an increase of \$728,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$700,000 to improve pest management in the Zoo, provide a better level of care for animals, improve horticulture maintenance and feeding of animals, and to meet safety needs.

MEANS AND STRATEGY

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

Animal exhibits will continue to be upgraded, using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly with regard to their overall welfare and behavioral needs. Each species' behavior and natural history will be considered when designing habitats to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide Zoo visitors with an inspiring and educational experience. Staff continue to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. In 2005, the website attracted 22.8 million visitors, an increase of 13.6 million from 2004. NZP's endearing panda cub, Tai Shan, continues to enthrall Web cam watchers around the world, with 30 million visits to the Zoo's panda pages from the date of his birth in July 2005 through June 2006.

Numerous aging or failed exhibit, staff, and visitor areas continue to be revitalized as NZP continues renovating and modernizing the Zoo. A priority will be upgrading the inadequate fire-detection and suppression systems throughout the Rock Creek and Front Royal facilities. A review of the regular maintenance needs of these systems, addition of systems where none currently exist, and replacement of failing systems has been made in coordination with the Office of Facilities and Engineering Operations (OFEO), and has been incorporated in the Zoo's Facilities Capital Program.

In FY 2007, the NZP will assess the success of Asia Trail I, which opens in September 2006. The Zoo provided programmatic guidance to design and begin construction of a new elephant "wing" that incorporates

modern science and husbandry requirements into this historic structure. With input from other *in situ* and *ex situ* elephant experts around the world, the NZP is designing a series of habitats for its elephants that will stimulate a variety of natural behaviors and exercise. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and various other media.

To achieve the goal of Strengthened Research, the NZP will continue to address significant scientific and conservation issues of key species and critical habitats by studying animals in the field and in captive environments. In the context of the Smithsonian Institution (SI) Science and NZP Strategic Plans, the Zoo will continue efforts to be recognized as scientific leaders in the conservation of species and their habitats. The NZP will enhance the integration of science with exhibits, selection and care of the animal collection, educational programs, and the overall facilities master plan. For example, scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and populations of numerous different endangered species—such as the Asian elephant—in captivity and in the wild. Studies such as these help improve the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. The NZP will continue to share this research with the public and a wide range of scholars, university researchers, and field biologists, and to include scientific participation in exhibit planning, educational programs, and media opportunities. The NZP will continue to invite students and outside colleagues to participate and collaborate in efforts to increase the Zoo’s capacity for scientific research and science-based professional training programs. Such training contributes to placing the Smithsonian Institution at the center of conservation-based training.

To achieve the goal of Enhanced Management Excellence, the NZP will increase safety training, and has already set a goal of zero injuries. Zoonotic training and increased biosecurity protocols have been implemented to minimize health risks to staff and the animal collection. The NZP will aggressively execute its strategic and long-range renewal plans and continue its modernization and improvement programs in the areas of life, health, and safety of people and animals, animal nutrition (including food distribution), pest management, training, records management, and information technology. In addition, the NZP is assessing its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the collection, visitors, facilities, and staff. The Zoo’s master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, science priorities, and visitor amenities, and will

establish priorities for facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$254,000)

- Establish a curatorial residency program
- Re-establish clinical nutrition residency
- Coordinate the many opportunities for learning that exist in the Zoo environment—including exhibit graphics, informal talks provided by volunteer interpreters and keepers, and structured classes, special events, and courses—to encourage audiences of all ages to appreciate the diversity of wildlife and the impact of human behavior on habitats
- Use current and new affiliations and special programs to reach out to students, educators and families. Special emphasis will be placed on engaging the many and diverse communities in both the greater Washington, DC, and northern Shenandoah regions
- Provide educational programming built on scientific content, with special attention to the contributions that Smithsonian scientists are making to understanding wildlife and conservation

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (118 FTEs and \$10,416,000)

- Assess the new Asia Trail exhibit opening in September 2006
- Complete construction of a new wing on the Zoo's historical elephant facility, and begin renovation of existing structure
- Improve graphics, signage, and the overall park presentation, concentrating on the visitor experience in improving cleanliness, amenities, access, and comfort
- Upgrade and increase the Zoo's popular animal Web cams, based on Web visitor surveys, to improve service. Web cams will be added where surveys show the most visitor interest
- Use the collection planning process to increase the diversity of the animal collection through acquisition of an average of one new species per month, and increase the population of the collection overall by 10 percent through reproductive programs and outside acquisitions
- Incorporate at least two videos and one live Web cam feed from the field into public exhibitions and the public website, www.nationalzoo.si.edu
- Continue the exhibit improvement program to renovate and upgrade existing exhibits, landscapes, and animal habitats,

including effective, creative interpretation of the Zoo's science and conservation messages in these areas

Improve the stewardship of the national collections (52 FTEs and \$5,951,000)

- Conduct continual review and training on protocols to minimize the risk to the collection due to fire or other emergencies during and after normal operating hours
- Continue monthly preventive medical exams for appropriate animals at both Rock Creek Zoo and the collection at Front Royal Conservation Research Center
- Continue to meet the nutritional needs of the collection through routine monitoring of diets, improved quality control of daily feedings, and increased browse
- Continue to update and maintain animal diet database to exceed AZA and other appropriate standards
- Conduct annual reviews of all animal diets, food storage, handling and preparation methods, diet presentation, and record keeping associated with nutrition management of the collections
- Monitor effectiveness of centralized commissary operations
- Increase forage production at the Front Royal facility as a full-cost-recovery operation, yielding higher-quality forage over a longer growing season
- Work within the NZP, and with other zoos, to promote the use of the new Zoological Information Management System (ZIMS) as a global database resource for improving animal care and knowledge of animals

Strengthened Research

Engage in research and discovery focused on discovering and understanding life's diversity (30 FTEs and \$2,279,000)

- Continue *in situ* and *ex situ* research on surveillance of wildlife health, disease, emerging infectious diseases, and the interfaces between wildlife, domestic animals, and human health, which is a federal research priority area. A major effort is already under way for SI to work with several other zoos and agencies on a "first alert" system to track avian flu. Such research will be enhanced by the collections data available through ZIMS
- Expand strategic partnership in science by implementing the George Mason University/NZP conservation biology program
- Work with federal agencies, universities, and nongovernmental organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, comparative nutrition,

reproductive biology, conservation genetics, and wildlife management

- Serve as expert technical advisors to recovery programs for threatened species, with input from the U.S. Fish and Wildlife Service, and work with partners in the newly established Conservation Centers for Species Survival (CCSS) consortium (e.g., The Wilds [Ohio], White Oak [Florida], Fossil Rim [Texas], and Zoological Society of San Diego [California]) to conserve highly endangered species such as the Przewalski's horses, dama gazelle, cheetah, and Mississippi sandhill cranes, among others
- Provide leadership in advancing the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management, with priorities established by the NZP Science Plan
- Increase the Zoo's collection-based research on Asian elephants, giant panda, kori bustards, cheetahs, several species of endangered frogs, Japanese giant salamanders, Pacific giant octopus, Atlantic cuttlefish, tropical Atlantic and Indo-Pacific corals, freshwater stingrays, and electric fishes
- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral fellows and 30 graduate students annually in reproductive sciences and conservation biology
- Establish an Institution-wide 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 the overall impact of the NZP's conservation and educational programs
- Continue to integrate science at NZP with animal husbandry, exhibits, and education, especially through the programming and implementation of the elephant program

Enhanced Management Excellence

Provide a safe and healthy environment to support Smithsonian programs (4 FTEs and \$688,000)

- Expand biosecurity practices throughout Zoo facilities to minimize risk of avian flu and other diseases among the Zoo collections and transmission of diseases between the collections and the staff

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$808,000)

- Continue to act as a ZIMS Center of Excellence, providing guidance in development and implementation of ZIMS to the zoological

- community. Continue beta testing new modules and upgrading ZIMS to provide leadership in animal electronic record keeping
- Monitor implementation of computer security protocols, including regular password changes, to reduce risk of penetration by hackers

Strengthen an institutional culture that is customer centered and results oriented (11 FTEs and \$1,117,000)

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

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

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$467,000)

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

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 3 FTEs and \$1,428,000. Included is an increase of \$728,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$700,000 to improve pest management in the Zoo, provide a better level of care for animals, improve horticulture maintenance and feeding of animals, and to meet safety needs. The increases are as follows:

- (+ \$100,000) This increase is requested to ensure safe management of a wide assortment of pests natural to zoos and the city, and exacerbated by the large amount of food distributed throughout the park to both animals and visitors (as well as the addition of six buildings on almost six acres of the Asia Trail exhibit). Funding is needed due to the complexity of pest management around a living collection of more than 400 species with different sensitivities, requiring a variety of methods to minimize

rodents, cockroaches, ants, wasps, and other pests that can endanger animal and people. Additional funds are requested to support these services and associated pest management supplies for those activities carried out by staff.

- (+ \$280,000, +3 FTEs) This increase is to support animal welfare. The new Asia Trail exhibits are from three to 10 times the size of many of the failed areas they replace. Two new species (giant salamanders and clouded leopards) have been added, and five of the species will be participating in a major breeding program as part of the AZA Species Survival Plan (SSP). The Zoo requests one additional animal keeper to support the larger exhibit area and animals. In addition to typical cleaning and feeding tasks carried out by keepers, basic animal care now requires regular enrichment to encourage animal behavior more typically observed in the wild, as well as interaction with the public to provide a much more meaningful experience for the visitor. The addition of one GS-13 clinical veterinarian and one GS-9 pathology medical technician to work with existing diagnostic staff will allow 24/7 medical care. Currently, there is one veterinarian on duty every day at the NZP Rock Creek site and none at the NZP Front Royal site on weekends; weekend care is limited to emergency treatments and there is no technician on duty to run tests. Timely laboratory tests for the increased living collections and post-mortem tests provide the best information upon which the NZP veterinarians can base clinical decisions. The additional laboratory technician will enable the Zoo to provide seven-day support for the veterinarians on duty. As the NZP continues to increase the number of collection animals at both sites, adequate staff to handle ongoing care is essential. Additional funds are also needed to cover increasing costs for hospital and pathology service contracts, as well as for medicine and lab supplies.
- (+ \$270,000) This increase is for additional funding for horticultural and grounds maintenance support and to ensure adequate food and browse for pandas, elephants, and other animals. Horticulture is an integral part of the Zoo exhibition and must be carefully monitored to ensure that toxic plants are not used in animal exhibits. In addition, grounds maintenance (e.g., plantings, leaf and snow removal, etc.) must be undertaken on a seven-day-per-week basis to ensure visitor safety. The NZP must propagate plants, and harvest bamboo, and manage and maintain the bamboo collections to support species such as the red and giant pandas. The increased exhibit area created by Asia Trail, the Zoo's growing family of giant pandas, and the increased need to use browse as enrichment for elephants and other animals are all contributing to increased costs.
- (+ \$50,000) This increase is for additional funding for safety training services. Safety at the Zoo is a major priority and requires ongoing

zoonotic training, awareness, and prevention as well as efforts to ensure the protection of staff and visitors from dangerous animals (and often protection of the animals from visitors). Zoonotic issues take up a growing amount of time, particularly as the Zoo prepares for the potential of avian influenza appearing in the United States and in the Zoo's large wild and captive bird populations at both sites. Preventive safety training was an area of concern noted in the 2005 NAS study. SI safety training requirements have also increased beyond the capability of the Zoo's two safety specialists to support in two facilities for the unusually complex needs of NZP.

If the FY 2008 request is not allowed, the NZP will not be able to provide the needed pest management services nor support the proper level of animal enrichment activities needed for basic animal welfare. In addition, the Zoo will not be able to meet its goal of providing the highest standards of animal care for its collection. Without an additional medical technician, the pathology laboratory will be unable to provide seven-day-a-week coverage, including weekend hematology, chemistry, bacteriology, and parasitology services. Currently, the Pathology Department is often unable to support the veterinary clinical staff for the timely diagnosis of disease conditions in NZP animal collections. Without adequate horticulture and grounds maintenance support, the NZP will have a reduced ability to ensure that the giant pandas and elephants have needed browse for their diet, and maintenance of the extensive public gardens will be below par. This will impact the success of a major new exhibit as well as other Zoo exhibits as they are upgraded, thereby affecting public perception of the NZP's ability to not only care for the park as a whole, but for the animals in its care. Safety at the Zoo is always a critical issue, and without additional funding all the expected training will not be provided to staff. Without this additional funding, accreditation problems and negative findings in USDA inspections can be expected.

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 2006 ESTIMATE	119	22,349	99	18,629	11	2,281	270	86,045
FY 2007 ESTIMATE	119	22,831	99	17,325	11	2,267	270	81,284
FY 2008 ESTIMATE	119	23,474	99	17,325	11	2,267	270	81,284

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	5	818	5	842	0	24
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	108	20,686	108	21,282	0	596
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	571	0	571	0	0
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	6	756	6	779	0	23
Total	119	22,831	119	23,474	0	643

BACKGROUND AND CONTEXT

Founded in 1890, the Smithsonian Astrophysical Observatory (SAO) is the largest and most diverse astrophysical institution in the world. It has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to study astrophysical problems; and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are

gathered at our premier facilities: the Submillimeter Array (SMA) in Hawaii; the newly converted 6.5-meter Multiple Mirror Telescope (MMT) and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-ray Observatory); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

The mission of 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 our connections to Harvard University and universities throughout the nation; and to the public via open presentations.

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 research programs in science education. SAO will address the goal of Strengthened Research by maintaining its leadership position in astrophysics through the high level of productivity of its permanent scientific staff and by promoting collaborations with visiting scientists and academic research institutions. The goal of Enhanced Management Excellence will be achieved by improving information technology (IT) infrastructure to ensure 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.

The FY 2008 budget estimate includes an increase of \$643,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

To achieve the goal of Strengthened 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 in Arizona and Hawaii, and space-based telescopes operated by SAO

on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's relationship with the Harvard College Observatory). In addition, SAO scientists and engineers are contributing to the construction of the Very Energetic Radiation Imaging Telescope Array System (VERITAS) in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe and questions about the formation and 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, and the Astronomical Data Analysis Software and Systems conference series) and by participating as keynote and/or invited speakers at such meetings. SAO scientists will also continue to publish in leading peer-reviewed journals such as the *Astrophysical Journal*, the *Astronomical Journal*, and *Astronomy & Astrophysics*. SAO developed and operates the Astrophysics Data System, which is a world leader in the dissemination of scientific literature.

The goal of Enhanced Management Excellence will be 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 facilitating the use of small, minority, women-owned, and other underused businesses in SAO's procurement and business relationships. These management tools support and enhance SAO's scientific and educational mission. SAO will also continue to improve its management through the recent centralization of the administrative and support departments' oversight responsibilities under the purview of the Deputy Director for Administration.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (5 FTEs and \$842,000)

- Develop innovative techniques for the rapid public dissemination of new scientific results and ideas that originate at SAO
- Make frequent educational presentations at national, state, and

- local meetings and conferences
- Complete and/or maintain educational websites for teachers, educators, and the general public. Create an interactive museum kiosk. Produce and distribute professional development DVDs for astronomy educators. Complete the distribution of “Private Universe” DVDs to educators and the public. Process registrations for school sites participating in professional development provided by the SAO-operated Annenberg/CPB Channel
- Present workshops or papers at educational research or practitioner conferences
- Support and evaluate the performance of the traveling exhibition, *Cosmic Questions: Our Place in Space and Time*, as it travels to various museums across the country
- Carry out MicroObservatory operations, a telescope network that reaches approximately 100 participating schools and takes about 20,000 images per year

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (108 FTEs and \$21,282,000)

- Maintain a high rate of publications of significant astronomy and astrophysical research results in professional journals
- Maintain a high level of participation at professional meetings in the form of presentations, organization, session leaders, chairs, and proceedings editors
- Seek non-Institution funding to augment the conduct of scientific research. Leverage Institution funding by sharing resources for large projects, which increase the scope of scientific opportunity and involvement of the research staff
- Use the collection of instruments, observatories (facilities), and expert staff at SAO to probe key scientific problems in astronomy and astrophysics. These include (but are not limited to) the search for extrasolar planets; the theory of star and planet formation; the acceleration of very energetic cosmic rays; the properties of space-time in the vicinity of black holes; the origin and evolution of structure in the universe; and the distribution of dark matter and dark energy. These and other areas of research will be studied through the use of SAO facilities such as MMT, SMA, VERITAS, and other smaller telescopes; the use of NASA space telescopes, including the Chandra X-ray Observatory (which is operated by SAO and includes an SAO-built instrument, and for which SAO scientists have been awarded observing time), the Spitzer Space Telescope (on which an SAO instrument operates, and for which

SAO scientists have been awarded observing time), and the Hubble Space Telescope (for which SAO scientists have obtained observing time), and other NASA missions; through theoretical and computational simulations of astrophysical processes; and through the Center for Laboratory Astrophysics

- Develop new scientific instrumentation that enables previously impossible astronomical investigations. These instruments include the MMT/Magellan MegaCam (a large mosaic CCD camera with a 24'x24' field), the MMT and Magellan Infrared Spectrograph (a wide-field, near-infrared imager and multi-object spectrograph), Binospec (an imaging spectrograph with dual 8'x15' fields of view), and the laboratory astrophysics Electron Beam Ion Beam Ion Traps facility
- Develop and disseminate new computational tools to enable novel astrophysical research. These include the astronomical image display tool DS9, the Telescope Data Center World Coordinate Systems toolkit, and the Chandra Interactive Analysis of Observations software package

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (\$571,000)

- Participate in the implementation of the Enterprise Resource Planning System

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (6 FTEs and \$779,000)

- 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
- Increase targeted recruitment of applicants in under-represented categories to increase the size of candidate pools from applicants in those categories. Increased targeted recruitment efforts will help SAO reach its goal of hiring qualified minorities and qualified individuals with disabilities
- Continue to actively recruit qualified women and to increase targeted recruitment activities in this area
- Continue SAO's policy, to the maximum extent practicable, of purchasing from small or disadvantaged businesses, veteran-owned, service-disabled, businesses, HUBZone small businesses, and women-owned small businesses

MUSEUM CONSERVATION INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	24	2,859	0	13	0	28	0	0
FY 2007 ESTIMATE	23	2,940	0	5	0	52	0	0
FY 2008 ESTIMATE	23	3,053	0	5	0	52	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	231	2	239	0	8
Provide reference services and information to the public	1	105	1	111	0	6
<i>Collections</i>						
Improve the stewardship of the national collections	8	1,008	8	1,046	0	38
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	7	896	7	920	0	24
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	603	4	637	0	34
Modernize the Institution's financial management and accounting operations	1	97	1	100	0	3
Total	23	2,940	23	3,053	0	113

BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI), formerly the Smithsonian Center for Materials Research and Education, is the center for

multi-disciplinary technical research and conservation for all Smithsonian museums, collections, and research centers. MCI combines knowledge of materials and the history of technology with state-of-the-art instrumentation and scientific techniques to conduct in-depth studies of artistic, anthropological, and historic objects. These studies aim to elucidate the provenance, composition, and cultural context of Smithsonian collections, and to improve Smithsonian conservation and collection storage capabilities. In addition, MCI provides specialized knowledge of natural history and Native American ethnographic collections in assessing and remediating collections hazards, including pesticide contamination.

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

For FY 2008, the estimate includes an increase of \$113,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

community, museum studies students, and the public. The technical information office answers direct inquiries and distributes general guidelines in printed and electronic formats, handling more than 1,500 information requests annually. MCI's website will be maintained and updated to increase the impact of the Institute's research and outreach programs.

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

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

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (2 FTEs and \$239,000)

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

Provide reference services and information to the public (1 FTE and \$111,000)

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

Improve the stewardship of the national collections for present and future generations (8 FTEs and \$1,046,000)

- Respond to requests for analytical services, treatment assistance, and consultations from 10 units within the Smithsonian
- Answer 80 requests for analytical services, treatment assistance, and consultations for other Smithsonian units

Strengthened Research

Engage in research and discovery (7 FTEs and \$920,000)

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$637,000)

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

Modernize the Institution's financial management and accounting operations (1 FTE and \$100,000)

- Train staff responsible for financial, budget, procurement, and human resources (HR) transactions by familiarizing personnel with the on Enterprise Resource Planning (ERP) and HR-ERP systems

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 2006 ESTIMATE	35	3,113	6	581	7	933	62	5,205
FY 2007 ESTIMATE	34	3,119	6	482	7	517	62	5,400
FY 2008 ESTIMATE	34	3,250	6	482	7	517	62	5,400

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	94	1	96	0	2
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	26	2,475	26	2,581	0	106
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	381	4	397	0	16
Modernize the Institution's financial management and accounting operations	3	169	3	176	0	7
Total	34	3,119	34	3,250	0	131

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 most of the world's population lives, and provides society with the knowledge to solve the environmental challenges of the 21st century.

To achieve the Institution's goal of Increased Public Engagement, SERC's public education and outreach program interprets and presents SERC's scientific research to diverse public audiences, which include schoolchildren and science teachers, students, and visiting scientists developing professional careers in the environmental sciences, and the general public.

To achieve the goal of Strengthened Research, SERC uses its unique site on the shore of Chesapeake Bay and other sites, including the Smithsonian Marine Science Network, to investigate the ecological interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes, with comparative studies on regional, continental, and global scales.

To accomplish 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 the safety and protection of staff, fellows, volunteers, and visitors.

The FY 2008 budget estimate includes an increase of \$131,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC has used its website as a means to provide more information to the public about environmental issues in general and SERC's research and education programs in particular. On-site education will focus on serving approximately 10,000 students and increasing minority participation. SERC will continue to expand its highly successful distance-learning programs focusing on an expansion into traditionally underserved markets. In addition, SERC will continue the Student Training in Aquatic Research (STAR) academy for high-school students.

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

To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral fellows, and visiting scientists, with a particular emphasis on developing careers of under-represented minorities.

To address the goal of Strengthened Research, SERC will use its unique and invaluable 2,900-acre site on the Chesapeake Bay, where its scientists investigate the interconnections of aquatic, terrestrial, and atmospheric components of complex landscapes. SERC develops innovative approaches and instrumentation to measure environmental change at four ecological levels (i.e., global change, landscape ecology, ecology of coastal ecosystems, and population and community ecology), and has developed unique, long-term and experimental data sets on environmental change. SERC also participates in developing the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using Smithsonian long-term field stations to assess ecological patterns and processes. During its 41-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 special 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. During the next five years, SERC research on coastal marine ecology will focus on four key, inter-related areas: the structure and dynamics of marine food webs; the integrity and biodiversity of crucial marine ecosystems; linkages of ecosystems at the land-sea interface; and ecological regulation of marine biodiversity. SERC seeks to expand its expertise in the ecology of invasive species, and how they affect coastal ecosystems. To implement these goals, SERC will link its research with national and international research networks and enhance the Marine Science Network. SERC is also developing scientific and technological capabilities in analytical chemistry, remote sensing, and instrumentation in coastal watersheds and connected ecosystems.

To address the goal of Enhanced Management Excellence, SERC has updated its strategic plan and linked it to the Smithsonian Science Strategic Plan. SERC is improving its management of research by developing improved management tools for its overhead activities, and ensuring tighter management controls and improved oversight of sensitive information for its employees, volunteers, and others. In addition, SERC will ensure the safety and protection of volunteers, staff, and visitors by sustaining its excellent program of supervised inspections and staff involvement.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$96,000)

- Evaluate and enhance, as appropriate, the quality of on-site environmental education programs offered to schoolchildren, teachers, natural resource managers, and the general public, to communicate current research findings and field methods used by Smithsonian scientists
- Develop and implement training workshops for parents and professional educators, which support state and national science learning objectives in the environmental sciences
- Conduct approximately 100 videoconferences interpreting SERC's environmental research for students, teachers, and the general public in an effort to reach larger and more diverse audiences.

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (26 FTEs and \$2,581,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts on coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in nine areas: species composition and population dynamics; estuarine water quality; ecosystem alteration and restoration; flow of nutrients; effects of toxic trace elements; invasive species; atmospheric increase in Carbon Dioxide; ultraviolet radiation; and the biocomplexity of mangrove forest ecosystems
- Enhance environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources, at an approximate level of \$6 million per year, to study land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, transport of toxic trace elements and nutrients, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts on coastal ecosystems and ecological change by publishing 60 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research, through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National

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

- Provide advice and counsel to state legislatures and Congress on environmental issues within SERC's areas of expertise
- Train the next generation of ecologists, environmental scientists, and natural resource managers by sustaining SERC's high-quality professional training program, and by awarding 25 undergraduate internships, supporting 10 graduate students, and five postdoctoral scientists, with an emphasis on achieving a target goal of 25 percent participation from under-represented minorities
- Manage long-term and spatial data sets on the environment to evaluate the extent of ecological change

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$397,000)

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

Modernize the Institution's financial management and accounting operations (3 FTEs and \$176,000)

- Ensure appropriate staff training on future modules of the Institution's Enterprise Resource Planning system
- Evaluate laboratory safety procedures to ensure a safe work environment
- Improve coordination with Office of Facilities Engineering and Operations' support units such as facilities management, security, and safety offices to meet SERC's programmatic goals
- Strengthen conformity with SI procedures guiding contracting and procurement

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 2006 ESTIMATE	248	11,489	13	1,203	53	4,227	9	1,268
FY 2007 ESTIMATE	248	12,116	11	1,108	50	4,116	9	1,290
FY 2008 ESTIMATE	252	13,290	11	1,088	50	3,849	9	1,290

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	5	269	5	278	0	9
Provide reference services and information	4	182	4	188	0	6
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	119	6,625	123	7,548	4	923
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive long-range revitalization program and limited construction of new facilities	7	426	7	500	0	74
Implement an aggressive and professional maintenance program	25	968	25	1,002	0	34
Improve the overall cleanliness and efficient operation of Smithsonian facilities	15	417	15	432	0	15
<i>Security & Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	23	691	23	717	0	26
Provide a safe and healthy environment	6	232	6	240	0	8
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	293	4	303	0	10

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an Institutional culture that is customer centered and results oriented	12	430	12	446	0	16
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	8	753	8	777	0	24
Modernize the Institution's financial management and accounting operations	7	374	7	386	0	12
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	216	3	223	0	7
Modernize and streamline the Institution's acquisitions management operations	10	240	10	250	0	10
Total	248	12,116	252	13,290	4	1,174

BACKGROUND AND CONTEXT

The Smithsonian Tropical Research Institute (STRI) is the principal U.S. organization dedicated to advancing fundamental scientific discovery and understanding of biological diversity in the tropics and its contribution to human welfare. STRI plays a critical role for the U.S. Government and the Smithsonian by maintaining world-class research facilities in Panama, where each year more than 900 resident and visiting scientists access diverse tropical environments, including rain forest and coral reef ecosystems. Under the terms of the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, STRI serves as official custodian of the Barro Colorado Nature Monument, which is the only mainland tropical reserve under U.S. stewardship. Marine laboratories on the Atlantic and Pacific coasts of Panama facilitate comparative oceanographic and coastal zone studies of both oceans.

The long-term research conducted by STRI scientists and collaborators is a critical contribution to the Smithsonian Science Strategic Plan, "Science Matters," set forth in FY 2005. The relevance, quality, and performance of STRI scientists are top tier, as evaluated biannually by a visiting committee of outside experts. In FY 2006, the STRI visiting committee used National Research Council criteria to measure the productivity and impact of STRI science in comparison to 142 of the best university research departments in the United States. STRI scientists ranked first in the three measures of scientific relevance (publication citations), first in the measure of quality (scientific honors), and first in two measures of scientific productivity (publication numbers). In addition, the number of young scientists who

choose STRI as the base for their graduate and postgraduate research training provides an annual measure of the relevance and quality of STRI science. In FY 2005, STRI hosted 481 scientists representing 40 U.S. states, and an equal number of international scientists representing 40 nations. FY 2005 marked the third year in a row that the number of visiting scientists choosing to base their research at STRI increased by more than 20 percent.

For FY 2008, the budget estimate includes an increase of \$1,174,000 and 4 additional FTEs. Included is an increase of \$414,000 for necessary pay for existing staff funded under this line item and \$60,000 for rent, both of which are justified in the Mandatory Cost section of this budget submission. In addition, STRI is seeking a program increase of \$700,000 and 4 FTEs to increase core federal funds for the Smithsonian Institution Global Earth Observatories (SIGEO) program, in line with the President's *American Competitiveness Initiative*. During the last 25 years, the Smithsonian Institution has established global networks of forest plots to help develop a predictive science of biodiversity which permits scientists and policy makers to model and understand global environmental change and its impact on the number, kinds, distribution, and function of the Earth's species. For the past 10 years, STRI has directed 6 FTEs and \$498,327 in federal funds, established a \$4.5 million dollar endowment, and developed a network of international partnerships to build and maintain the global system of large-scale forest plots. A new federal investment of \$700,000 will leverage \$18 million in matching donations from individuals and U.S. universities, thus ensuring that SI science meets the objectives of the SIGEO and the President's initiative.

MEANS AND STRATEGY

Together with private-sector donations, a new federal investment in FY 2008 will permit the Smithsonian to transform its global network of forest plots into a system of global earth observatories. For the past 25 years, the Smithsonian has created the first actuarial table for trees around the globe, thus providing a basis for determining quantitatively how trees and forest ecosystems are responding to Earth's changing climate. This international collaboration is now monitoring the growth and survival of 3.5 million trees at 17 sites in 15 countries — or approximately 10 percent of all known tropical tree species. This system is managed by STRI's Center for Tropical Forest Science (CTFS) and it has now matured to the point where there is a tremendous and uniquely Smithsonian opportunity to expand the mandate of the CTFS forest plots to investigate key indicators of global environmental health.

Smithsonian science aims to transform the CTFS global network of forest plots into the SIGEO system in four steps. First, scientists at the National Museum of Natural History will significantly improve assessment of the impact of global change on biodiversity through focused surveys of vertebrates, insects, and microbes on CTFS forest plots. Second, studies of independent Smithsonian forest plots monitored by the Smithsonian Conservation Research Center in Virginia, and the Smithsonian Environmental Research Center in Maryland, will be integrated into the network of forest plots to improve the latitudinal sample of biodiversity responses to global change. This will be the first such quantification of temperate-tropical comparison ever attempted. Third, the time scale of the global change and biodiversity assessment will be enhanced through paleontological and genetic analyses of complete forest communities. Fourth, scientists at the Smithsonian Astrophysical Observatory and National Air and Space Museum will develop instrumentation and methods to monitor indicators of forest health from space. These four steps will lead to the most significant inter-unit scientific cooperation ever envisioned at the Smithsonian.

Although the Smithsonian Institution began developing the global network of large-scale forest dynamic plots many years ago, the network aligns well with the President's *American Competitiveness Initiative*. Specifically, the CTFS has successfully melded observation, data analysis, models, and basic and social research to enable scientists and policy makers to better understand global environmental issues. The expanded methodology and objectives of SIGEO will ensure even better observation, data, and models in the future. In the environmental sciences, the CTFS stands as one of the premier U.S.-led international partnerships, and SIGEO aims to integrate the SI network of forest dynamics plots with the U.S. Earth Observation System to further advance the progress of science across borders. The CTFS and SIGEO promote large-scale environmental monitoring and maintain enormous banks of data and metadata that generate advanced data networks and sophisticated analyses. SIGEO plans the first full-scale DNA sequence analyses of whole communities, and functional genetic analyses of drought resistance, as one means of improving our understanding of complex biological systems and determining the most efficient methods for investigating complex systems.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (5 FTEs and \$278,000)

- Engage and inspire diverse audiences in a lifelong exploration and understanding of science through high-quality public programs at

four STRI sites, and with tools based on our research content

Provide reference services and information (4 FTEs and \$188,000)

- Place scientific data on the Web and integrate the information with other databases at the regional and global levels
- Provide the public with reference services and information derived from ongoing research stored in the STRI library

Strengthened Research

Engage in research and discovery focused on biological diversity and human culture (123 FTEs and \$7,548,000)

- Transform the CTFS network, monitoring forest dynamics at 17 sites in 15 nations, into a system of tropical observatories by including standardized studies of key vertebrates, insects, and microbes to develop a predictive science of global change and biodiversity
- Advance studies of tropical soils to further understanding of the role of soil and microbial interactions on global climate
- Develop in-situ research capability for monitoring and surveillance of wildlife that could serve as potential carriers for avian influenza and other animal-borne diseases
- Advance studies on animal behavior and environmental monitoring, including detection systems for animal-borne disease, using state-of-the-science animal tracking methods developed at STRI and Geographic Information Systems (GIS)
- Publish at least 250 books and scientific papers in peer-reviewed journals to share research results with the international scientific community on the origins, maintenance, and loss of tropical biodiversity
- Facilitate tropical research for at least 900 visiting scientists and students working in STRI facilities, including projects funded by the National Science Foundation and National Institutes of Health, to increase our understanding of the distribution, interactions, and evolution of tropical organisms and their relevance to human health and global climate change
- Offer scientists opportunities to test research hypotheses on tropical forests, and disseminate the basic information needed to restore degraded areas and provide enhanced environmental services
- Strengthen the SI Marine Science Network collaborative mangroves projects on marine environments, such as on coral reefs in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities

- Build inter-unit collaboration through joint appointments (with staff, collaborators, and postdoctoral fellows) and workshops conducted at STRI facilities
- Support the work of terrestrial paleoecologists studying changes in tropical communities over geologic time frames, and determine conditions that lead to the degradation of tropical forests
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Develop a better understanding of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (7 FTEs and \$500,000)

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

Implement an aggressive and professional maintenance program (25 FTEs and \$1,002,000)

- Advance structural assessment of STRI facilities to ensure their continued safe and effective use for tropical research and education
- Improve staff training to implement reliability center maintenance programs throughout STRI facilities

Improve the overall cleanliness and efficient operation of Smithsonian facilities (15 FTEs and \$432,000)

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

Provide world-class protection for Smithsonian facilities, staff, visitors, and volunteers (23 FTEs and \$717,000)

- Provide additional surveillance of contractors participating in the Panama Canal expansion, from the perspective of safety, security, and logistics, to ensure continued effective operations of the Barro Colorado Nature Monument
- Introduce new patrolling procedures and electronic surveillance of the Barro Colorado Nature Monument to increase protection of the area against poachers
- Expand existing electronic security system to remote facilities such as Bocas del Toro Research Laboratory

Provide a safe and healthy environment (6 FTEs and \$240,000)

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

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$303,000)

- Strengthen STRI's scientific capability to analyze tropical biodiversity information by implementing technologies for automated animal tracking and environmental monitoring, including access to GIS
- Increase information-sharing within the Institute via improved connectivity among STRI facilities through the Local Area Network (LAN) system
- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as online transactions via the STRI intranet

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$446,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (8 FTEs and \$777,000)

- Implement necessary changes in the performance evaluation process to ensure effectiveness in reinforcing the Institution's strategic vision and goals

Modernize the institution's financial management and accounting operations (7 FTEs and \$386,000)

- Conduct regular monitoring of financial processes in place at the various STRI facilities to ensure the effective management and necessary controls are in place at all sites
- Modernize financial management and accounting operations by continuing training and development of staff
- Improve financial management by providing all internal clients with accurate and timely transaction records and reports

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$223,000)

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

Modernize and streamline the Institute's acquisitions management operations (10 FTEs and \$250,000)

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

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of \$1,174,000 and 4 FTEs. Included is an increase of \$414,000 for necessary pay for existing staff funded under this line item and \$60,000 for rent, both of which are justified in the Mandatory Cost section of this budget submission. In addition, STRI is seeking a new federal investment of 4 FTEs and \$700,000 to combine with \$18 million in matching private-sector donations and contributions from Harvard and Yale universities to transform STRI's CTFS network into the SIGEO. The investment by STRI aims to ensure that SIGEO can establish the number and caliber of scientists required to provide long-term reliable oversight of the network and data quality, make fundamental observations regarding the nature of forest change over time, and develop a predictive science capable of informing policy makers of the potential consequences for forests of global change and biodiversity loss. This effort responds directly to the Administration's research and development priority to strengthen our ability to understand and respond to global environmental issues through better observation, data, analysis, models, and basic research. The need for these staff positions results from the success of the SIGEO network, which has grown in global representation and in the sheer quantity of data collected, maintained, distributed, analyzed and interpreted. The increases are as follows:

- (+ \$165,000, + 1 FTE) GS-15 Global Change/Biodiversity Ecologist. The global nature of the SIGEO network provides truly unique opportunities to analyze and model local, regional, and global responses of forests to a variety of environmental variables, and the complex interaction of these variables. Measuring and interpreting the responses of complex forest ecosystems to changing environmental variables calls for a senior scientist with significant experience and superb skills in data analysis, and a demonstrated capacity for developing appropriately parameterized models of forest response to environmental change.
- (+ \$140,000, + 1 FTE) GS-14 Theoretical Ecologist. The position will be responsible for continuing the development of a predictive theory of forest ecology. Such theory will be a substantial contribution to basic science and will also permit policy makers to predict future responses of forests to local, regional and global stresses on the environment
- (+ \$240,000, + 2 FTEs) GS-13 Forest Ecologists. One position will specialize in the forests of Africa and one position will specialize in the forests of Southeast Asia. These two scientists will complement the SIGEO forest ecologist on the current staff (specializing on the forests of the Neotropics) to ensure that the data collected from the global network are uniform, consistent, and of the highest quality and reliability. The best data interpretation, modeling, and prediction of forest response to local, regional, and global change, requires forest ecology databases of the

highest quality. The sheer species diversity of tropical forests and regional differences in forest composition requires regional specialists.

- (+ \$155,000) for annual supplies and materials, travel, and other contractual services

If the FY 2008 increase is not allowed, the nation will not develop a system of global earth observatories that capitalizes on the Smithsonian Institution's unique capabilities in global forest research, and the Institution's leadership role and international prestige in developing a predictive science of biodiversity and ecosystem function. The nation will not have the systematic and standardized data collection across a global grid that permits scientists to determine baseline shifts in ecosystem function. The \$18 million in private-sector matching funds that have been pledged to SIGEO will be placed at risk.

The Smithsonian will fail to generate data that can be used to mitigate the detrimental consequences of global change on Earth's biodiversity, economy, and human health. STRI would miss a uniquely Smithsonian opportunity to build on infrastructure and long-term data that will greatly accelerate original and critical analyses of fundamental questions in biology regarding global processes, ecosystem function, and biological complexity. The Smithsonian will falter in training the next generation of scientists in the long term, and in examining the interface between global change and the function of Earth's biodiversity. The Smithsonian will miss the opportunity to strengthen collaborations among science units and with other institutions worldwide.

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 2006 ESTIMATE	64	9,341	41	4,686	18	3,624	4	606
FY 2007 ESTIMATE	65	9,437	37	4,329	19	4,514	5	607
FY 2008 ESTIMATE	65	10,077	37	4,236	19	3,354	5	974

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	11	1,061	11	1,040	0	-21
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	42	4,733	42	4,883	0	150
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	5	2,310	5	2,595	0	285
Ensure the advancement of knowledge in the humanities	0	620	0	770	0	150
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	7	713	7	789	0	76
Total	65	9,437	65	10,077	0	640

BACKGROUND AND CONTEXT

Smithsonian Across America is the outreach strategy of the Institution, linking its national collections, research, and educational resources with Americans from coast to coast. Its aims are to 1) broaden the audiences who share in the nation's rich cultural heritage; 2) enhance widespread research-

based knowledge of science, history, and art; and 3) provide opportunities for educators and scholars to further increase and diffuse knowledge.

In FY 2006, outreach programs served millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 150 affiliate institutions and others across the nation.

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

The FY 2008 budget estimate includes an increase of \$240,000 for necessary pay for existing staff funded under this line item, and a program increase of \$400,000 to increase the number of fellowships awarded and to offer two-year appointments in research fields that are important for the continued intellectual growth and development of the Institution.

MEANS AND STRATEGY

Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,610,000) — Following the Smithsonian's FY 2007 Performance Plan goal to Increase Public Engagement, SITES ensures that its annual program offerings capture the vitality of all Smithsonian collections and research disciplines. In FY 2008, SITES exhibitions will feature such engaging topics as America's sports icons, planet Earth as seen from space, the Muppets, Chinese jades, and Latino music.

In FY 2008, SITES has an especially pivotal role at the Smithsonian because it will be creating and touring exhibitions that will guarantee access to collections that would otherwise be hidden away in storage. As renovations begin at the National Museum of American History (NMAH), for example, SITES will tour some of that Museum's most important exhibitions, including *For Which It Stands*, the much-anticipated exhibit about our nation's flag. Collections which explore American military history, the role of

First Ladies, and historic bicycles are a sampling of the other NMAH exhibitions that will be on the road through SITES in FY 2008.

SITES also will be the public exhibitions' face of the Smithsonian's National Museum of African American History and Culture, as the planning for that new Museum gets under way. Providing national access to projects that will introduce the American public to the Museum's mission, SITES in FY 2007 will tour such stirring exhibitions as *381 Days: The Montgomery Bus Boycott Story* and *Let Your Motto be Resistance: African American Portraiture from 1865 to the Present*.

SITES maintains an unrivalled program of exhibitions that honor and celebrate the cultural heritage of Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who make up the American experience. Significant FY 2007 resources will focus on increasing public engagement through educational outreach programs and Web-based curricula for these exhibitions. Included among the SITES offerings will be *Fuzionj*, *Documenting China*, and *Becoming American: Teenagers and the Immigrant Experience*.

In the 12 years since SITES launched its ground-breaking Museum on Main Street (MoMS) program, rural America has become a defining force in setting the national agenda. Nowhere is civic pride in the Smithsonian more visible than when small-town USA opens a MoMS exhibit. In FY 2008, *New Harmonies: Celebrating American Roots Music* will open in five new states, effectively doubling the number of exhibitions in the program, and bringing MoMS to 488 communities nationwide.

Smithsonian scientists conduct ground-breaking research every day. Yet translating the excitement of their discoveries presents unique challenges for traveling exhibitions. Reversing a downward trend in the total number of science shows that SITES offers annually is an FY 2008 priority. Armed with the results of its FY 2005–2006 survey of Smithsonian science centers, SITES will begin implementing a series of five projects that integrate the best of Smithsonian research with the latest exhibit techniques.

Smithsonian Affiliations (2 FTEs and \$273,000) — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the dissemination of Smithsonian artifacts and expertise to communities across America. By working with emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines in diverse locations, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with all

affiliated organizations to increase their audiences, expand their professional capacities, and gain greater recognition in local communities.

As Smithsonian Affiliations begins its second decade of service to the nation, it has recently completed a series of conferences designed to facilitate networking opportunities and exchanges among Affiliates. These conferences, supported in part by a gift from AARP, are enabling Smithsonian Affiliations to bring Affiliate staff together in various regional settings to develop a greater understanding of local needs and opportunities. This, in turn, will enable Smithsonian Affiliations to advance the collaborative process that will result in a wide variety of expanded artifact loans, traveling exhibitions, and museum educational programs.

Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,471,000) — The mission of the SCEMS is to increase the Smithsonian's impact as an educational organization by leading Institution-wide initiatives, creating networks, and offering programming. In FY 2006, the Center established a long-term alliance with state education officials to provide the basis for developing new Smithsonian educational resources and ensuring their widespread use. In FY 2008, the Center will continue to strengthen this alliance by collaborating with Smithsonian teacher-fellows designated by the state officers, and by providing professional development for state teachers of the year.

The national outreach importance of the Center's website, www.SmithsonianEducation.org has continued to grow. To make this a more effective portal to all of the Institution's educational resources, the Center will evaluate, update, abstract, and index all resources identified by the units as having relevance to school curricula, and make them easily accessible via an internet search engine. In addition, all of the resources will be correlated to the standards of learning in all 50 states, thereby greatly increasing their usefulness to teachers.

To complement its many professional development workshops and institutes, in FY 2008 the Center will expand the content of SmithsonianSource.org, its professional development and distance-learning website for history teachers.

In FY 2007, the Center will implement a system to standardize and aggregate information about educational activities across the Institution. In FY 2008, the Center will analyze the data collected and launch the second phase of this three-phase initiative, which will focus on audience demographics.

Office of Research Training and Services (5 FTEs and \$2,337,000) — Smithsonian scientists have pioneered efforts to explore the universe and to improve our understanding of how the Earth and similar planets were formed. They are internationally recognized for their expertise in systematics, paleobiology, ecology, and biological conservation, and they are uniquely situated to explore the loss of biodiversity and to respond to governmental initiatives on climate change, tropical forest conservation, and invasive and endangered species. Smithsonian scientists are world leaders in the fields of anthropology, ethnology, and archaeology, including the emerging field of forensic anthropology and human origins. Scientists in these fields are poised to exploit new opportunities, ranging from examining the effects of current—and even past—globalization in transforming cultures, to examining biological and cultural adaptations and recent human impacts on the environment.

To maintain this leadership and to achieve the Institution's goal of Strengthened Research, the Fellowship and Scholarly Studies programs must be expanded. One of the best ways to ensure the intellectual health and continued development of the Institution is to provide the opportunity for talented young scholars and scientists to use the Smithsonian's vast collections and accumulated knowledge, and to be mentored by some of the world's leading scholars. Expanding the SI Scholarly Studies Program, in turn, is equally important for ensuring that these collections and this knowledge continue to grow in ways that enhance the prescient vision of the U.S. Congress when it accepted James Smithson's gift to America for the increase and diffusion of knowledge.

The challenges of cutting-edge science and scholarly research often demand more than a single year of funding to gather and analyze the data, and prepare the final product. The best and brightest young scholars regularly receive offers of multiple-year funding. To compete successfully with these funding opportunities, the Smithsonian must increase its investment in training the next generation of the nation's scientists. The best way to attract and retain promising young scholars is by offering competitive postdoctoral fellowships and granting opportunities.

Fellowships will be made more competitive by increasing stipends to the level of other prestigious awards (\$40,000 for postdoctoral stipends, plus a research allowance), and allowing for the possibility of multi-year appointments. When available, multi-year appointments have been enormously productive (e.g., the Smithsonian Tropical Research Institute's three-year Earl S. Tupper Fellows). Such awards are an international standard, as exemplified by the long history of outstanding scholars supported as multi-year fellows at the National Science Foundation, National Institutes of Health, and The Royal Society.

Smithsonian Institution Scholarly Press (4 FTEs and \$1,386,000) — SISP publishes research conducted by Smithsonian staff through the Contributions and Studies Series program, which has been continuously published since 1875. Federal resources will support the production of first-class science results and their widened public distribution to libraries, universities, and other organizations. These programs publish monographs in several subject areas, including anthropology, botany, marine sciences, paleobiology, zoology, visual and material culture, and history and technology. Further, federal resources will fund the publishing of scholarly books written by Smithsonian staff or books closely related to Smithsonian collections.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (11 FTEs and \$1,040,000)

- Provide educational programming for an audience of 500,000 people through public programs and distance learning
- Provide professional development for an audience of 3,000 museum and classroom educators through workshops, special events, and learning institutes
- Manage the Smithsonian internship program, providing 700 college students with internship placements, training, and enrichment opportunities
- Publish a teachers' magazine based on Smithsonian research collections, and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Maintain 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; <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students; and www.SmithsonianSource.org, a professional development/distance-learning website for history teachers. These websites will reach two million visitors

Offer compelling, first-class exhibitions and other public programs at Smithsonian museums and across the nation (42 FTEs and \$4,883,000)

- Arrange tour of 10 exhibitions from NMAH to guarantee public access to national collections while the Museum is under renovation
- Arrange tour of three exhibitions about the African American experience to introduce the public to the resources of the Smithsonian's new National Museum of African American History and Culture, as plans for that Museum evolve

- Introduce four new exhibitions that honor and celebrate the cultural heritages of Latinos, Asian Pacific Americans, Native Americans, and new immigrant groups in the United States
- Add 50 small towns to the number of locations that participate in the MoMS program, and begin production of the next new MoMS exhibition for rural America
- Launch the second of five new interactive science exhibits that share Smithsonian research with the nation, and incorporate complementary programs tied to national curriculum standards
- Increase access to traveling, exhibition-based, educational materials by developing online versions of three curriculum guides and linking them to the Smithsonian Institution (SI) website
- Increase network of Affiliates to include all 50 states. There are 11 states remaining
- Coordinate with other Smithsonian units the expansion of services, including artifact loans, traveling exhibitions, cultural and educational programs, and professional development opportunities, to more than 50 percent of Affiliates

Strengthened Research

Engage in research and discovery (5 FTEs and \$2,595,000)

- Increase stipend levels and research allowances to stay competitive in science to attract the next generation of scholars
- Offer multi-year fellowships to compete successfully to maintain leadership in the areas of systematics, paleobiology, ecology and biology
- Support a robust scholarly publishing program focused on the Contributions and Studies Series Program and research conducted by scientists in the different SI museums and units
- Publish eight volumes in the Contributions and Studies Series Program
- Expand the reach of these studies by making all volumes available on the SI Scholarly Press website
- Support an editorial board structure that oversees a centrally managed competitive proposal process for scholarly publications and books

Ensure the advancement of knowledge in the humanities (\$770,000)

- Increase the number of awards and amount of stipend levels offered to scholars studying humanities
- Provide continued support for scholarly research grants in humanities

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (7 FTEs and \$789,000)

- Implement the audience data reporting system to collect education data from Smithsonian museums, research centers and outreach offices
- Convene programs for Smithsonian staff that will foster a learning community around education topics
- Establish an Institution-wide national education outreach strategy to reach the nation's schools, working with leadership at the Department of Education and the heads of education in all 50 states
- Align Smithsonian educational resources with the standards of learning in all 50 states, and make these resources publicly available through interactive Web applications
- Convene an Institution-wide committee as well as working groups to foster collaboration and promote diverse public programming
- Improve the management of reporting taxable income for fellows
- Implement internal controls for the processing of fellowship and internship stipend awards, and review current policies and procedures for recipients of fellowship and internship appointments
- Improve current human resources management to implement new human resource management system policies and procedures

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes a net increase of \$640,000. Included is an increase of \$240,000 for necessary pay for existing staff funded under this line item. In addition, ORTS is seeking a programmatic increase of \$400,000. The increase is as follows:

- (+ \$400,000) This increase is requested to continue the Institution's initiative to reinvigorate and thoroughly modernize its intellectual infrastructure, as represented by the Research Training and Services Studies programs. This will allow the award of 20 additional fellowships. These fellowships provide tremendous learning and training opportunities for the next generation of scientists and researchers.

If the FY 2008 increase is not allowed, research at the Smithsonian runs the risk of falling behind other scientific institutions and losing its leadership in scientific disciplines of national importance. Without continued growth of the Research Training and Services Studies programs, ORTS will not be able to continue to support the goals of engaging in research and discovery, advancing knowledge in science and the humanities, and sustaining the Institution's community of serious scholars and researchers.

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 2006 ESTIMATE	24	2,078	19	2,474	0	3	0	0
FY 2007 ESTIMATE	24	2,142	19	2,492	0	3	0	0
FY 2008 ESTIMATE	24	2,212	19	2,492	0	3	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	306	3	317	0	11
Provide reference services and information to the public	10	754	10	779	0	25
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	140	1	143	0	3
<i>Collections</i>						
Improve the stewardship of the national collections	1	139	1	142	0	3
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	1	52	1	54	0	2
Enhanced Management Excellence						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	8	751	8	777	0	26
Total	24	2,142	24	2,212	0	70

BACKGROUND AND CONTEXT

The Office of Communications consists of three departments: the Office of Public Affairs (OPA), the Visitor Information and Associates' Reception Center (VIARC), and Smithsonian Photographic Services (SPS).

OPA coordinates public relations and communications in conjunction with museums, research centers, and offices to present a consistent and positive image of the Institution. The office develops programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other Smithsonian activities by working with the news media and issuing publications for staff and the public. OPA extends the Institution's communication message to the Web by overseeing content on the central website and the press room website. OPA also works with units throughout the Institution to establish and maintain guidelines and standards.

VIARC seeks to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate the goal of Increased Public Engagement by promoting participation in the Institution's programs and activities. VIARC also advances the goal of Strengthened Research by providing behind-the-scenes volunteers who assist staff in performing their research.

SPS enhances public access to the Smithsonian Institution (SI) through the free distribution (for educational use) of images, sales of images to publishers, and support of traveling exhibitions. In addition, SPS provides photographic support for Smithsonian administration, museums, and research centers. SPS produces images for exhibits and exhibit catalogues, brochures, posters, websites, and advertising. Additionally, SPS maintains a collection of more than three million historical images, and provides support to SI collection managers in the housing of photographic collections for preservation and research. SPS also takes the annual official photographs of members of the Supreme Court.

The FY 2008 budget estimate includes an increase of \$70,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, OPA directs its resources to nationwide mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising. OPA publishes the Smithsonian annual report, visitors' brochures and *Inside*

Smithsonian Research, a newsletter devoted to scientific research. It also publishes *The Torch*, a monthly newspaper, and *Blue Bulletin*, a biweekly newsletter, to keep employees informed about Smithsonian staff projects and events at the Institution. OPA has primary responsibility for extending the Institution's communications message to the Web by overseeing content on the central and press room websites, and by working with units throughout the Institution to establish and maintain guidelines and standards.

VIARC advances the goal of Increased Public Engagement by disseminating information about public programs, exhibitions, events, and collections. VIARC has content responsibility for four segments of the Smithsonian website: Visitor Information, Events, Exhibits, and Encyclopedia Smithsonian. In addition, VIARC provides oversight and scheduling of information and end-panel placement in about 20 information signs on and near the National Mall; seven-day, year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and seven-day supervision of volunteer and staff information specialists at 15 museum information desks; operation of public inquiry mail and telephone information services, including the main Smithsonian telephone number; operation and oversight of the Castle Docent Program; and outreach to the local, national, and international tour and travel industries. VIARC oversees approximately 2,000 volunteers throughout the Smithsonian, representing one-third of the Smithsonian volunteer corps.

SPS advances the goal of Increased Public Engagement by providing access to the public through the free distribution (for educational use) of images via the Web and by supporting traveling exhibitions.

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

To achieve Enhanced Management Excellence, OPA responds to all media inquiries in a timely manner with accurate, concise information, and initiates story ideas to the media about Smithsonian exhibitions, research, and programs. SPS maintains a collection of more than three million historical images and supports all SI collections managers in the documentation of collections for preservation and research.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (3 FTEs and \$317,000)

- Provide access to the American public through the free educational distribution of images via the Web, sale of images to publishers, and support of traveling exhibitions

Provide reference services and information to the public (10 FTEs and \$779,000)

- Develop and maintain an integrated plan for communications, advertising, and marketing for the Institution to reach both general and target audiences
- Continue the Institution's targeted outreach campaign to traditionally underserved audiences, through radio stations (in English and Spanish), weekly newspapers, newsletters, and posters
- Recruit approximately 125 new volunteers to address normal volunteer attrition at the units' Visitor Information desks, and to accommodate the 2008 scheduled re-opening of the National Museum of American History
- Continue to provide accurate and timely information about Smithsonian events, activities, and exhibitions through 15 museum information desks and the Telephone Information Services Program in the Castle
- Update the visitor information database at least once daily
- Maintain and update VIARC's content on the Smithsonian website to ensure the timeliness and accuracy of information
- Provide documentary photographic coverage of historically significant activities such as VIP visits and opening events

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$143,000)

- Provide support for publications, publicity, and documentation related to museums and at research centers SI-wide and through SI affiliations
- Produce photographic images for exhibit catalogues, brochures, posters, websites, advertising, and for use in exhibits

Improve the stewardship of the national collections for present and future generations (1 FTE and \$142,000)

- Maintain the collections of more than three million historical images, and support all Smithsonian collections managers in the documentation of their collections for preservation and research purposes

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (1 FTE and \$54,000)

- Recruit approximately 300 Behind-the-Scenes volunteers in FY 2008 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

Enhanced Management Excellence

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (8 FTEs and \$777,000)

- Respond to all media inquiries in a timely manner with accurate, concise information, generally within 24 hours
- Initiate positive stories to various media, including stories about exhibitions, research, facilities, new acquisitions, and staff
- Organize events specifically for journalists
- Publish a monthly employee newspaper, *The Torch*, and the biweekly staff newsletter, *Blue Bulletin*

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 2006 ESTIMATE	0	6,515	0	0	0	0	0	0
FY 2007 ESTIMATE	0	6,953	0	0	0	0	0	0
FY 2008 ESTIMATE	0	11,641	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	1,140	0	1,640	0	500
<i>Collections</i>						
Improve the stewardship of the national collections	0	1,909	0	5,397	0	3,488
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	1,641	0	2,341	0	700
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	2,263	0	2,263	0	0
Total	0	6,953	0	11,641	0	4,688

BACKGROUND AND CONTEXT

Since 1993, Congress has approved the creation of four Institution-wide funding programs:

- Latino Initiatives Pool
- Research Equipment Pool
- Collections Care and Preservation Fund
- Information Resources Management Pool

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout the Institution. In FY 1995, the Institution first received funds to support the development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program - the Collections Care and Preservation Fund (CCPF). The Fund provides resources for the highest priority collection management needs throughout the Institution to improve the overall stewardship of Smithsonian collections. Like the other pools, CCPF resources are distributed annually to Smithsonian units on a competitive basis.

The FY 2008 budget estimate for Institution-wide Programs includes an increase of \$4,688,000. The increase includes:

- \$500,000 for the Latino Initiatives Pool
- \$700,000 for the Research Equipment Pool
- \$2,988,000 for the Collections Care and Preservation Fund
- \$500,000 for the IRM Pool for Collections Information Systems

ADDITIONAL BACKGROUND AND CONTEXT – COLLECTIONS INITIATIVE

The FY 2008 requested increase for the Collections Initiative totals 13 FTEs and \$6,500,000. The requested increase will apply 7 FTEs and \$3,640,000 for collections care and preservation while the remaining 6 FTEs and \$2,860,000 will support CIS throughout the Institution. The request includes \$3,488,000 for Institution-wide Programs for the IRM Pool (\$500,000) and for the CCPF (\$2,988,000). The Initiative also includes the justification of 13 FTEs and \$3,012,000 for eight specific museums and programmatic offices.

Smithsonian collections are a national and global resource accessed each year by millions of visitors and researchers who use traditional methods and cutting-edge technologies to explore every subject from aeronautics to zoology. Through its collections, the Smithsonian presents the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth no other Institution in the world can match. Collections are acquired from tropical rainforests, archaeological sites, everyday life, the depths of the oceans and extraterrestrially. Whatever the source, the objects and specimens are preserved and maintained for public exhibition, education, and study.

Currently, Smithsonian museum collections total 136.9 million objects and specimens. In addition, the holdings of the Smithsonian contain 1.5 million library volumes, including rare books, and 89,000 cubic feet of archives. Among the vast collections are irreplaceable national icons, examples of common, everyday life, and scientific material vital to the study of the world's scientific and cultural heritage. The importance of Smithsonian collections is demonstrated by their breadth, depth, and unique significance as follows:

- Smithsonian collections tell the story of America and define our national identity.
- The encyclopedic collection at the National Museum of Natural History (NMNH) is an essential resource for scientists studying the Earth sciences, the biological world, and human origins and cultures.
- Scientific collections acquired a century or more ago are being used today to address the challenges facing society in the 21st century, including global warming, invasive species, and deadly diseases such as avian flu.
- Smithsonian collections contribute to population recovery of endangered species, advances in reproductive biology, genome resource banking, medical research, forensic analysis, bio-security, and conservation policy worldwide.

The objects and specimens in Smithsonian collections range from insects and meteorites to paintings and spacecraft. The scope is staggering: from a magnificent collection of ancient Chinese bronzes to Judy Garland's ruby slippers from *The Wizard of Oz*; from memorabilia of the U.S. presidency to the Apollo lunar landing module to a 3.5-billion-year-old fossil. The Smithsonian manages some of the nation's most treasured artifacts, including the Star-Spangled Banner; Gilbert Stuart's portraits of George Washington; the 45.5 carat Hope Diamond; the 1903 Wright Flyer; the top hat Abraham Lincoln wore on the night of his assassination; Charles Lindbergh's "Spirit of St. Louis"; James McNeill Whistler's "Peacock Room"; Matthew Brady's Civil War negatives collection; seven of the 13 known meteorites from Mars; the First Ladies' gowns; the world's largest gem, fish, insect, and mammal collections; and the wooden lap desk on which Thomas Jefferson wrote the Declaration of Independence.

As the steward of the national collections, the Smithsonian has a unique responsibility to manage and preserve the collections held in trust for the public. This responsibility of preserving and making collections accessible is a historic and sacred tradition at the Smithsonian. The scope, depth, and unparalleled quality of these collections make it imperative to ensure that they are properly preserved and made accessible for current and future generations to enjoy and study.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to make collections available to scholars and the general public and to protect and preserve them for future generations. Because collections care is fundamental to the Smithsonian's mission, there is a critical and urgent need for resources to accomplish basic collections management activities for accountability, preservation, and accessibility of the collections.

During 2004 - 2005, the Smithsonian participated in the Heritage Health Index (HHI), a nationwide survey of more than 15,000 museums and cultural institutions, documenting the condition and preservation needs of the nation's cultural heritage. The survey found that Smithsonian collections are at risk of damage and deterioration because of inadequate storage and environmental conditions. The HHI results indicate that space, collections-level condition surveys, environmental improvements, conservation treatments, collections cataloguing, staffing, and training are the areas of most urgent need. The survey documented the following statistics:

- one-third of Smithsonian collections space is below acceptable quality
- seventy-seven percent of Smithsonian units have experienced damage to their collections due to improper storage
- seventy-five percent need additional collections space to accommodate all collections safely and appropriately
- seventy-eight percent of units have a significant backlog in cataloguing collections

In addition, the Government Accountability Office (GAO) report of April 2005 documented how Smithsonian facilities-related problems continue to jeopardize collections preservation and accessibility. At risk are both the buildings and the irreplaceable artistic, cultural, and scientific collections that they contain.

There is also an immediate need to enhance collections records with textual information and images, and to make this information available on the Web. Collections information systems facilitate legal, physical, and intellectual control over the collections. The digitization of collections information and images is a mammoth task that will require numerous Smithsonian and contract staff to complete. Many records are skeletal and lack images, or still reside in legacy or manual documentation systems. For example, NMNH has digital records for only 10 percent of the estimated 50 million collections records currently needed to document adequately its 126 million objects and specimens. Digitizing collections information helps achieve the Smithsonian's goals of dramatically enlarging its audiences and increasing public

engagement, while also enhancing research and modernizing collections management systems.

Demonstrating the prominence of collections among the Secretary's priorities, the Smithsonian Board of Regents held the first long-term planning meeting devoted solely to the content and management of Smithsonian collections on June 12, 2006. Following guided tours of collections, the Board conducted an in-depth discussion with senior management on the current issues facing the Institution's collections, as well as strategies by which those challenges might be addressed in the future. Particular focus was given to securing the means to address staffing, collections space, and information systems challenges. To ensure the ongoing use of and access to Smithsonian collections, the Regents concurred that it is critical that collections are carefully managed and preserved for present and future use. Moreover, support of the overarching issue of collections fulfills the Smithsonian's mandate for "the increase and diffusion of knowledge."

In a June 23, 2006 letter to agency heads, the White House defined priorities for maintaining excellence and leadership in science and technology. Only two areas requiring special agency focus and attention were highlighted, and stewardship of federal scientific collections was first on the list. The letter stated that collections serve an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring, and directed agencies to develop a coordinated strategic plan to maintain collections and to further collections research. In response to a 2005 White House letter on science priorities, an Interagency Working Group on Scientific Collections (IWGSC) was established by the Committee on Science of the National Science and Technology Council to carry out the first-ever comprehensive survey of object-based scientific collections in the federal government. The Smithsonian has been an active participant in this endeavor; the Smithsonian's Under Secretary for Science serves as co-chair of the IWGSC. The Smithsonian's collections care and information systems initiatives directly support the goals and priorities outlined in the White House letter.

MEANS AND STRATEGY – LATINO INITIATIVES POOL

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives Pool provides annual funding for Smithsonian programs that focus on U.S. Latino experiences and contributions to science, history, art, music, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding. The FY 2008

budget estimate for the Latino Initiatives Pool is \$1,640,000, which includes an increase of \$500,000.

MEANS AND STRATEGY – RESEARCH EQUIPMENT POOL

The Smithsonian's ambitious research agenda has identified regular maintenance and replacement of basic research equipment as a critical need. Unfortunately, the Institution is facing a crisis because of its inability to purchase new cutting-edge research equipment, and to replace and maintain existing equipment. This basic research infrastructure is necessary to develop new research capability, as leverage to support research proposals in competition for external grants and contracts, support the discovery of knowledge, and ultimately used to better serve the public by increasing the diffusion of knowledge. The FY 2008 budget estimate for the Research Equipment Pool is \$2,341,000, which includes an increase of \$700,000.

MEANS AND STRATEGY – COLLECTIONS INITIATIVE

To achieve the goals of Increased Public Engagement and Management Excellence, resources will be applied to address the most critical collections needs in two main areas:

- Collections care and preservation; and
- Collections information systems

The collections care and preservation resources will enable the Smithsonian to conduct preservation assessments of specific collections, preserve collections, and store them in better conditions for use, while the CIS resources will enhance the applications and data content of existing systems and provide collections data and images to the public via the Web.

- **Collections Care and Preservation**

The Smithsonian has taken a pragmatic and systematic approach to improve the stewardship of Smithsonian collections. Critical steps taken to date include:

- created the first-ever Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement study recommendations
- developed collections-specific performance goals and standards for senior management and museum directors
- revised the Smithsonian's collections management policy and implementation standards
- a two-day symposium to discuss collections planning and set short- and long-term collection goals for Smithsonian units
- developed an inventory of current Smithsonian collections space, including the identification of unit collections space requirements

In FY 2007, the Smithsonian will continue to build on these initiatives and follow an action plan for systematically addressing the critical needs of collections, including short- and long-term priorities, goals, and objectives. Examples of past funded projects include:

- the replacement of the National Air and Space Museum's (NASM) 25-year-old space suit storage unit to ensure the appropriate environmental conditions to preserve these irreplaceable artifacts
 - the conservation, rehousing, and documentation of some 3,000 uniforms of the National Museum of American History's (NMAH) U.S. Armed Forces History Military Uniform Collection, one of the world's premier uniform collections
 - a preservation needs assessment of the Smithsonian American Art Museum's cornerstone collection - the Peter A. Juley Collection of more than 127,000 negatives - documenting the largest and most-respected fine arts photography studio in New York City
 - the conservation and documentation of the 1838-42 Wilkes Expedition Collection of some 10,000 specimens which represent the "moon rocks" of the 19th century and serve as the foundation of scientific study to this day
 - the inventory, conservation, and re-housing of the NMNH amphibian and reptile type collections of 13,000 specimens that document more than 3,000 scientific species collected between 1840 and 2005
- **Collections Information Systems**

The IRM Pool was established as part of the Institution's restructuring plan in 1993. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to CIS needs. CIS funds have been disbursed annually to Smithsonian units on a competitive basis to support the deployment of unit-specific collections information systems; data conversion; data content and application enhancements; and improved public delivery and access. Collections information systems serve as a cornerstone for accountability, public education, and research. Digitizing collections information helps achieve the goal of improving the stewardship of the national collections by providing system hardware, software, and storage infrastructure to support CIS throughout the Institution; as well as to provide public access to collections via the Web. Examples of past funded projects include:

- the migration of millions of records from obsolete legacy database systems to stable and supported collections information systems
- the digitization of more than one million collection images
- the enhancement of registration-level records with research findings, curatorial notes, and digital images
- the purchase and implementation of a single, commercial CIS for the Smithsonian's six art museums as well as NASM, the National Postal Museum, and the Anacostia Community Museum

- the purchase and customization of a digital asset management system to be used by multiple Smithsonian units
- the purchase and implementation of a commercial database application to track and manage Smithsonian Institution Traveling Exhibition Service collections transactions

MEANS AND STRATEGY – INFORMATION RESOURCES MANAGEMENT POOL

IRM Pool funds are distributed annually to Smithsonian units on a competitive basis to support the deployment of unit-specific information systems; data conversion; data content and application enhancements; and improved public delivery and access. IRM Pool funds support:

- upgrades and enhancements to the Smithsonian’s IT infrastructure
- network operations and server administration
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance

CIS serves as a cornerstone for accountability, public education, and research. Digitizing collections information helps achieve the goal of improving the stewardship of the national collections by providing system hardware, software, and storage infrastructure to support CIS throughout the Institution; as well as to provide public access to collections via the Web. The FY 2008 budget estimate for the IRM Pool is \$3,687,000 which includes \$2,263,000 for the IRM Pool and \$1,424,000 for CIS.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement – Latino Initiatives Pool

Engage and inspire diverse audiences (\$1,640,000)

- Support Smithsonian collections, exhibitions, programs, research, educational activities, and other Smithsonian initiatives of interest to the national Latino community, including the acquisition of additional, relevant Latino art and artifacts
- Facilitate the infusion of materials with relevant Latino themes and data into Smithsonian exhibits and programs to ensure that diversity is well-represented in Smithsonian venues
- Develop internal and external partnerships to help bridge Smithsonian initiatives into the national Latino community, and connect the national Latino community with the Smithsonian
- Survey and assess current Latino collections at the Smithsonian
- Compile a database of Latino-specific information from Smithsonian sources to develop teaching aids, student lesson plans, timelines, and other educational materials and programs

Strengthened Research – Research Equipment Pool

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$2,341,000)

- Acquire cutting-edge technology that will support priority areas of research defined by the Smithsonian Science Strategic Plan and other Smithsonian research priorities
- Increase the capability to digitize and manipulate various types 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 costly analytical equipment under contract to ensure that it is maintained to function properly
- Put core research equipment on a routine replacement cycle to support the Smithsonian's research mission and enhance the Institution's ability to compete for external funding

Increased Public Engagement – Collections Initiatives

Improve the stewardship of the national collections for present and future generations (\$5,397,000)

- Maintain state-of-the-art collections management systems
- Enhance conservation and preservation needed to ensure the longevity and accessibility of the national collections

Enhanced Management Excellence – IRM Pool

Modernize the Institution's information technology systems and infrastructure (\$2,363,000)

- Make CIS data content available to the public through the Internet
- Support the Managed Information Technology Infrastructure initiative
- Support the Institution's information technology requirements

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate for Institution-wide Programs includes an increase of \$4,688,000. The increase includes:

- \$500,000 for the Latino Initiatives Pool
- \$700,000 for the Research Equipment Pool
- \$2,988,000 for the Collections Care and Preservation Fund
- \$500,000 for the IRM Pool for Collections Information Systems

Additional increases of 13 FTEs and \$3,012,000 for collections needs throughout the Institution are justified here as part of the FY 2008 Collections Initiative but included in the FY 2008 estimates for each museum and programmatic office identified below. The request for the FY 2008 Collections Initiative including unit increases, IRM Pool and CCPF increases, is 13 FTEs and \$6,500,000.

Summary of FY 2008 Increases

Institution-wide Program Increases

Line-Item	Item of Increase	FTE	\$000s
Institution-wide Programs	Latino Pool		500
Institution-wide Programs	Research Equipment Pool		700
Institution-wide Programs	Collections Care and Preservation Fund		2,988
Institution-wide Programs	IRM Pool – Collections Information Systems		500
Total			4,688

Unit-based Collections Initiative Increases

Museum/Office	Item of Increase	FTE	\$000s
SI Archives	Photograph Conservation	2	154
National Air and Space Museum	Space Shuttle Program Artifact Preservation	1	100
Center for Folklife & Cultural Heritage	Folklife Archives and Collections Preservation	1	100
Under Secretary for Science	Biomaterials Resource Bank	2	204
National Collections Program	Smithsonian Collections Standards/Policy	1	94
National Museum of Natural History	CIS - Research & Collection Information System	2	400
National Museum of American History	CIS - Database Administration	3	238
Office of the Chief Information Officer	CIS - Enterprise Storage Repository	1	1,294
Office of the Chief Information Officer	CIS - Software Licenses	0	354
Office of the Chief Information Officer	CIS - Migrate SI Research Information System	0	74
Total		13	3,012

EXPLANATION OF CHANGE – LATINO INITIATIVES POOL

The FY 2008 estimate includes an increase of \$500,000. This increase will enable the Smithsonian to continue and increase support for research, collections, educational and public programs, and exhibitions that will generate and advance knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, culture, arts, music, and science at a national level.

A new awareness is evident at the Smithsonian of the need to ensure diversity and equity by including Latino perspectives, and of the opportunities inherent in such diversity. Latinos are the nation's fastest-growing minority and, consequently, the Smithsonian's potentially largest new constituency. Latino scholars, writers, scientists, and artists are making extraordinary contributions to our common fund of knowledge and culture. By expanding the funding base, the Latino Initiatives Pool can fund additional worthy projects that will reach a national audience. *¡Azucar! The Life and Music of Celia Cruz*, produced by the National Museum of American History; *Retratos: 2000 Years of Latin American Portraits* produced by the National Portrait Gallery; the Latino Museum Studies Program, produced by the Smithsonian Latino Center; and the Nuestra Musica project, produced by the Center for Folklife and Cultural Heritage, are good examples of successful, nationally known projects that were funded in part by the Latino Initiatives Pool to educate Latinos and non-Latinos about the diversity of Latino culture. Expanding the funding base will also allow the production of more traveling and virtual exhibits and public programs, and will offer more opportunities for participants in fellowship programs all over the United States.

In response to the FY 2007 call for proposals, 35 proposals totaling approximately \$2,200,000 were submitted for consideration. However, because the current level of the Latino Pool is only \$1,140,000, 16 proposals were recommended for funding.

If the FY 2008 request is not allowed, there will be a negative impact on the Institution's ability to fund worthy proposals at sufficient levels to accomplish Smithsonian goals of enhanced Latino programs. This in turn will impede the Institution's ability to expand its national outreach to underserved audiences.

EXPLANATION OF CHANGE – RESEARCH EQUIPMENT POOL

The FY 2008 budget estimate includes a net increase of \$700,000. The increase will provide additional support for the Research Equipment Pool to upgrade and/or replace core scientific equipment and provide for essential routine maintenance as follows:

- (+ \$500,000) The proposed increase will be used to purchase new cutting-edge research equipment, and replace aging and/or obsolete equipment (e.g. spectrometers, DNA sequencers, microscopes). This critical support is needed to keep Smithsonian scientists from lagging behind their competitors, and to ensure that scientists can leverage Smithsonian resources for external grants and funding, publish in high-quality journals, and better serve the public by increasing the diffusion of knowledge.
- (+ \$200,000) This increase will enable vital equipment maintenance to be performed, as needed, on major analytic equipment with an initial purchase

price of \$50,000 - \$500,000 in value. The proper maintenance of research equipment prolongs its useful lifespan, helps to maintain research productivity, and, in the long run, saves money.

If the FY 2008 request is not allowed, the Institution will lose scientific capability as existing equipment becomes worn, obsolete, or inoperative, and the Smithsonian will surrender its historical leadership in core research competencies, especially in ecology, Earth sciences, physiology, genomics, and the restoration sciences. More importantly, inadequate or obsolete equipment will hinder the Institution's ability to attract the "best and brightest" research talent, and in some cases may result in loss of leadership and prestige that will be reflected in fewer peer-reviewed publications, reductions in external grants and contracts, and reduced staff morale and productivity.

EXPLANATION OF CHANGE – COLLECTIONS INITIATIVE (13 FTEs and \$6,500,000)

For FY 2008, the Smithsonian requests an increase of 13 FTEs and \$6,500,000 for the Collections Initiative. The two main categories of the Collections Initiative include: Collections Care and Preservation (7 FTEs and \$3,640,000) and Collections Information Systems (6 FTEs and \$2,860,000). The basis for this request is an urgent need for resources to support key infrastructure components of collections management. Many collections will not receive appropriate care without increased support for conservation treatments, preservation assessments, and storage equipment. Many of the Smithsonian's collections are at risk as a result of being housed in areas with substandard or insufficient space, inadequate object housing, adverse environmental conditions, and declining resources for collections care. Throughout the Institution, there is a critical need to enrich digital collections records with textual information and images; continue implementing and maintaining state-of-the-art collections information systems; provide adequate digital storage; and increase access to collections and their associated information.

Collections Care and Preservation (7 FTEs and \$3,640,000)

- **Collections Care and Preservation Fund (\$2,988,000)**
This increase is requested to improve collections care and mitigate collections deterioration throughout the Institution by providing funds to:
 - continue essential stabilization and treatment of specific collections at risk

- continue purchasing compact storage and housing for collections and replace obsolete cabinetry and materials detrimental to collections
 - purchase cold-storage equipment for the preservation of photographic and frozen genetic materials
 - conduct collections-level assessments, preservation surveys, and inventories to establish priorities and strategic plans for the allocation of collections care resources
 - stabilize and relocate collections to prevent potential asbestos contamination
- **Unit-based Collections Care and Preservation (7 FTEs and \$652,000)**
 This increase is requested to address high-priority, unit-specific collections care needs and reduce the number of collections at risk, as follows:
 - (+ \$154,000, + 2 FTEs) Provides funds to the Smithsonian Institution Archives (SIA) to hire a photograph conservator and preservation technician manager to address the long-term preservation needs of the Smithsonian's photographic collections. The Smithsonian holds more than 12 million photographs, the majority of which require re-housing. This increase will enable the Archives to coordinate an Institution-wide approach to stabilizing, conserving, and reformatting the photographic holdings of the Smithsonian.
 - (+ \$100,000, + 1 FTE) With the discontinuation of the National Aeronautics and Space Administration Space Shuttle Program, NASM will be offered literally millions of human space flight artifacts. The funding of this request will provide NASM with a collections manager to assess these Shuttle artifacts, thereby ensuring that the most historically significant are acquired and preserved for posterity as part of the Smithsonian's collections
 - (+ \$100,000, + 1 FTE) Provides funds to the Center for Folklife and Cultural Heritage to hire a collections specialist to improve the cataloguing, preservation, storage, and accessibility of the Ralph Rinzler Folklife Archives and Collections, a world-renowned repository of documentary sound, photographic, and ethnographic collections. This increase will support a systematic assessment of the collections that will identify processing, cataloguing, and preservation priorities, and will be the basis for a strategic plan for increasing accessibility to the collections
 - (+ \$204,000, + 2 FTEs) Provides the Under Secretary for Science with two collections managers for the Smithsonian's cryo-collections housed at the NMNH, National Zoological Park, and the Smithsonian Tropical Research Institute, to establish a Biomaterials Resource Bank. The Smithsonian maintains more than 750,000 samples of

frozen tissues, blood products, germ-plasm, embryos, DNA, and other animal and plant products from more than 6,000 species. Currently, these collections are widely dispersed, poorly documented, and housed in inadequate storage, but they represent an increasingly important source of genetic and other information. This increase will establish an Institution-wide cryo-banking system to ensure the long-term preservation, documentation, storage, and accessibility of these irreplaceable frozen materials for scientific and medical research

- (+ \$94,000, + 1 FTE) Provides the National Collections Program (NCP) with a collections management specialist to support central leadership and oversight associated with improving the management of Smithsonian collections. As the Smithsonian continues to take a strategic, Institutional approach to improving collections care, the NCP requires sufficient resources to support and sustain such activities. This increase will support the development and implementation of Smithsonian-wide collections management standards, revision of Smithsonian collections management policies, and establishment of Institution-wide performance metrics for collections

Collections Information Systems (6 FTEs and \$2,860,000)

- **IRM/CIS Pool (\$500,000)**

This increase for the IRM Pool will enhance Smithsonian collections information systems. The increase will support the continued digitization of collections, and improve access to the collections, digital information for scientific inquiry, and public use by providing funds for:

- deployment of new commercial collections information systems to manage and provide access to Smithsonian collections
- contractors to enhance online access to collections through cataloguing, photography, database administration, and technical services
- hardware and software to preserve Smithsonian digital assets, maintain systems operability, and improve public accessibility to electronic collections information

- **Unit Collections Information Systems (6 FTEs and \$2,360,000)**

This increase will offset the erosion of staff and decreased funding that have impaired the ability of specific units to maintain collections information systems, sustain data migration, and keep abreast with collections cataloguing, as follows:

- (+ \$400,000, + 2 FTEs) Provides the NMNH with funds to support the continued deployment of the Museum's Research and Collection Information System (RCIS), including replacement of production

hardware, purchase of additional software, expansion of system functionality, data migration, and the hiring of two system developers. To achieve the long-term goal of digitizing the 50 million records that are necessary to adequately document NMNH's collections, the Museum requires additional hardware, software, digital storage capacity, and staff. The Museum's collections records form the largest museum database in the world, with data that support national and international decision making on biodiversity conservation and management, as well as worldwide research that provides solutions to such important societal issues as global climate change, cultural conflict, and natural hazards

- (+ \$238,000, + 3 FTEs) Provides the NMAH with funds to hire collections documentation specialists needed to sustain minimum effective operations of the Museum's CIS, including integrating contextual information with object records, addressing cataloguing backlogs, and providing database administration support. Staff erosion in the Museum's collections documentation program has reached such a level that the system's stability is at risk. Without this increase, the CIS and collections documentation program will likely fail
- (+ \$1,294,000, + 1FTE) Provides the Office of the Chief Information Officer (OCIO) with funds to purchase a CIS enterprise storage repository, replace its automated back-up system, and hire a storage manager. By the end of FY 2008, the Smithsonian will have a critical need for additional digital storage capacity to safeguard all of its collections data – triple the current storage requirements. This increase will enable the Institution to meet its ever-growing storage requirements for digital collection assets. In addition to achieving cost savings through economies of scale, the implementation of a CIS enterprise storage solution will provide adequate systems back-up and security to minimize the possible loss of important, unique, fragile, and aging analog collections data
- (+ \$354,000) Provides funds to the OCIO for CIS software license maintenance costs. Smithsonian museums, archives, and libraries use commercial software to help manage their collections. Currently, funding for related software maintenance is not in the base budget. Given the Institutional nature of CIS software and use, permanent base funding for software licensing and maintenance is critical to ensure system operability
- (+ \$74,000) Provides funds to the OCIO to migrate the Smithsonian Institution Research Information System (SIRIS) to a stable and supported database application. A shared, online, Smithsonian-wide system, SIRIS supports management of and public access to the Institution's holdings of 20 libraries, 14 archives, and other specialized inventory and research databases. Easily accessible via

the Web, SIRIS provides worldwide access to three million text records with hyperlinks to images, video and sound files, electronic journals, and related websites. This database system currently operates on Sybase, an application that will no longer be supported by the software vendor. This increase will support the migration of SIRIS to Oracle, which will safeguard the system's operability and protect against the possible loss of collections data

As noted above, the 2004-2005 HHI survey indicated that nearly 80 percent of Smithsonian collecting units have collections that are deteriorating or in poor condition. Smithsonian collections are at risk of damage or loss without immediate attention and care. Without the requested funding, the Institution will not be able to conserve specific threatened collections; conduct preservation assessments of collections; preserve collections and store them in better conditions for use; enhance the applications and data content of collections information systems; or provide collections data and images to the public via the Web. The Collections Care and Preservation increase will support a comprehensive, Institutional approach to collections care that ensures the preservation of and access to the nation's cultural and scientific treasures. In addition, the FY 2008 request for Collections Information Systems will enable the Smithsonian to continue implementing and maintaining state-of-the-art collections information systems, and to increase public access to collections and their associated information. If the FY 2008 request for the collections initiative is not approved, the Smithsonian will not meet its collections stewardship responsibilities in accordance with the top White House priority to secure federal scientific collections. Without the requested increase, collections accountability and accessibility will be jeopardized.

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 2006 ESTIMATE	39	2,638	5	579	1	51	0	0
FY 2007 ESTIMATE	39	2,726	5	635	1	51	0	0
FY 2008 ESTIMATE	39	2,842	5	635	0	10	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	35	2,346	35	2,426	0	80
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	380	4	416	0	36
Total	39	2,726	39	2,842	0	116

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, OEC will continue to expand its project management capability to ensure a more coordinated, full-service, and cost-effective approach to exhibit production. Of equal importance will be the expansion of OEC's consultation and exhibition planning

services to improve the exhibition planning and development processes throughout the Institution. 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. OEC will also continue to emphasize its innovation and modernization initiatives, by expanding services offered via state-of-the-art, computer-controlled technology in the production units. With the recent merger of OEC and the International Gallery Exhibition Services, OEC is dramatically expanding its influence, not only within the Smithsonian but throughout the museum world, both nationally and internationally.

To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost-reimbursement process is fair and reasonable, and will measure progress based on feedback from customers.

For FY 2008, the estimate includes an increase of \$116,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

As the Smithsonian's most comprehensive producer of exhibits, 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 (SITES) continues to be OEC's largest client. OEC has taken over the International Gallery Exhibition Services and is expanding its museum exhibition services throughout the museum community.

In FY 2008, most of OEC resources will be focused on achieving the goal of Increased Public Engagement by:

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

To accomplish these objectives, OEC will outsource more of the routine, repetitive, non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibits that require unique skills. OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many private exhibition design

and production companies available today. These efforts will be carried out through OEC's Project Management Office. Taken together, these initiatives should result in a more informed and expert staff (through a continued emphasis on training), the increased use of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

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

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

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (35 FTEs and \$2,426,000)

- Expand OEC's Computer Numeric Controlled (CNC) router services by five percent over FY 2006 levels, through the office's innovation and modernization initiative
- Expand exhibition services offered through the Office of Special Exhibition Services by five percent over FY 2006 levels
- Maintain OEC consultation and exhibition planning services for the Smithsonian Institution at the FY 2007 level
- Maintain at the FY 2007 level the project management capability and resources necessary to sustain the OEC's services to the Smithsonian Institution

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (4 FTEs and \$416,000)

- 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 members are more aware of senior management goals for the Institution
- Support the diversity goals of the Institution by aiming to increase the use of the Supplier Diversity Program by five percent over FY 2006 levels

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	0	3,886	0	0	0	0	0	0
FY 2007 ESTIMATE	0	3,886	0	0	0	0	0	0
FY 2008 ESTIMATE	0	3,886	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENED RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	3,886	0	3,886	0	0
Total	0	3,886	0	3,886	0	0

BACKGROUND AND CONTEXT

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

To achieve the goal of Strengthened Research, the Smithsonian uses its multi-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects that enable scientists working at the Smithsonian Astrophysical Observatory (SAO) to remain at the forefront of astronomy and astrophysics research. The Smithsonian's criteria for selecting and proposing these projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or *anywhere else in the world*) for some time to come; 2) the instrumentation is novel and technically advanced, and *would not be developed* without SAO's contribution; and 3) the

science enabled by the innovative instruments is consistent with the Smithsonian Institution's strategic plan, "Science Matters: Priorities and Strategies." The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables SAO to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that funds for these projects be kept available until they are spent.

Three SAO projects are included in the MSI line item: an array of submillimeter telescopes (Submillimeter Telescope Array, or SMA) on Mauna Kea, Hawaii; instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona; and, with funding beginning in FY 2007, the design and fabrication of the Giant Magellan Telescope (GMT) in northern Chile.

For FY 2008, the Institution is not seeking an increase in funding for MSI.

MEANS AND STRATEGY

Submillimeter Telescope Array

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope. This facility operates at higher frequencies than those of any other major radio telescope, enabling scientists to probe in unprecedented detail the formation of new planets around other stars.

The SMA is now the most capable submillimeter observatory in the world. It can operate in three frequency bands, observing simultaneously in two of them. The 690 Gigahertz (Ghz) receivers, operating at an unprecedented frequency, enable observations that have only been dreamed of before, and make clear the leadership position of those working with the SMA. A Science Working Group has been developing a strategy to optimize the science return from the SMA. The recommendations of this group were presented to the SMA Advisory Committee in April 2005. The advisory committee was very impressed with the achievements of the SMA projects, and endorsed a preliminary decision to mount a major observing campaign to study the region surrounding the super-massive black hole at

the center of the Milky Way galaxy. This campaign achieved spectacular initial results with observations made in the past year.

FY 2007 funding will be used for two complementary purposes. First, SAO will implement a phase-monitoring system, which will greatly expand upon the successes of previous high-frequency observations. Second, an entirely new, very powerful set of receivers for use in the range of 340–420 GHz will be completed and installed. FY 2007 base resources of \$1,666,000 will be used to develop the phase-monitoring system and complete work on the receivers.

With FY 2008 funding, SAO plans to expand the range of spatial scales that the SMA can probe. This will be accomplished by moving the antennas closer together than was previously possible (due to an ultra-compact array) and, more technically challenging, to receive data with the telescopes spread out to the maximum extent possible. The extended array will enable the SMA to resolve fine details in disks around other stars where astronomers believe planets are forming.

Multiple Mirror Telescope

The MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun-type) mount. The original multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, in the 1990s SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter, thus more than doubling the light-gathering capability of the telescope and increasing its field of view some 400 times.

The converted MMT is an extremely powerful instrument. SAO's technical investments are producing outstanding scientific results. A major recent success is the discovery of hyper-velocity stars, which are leaving the Milky Way at huge speeds after a complicated collision with the massive black hole at the center of our galaxy.

The final instrument needed for the MMT is Binospec, an imaging spectrograph with dual 8'x15' fields of view and a very compact layout for excellent stability. Binospec will enable the study of large numbers of very faint objects. SAO scientists will use it to study the origin and evolution of galaxies in the universe, and to characterize the elusive, pervasive dark energy of the cosmos. During FY 2006, SAO will finish Binospec's detailed

design and prepare fabrication drawings for all components requiring long lead times to construct.

With FY 2007 funding, SAO plans to complete drawings for the remaining components and place orders for the main Binospec structure, the lens mounts for Binospec's optics, its mechanisms (e.g., slit-mask, filter, and grating exchangers, and a flexure compensation system), control electronics, wiring harnesses and cables, gratings, dewars, and charge-coupled devices. As parts arrive, SAO must immediately begin assembly and testing of major components. FY 2007 base resources of \$1,720,000 will be used to complete the engineering design and to initiate construction.

With FY 2008 funding, SAO will complete the major procurements and much of the fabrication. The instrumentation will be completed and tested on the telescope in FY 2009.

Giant Magellan Telescope

The GMT, planned to be a large, next-generation, optical-infrared telescope, will be constructed at the Las Campanas Observatory in northern Chile by a consortium of eight universities and observatories, including SAO. The GMT will be made up of seven 8.4-meter primary mirrors, six of which will be off-axis and arranged in a floral pattern to produce a telescope with an effective aperture of 25.4 meters (83 feet). The GMT's innovative design and huge size will enable it to probe the secrets of planets that have formed around other stars in the Milky Way, explore the formation of black holes, peer back in time toward the Big Bang with unprecedented clarity, and delve into the nature of dark matter and dark energy. It will be capable of gathering five times more light than the world's largest existing telescope, and of producing images many times sharper than presently possible.

The development of the GMT is essential to SAO's future in observational optical-infrared astrophysics, and to the Smithsonian Institution's goal of pursuing scientific excellence in the study of the origin and nature of the universe. The Smithsonian Institution's Science Commission identified two broad research themes that are the focus of the GMT: the origin and nature of the Universe and the formation and evolution of the Earth and similar planets. A GMT-class telescope is the top priority for new ground-based facilities in the most recent decadal study of astronomy and astrophysics conducted by the National Academy of Sciences.

In addition to SAO, the consortium developing this new telescope includes the Carnegie Observatories, Harvard University, University of Arizona, University of Michigan, Massachusetts Institute of Technology, University of Texas at Austin, and Texas A&M University. The total capital cost of the GMT (estimated to be approximately \$532 million) will be shared among the members of the consortium during the decade that it is expected to complete construction. Over a multi-year period, SAO wishes to contribute a total of \$50 million in funding from the MSI line item toward the design and development of the GMT. The partners (SI, Carnegie Institution, Harvard University, University of Michigan, University of Texas, and Texas A&M) will raise the balance of the funds needed from private sources and from the National Science Foundation.

In FY 2007, the GMT project will be in the second year of its detailed engineering phase. FY 2007 and FY 2008 funding will enable SAO to support the continuing engineering design and development of the GMT. In future years, SAO intends to request additional funding under the MSI line item to support its share of costs as a member of the GMT consortium.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$3,886,000)

- Develop and implement the atmospheric phase-monitoring system and the new receivers to expand the capabilities of SAO's SMA. This will enable the eight separate antennas to be operated jointly when they are located at their greatest separations (up to half a kilometer) and at the highest operating frequencies. The SMA will have the resolving power on the sky of a telescope half a kilometer in size, an unprecedented experience at short wavelengths. SAO scientists will make previously impossible observations of the black hole at the center of the Milky Way, and of other solar systems in which planets are now forming
- Complete the spectacular new MMT instrument Binospec in FY 2008. Binospec will enable SAO scientists to conduct very efficient spectroscopic studies of very faint objects. SAO scientists will use this instrument to study the processes of galaxy formation, and to characterize the pervasive dark energy in the cosmos
- Continue the engineering design and development of the GMT. The future of ground-based astronomy will depend on the next generation of very large telescopes that can extend our reach and

our resolution. The consortium proposing to build the GMT has the best record of building large telescopes in a cost effective manner. An independent Conceptual Design Review for GMT was completed in April 2006, and it endorsed the plans for this 25-meter class observatory. Continued MSI funding in FY 2008 and future years will enable SAO to continue supporting the engineering design and development of this telescope. The GMT will enable SAO scientists to study phenomena ranging from the properties of planets around other stars to the nature of the dark energy in the cosmos.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	25	1,687	0	0	0	0	0	0
FY 2007 ESTIMATE	25	1,722	0	0	0	0	0	0
FY 2008 ESTIMATE	25	1,781	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,722	25	1,781	0	59
Total	25	1,722	25	1,781	0	59

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. The MSC accommodates collections storage for three general types of media: collections storage in cabinets, open shelving for biological specimens preserved in alcohol, and high bay storage for very large objects such as totem poles, boats, meteorites, and large mounted mammals.

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

staff also 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 2008 budget estimate includes an increase of \$59,000 for necessary pay for existing staff.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to upgrade facilities to provide more accessibility to visiting researchers, students, museum professionals and designers and others. Upgrades to electronic communications capabilities will increase access to collections by conservators and researchers. Enhanced preservation equipment and programs will increase the long-term use of the collections. Further, in FY 2008, funds will be used to continue moving collections stored in alcohol and other fluids for relocation from the Natural History Building (NHB) on the Mall to MSC which can safely store the Museum's valuable biological collections. These collections are currently housed in non-code-compliant facilities.

STRATEGIC GOAL AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (25 FTEs and \$1,781,000)

- Continue to relocate vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the MSC Pod 3 and NHB to the MSC Pod 5. Highest priority will be completing the move of fishes and all collections stored in Pod 3. 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, and ensure that safety programs are in place
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections as staff and collections are relocated to MSC
- Continue to move offices, laboratories, libraries, and archives to Pod 5. Install phones and Internet connections

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 2006 ESTIMATE	20	1,722	3	182	3	200	0	0
FY 2007 ESTIMATE	18	1,548	3	181	3	75	0	0
FY 2008 ESTIMATE	20	1,759	3	181	3	75	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	3	251	3	260	0	9
<i>Collections</i>						
Improve the stewardship of the national collections	10	785	12	986	2	201
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	325	4	339	0	14
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	1	187	1	174	0	-13
Total	18	1,548	20	1,759	2	211

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and steward of the national collections. SIA serves the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials. In addition, it develops policies and provides guidance for managing

the Institution's vast archival collections, offers a range of reference, research, and record-keeping services, and creates products that promote understanding of the Smithsonian and its history.

For FY 2008, the budget estimate includes a total increase of \$211,000 and 2 FTEs. Included is an increase of \$57,000 for necessary pay for existing staff funded under this line item. In addition, SIA requests a program increase of 2 FTEs and \$154,000 for improve collections care (justified here and under the Institution-Wide Collections Initiative section of this budget).

MEANS AND STRATEGY

In FY 2008, SIA will continue consolidating its off-site collections storage at the National Underground Storage facility, becoming less dependent on rented space in the Washington, DC area.

SIA will focus on capturing, preserving, and providing research materials on Smithsonian history. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Affiliations Program); set archival collections management standards; and assist staff with the proper disposition of their files.

As part of the last function, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records and small and medium-sized, non-profit organization records in electronic formats. SIA will develop new electronic records retention requirements for valuable electronic records.

Finally, SIA will continue to evaluate and acquire enhanced storage facilities to preserve archival collections. Options to be evaluated include off-site, climate-controlled storage for materials not referenced on a regular basis.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$260,000)

- Conduct a minimum of three public presentations on Smithsonian Institution history, drawn from the Archives' collections, to reveal to non-scholarly audiences the wealth of information in SIA

- Support the Smithsonian Center for Education and Museum Studies by providing at least one instructor to present two workshops for K–12 teachers and non-Smithsonian museum professionals
- Support the Affiliations Program and The Smithsonian Associates by giving at least five public lectures on Smithsonian history
- Respond, in accordance with service standards, to at least 3,000 requests for information from the Archives' collections

Improve the stewardship of the national collections (12 FTEs and \$986,000)

- Manage risk, ensure accountability, maximize space, and appraise historically valuable records by creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and Office of Exhibits Central
- Provide greater public access to information about SIA's holdings by adding or refreshing collections information on the SIA website and continuing to add 200 new records each year to the Smithsonian Institution Research Information System (SIRIS)
- Create or add substantive information to 250 records in the *History of the Smithsonian* catalogue in SIRIS
- Protect and preserve the Smithsonian's documentary heritage by re-housing a minimum of 500 cubic feet of materials
- Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to the Archives
- Develop plans for consolidating archival storage space to reduce unit costs and improve the storage environment
- Address the long-term preservation needs of the Smithsonian's photographic collections and coordinate an Institution-wide approach to stabilizing, conserving, and reformatting the photographic holdings of the Smithsonian. The Smithsonian holds more than 12 million photographs, most of which require re-housing

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$339,000)

- Develop an online "Using Archives" tutorial for use by remote and on-site researchers

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (1 FTE and \$174,000)

- Develop generic requirements specifications that can be used as a template by other small to medium-sized, non-profit archival organizations for the management of electronic records

FY 2008 REQUEST — EXPLANATION OF CHANGE

For FY 2008, the budget estimate includes a total increase of \$211,000 and 2 FTEs. Included is an increase of \$57,000 for necessary pay for existing staff funded under this line item. In addition, SIA requests a program increase of 2 FTEs and \$154,000. This increase is also described in the Collections Initiative within the Institution-wide Programs section of this budget request.

- (+ \$154,000, + 2 FTEs) Provides funds to the SIA to hire a photograph conservator and preservation technician manager to address the long-term preservation needs of the Smithsonian's photographic collections. The Smithsonian holds more than 12 million photographs, most of which require re-housing. This increase will enable the Archives to coordinate an Institution-wide approach to stabilizing, conserving, and reformatting the photographic holdings of the Smithsonian

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 2006 ESTIMATE	103	9,011	10	1,026	2	754	0	0
FY 2007 ESTIMATE	103	9,247	10	947	0	580	0	0
FY 2008 ESTIMATE	103	9,557	10	947	0	580	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	83	1	80	1	-3
Provide reference services and information to the public	22	1,813	20	1,475	-2	-388
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	54	0	62	-1	8
<i>Collections</i>						
Improve the stewardship of the national collections	55	4,997	51	4,041	-4	-956
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	3	225	9	1,252	6	1,027
Ensure advancement of knowledge in the humanities	2	196	7	862	5	666
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	31	0	36	0	5
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	18	1,708	13	1,563	-5	-145
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	89	1	136	0	47
Modernize the Institution's financial management and accounting operations	1	51	0	0	-1	-51

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	0	0	1	50	1	50
Total	103	9,247	103	9,557	0	310

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by acquiring, organizing, and delivering to Smithsonian Institution (SI) staff scholarly, scientific, and educational resources and information in all formats. SIL responds to inquiries from the Government, universities, researchers, and the public, and shares its collections and services globally through the Internet.

For FY 2008, the estimate includes an increase of \$310,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Through public lectures, educational programs, and publications, SIL will increase its audiences nationwide in FY 2008. The Dibner Library and Baird Resident Scholar programs will continue to build collaborative partnerships with scholarly programs throughout the Institution and elsewhere. SIL reaches individual researchers and members of the public in every state and many foreign countries by lending crucial books and articles through its interlibrary loan program. SIL's expanding and diverse Web content has fueled an exponential rise in users each year, and will continue to reach millions of students, teachers, researchers, scholars, and the general public.

In FY 2008, SIL will increase access to Smithsonian collections by enhancing access in the Smithsonian Institution Research and Information System (SIRIS). This will be done by providing detailed information about journals at the volume and piece level, where only general title information existed before. SIL will provide more access to hidden collections of materials by developing Web-based indexes and other guides. SIL will complete indexing the trade literature collection of nearly 400,000 items and will expand the database to include trade literature at the Cooper-Hewitt, National Design Museum Library. SIL will continue a vigilant program of collections management through the disciplined acquisition of the most significant library materials and collections documenting our cultural and scientific heritage. SIL staff will complete the Collections Management

Policy, maintain strong ongoing conservation efforts, and, through a comprehensive master space plan, demonstrate the need for adequately organized and environmentally controlled collections space. If SI must vacate the Smithsonian Institution Service Center (SISC) location, SIL will need to relocate approximately one-fifth of its collections to upgraded collections space. The master space plan responds to that relocation and to planned renovations in the National Museum of American History (NMAH), the National Museum of Natural History (NMNH), the Smithsonian Environmental Research Center (SERC), and other units.

SIL is escalating the publication of digital research products to give scholars the documentation they need for their research in all fields. These products include republication of important out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. In FY 2008, SIL will focus on digitizing scientific resources, including results of scientific explorations, taxonomic indices, and historical plant literature. SIL is advancing its partnership with major natural history and herbaria libraries (e.g., the Biodiversity Heritage Library) to digitize the legacy of biodiversity literature. SIL will digitize and make available to the public the Institution's scholarly record, including such multi-volume series as the SI Contributions, and Bulletins of the U.S. National Museum. As part of its archival responsibility, SIL is moving forward to establish the Smithsonian Digital Document Repository to preserve and provide permanent access to the scholarly results of the Institution's research. In FY 2008, SIL will complete its pilot project and move the Repository into full operation.

SIL will share richly illustrated books with the public through an exhibition, *Picturing Words: The Power of Book Illustration*, at the NMAH when the museum re-opens. SIL's outreach efforts include exhibitions and education programs. Additionally, SIL is marketing its traveling version of *Picturing Words* to SI Affiliates and libraries nationwide. Staff has begun planning, in collaboration with NMNH staff, an exhibition focusing on interactions between Smithsonian scientists and Charles Darwin, which will open in FY 2008 as part of the Darwin 200th birthday celebration.

In FY 2008, SIL will better integrate electronic journals and databases to make their contents available throughout the Smithsonian. In accordance with the Institution's goal of Strengthened Research, SIL will also deliver more information through the Web directly to researchers, with an emphasis on information resources in history and culture. SIL will continue to provide access to information held outside the Libraries through a new interlibrary loan system that makes it easier for SI staff to initiate and track the status of their requests.

SIL will integrate the holdings of the Freer/Sackler Library's Innopac system into the SIRIS system so that users will be able to search in one system for all library materials in SIL collections, including works in Chinese, Japanese, Korean, and other non-Latin based languages. SIL will provide metadata guidance, incorporating, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and SI digital publications and products.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$80,000)

- Enlarge SIL audience, expand degree of engagement in Washington, DC, and improve quality of SIL impact on audience through exhibitions and public programs

Provide reference services and information to the public (20 FTEs and \$1,475,000)

- Increase usage of SIL website to advance knowledge of and access to SIL collections by continuing improvement of content and accessibility of SIL websites

Offer compelling, first-class exhibitions (\$62,000)

- Implement exhibition guidelines
- Present SIL traveling exhibitions

Improve the stewardship of the national collections for present and future generations (51 FTEs and \$4,041,000)

- Complete SIL collections plan
- Increase access to Smithsonian collections and their associated information in SIRIS
- Increase representation of SIL collections on website
- Continue disciplined acquisition of the most significant items and collections that document the nation's and the world's cultural and scientific heritage
- Maintain state-of-the-art processes for physical storage, conservation, and preservation needed to ensure longevity of the collections, and put in place measures to safeguard SIL collections in emergencies
- Manage long-term access and preservation of the Institution's scholarly research publications
- Complete master space plan for SIL

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (9 FTEs and \$1,252,000)

- Provide the science units (museums and research centers) with orientation to optimize scientists' use of library resources
- Provide metadata guidance for linking taxonomic and bibliographic information
- Digitize *SI Contributions and Studies Series*, museum-oriented publications that can fulfill the publishing needs of the growing number of Smithsonian research units
- Produce and maintain SI Scholarly Press website
- Create Biodiversity Heritage Library
- Advance a pilot project for a Smithsonian Digital Repository to preserve and provide permanent access to the scholarly results of the Institution's research

Ensure the advancement of knowledge in the humanities through original research (7 FTEs and \$862,000)

- Provide the art and history museums with orientation to optimize researchers' use of library resources
- Market art and history resources widely

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (\$36,000)

- Migrate Freer/Sackler library cataloguing, acquisitions, and circulation functions to web-based product
- Upgrade SIRIS capabilities/functions for staff and public access

Strengthen an institutional culture that is customer centered and results oriented (13 FTEs and \$1,563,000)

- Demonstrate further progress on development and implementation of process management and performance indicators, and ensure that performance metrics are consistent and integrated into individual performance goals

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative and diverse (1 FTE and \$136,000)

- Improve diversity of staff by increasing the diversity of the application pool through participation in the Chesapeake Information and Research Library Alliance/Institute of Museum and Library Services (CIRLA/IMLS) intern program

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$50,000)

- Create publicity and provide public with information about SIL

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 2006 ESTIMATE	311	62,145	177	27,575	7	1,763	1	110
FY 2007 ESTIMATE	315	64,236	186	27,336	8	1,064	1	110
FY 2008 ESTIMATE	320	70,003	180	27,237	8	1,103	1	110

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	267	3	273	0	6
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	0	185	0	185	0	0
<i>Collections</i>						
Improve the stewardship of the national collections	2	226	5	524	3	298
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	6	663	6	690	0	27
Ensure the advancement of knowledge in the humanities	1	97	1	97	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	42	0	42	0	0
<i>Security and Safety</i>						
Provide a safe and healthy environment to support Smithsonian programs	1	99	1	103	0	4
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	95	36,607	97	41,047	2	4,440

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	24	2,501	24	2,616	0	115
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	78	10,520	78	11,039	0	519
Modernize the Institution's financial management and accounting operations	58	8,701	58	8,939	0	238
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	6	604	6	627	0	23
Modernize and streamline the Institution's acquisitions management operations	41	3,724	41	3,821	0	97
Total	315	64,236	320	70,003	5	5,767

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the offices of the Secretary, the Deputy Secretary and Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administrative activities of human resources, diversity, Government relations, financial management, information management, contract management, and legal services.

For FY 2008, the budget estimate reflects a net increase of 5 FTEs and \$5,767,000. This amount includes \$1,181,000 for necessary pay for existing staff funded under this line item; \$54,000 for Workers' Compensation; and \$445,000 for leased communication lines for new facilities and to establish a five-year replacement cycle for outdated network switches and routers. These amounts are justified in the Mandatory Costs section of this book.

The FY 2008 estimate includes program increases of 2 FTEs and \$204,000 for two collections managers for the Smithsonian's cryo-collections; 1 FTE and \$94,000 for a collections specialist to improve the management of Smithsonian collections; and 1 FTE and \$1,722,000 for a storage manager for the Collections Information System (CIS) enterprise storage repository and software license maintenance costs, as well as to migrate the Smithsonian Institution Research Information System (SIRIS) to a stable Oracle database. These amounts are justified in the Collections Initiatives, Institution-wide Programs section of this book.

The FY 2008 estimate also includes 1 FTE and \$1,867,000 for a human resources system administrator to support information technology (IT) infrastructure initiatives and to continue implementation and enhancement of the Human Resources Management System (HRMS). Also included is \$200,000 to continue implementing the Smithsonian Human Capital and Workforce Restructuring Plan. The FY 2008 estimate reflects the change in presentation of the Office of the Inspector General from the Administration line item to its own line item.

MEANS AND STRATEGY

The Institution will use appropriate management strategies to enhance the “increase and diffusion of knowledge” and achieve the Institution’s goals. The following strategies are cross-cutting and central to performing the Smithsonian’s mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution’s museums and research centers by attracting, recruiting, and retaining leaders with superior talent
- Manage human resources, foster diversity, and align human capital with the Institution’s goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian’s comprehensive workforce analysis study. Continue to conduct workforce and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Use state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement and enhance modules of a commercial Enterprise Resource Planning (ERP) system
- Continue replacing network equipment and desktop computers on an industry best practice life cycle; maintain the Institution’s Web infrastructure; and maintain and enhance CIS, while improving the security of the network
- Maintain the Institution’s telecommunications infrastructure to provide reliable, secure, cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for timely and accurate financial information and improve the Institution’s ability to integrate financial and performance management systems as part of the ERP effort

- Further the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Finalize and implement the Smithsonian Arts Strategic Plan and ensure public safety in the art museums

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$273,000)

- Work with Smithsonian units and museum directors to offer compelling, first-class exhibitions and other public programs highlighting Latino collections and contributions throughout the Institution
- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly in the Latino community
- Bring first-class educational resources to the nation via continued development of virtual gallery exhibitions and Latino-themed education materials distributed through world wide Web technology
- Strengthen capacity in science research by supporting the study of human diversity and cultural change
- Support collections-based studies that enhance existing databases, create new ones, and increase the potential of the collections for future scientific inquiry and public use—particularly in the area of Latino contributions
- Improve the outreach database and associated reporting structures so that they enable all outreach units in the Institution to provide input and output

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (\$185,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities
- Assist with surveys of museum visitors and help develop marketing goals, strategies, and specific activities aimed at increasing visitorship

Improve the stewardship of the national collections (5 FTEs and \$524,000)

- Issue reports on the national collections, including *Collection Statistics* and the collections disclosure report
- Refine the Institution-wide information system for gathering collections management data, thereby improving the quality and timeliness of collections-related information

- Assist Smithsonian units in revising their collections management policies
- Establish Institution-wide performance metrics for collections management
- Advise Smithsonian senior management by providing data to support strategic planning for collections

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (6 FTEs and \$690,000)

- Continue to monitor implementation of the Science Strategic Plan and focal areas of the science themes
- Increase cross-cutting collaboration in support of science themes and focal areas such as planets, biodiversity, and human diversity
- Increase significantly the number of peer-reviewed papers in science themes
- Reinstate colloquia and symposia in support of the science themes and focal areas
- Increase significantly the number of proposals eligible for external, competitive funding

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (1 FTE and \$97,000)

- Continue provenance research on Smithsonian collections, which may include up to 2,000 objects in the Freer and Sackler collections, or may focus on up to 600 prints and drawings in the collections of the National Museum of American History and the Smithsonian American Art Museum

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$42,000)

- Ensure that Capital Revitalization projects are on track and meet deadlines

Provide a safe and healthy environment to support Smithsonian programs (1 FTE and \$103,000)

- Identify, reduce, and eliminate or control safety hazards in the art museums

Modernize the Institution's information technology (IT) systems and infrastructure (97 FTEs and \$41,047,000)

- Maintain the Smithsonian's telecommunications infrastructure to provide, reliable, cost effective voice and data systems that support Smithsonian missions
- Continue the implementation and support of the ERP system, including an upgrade to the latest PeopleSoft release
- Maintain CIS software licenses and maintenance fees
- Replace 25 percent of the Institution's desktop personal computers
- Support implementation of a CIS storage repository and automated backup system
- Initiate the Office of Personnel Management (OPM) mandated electronic Official Personnel File (eOPF) implementation
- Initiate a five-year replacement cycle for Slnet switches and routers

Strengthen an institutional culture that is customer centered and results oriented (24 FTEs and \$2,616,000)

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflect best business practices, exploit modern technology, and respond to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institution units, including responding to training needs
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and improve upon standard tasks and time frames for major construction and exhibition design and fabrication of projects, consistent with best business practices
- Implement the Smithsonian Arts Strategic Plan

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (78 FTEs and \$11,039,000)

- Build a cooperative environment among all Smithsonian staff by increasing communication and emphasizing each person's contribution to the Institution's mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue the existing long-term work of implementing and evaluating the Institution-wide Human Capital Workforce

Restructuring Plan to streamline and leverage the Institution's workforce

- Promote training and informational programs that support diversity as an integral part of the work culture
- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and women-owned businesses

Modernize the Institution's financial management and accounting operations (58 FTEs and \$8,939,000)

- Support implementation of the ERP financial modules by identifying requirements and documenting re-engineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and to identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits
- Present and justify annual federal budget submission to the OMB and Congress

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$627,000)

- Increase media contacts initiated by the Institution by 10 percent

Modernize and streamline the Institution's acquisitions management operations (41 FTEs and \$3,821,000)

- Perform all contract management activities that support major Capital Facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, as well as warranty and contract close-outs
- Improve responsiveness to the training needs of customers
- Schedule and conduct annual physical inventory verification of capitalized and sensitive personal property assets for Smithsonian units to ensure that the PeopleSoft Asset Management database is maintained accurately
- Schedule and conduct annually required training classes for primary and alternate accountable property officers to ensure that the decentralized property management functions comply with Smithsonian policies and procedures

FY 2008 REQUEST — EXPLANATION OF CHANGE

For FY 2008, the Administration budget estimate includes a total increase of 5 FTEs and \$5,767,000, which includes \$1,181,000 for necessary pay; \$54,000 for Workers' Compensation costs; and \$445,000

for communications and networks justified in the Mandatory Costs section of this book.

This request includes resources to support the following Collections Initiatives justified in the Institution-wide Programs section of this book: 2 FTEs and \$204,000 for two collections managers for the Smithsonian's cryo-collections; 1 FTE and \$94,000 for a collections specialist to improve the management of Smithsonian collections; and 1 FTE and \$1,722,000 for unit CIS.

The Smithsonian is also requesting program increases of 1 FTE and \$1,867,000 for the IT infrastructure and \$200,000 to continue implementing the Smithsonian Human Capital and Workforce Restructuring Plan. These program increases are described in greater detail below.

- (+ \$310,000) Science IT Initiatives
 - Purchase annual Smithsonian Institution-wide license for Geographical Information System (GIS) and remote-sensing software (\$58,000)
 - Replace and/or upgrade related computer equipment located in the GIS lab, including additional storage devices and a large-format plotter used to make large maps and posters (\$17,000)
 - Replace the uninterruptible power supply (UPS) in Smithsonian Astrophysical Observatory's (SAO) main computer room, which currently does not meet SAO's electrical power requirements and is being discontinued by the manufacturer in FY 2007 (\$235,000)
- (+ \$621,000) Support IT infrastructure
 - Provide for hardware and software maintenance increases (\$150,000)
 - Extend the Network Operations Center (NOC) hours to 11:30 p.m. daily (\$471,000)
- (+ \$936,000, + 1 FTE) Human Resources IT Initiatives
 - Provide for increases in software license fees and operations and maintenance costs for the ERP Human Resources Management System (HRMS) (\$73,000)
 - Update the current Health Safety System (Medgate) with new health and safety laws, maintains the disability guidelines subscription, replaces the Health Safety System server, and provides user training (\$59,000)
 - Fund the OPM mandated electronic Official Personnel File (eOPF) implementation, including OPM assessment, implementation, and hosting services (\$622,000); additional hardware costs (\$7,000); and 1 FTE to support IT HR systems (\$58,000)

- Support Phase 2 development of the Smithsonian On-Line Academic Appointment (SOLAA) system. Phase 2 extends SOLAA capabilities by enabling Smithsonian units to review the applications online and provides additional reports (\$117,000)
- (+ \$200,000) Represents one-time funding and is requested to enable the Office of Human Resources (OHR) to continue programs for employee development, including but not limited to succession management, and to expand programs for performance management, especially in the area of pay for performance and pay banding. This funding contributes substantially to the development and delivery of programs leading to a more efficient, effective, and productive workforce

If the FY 2008 request is not allowed, the Institution will be unable to provide support for extended hours of IT operation, which reduces the quality of service and limits immediate problem resolution. Maintenance would not be provided for CIS, leading to outdated and error-prone software, and leaving museums, libraries, and archives unable to accurately manage the collections. Failure to approve the requested funds also increases the risk of not addressing network and system issues as they occur, thereby increasing the costs of repair and the potential loss of critical IT infrastructure. In addition, rejecting the increases to provide the eOPF and health and safety licenses risks putting the Institution in noncompliance with OPM reporting mandates.

Without the requested funds for improvements to the SOLAA system, delays will continue in the applicant screening process. Without the requested increase, GIS licenses for the 400 individual installations and remote-sensing software would not be able to operate, leaving on-going, cutting-edge research, including animal conservation and environmental monitoring, at risk. In addition, without the replacement of SAO's UPS that is being discontinued by the manufacturer in FY 2007, the Institution will be using an unsupported UPS that does not meet SAO's needs.

Furthermore, without this funding, OHR's ability to assist units in managing the Institution's human capital effectively will be diminished. Consequently, the Smithsonian Institution will be hindered in its ability to meet its management goals, because its personnel systems will be ineffective and its workforce will not possess the skills needed to meet future challenges.

OFFICE OF THE INSPECTOR GENERAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ESTIMATE	15	1,768	1	144	0	0	0	0
FY 2007 ESTIMATE	15	1,815	1	147	0	0	0	0
FY 2008 ESTIMATE	17	2,081	1	147	0	0	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	15	1,815	17	2,081	2	266
Total	15	1,815	17	2,081	2	266

BACKGROUND AND CONTEXT

The Inspector General Act Amendments of 1988 established the Office of the Inspector General (OIG) at the Smithsonian Institution to provide an independent and objective office to:

- conduct and supervise independent and objective audits and investigations relating to agency programs and operations;
- promote economy, efficiency, and effectiveness within the Institution;
- prevent and detect fraud, waste, and abuse in the Institution's programs and operations;
- review and make recommendations regarding existing and proposed legislation and regulations relating to the Institution's programs and operations; and
- keep the Board of Regents, the Secretary, and the Congress fully and currently informed of problems in agency programs and operations

In keeping with its mission, the OIG is responsible for providing oversight of the external auditors who conduct the annual review of the Institution's financial statement. In addition, under the Federal Information Security Management Act (FISMA), the OIG hires contractors to conduct an annual evaluation of the Institution's information security program and practices, and reports on their effectiveness.

The oversight responsibilities of the OIG have continued to expand because of FISMA, strict requirements governing personally identifiable information, the annual financial statement audit, and requests from Congress. At the same time, the programs and operations of the Smithsonian Institution continue to expand. Although the scope of the OIG's responsibilities has increased, its budget and staffing have remained essentially static in recent years and have significantly declined during the last 12 years.

Nevertheless, in FY 2005, the OIG identified more than \$1.3 million of funds that could be put to better use; concluded investigations resulting in two successful criminal prosecutions and monetary restitution to the Institution; prevented additional losses; recovered collections items; issued 61 recommendations to improve the economy, efficiency, and effectiveness of Institution programs; and conducted outreach presentations, among many other accomplishments, both tangible and intangible, for the benefit of the Institution.

In FY 2005, the OIG staff consisted of 15 trust and federally funded positions, down from a peak of 24 in 1994. Since 1994, both the budget and operations of the Smithsonian Institution have expanded dramatically. The proposed increase of two positions is not sufficient, but it will begin to restore resources that are critical for the OIG to accomplish its mission.

For FY 2008, the estimate includes an increase of \$65,000 for necessary pay for existing staff funded under this line item, and a program increase of 2 FTEs and \$201,000 for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission.

MEANS AND STRATEGY

To balance its oversight responsibilities with available resources, the OIG will continue to select areas for evaluation that:

- are the focus of congressional and executive branch attention;
- have high public interest and/or large dollar outlays;
- figure prominently in the Smithsonian's strategic plans and annual performance plans and reports; or
- have known performance and accountability or high-risk issues

The OIG's tentative audit inventory for FY 2008 includes: the modernization of the information technology (IT) infrastructure and development of IT investment strategies; the contracting practices of Smithsonian Business Ventures (SBV); the management of exhibitions; collections information systems; the effectiveness of the Institution's processes for identifying, measuring, and managing risk; accountability and maintenance of the Institution's vehicle fleet; and the status of human capital and workforce restructuring efforts. In addition, the OIG will provide oversight of the FY 2008 financial statement audit; conduct or oversee contractors to conduct the annual FISMA review; and assist the Treasury Department and the Government Accountability Office in preparing Government-wide financial statements by performing agreed-upon procedures to explain material differences in intra-Governmental activity balances and related internal control deficiencies.

The investigative staff will continue to conduct investigations and criminal prosecutions, resolve complaints, and proactively engage the Institution's staff to detect and prevent waste, fraud, and abuse.

The OIG will continue to focus on high-risk, high-dollar areas, and to respond to requests for audits and reviews from the Board of Regents, the Secretary, and the Congress. In addition, the Office will continue to maintain a substantial inventory of areas identified as needing audit work.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (17 FTEs and \$2,081,000)

- Assess the Institution's IT investment strategies and determine whether (1) the Chief Information Officer has implemented sound strategies and practices for managing IT resources and meeting program area information needs, and (2) the IT infrastructure is being sufficiently modernized to support the activities of the Institution
- Determine whether SBV's contracting policies and procedures are in line with industry best practices, and whether SBV contracts are sufficiently competed to maximize revenues
- Examine a sample of the most expensive exhibits to determine if museum management adequately tracks exhibition-related expenses and financing, reasonably estimates the life-cycle costs of exhibitions, and identifies risks and sources of contingent funds when budgets are not met
- Determine whether opportunities exist to increase public access to collections information and enhance the state of collections

information management, while at the same time reducing infrastructure and maintenance costs

- Evaluate the Institution's metrics process for measuring and tracking risk. Review management's effectiveness in (1) identifying and measuring risks and vulnerabilities, (2) evaluating and monitoring corrective action plans, and (3) providing alternatives and resources to eliminate the vulnerabilities and minimize the risks
- Assess the effectiveness of the Institution's vehicle fleet management
- Examine the Institution's progress in implementing human capital initiatives targeted for FYs 2005 and 2006 that were recommended by the Human Resources Research Organization
- Ensure that the Institution complies with FISMA requirements
- Provide oversight for the external auditors' annual financial statement audit

FY 2008 REQUEST — EXPLANATION OF CHANGE

For FY 2008, the budget request includes an increase of 2 FTEs and \$266,000. This amount includes an increase of \$65,000 for necessary pay for existing staff funded under this line item, and \$201,000 to fund two additional auditors. This program increase is described in greater detail below.

- (+ \$120,000, +1 FTE) Hire an IT auditor to perform internal and external vulnerability assessments and penetration testing, and to conduct reviews of the Institution's information systems, ensuring that they comply with the standards set by the National Institute of Standards and Technology.
- (+ \$81,000, +1 FTE) Hire a staff auditor to support reviews of capital spending, facilities revitalization, IT modernization, and other high-risk areas.

If the FY 2008 request is not allowed, the OIG will be hampered in its ability to serve as the statutorily mandated, independent, and objective Office that helps ensure the integrity, efficiency, and effectiveness of the Institution's programs and operations. In addition, the OIG will be unable to perform critical oversight of IT modernization, continue monitoring project management, review financial system upgrades and controls, and prevent the inventory of high-risk areas requiring audit work from continuing to expand. The OIG also does not have sufficient funds to contract out the annual FISMA evaluation and requires additional personnel to conduct other audits.

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 2006 ESTIMATE	343	45,493	0	75	0	20	0	0
FY 2007 ESTIMATE	369	51,278	0	75	0	20	0	0
FY 2008 ESTIMATE	441	94,462	0	75	0	20	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	358	47,773	430	89,588	72	41,815
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	11	3,505	11	4,874	0	1,369
Total	369	51,278	441	94,462	72	43,184

BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. The Office of Facilities Engineering and Operations (OFEO) is responsible for the maintenance and repair of an infrastructure of approximately 10 million square feet of owned and leased buildings and structures, including 18 museums and galleries, 10 science centers, and the National Zoological Park (NZP). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns. The current replacement value of the Smithsonian-owned facilities is estimated to be \$4.7 billion.

The National Research Council long ago established guidelines indicating that 2 to 4 percent of the current replacement value of facilities is required annually for routine maintenance and minor repairs. This metric indicates the Smithsonian should apply \$94 million to \$188 million annually for maintenance and minor repairs. Additionally, as new and renovated museums and major exhibits are brought online, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the infrastructure.

In its April 2005 report to Congress, the Government Accountability Office (GAO) formally recognized the deteriorating condition of Smithsonian buildings and cited the seriously underfunded maintenance program as one of the principal causes. The GAO report confirmed the findings of the 2001 National Academy of Public Administration's review, and reiterated the need for an infusion of maintenance funds.

The FY 2008 budget estimate includes an increase of 72 FTEs and \$43,184,000. This increase includes 72 FTEs and \$42,068,000 to continue strengthening critical systems maintenance and repair of the Smithsonian's infrastructure, and \$1,116,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, OFEO continues an aggressive, long-range facilities maintenance and minor repair program, using a Reliability Centered Maintenance (RCM) approach that includes benchmarking efforts with other organizations such as the Association of Higher Education Facilities Officers (APPA). RCM is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts resulted in a staffing goal to achieve APPA's recommended level 2 standard for building maintenance, referred to as "Comprehensive Stewardship." The "Comprehensive Stewardship" level of maintenance will ensure that equipment and building components are in operating condition; that sufficient staffing is in place to respond to maintenance calls in a timely manner; and that electrical and mechanical systems are routinely upgraded.

With increased funding in FY 2008, the Institution will attain APPA's level 3 "Managed Care" service which will ensure that equipment and building components are functional, with only occasional breakdowns; that sufficient staffing is in place to respond to emergencies; and electrical and mechanical systems are periodically upgraded. OFEO will continue efforts to achieve the "Comprehensive Stewardship" level of building maintenance as it is no less

than what should be expected at the world's largest and most-visited museum complex.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures. Requested resources in FY 2008 will enable OFEO to maintain and enhance physical security systems throughout the Institution, and ensure that all security monitoring systems are maintained at the same levels.

The Institution completed a Program Assessment Rating Tool (PART) evaluation of the facilities Operations and Maintenance Program during FY 2006. The Institution received the highest PART rating score which confirms the Government Accountability Office's conclusion that the maintenance program is effectively managed and, if properly resourced, will achieve long-term results in improving the Institution's essential infrastructure.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Implement an aggressive and professional maintenance program (430 FTEs and \$89,588,000)

- Arrest growth in maintenance backlog by 33 percent
- Increase planned maintenance level to 60 percent of total annual maintenance expenses
- Maintain temperature and relative humidity levels within the target range 85 percent of the time
- Improve mean time between repairs of critical vertical transportation units to greater than 70 days between maintenance calls
- Improve scheduled evaluation of building systems/equipment to 95 percent, using RCM
- Maintain a rate of more than 98 percent customer satisfaction with maintenance activities
- Maintain availability of critical electrical power 99.9 percent of the time
- Maintain availability of fire-alarm and fire-suppression systems 99.9 percent of the time

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (11 FTEs and \$4,874,000)

- Ensure that physical protection systems operate as intended 99 percent of the time to minimize the risk to the Institution's collections, staff, visitors, and volunteers

FY 2008 REQUEST – EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 72 FTEs and \$43,184,000. Included is an increase of \$1,116,000 for necessary pay for existing staff funded under this line item. In addition, OFEO is seeking an increase of 72 FTEs and \$42,068,000 to support new facility maintenance requirements, Institution-wide maintenance and minor repair projects and contracts, and physical security maintenance requirements. The increases are as follows:

- (+ \$38,525,000, + 56 FTEs) This increase is required to ensure the implementation of RCM methodologies throughout the Institution and ensure that building systems are functional with only occasional breakdowns and that electrical and mechanical systems are periodically upgraded. The request provides \$3,198,000 for salaries and benefits for 41 utilities systems repair operators; \$1,110,000 for salaries and benefits for 15 maintenance mechanics; and \$692,000 for supplies, materials, and equipment to maintain optimal building systems. In addition, \$33,525,000 will provide contract support for maintenance and minor repair projects to assist in arresting the growth of unperformed maintenance and minor repairs.
- (+ \$1,437,000, + 13 FTEs) This increase supports maintenance and monitoring of new building systems in the newly re-opened Patent Office Building and the soon-to-be completed Pod 5 at the Museum Support Center thereby ensuring optimum performance and prolonging the life of the building systems. The request includes \$1,028,000 for salaries and benefits for 10 utilities systems repair operators (\$780,000), two maintenance mechanics (\$148,000), and one contract specialist (\$100,000), as well as \$409,000 for supplies, materials, and equipment.
- (+ \$657,000) This increase provides funding to cover essential operations and maintenance contract services to ensure that the majority of building system maintenance will be performed using RCM methodology. The request includes \$572,000 for increased service costs associated with the expansion of the new Hazy Barn at the National Air and Space Museum's (NASM) Udvar-Hazy Center, and \$85,000 to support operations and maintenance costs at the Herndon, Virginia, leased facility under a triple-net lease. The Herndon facility houses the Smithsonian's information technology data center that maintains the Institution's critical local- and wide-area network's server systems. Funding will ensure proper building maintenance and operations that are necessary to keep the facility operating as designed, thereby minimizing service disruption and system failures.
- (+ \$324,000, + 3 FTEs) This increase provides funding for staffing and contract costs to maintain critical fire detection and suppression systems at the NZP Rock Creek and Front Royal facilities. Funding will be used to

tie both facilities to one control center to ensure an immediate response to emergencies. Funds will support salaries and benefits for three fire-protection engineers (\$249,000) and provide for contract support and maintenance to ensure adequate fire-detection and suppression systems in both facilities (\$75,000).

- (+ \$650,000) This increase provides for maintenance contracts for newly installed equipment. Included in the request is \$400,000 for contract services to maintain the security systems at the National Museum of American Indian (NMAI), Udvar-Hazy Center, NZP, National Postal Museum, and the Reynolds Center, commensurate with security systems at other Smithsonian facilities. The request also provides \$250,000 for operable-vehicle barrier maintenance contracts at NMAI, NASM, the National Museum of American History, and the National Museum of Natural History to provide routine preventative maintenance, thereby ensuring long-term operability of these barrier systems.
- (+ \$325,000) This increase provides for a Locksmith maintenance contracts for both the Washington DC area museums/facilities (\$250,000) and for the New York City area museums/facilities (\$75,000). These contracts will ensure that new installations are completed in a timely manner; all locks and locking mechanisms are tested and inspected; and repair and routine maintenance are performed at all Smithsonian museums/facilities.
- (+ \$150,000) This increase provides for maintenance contracts for newly installed Identification (ID) enrollment stations resulting from the initial implementation of the Homeland Security Presidential Directive 12 (HSPD-12). These funds will ensure that ID systems are compliant with HSPD-12 requirements. Funds will also be utilized to maintain the Security Management System by developing an IT required security plan; plan maintenance, conduct required annual system testing; ensure annual system accreditation; and ensure compliance with IT and National Institute of Standards and Technology (NIST) requirements.

If the FY 2008 request is not allowed, base funds will be inadequate to arrest the deteriorating condition of the Smithsonian's buildings and supporting infrastructure, endangering the collections and placing staff and visitors' health and safety at increased risk. Furthermore, the quality, effectiveness, and longevity of repairs will be further compromised by the need to stretch existing resources for overwhelming requirements. The Smithsonian's ability to maintain more reliable mechanical equipment, reduce energy usage, and improve the environment to safeguard the national collections, staff, and visitors will be severely impacted. This may result in unacceptable environmental issues such as increased mold and microbe proliferation, indoor air-quality problems, and potential and real hazards to staff and visitors.

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 2006 ESTIMATE	1,453	154,066	22	14,703	5	426	0	0
FY 2007 ESTIMATE	1,496	165,724	10	1,596	5	368	0	0
FY 2008 ESTIMATE	1,553	186,838	10	1,596	5	368	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	690	8	717	0	27
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	482	101,109	537	118,430	55	17,321
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	966	59,716	968	63,345	2	3,630
Provide a safe and healthy environment to support Smithsonian programs	40	4,209	40	4,346	0	136
Total	1,496	165,724	1,553	186,838	57	21,114

BACKGROUND AND CONTEXT

The Facilities Operations, Security, and Support (OSS) program operates, secures, and supports the Smithsonian's physical infrastructure under the direction of the Office of Facilities Engineering and Operations

(OFEO). OFEO's mission is to provide a safe, secure, and quality-built environment that enables staff to increase and diffuse knowledge, and adds to the enjoyment of the visiting public. OFEO provides operational services for approximately 10 million square feet of owned and leased facilities, including 18 museums and galleries, 10 research centers, and the National Zoological Park.

Resources within OSS support facilities operations, including activities such as grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; fire protection; and safety, environmental, and health services. Resources also support facilities planning, architectural/engineering design plans, as well as postage, utilities, and central rent costs.

For FY 2008, the budget estimate includes an increase of 57 FTEs and \$21,114,000. This amount includes \$3,864,000 for necessary pay for existing staff funded under this line item; \$12,255,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget; and a programmatic increase of 57 FTEs and \$4,995,000 for cleanliness requirements and security support.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, OFEO will continue to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's resources will be focused on meeting the ongoing operational requirements of the Institution's facilities. OFEO has benchmarked the Institution's custodial staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). In 2006, the Institution received the prestigious Award of Excellence from APPA in recognition of OFEO's excellence in facilities management, and efforts at establishing measurable performance standards and staffing levels for appearance and cleanliness, and efficient operations. Ultimately, the Institution intends to achieve APPA's appearance level 2, which is referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. With FY 2008 resources, OFEO will meet appearance level 3, "Casual Inattention." Although this level of appearance is not totally acceptable, it will ensure a generally clean and odorless environment.

In FY 2006, the Institution completed a Program Assessment Rating Tool (PART) evaluation of the facilities Operations and Maintenance Program. The Institution received the highest PART rating score which confirms the Government Accountability Office's conclusion that the facilities program is effectively managed and, if properly resourced, will achieve long-term results in improving the Institution's essential infrastructure.

OFEQ will also use base resources to continue providing protection for the facilities, staff, and volunteers, while also permitting an appropriate level of access to the national collections. The Institution will continue to focus on security measures required to address elevated risks identified in the All-Hazard Risk Assessment conducted in 2006. Increased resources in FY 2008 will be used to implement operational security measures to ensure that proper access controls and background/screening measures are implemented for all employees, contractors, and volunteers.

In addition, OFEQ will continue using base resources to provide a safe and healthy environment for the Institution's staff by concentrating its efforts on reducing occupational injuries and illnesses. As part of the new wellness program in FY 2006, OFEQ conducted the first health risk assessment that provided a basis for future health program planning. In the long term, the assessment will aid in decreasing Workers Compensation claims, employee absenteeism and turnover, and increase employee productivity and morale.

STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$717,000)

- Complete installation of the 2008 orchid exhibit by January 2008
- Conduct a visitor survey of the 2008 orchid exhibit and compare results to previous exhibit surveys in an effort to improve visitors' experience and help develop future orchid exhibits

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (537 FTEs and \$118,430,000)

- Continue integration of the facilities management program and related activities throughout the Smithsonian to improve operational efficiency and effectiveness, cost and quality controls, and accountability

- Improve cleanliness measurements from “Moderate Dinginess” (level 4) to approach “Casual Inattention” (level 3), with the goal of achieving “Ordinary Tidiness” (level 2) in FY 2009
- Maintain a 95 percent rate of responses to work requests that are within established time limits (30 minutes for emergencies and two weeks for regular work requests)
- Improve to 85 percent the percentage of work orders that are completed within 120 days

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (968 FTEs and \$63,345,000)

- Maintain crime rate for non-collection property at less than 10 crimes per million visitors, crime rate against staff and visitors at no more than one crime per million visitors, and intentional loss/damage to collections rate at zero
- Improve upon visitor complaints about security staff and procedures at less than three complaints per million visitors

Provide a safe and healthy environment to support Smithsonian programs (40 FTEs and \$4,346,000)

- Reduce occurrence of deficiencies/hazards that can cause serious injury and/or illness (Risk Assessment Code 1 and 2 findings) by 10 percent
- Reduce occupational injuries and illnesses by 12 percent from FY 2003 baseline (per 2004 Presidential Safety, Health, and Return-to-Work initiative goals)
- Implement a health/wellness program aimed at reaching 10 percent of employees Institution-wide
- Achieve a five percent reduction in lost production day costs through injury and illness prevention and wellness

FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of \$21,114,000. This amount includes \$3,864,000 for necessary pay for existing staff funded under this line item, and \$12,255,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget. Also included is a programmatic increase of 57 FTEs and \$4,995,000 to support cleanliness requirements and improve security. The increases are as follows:

- (+ \$2,255,000, + 48 FTEs) This increase provides resources to ensure that the APPA level 3 appearance standard, “Casual Inattention,” is achieved throughout the Institution, with the goal of attaining the level 2 appearance standard, “Ordinary Tidiness,” for the most visited museum complex in the world. The request provides \$2,064,000 for salaries and benefits for 48 building services workers, and \$191,000 for supplies, materials, and equipment.

- (+ \$502,000, +6 FTEs) This increase provides funding to support additional mail delivery and shuttle services for Smithsonian staff re-located from the Arts and Industries Building and the Victor Building to Herndon, Virginia, Crystal City, Virginia, and other leased facilities. The request includes \$372,000 for salaries and benefits for two mail delivery staff (\$124,000) and four shuttle drivers (\$248,000), and \$130,000 for the one-time purchase of a shuttle bus (\$100,000) and a mail delivery truck (\$30,000).
- (+ \$712,000) This increase provides funding to cover increased cleaning and operational contract costs. The request includes \$607,000 for essential operational and maintenance services associated with the expansion of the new Hazy Barn at the National Air and Space Museum's Udvar-Hazy Center in Chantilly, Virginia, and \$105,000 for new cleaning requirements at the Herndon, Virginia, leased facility under a triple-net lease. Funding will ensure that the Smithsonian achieves APPA's level 2 appearance, "Orderly Tidiness," and will keep planned building maintenance and repair work at acceptable levels.
- (+ \$145,000, +1 FTE) This increase provides for a dedicated program manager to oversee and centrally manage OFEO's accountable personal property—ranging from systems furniture to firearms, procurement activities, and travel services. This request will provide \$140,000 for salary and benefits, and \$5,000 for support costs.
- (+ \$370,000) This increase provides funding for additional security support, thereby decreasing the risk of damage to or loss of Smithsonian property and collections. The request includes \$100,000 for increased security post coverage at the Udvar-Hazy Center (due to the opening of the new Hazy Barn); \$30,000 for expanded security post coverage at the Smithsonian Tropical Research Institute for the Gamboa new research facilities in Panama; and \$240,000 for additional security requirements at the Herndon, Virginia, leased facility that houses the majority of the Institution's information technology assets.
- (+ \$570,000) This one-time increase will fund the initial implementation of the mandates of the Homeland Security Presidential Directive 12 (HSPD-12). HSPD-12 mandates that a Government-wide standard be used for secure and reliable forms of identification issued by the federal Government to its employees and contractors. Funding will support new procedures to improve control of employee and contractor access to non-public areas of the Institution; purchase personnel security management hardware and software to ensure that all background investigation information can be accurately recorded and tracked; and improve identity verification and authentication.
- (+ \$220,000, +2 FTEs) This increase will ensure that background investigations for contractors, volunteers, and employees are conducted under standards mandated by the U.S. Office of Personnel Management.

Because background investigations have become increasingly significant, OFEO will use the requested resources for salaries and benefits for one supervisory personnel security specialist (\$120,000) and one personnel security specialist (\$100,000) to ensure proper screening of employees.

- (+ \$221,000) This increase will provide additional funding for background investigations for new and existing contractors and volunteers. The resources will ensure that all contractors and volunteers requiring access to the Institution facilities will have appropriate background investigations, thereby ensuring that employees meet suitability requirements. This request will provide a permanent base increase of \$21,000 for all new contractors and volunteers and one-time of \$200,000 to investigate existing contractors and volunteers.

If the FY 2008 request is not approved, OFEO will not be able to attain APPA level 3, "Casual Inattention" appearance standards but will have no alternative but to remain at APPA level 4, "Moderate Dinginess." The world's most visited museum complex will maintain unacceptable custodial service levels. Without increased funds, contract support for security, operational, and cleaning services at off-site locations will not be provided, leaving vital Smithsonian facilities unprotected and without mail and shuttle services. Lastly, without increased funding, OFEO will not have the necessary funding to implement HSPD-12 and properly conduct background investigations, thereby leaving the Institution and its assets vulnerable to potential theft and terrorist attacks.

FACILITIES CAPITAL

FY 2006 Appropriation	\$98,529,000
FY 2007 Estimate	\$107,000,000
FY 2008 Estimate	\$163,190,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	38	96,600	48	133,160	10	36,560
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	0	0	13,015	0	13,015
Provide a safe and healthy environment	0	10,400	0	17,015	0	6,615
Total	38	107,000	48	163,190	10	56,190

BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance have led to growing, widespread deterioration and increasingly impaired performance of the Institution's physical plant.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a ten year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) report of April 2005 again confirmed that the Institution needs an investment of \$2.3 billion for

revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed during the NAPA study. Without question, there is an urgent need for major investment so that the Smithsonian can escape the current, never-ending crises of costly, unforeseen, breakdown repairs. Without sufficient capital support, the Institution will eventually fail in its mission.

MEANS AND STRATEGY

The FY 2008 request for the Facilities Capital Program represents a significant investment in the goal of Enhanced Management Excellence, with a substantial increase from the level estimated for FY 2007. With funding in the Facilities Capital Program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections, and will make incremental progress toward returning to and then sustaining Smithsonian facilities at a fully functional level in the next decade.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of the knowledge learned from more than 200 architect-engineer consultant investigations and internal condition assessments. The facilities requirements known at this time fall into two major areas, both of which are essential: facilities capital and facilities maintenance.

The Facilities Capital Program entails both construction and revitalization activities; however, there are no major capital construction funds requested for this year's budget. Revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects enable the Smithsonian to avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the irretrievable loss of scientific data.

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of Smithsonian facilities and protect the Institution's investment in revitalization. Underfunding maintenance devalues our capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources during the next decade to arrest the downward spiral of deterioration and provide for safe,

code-compliant, and functional facilities that support Smithsonian programs. Robust future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Capital Program during FY 2005 and received the highest PART rating score. The Smithsonian expanded the PART coverage to the Facilities Operations and Maintenance Program in FY 2006, and received a very high score on that program as well. These ratings confirm the NAPA and GAO conclusions that these programs are effectively managed and will achieve long-term results in improving the Institution's essential infrastructure.

STRATEGIC GOAL AND FY 2008 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the Smithsonian mission (48 FTEs and \$133,160,000)

- Improve the overall condition of Smithsonian buildings to an average Facilities Condition Index (FCI) of 31% from a FY 2005 baseline of 35% (lower percentage indicates improvement in conditions)
- Reduce the average FCI for buildings with major revitalization funding to 28% from a FY 2005 baseline of 33%
- Reduce the \$1.5 billion backlog of revitalization requirements
- Complete 25% construction of Asia Trail Phase II, Elephant Trails, at the National Zoological Park
- Complete Phase II of the core space revitalization at the National Museum of American History, Behring Center
- Complete revitalization of the West Wing basement, 30% of southwest third floor main building, and 10% of elevator and window replacement at the National Museum of Natural History (NMNH)
- Complete 20% of the renovation of Pod 3 at the Museum Support Center
- Complete 75% of electrical system replacement at the National Air and Space Museum
- Construct replacement greenhouses at Suitland, Maryland
- Complete 50% of programming planning for the National Museum of African American History and Culture

Provide world-class protection for Smithsonian facilities, collections, staff, visitor, and volunteers (\$13,015,000)

- Complete construction of permanent perimeter security barriers at the NMNH; complete 50% construction of barriers at the NMAH

Provide a safe and healthy environment (\$17,015,000)

- Complete critical fire-protection improvements at the National Zoological Park
- Complete replacement of fire-protection systems at the Museum Support Center and other Smithsonian facilities
- Initiate upgrade of fire-detection and alarm systems to protect collections stored at the Garber Facility in Suitland, Maryland

FY 2008 REQUEST — EXPLANATION OF CHANGE

The Institution requests \$163,190,000 and 48 FTEs for the Facilities Capital Program in FY 2008 for Revitalization, plus the Planning and Design funding needed to support these and future projects. This amount is needed to keep pace with the NAPA and GAO recommended schedule for eliminating the current backlog of revitalization requirements. This request represents an increase of \$56,190,000 from the FY 2007 estimate, and supports a significant acceleration of design and revitalization work. Work at the Zoo will be guided by the nearly-complete master plan to correct the deteriorating conditions there. The request also recognizes the need to sustain progress in other priority areas, including revitalizing the National Museum of Natural History and the National Museum of American History, and installing perimeter barriers to reduce the risk of terrorist attacks on its iconic buildings. Several emerging priorities are also represented, including the need to address serious deficiencies in collection storage conditions and to renovate or replace research and support facilities to protect the viability of ongoing operations. The Institution requests a total of 10 new FTEs in the Facilities Capital program for FY 2008 to augment the construction management staff to better administer the increased workload of projects in the proposed program.

If this request is not allowed, the Institution's facilities will continue to deteriorate, increasing the eventual cost of revitalization and the risk of further building closures.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2008, and the related future program requirements through FY 2012.

SMITHSONIAN INSTITUTION

Facilities Capital Program Summary

FY 2008 - FY 2012

CATEGORY \$Millions	Received				Request	OMB Request	Future Program				
	Prior	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Outyears
REVITALIZATION											
<i>Major Projects</i>											
Arts & Industries Building	13.2		23.4	5.8			1.3				182.0
Greenhouse Replacement						12.0					
Hirshhorn Museum							5.5				18.5
Museum Support Center						13.0	12.0		6.5	6.5	6.5
National Air and Space Museum					10.0						50.0
National Museum of American History	1.4	3.4	10.0	18.4	13.5		20.0	30.0	24.0		100.0
National Museum of Natural History	98.4	3.0	7.0	12.8	25.4	30.0	29.0	30.0	30.0	30.0	54.9
National Zoological Park	20.2	23.7	19.5	12.5	16.0	22.5	20.3	25.2	25.2	28.1	191.1
Patent Office Building	73.6	47.4	44.4								
Quadrangle											64.5
Renwick Gallery											25.0
Silver Hill Facility											24.0
Smithsonian Castle	1.0									45.0	30.0
STRI, Gamboa Development											3.0
Udvar-Hazy Center											5.0
Anti-Terrorism Protection				7.9		8.0	23.5	21.0	15.9	12.3	26.7
<i>Other Revitalization Projects</i>		12.0	6.0	15.0	26.2	48.0	36.1	30.3	34.8	18.5	ONGOING
SUBTOTAL	207.8	89.5	110.3	72.4	91.1	133.5	147.7	136.5	136.4	140.4	781.2
CONSTRUCTION											
NMAI Mall Museum	119.2										
NMNH, Museum Support Center Pod 5		9.9	6.9	18.1	5.4						
SAO, VERITAS Site Improvements			1.0								
SERC, Construction Mathias Lab Modules							10.0	10.0	9.0		
National Museum of African American History & Culture							TBD	TBD			TBD
Other Future Construction											118.5
SUBTOTAL	119.2	9.9	7.9	18.1	5.4	0.0	10.0	10.0	9.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN	0.0	8.2	7.9	8.0	10.5	29.7	18.8	25.9	21.6	21.9	ONGOING
TOTAL REQUEST	327.0	107.6	126.1	98.5	107.0	163.2	176.5	172.4	167.0	162.3	ONGOING

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This investment provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are those that cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Renovate Pod 3, Collections Storage Improvements	13,000
National Museum of Natural History	Revitalize Public and Non-Public Space	30,000
National Zoological Park	Asia Trail, Phase II: Elephant Trails	9,000
	Renew Facades, Roofs, and Skylights	2,000
	Upgrade Fire Suppression, Life Safety & Infrastructure	6,500
	Repair Structural Systems, General Services Building	5,000
Suitland Support Facility	Replace Greenhouses	12,000
Mall Facilities	Construct/Install Anti-Terrorism Protection, NMAH	<u>8,000</u>
TOTAL MAJOR PROJECTS		\$85,500

Other Revitalization Projects

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, however, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Cooper-Hewitt Museum	Complete Miller-Fox Renovation	1,650
Freer Gallery of Art	Replace Roof	1,275
Hirshhorn Museum and Sculpture Garden	Renovate Front Entrance	1,400
	Repair Sculpture Garden Retaining Walls	2,000
Museum Support Center	Improve Fire Detection and Protection	2,500
National Air and Space Museum	Waterproof Terrace at Perimeter	1,500
	Improve Air Quality in Room P719	1,275
National Museum of American History	Replace Fifth Floor Windows	1,050
National Zoological Park	Repair/Renew Police Station	1,000
Quadrangle	Connect GSA Chilled Water System	1,500
Renwick Gallery	Modernize Security Systems	750
Smithsonian Astrophysical Observatory	Construct Instrument Storage Building	900
Smithsonian Environmental Research Institute	Construct Replacement of HVAC Systems	4,000
Smithsonian Tropical Research Center	Rehabilitate Gamboa Old Schoolhouse, Phase I	1,500
	Improve Security and Façade, Tupper Building	525
	Replace Visitor Center, Barro Colorado Island	650
Suitland Support Facility	Provide Central Fire Pump and Upgrade Mains	1,700
	Upgrade Fire Systems in Buildings 7, 20, 21, 24 and 31	1,200
	Provide Surge Protection for Site	1,300
	Demolish Buildings 15 and 18, Move Collections	2,000
Multiple Locations	Install Backflow Prevention in DC Buildings	3,000
	Construction Supervision and Admin	4,800
	Misc. projects \$500,000 and under	10,565
TOTAL OTHER PROJECTS		<u>\$48,040</u>
TOTAL REVITALIZATION		\$ 133,540

PROJECT TITLE: Renovate Pod 3, Collections Storage Improvements
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars):

Renovate Pod 3 \$13,000

PRIOR YEAR FUNDING:

Design 2,500

FUTURE YEAR FUNDING (FY 2009):

12,000
Total \$27,500

BUILDING BACKGROUND:

Designed and built in 1983, the modern, precast concrete center is a research, conservation, and collection storage facility providing optimum environments for the storage, preservation, and study of Smithsonian collections. The original 524,000-square-foot facility has four large collection storage bays, referred to as pods, and an office-laboratory complex. The 120,000-square-foot fifth pod is currently under construction to provide code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of fire and life-safety codes and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The alcohol collections now in Pod 3 will be moved to the new Pod 5 when it is completed in spring of 2007. This will free up valuable space in Pod 3 for the storage of other Smithsonian collections requiring high-quality environmental conditions and security, including physical anthropology collections, specimens needing cold storage or special gas storage, and art works. These collections are currently stored in substandard space in the museums and in leased space that does not meet climate control requirements for long-term preservation of collections.

PROJECT DESCRIPTION:

Pod 3 has a gross footprint of about 36,000 square feet. It contains an attached interior three level (9,000 square-foot/level) structural system for collection storage, which covers one-third of the available floor space and is being used to store part of the NMNH wet alcohol collection. The revitalization of Pod 3 will include demolishing the inefficient interior three level structural system, all electrical equipment, and all existing sprinkler piping systems, and

reconfiguration to provide additional collection storage for NMNH (36,000 SF) and art collections for multiple art museums (36,000 SF). The space will be divided into two permanent floors with separate areas for each collection type, with a new mechanical system independent from the rest of the building to provide appropriate environmental conditions for each space. The new space will meet all current fire codes, with a 2-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$13 million in FY 2008 to begin the renovation, and will request funding in future years to complete the work under a multi-year contract.

PROGRESS TO DATE:

The Institution will use funding requested in FY 2007 to design the renovation of Pod 3, beginning in the fall of 2007.

IMPACT OF DELAY:

Once the current collections stored in alcohol are moved from Pod 3 into Pod 5, Pod 3 will become a one floor storage area with inefficient space use and limited collections storage capability. Without the planned revitalization, the physical anthropology (now in NMNH), collections requiring special environmental conditions (multiple locations), and art collections (multiple leased locations) cannot be relocated out of currently inadequate or inappropriate space. The result will be more rapid deterioration of collections items, higher security risk, and higher lease costs for the Institution. Failure to move collections from the National Museum of Natural History will also delay the next major HVAC renovations of that building because work cannot be done with collections in those spaces.

PROJECT TITLE: Revitalize Public and Non-Public Space
INSTALLATION: National Museum of Natural History (NMNH)
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$30,000*
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<u>PRIOR YEAR FUNDING</u>	\$149,570
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FUTURE YEAR FUNDING (FY 2009–FY 2016)

Ongoing HVAC replacement and code improvements	\$ <u>173,850</u> *
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Total	\$353,420
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* Does not include future funding in Planning and Design account to complete design of revitalization project.

BUILDING BACKGROUND:

The NMNH building opened to the public in 1910. The East and West wings were added in the early 1960s. Two infill buildings were constructed in the original building’s East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately one-and-a-half million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services spaces constitute the remaining one million square feet. The Museum typically hosts five to six million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building’s mechanical and electrical systems were installed in the early 1960s, are more than 40 years old, and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors on many crowded days, or for the display and preservation of Museum collections. The reliability of the electrical system is compromised by the deteriorated condition of the building’s three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, a number of long-standing health and safety violations compromise the well-being of visitors and staff. Main stairwells and auditorium exit corridors are dark, violate building code, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a health hazard and hamper proper maintenance and response to utilities failures. The windows in the original portion of the building are severely deteriorated.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$149.6 million has been appropriated for the revitalization project, including \$25.4 million requested in FY 2007. The total cost of renovating NMNH may exceed \$350 million through FY 2016 (at current funding levels).

The Institution requests \$30 million in FY 2008 to continue the renovation. Specific work will include: HVAC replacement and associated renovation of the ground floor of the East Wing (\$8.7 million) and the southeast portion of the main building (\$6 million), and the basement of the East Court (\$2 million); continuing replacement and/or refurbishment of the elevators (\$3 million) and the main building windows and north entrance (\$2.75 million); renovation of the air towers (\$1.55 million) to improve air quality; renovation of the utility tunnels (\$3.5 million) to remove unused piping and conduit; renovation of the stair towers (\$2 million) to ensure appropriate fire egress; and changes to the lighting of the Rotunda (\$0.5 million) to increase light levels to building code requirements.

PROGRESS TO DATE:

The HVAC renovation of the sixth floor of the West Wing is 99 percent complete. This \$4.6 million project includes demolition, asbestos abatement, installation of HVAC and other utilities, and renovation of the office, collections, and laboratory spaces. Renovation of Halls 7–10 and 23–25 for the future \$22 million *Ocean Hall* exhibit, which is being funded by the National Oceanic and Atmospheric Administration (NOAA), is more than 50 percent complete. Design has begun for work planned for FY 2007, which includes the HVAC renovation of the West Wing basement, the Southwest portion of the 3rd Floor of the Main Building, and the HVAC renovation of Halls 27–30 for installation of the new Butterfly House exhibit in Hall 30. Design has also begun on FY 2008 projects. The master and space plans continue to be updated, and they form the basis for the sequencing of infrastructure renovation.

IMPACT OF DELAY:

If funding is delayed, building systems would continue to deteriorate and fail, and 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 proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Asia Trail
INSTALLATION: National Zoological Park (NZP), Rock Creek Park
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars):

Construction, Phase II: Elephant Trails	\$9,000
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PRIOR YEAR FUNDING:

Facilities Planning and Design	8,580	
Construction, Phase I	41,030	
Site work and construction Phase II	<u>22,240*</u>	
Subtotal	\$71,850	<u>\$71,850</u>

Total \$80,850**

* Reflects the reprogramming of \$867,588 appropriated in FY 2006 to complete design of critical NZP life safety projects.

** Does not include \$31.9 million in privately raised funds (\$7.5 million for Phase I; \$24.4 million for Phase II).

BUILDING/SITE BACKGROUND:

The NZP in Washington, DC, a National Historic District, was built in the 1890s and was expanded in the 1930s with such historic buildings as the stone Elephant House. The 167-acre NZP is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment has vastly deteriorated. More than half of the buildings have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During its last accreditation review, the American Zoo and Aquarium Association (AZA) stated: "It is critically important that forward momentum is maintained in all areas and on all levels at a pace that will see the Zoo complete its strategic plan, and facility renovations, as quickly as possible." The National Academy of Sciences study of Zoo animal care and regular U.S. Department of Agriculture (USDA) inspections confirm this requirement.

PROJECT JUSTIFICATION:

The National Zoo is a leader among the few institutions with a strong multi-disciplinary program focused on elephant management and reproductive studies, both on site and in the field. To continue this progress, a larger facility is needed to create a multi-generational herd that will enable the elephants to live in a more natural social structure and thus encourage more normal behaviors and interactions among the elephants, while promoting the overall health and welfare of elephants held in captivity.

Standards for elephant care have changed drastically since 1930. As ethical concerns are raised about maintaining captive elephants, NZP must lead by example, providing a top-notch facility of sufficient size that is flexible to ensure both animal well-being and keeper safety, while providing an engaging, entertaining, and educational visitor experience. Arrangement of the elephant housing, flexibility in enrichment opportunities, and space for exercise are major issues influencing the health and welfare of elephants. Furthermore, the birth of

a male elephant in November 2001 has increased the urgency for moving toward NZP's goals of housing and exhibiting elephants as recommended by current zoological standards. An adult male elephant needs more space, stronger housing, and he and the keeper must be separated at all times. The current building/yards do not meet those requirements.

PROJECT DESCRIPTION:

Phase II of the Asia Trail project will provide the larger complex that is needed to meet NZP's long-range commitment to the Asian elephant program. The new facilities will include renewal of the existing Elephant House and construction of a new elephant-holding facility. The project will encompass nearly 10 adjacent acres and provide adequate year-round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative series of elephant habitats will provide exercise for the animals as well as sensory stimuli outside their daily routine. Large pools and multiple enrichment devices in the animals' indoor and outdoor enclosures will enable the elephants to exhibit behaviors currently restricted by space limitations. Accessible areas will let the public observe the elephants, and keeper demonstrations with new and exciting interpretive programs, including scientific research on elephants. FY 2008 will complete the federal funding of the project.

PROGRESS TO DATE:

From 2003 through 2006, the Zoo has completed exhaustive studies of all potential sites for the elephant facility, comparing costs and attributes for each location to maximize the elephant habitat while minimizing costs of this project. Final analysis indicates that the best housing habitat, and the most cost-effective approach, is to extend the existing building to provide new holding areas and then to renovate the historic Elephant House and adjacent yard areas. This will enable the Zoo to keep elephants on site and on exhibit during construction, avoiding the very costly prospect of sending them off site during the renewal work. The schematic design phase is just beginning and a design-build contract should be awarded by the end of FY 2006.

IMPACT OF DELAY:

A delay would seriously impact the Zoo's effort to improve the quality of life for the Asian elephants in its care, and place the overall elephant program at risk. Improved and strengthened elephant housing must be available by the time the male elephant reaches age 7 in 2008, when he will become dangerous to care for in the current facilities. Temporary improvements have been made to the existing facility to continue housing the young male until 2008, but deferral of this project will require the Zoo to search for a new home for him. In addition, the Zoo's one reproducing female is a valuable breeder in the U.S. Asian elephant population. Shanti was artificially inseminated in 2006 and is expected to calf in 2008. Ultimately, a delay in renovating the elephant facility will ripple into subsequent projects intended to bring the Zoo facilities into compliance with USDA and AZA standards, and to correct extensive infrastructure deficiencies throughout NZP.

PROJECT TITLE: Renew Façades, Roofs, and Skylights
INSTALLATION: National Zoological Park (NZIP), Rock Creek Park
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,000

PRIOR YEAR FUNDING: \$11,316

FUTURE YEAR FUNDING (FY 2009) \$2,000

PROJECT JUSTIFICATION:

The roofs, skylights, and façades of several major buildings have major leaks, causing interior damage and threatening the well-being of the animals and research operations housed in them.

PROJECT DESCRIPTION:

A comprehensive study of Zoo roofs and exteriors, completed in FY 2005, identified and prioritized roof and façade repairs and renewals required now and over a 20-year renewal cycle. The highest priority roofs to be renewed in the current five-year plan are the Boiler Plant, Genetics and Propagation Building, Lion/Tiger building, Conservation Biology building, and the Vet Hospital. The Institution requests \$2 million in FY 2008 to continue the current cycle of NZP roofs and exteriors renovations at the Boiler Plant, Propagation facility, and the Lion/Tiger building. Additional funds will be requested in future years for the Conservation Biology Building and Vet Hospital roof and exterior repairs.

PROGRESS TO DATE:

From earlier appropriations, the Smithsonian has completed renewing the façades, roofs, and skylights at the Elephant House, Small Mammal House, Amazonia Building, Great Ape Building and the Reptile Discovery Center. Extremely heavy rains during June 2006 caused flooding at Rock Creek and the Zoo barely averted a catastrophic flooding of the Genetics and Propagation Building. Such a flood would have caused several millions of dollars in damage to the genetics laboratory and equipment, and would have set back a number of world-class research projects many years. As a result of this near disaster, FY 2007 funds will be used to renew the Marmoset Building, including the façade and roof, in order to relocate the genetics laboratory to this building.

IMPACT OF DELAY:

A delay in correcting the serious problems with the leaking facades, roofs, and skylights at the Zoo could endanger the animals and exacerbate the deterioration of building interiors and systems.

PROJECT TITLE: Upgrade Fire Suppression, Life Safety and Infrastructure
INSTALLATION: National Zoological Park, Rock Creek Park and Front Royal
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$6,500

PRIOR YEAR FUNDING: \$7,808

FUTURE YEAR FUNDING (FY 2009–FY 2012): \$37,000

PROJECT JUSTIFICATION:

Much of NZP’s current utility and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the Zoo to protect and support its animals safely. Correcting deficiencies in water service mains is crucial in providing critical fire suppression systems in many of the unprotected areas of the Zoo, and to provide adequate water for the animals.

PROJECT DESCRIPTION:

The Institution requests \$6.5 million to install critical fire-protection and life-safety systems, at both Rock Creek Park and the Front Royal, VA, facilities, including fire systems in the Bird House, Research Building, Visitor Center, and Panda Plaza (\$2 million); replacement of the water main to the lower Zoo area to support future fire-sprinkler upgrades (\$2 million); installation of emergency generators at Rock Creek and Front Royal (\$0.7 million); and other fire-suppression and life-safety improvements at Front Royal (\$0.1 million). The requested funds will also replace the water, electrical, and other systems at the Veterinary Hospital and research buildings (\$1.5 million), and begin the upgrade of the services infrastructure (\$0.2 million).

PROGRESS TO DATE:

The Institution has used previously appropriated funds to upgrade the high-voltage electrical service for the upper section of the Rock Creek facility, including new transformers and a new ductbank, as well as conduits, electric feeders and switchgear from Connecticut Avenue to the Elephant House. Funds were also used to upgrade the fire-protection water supply and install fire hydrants at the Bird House Hill. Additional fire-alarm, smoke-detection, and fire-suppression systems also will be installed in critical areas of the Rock Creek Park and Front Royal facilities. During FY 2006, the Zoo developed concept designs for upgrading underground utilities for the park, and will coordinate projects in priority order with renewal efforts that will be identified in the master plan, which is also well under way in FY 2006. A life-safety systems analysis of the Front Royal campus was also completed in FY 2006 and will be the basis of future budget requests for that facility.

IMPACT OF DELAY:

A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

PROJECT TITLE: Repair Structural Systems, General Services Building
INSTALLATION: National Zoological Park, Rock Creek Park
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$5,000

PRIOR YEAR FUNDING:

Design \$472

Total \$5,472

PROJECT JUSTIFICATION:

The General Services Building houses numerous critical functions at NZP, including the animal nutrition commissary, the maintenance and repair shops, and offices for safety, horticulture, exhibits, project management, engineering design and construction staffs, as well as parking for staff and visitors. Recent studies identified critical structural deficiencies that, if not repaired, will cause structural failure and localized collapse. The structural deficiencies are responsible for the cracks in the foundation walls that allow water into the commissary, which was cited by the USDA in November 2005 as a deficiency requiring immediate attention.

PROJECT DESCRIPTION:

This project will repair structural cracks and deficiencies in the General Services Building and in the retaining wall that supports the North Road, the major public and private thoroughfare through the Zoo.

PROGRESS TO DATE:

Studies to assess the condition of the structure and to develop concept solutions were completed in 2005. Funding for design of the structural repairs was requested through a re-programming request, using funds appropriated in FY 2006 for the Wetlands project, which has since been deferred based on the Zoo's master plan.

IMPACT OF DELAY:

Delay of the project will risk structural failure in the building and injury to staff or visitors. Additionally, the NZP will not be able to comply with the USDA requirement to stop water infiltration into the commissary.

PROJECT TITLE: Replace Greenhouses
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$12,000

BUILDING/SITE BACKGROUND:

The Smithsonian has leased a 55,000-square-foot greenhouse complex for its horticultural operations on the property of the Armed Forces Retirement Home (AFRH) in northwest Washington, DC since 1974. The complex includes 12 greenhouses, a headhouse for administrative and logistical functions, and a shade house. The complex houses the Institution's world-class orchid collection, and provides space to grow a wide variety of plant materials for exhibits, gardens, and special events that would be costly or impossible to obtain commercially.

PROJECT JUSTIFICATION:

The AFRH plans to lease the property where the greenhouse complex is located to commercial, residential, or institutional developers. AFRH could turn the site over to a developer as early as September 30, 2008, when the current lease expires, and the Smithsonian will require a new greenhouse facility. A thorough analysis of the horticulture program and greenhouse functions and operations determined that the most cost-effective method of maintaining the orchid collection and providing the needed plant materials is to replace the current greenhouses with a new facility at the Institution's Suitland, MD site.

PROJECT DESCRIPTION:

The Institution requests \$12 million in FY 2008 to design and construct new greenhouses. The proposed 55,000-square-foot facility will replace the existing complex space. The greenhouses will be built of a polycarbonate plastic material to reduce costs, and off-the-shelf prefabricated building kits will be used to reduce design requirements and expedite construction time.

PROGRESS TO DATE:

The Institution will complete preliminary planning for the greenhouses in FY 2007, using funds expected in Facilities Planning and Design, and will be ready to complete the project under a design/build contract by September 2008.

IMPACT OF DELAY:

Delay in funding this project will leave the Institution without a greenhouse facility when AFRH turns the current complex over to its developer. The Institution will not be able to maintain its valuable orchid collection or provide interesting plantings in and around the monumental buildings on the National Mall without significant additional operating costs, including leasing alternative space or buying a more limited selection of plant materials from commercial growers.

PROJECT TITLE: Construct/Install Anti-terrorism Protection, NMAH
INSTALLATION: Mall and off-Mall Facilities
LOCATION: Washington, DC and New York City

FY 2008 COST ESTIMATE (Thousands of Dollars):

Construct permanent barriers at National Museum of American History (NMAH)	\$8,000 *
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PRIOR YEAR FUNDING (includes S&E and supplemental funding):

Design	3,100	
Construction of permanent physical security barriers at Mall facilities	17,325	
Anti-shatter film (window hardening)	<u>1,400</u>	
	\$21,825	\$21,825

<u>FUTURE YEAR FUNDING (FY 2009–FY 2012)</u>	<u>\$99,450</u>
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Total	\$129,275 *
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* Does not include design funding for future work included in Facilities Planning and Design.

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that houses museums and galleries in Washington, DC and New York City; a National Zoological Park in Washington; and restoration and storage buildings and centers for research and education in numerous locations throughout the country and in the Republic of Panama. Since the terrorist attacks on New York City and Washington on September 11, 2001, the Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and for minimizing the damage to people, collections, and buildings should such an event take place. A series of consultations and risk assessments resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers between the buildings and the street; installation of anti-shatter window film or interior retrofits to mitigate the effects of glass windows shattering during a blast event; increased building perimeter camera surveillance; improved building emergency voice systems; secured nonpublic building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological, and radiological attack; and mitigation against the effects of blasts and progressive collapse of buildings.

The Institution used funding from the FY 2002 Anti-terrorism Supplemental appropriation to install temporary physical barriers around most major museum buildings and increased security officer presence outside its buildings. Permanent capital improvements are included in the Capital Program.

PROJECT JUSTIFICATION:

The Smithsonian is included in the "National Strategy for the Physical Protection of Critical Infrastructures," dated February 2003, and the subsequent "Interim National Infrastructure Protection Plan," dated February 2005. Risk assessments conducted at the Smithsonian since September 11, 2001 recommended new security measures for all Smithsonian museums and facilities. As stated in the June 2005 GAO report "National Mall — Steps Identified by Stakeholders Facilitate Design and Approval of Security Enhancements," the National Mall encompasses some of our country's most treasured icons and serves as a public gathering place for millions of visitors each year. Furthermore, the popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other Government office buildings and elevate the level of risk.

PROJECT DESCRIPTION:

The anti-terrorism program consists of Mall-wide site adaptations, modifications to building perimeters, and additions and modifications to building systems. The program will be implemented during multiple fiscal years, with an emphasis on the highest priority projects to reduce the Smithsonian's vulnerability to attack. The Institution requests \$8 million in FY 2008 to construct permanent physical barriers around the NMAH. Additional funds are included in Facilities Planning and Design for design of permanent barriers at the Quadrangle, Hirshhorn, and Donald W. Reynolds Center (DWRC) and to begin design for glass mitigation at several locations.

PROGRESS TO DATE:

The Institution has completed risk assessments of all its major facilities; completed blast assessments of NMNH, NMAH, NASM, SIB/AIB, DWRC and HMSG; installed temporary barriers around NASM, NMNH, and, NMAH, and partial barriers at HMSG, AIB/Quadrangle/Freer and the Udvar-Hazy Center; and completed installation or awarded contracts for select closed-circuit television (CCTV), emergency voice (or PA) systems and glass mitigation projects. Construction of permanent perimeter barriers at NASM will be complete in the fall of 2006, and work will begin at NMNH. The 35 percent design for the balance of the Mall facilities has been completed and NMAH is in final design. Glass mitigation is complete at some facilities and is ongoing at the preliminary design level for SIB, FSG, and Renwick Gallery. Design is nearly complete for DWRC.

IMPACT OF DELAY:

If the requested funding is not provided, there is an increased likelihood of damage and injury to people, collections, and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make the Institution an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

Other Revitalization Projects

PROJECT TITLE: Complete Miller-Fox Renovation
INSTALLATION: Cooper-Hewitt, National Design Museum
LOCATION: New York, New York

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,650

PROJECT DESCRIPTION: This project will renovate the last remaining apartment in the Fox House, recently vacated, into sorely needed office/conference space for the Museum, and integrate it into the rest of the building to facilitate movement of collections. Delay in project execution will delay the return of administrative space in the Carnegie Mansion to public use and perpetuate the substandard quality of space in the Fox House.

PROJECT TITLE: Replace Roof
INSTALLATION: Freer Gallery of Art
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,275

PROJECT DESCRIPTION: The roof on the Freer Gallery of Art was replaced in 1993 as part of the most recent major renovation of the facility. The roof is a four-ply, built-up, asphalt bitumen roof with gravel ballast. The facilities assessment report prepared by the Smithsonian in 2001 found early signs of deterioration, and estimated seven years of remaining useful life. Recent assessments by building management staff have found accelerated deterioration and leaks into the attic. The project will replace the roof, and will repair/replace gutters and drains. Delay in execution of the project will result in worsening leaks that will put valuable collections at risk.

PROJECT TITLE: Renovate Front Entrance
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,400

PROJECT DESCRIPTION: The entrance door on Independence Avenue, on the far side of the building from the National Mall, is the source of most of the Museum's visitors. Visitors must go one at a time through a single revolving door, encounter a makeshift security checkpoint, and then an escalator that takes them up to exhibits on the second floor. The door is not handicapped-accessible; visitors with disabilities must enter through emergency exit doors opened by a security guard on the far side of the lobby. Access to the Museum's information desk is blocked by the security desk, and the entry to the escalator leading to the lower-level gallery is not readily obvious. Way-finding, space for modern security equipment, and interior circulation are all woefully inadequate. This project will build new

accessible entrance doors on the Mall side of the building, provide sufficient and differentiated space for the programmatic elements occupying the lobby, and improve way-finding and circulation. Delay of this project will allow unsatisfactory and inadequate conditions to continue to inhibit the Museum's ability to perform its mission.

PROJECT TITLE: Repair Sculpture Garden Retaining Walls
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION: Built in 1970, the Sculpture Garden at the Hirshhorn Museum extends into the National Mall, and is a showcase for the Museum's collection of contemporary sculpture. The garden's retaining walls are in an advanced state of deterioration due to weathering and drainage problems. Sculptures have been demounted or removed from some areas due to chipping and cracking. The project will repair deteriorated wall sections, replace the tops of walls to prevent water infiltration, and restore failed sections of the wall drainage system. Delay in execution of the project will result in continued deterioration of the walls, with possible safety implications due to falling concrete. Sculptures also may be damaged by failing wall sections.

PROJECT TITLE: Improve Fire Detection and Protection
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,500

PRIOR YEAR FUNDING (FY 2007): \$2,600

PROJECT DESCRIPTION: The fire-detection system is obsolete and unsafe, and its lack of reliability is putting the collections stored in the building at increasing risk. Repairs are needed more frequently and parts for the aged system are becoming more difficult to locate. Unexplainable system failures have increased substantially this past year, tripping false alarms. Major repairs were made to the fire-alarm panel in 2005 to upgrade terminal units and provide uninterruptible back up electrical power so that the frequent loss of incoming electrical service from the utility company no longer causes the alarm system to fail. This project will totally replace, in two phases, the balance of the existing fire-detection system with current state-of-the-art equipment, to include the capability for anticipated expansion during the next 20 years. It will incorporate the 2005 upgrades, and it will be connected to the central control panel for the Suitland campus. The first phase will begin with funds expected in FY 2007, and the contract will include a bid option for continuing with the second phase in FY 2008. A delay in funding this option will require stopping work at the end of the first phase, which would leave the building operating on two different

terminal systems. In addition, such a delay would increase the cost of installation and create difficulties in matching the system components.

PROJECT TITLE: Waterproof Terrace at Perimeter
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: A few years after GSA completed construction of the National Air and Space Museum in 1976, leaks into the garage began to appear, causing rusting of structural steel members and damage to insulation on pipes and ducts as well as 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. Although this has stopped most of the leaks, several still exist, especially at corners and the exterior stairwells. Recent tests revealed a major design and construction flaw 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 repairing the 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: Improve Air Quality in Room P719
INSTALLATION: National Air and Space Museum
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,275

PROJECT DESCRIPTION: Persistent air-quality problems from vehicle emissions have plagued the NASM building management staff since their offices were built on the parking level of the building 20 years ago. A number of modifications have been made to improve ventilation, but random tests confirm that the quality of the air remains marginal, causing discomfort to the occupants. The air-quality problem has been cited repeatedly in the past several years as a critical safety and health issue. A recent engineering study to determine the root of the problem recommended that the entire space be renovated. The work will include demolition and replacement of nearly all the building systems within the area, relocation and sizing of ductwork, reconfiguration of partitions, and modifications to the HVAC controls. The result will be an urgently needed improvement in the environmental conditions in which staff must work.

PROJECT TITLE: Replace Fifth Floor Windows
INSTALLATION: National Museum of American History
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,050

PROJECT DESCRIPTION: The windows exhibit extensive damage at the jambs, heads and sills throughout the fifth floor. Eighty percent of the 103 windows have some sort of material deterioration. The damage appears as cracking, bubbling and blistering of the plaster jambs, moisture spots on the ceiling, and rust on the diffuser cabinets below the sills. This damage is a result of moisture penetration around the windows and condensation caused by faulty design of the original window frame. In addition, there is mold on approximately half of the window jambs. This project replaces the existing windows with high-quality, thermally efficient windows. Also, it reseals the exterior of the fifth floor openings and repairs the damaged finishes surrounding of the interior. Failure to correct the window system will result in continued deterioration, and excessive staff maintenance time and additional capital expenses to fix.

PROJECT TITLE: Repair/Renew Police Station
INSTALLATION: National Zoological Park (NZIP)
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION: The NZIP police station houses the central security station as well as public restrooms on the upper floor, and the employee health unit, computer servers, and electronic security equipment on the lower floor. These areas are connected by a narrow circular stairway that does not comply with current building and accessibility codes. The restroom fixtures are obsolete and prone to breakage and failure that cause flooding of water and sewage into the health unit and electronic equipment spaces below. This project will renew the police office space on the upper floor, remove the dangerous circular stair, and renovate the public restrooms, by installing new plumbing, fixtures, and waterproofing membranes between the floors. Deferring the project will cause continued exposure of sensitive electronic equipment and the employee health unit to water and sewage intrusion from failures in the restrooms above. This creates the potential to interrupt or disable the electronic security surveillance for the NZIP, putting staff, animals, and visitors at great risk.

PROJECT TITLE: Connect GSA Chilled Water System
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: The Quadrangle Building uses chilled water generated from a chiller plant on top of the Freer Gallery of Art for its HVAC needs. In 2001, the Smithsonian signed an agreement with GSA to obtain chilled water for HVAC systems in museums on the south side of the Mall. All connections to the GSA system have been made, except for the Quadrangle. The Institution is paying an annual fee to GSA for the full amount of chilled water needed for all the South Mall museums, including the Quadrangle. This project will complete the connection of the GSA chilled water supply system to the Quadrangle's HVAC system. The chiller plant on the Freer Gallery's roof and redundant piping and equipment will be removed. The estimated payback period for the project is three years. Delay in project execution will result in continued payments to GSA for chilled water the Smithsonian is not able to use, and in increased maintenance outlays for repair of the failing chiller plant.

PROJECT TITLE: Modernize Electronic Security System
INSTALLATION: Renwick Gallery of Art
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION: The electronic security system in the Renwick Gallery is one of the Smithsonian's most antiquated systems. This project will upgrade the old software system that provides alarm monitoring and annunciation for all intrusion detection, and add more intrusion-detection sensors, closed circuit television, and access control to make the system consistent with Smithsonian standards in other museums. Monitoring functions will be redirected to the D.W. Reynolds Center via a virtual private network. Existing intrusion-detection devices and door hardware will be replaced. Delay in funding this project would increase the security risk to the Institution's collections, visitors, and staff.

PROJECT TITLE: Construct Instrument Storage
INSTALLATION: Smithsonian Astrophysical Observatory (SAO)
LOCATION: Tucson, Arizona

FY 2008 COST ESTIMATE (Thousands of Dollars): \$900

PROJECT DESCRIPTION: The SAO is dedicated to the ongoing development of a new generation of large optical and infrared instruments. This requires that the instruments that make up the 6.5-meter Multiple Mirror Telescope (MMT) and other telescopes at the Fred L. Whipple Observatory be taken down and

reconfigured on a continual basis. There is currently no appropriate space at the summit of Mt. Hopkins for this activity, which must take place six to eight times a year. The staff must now transport the very delicate and large instruments down the mountain by road to an alternate location to complete the necessary changes. The summit road is not fully paved and is very twisty, making movement of such equipment problematic. This project will construct a small building of 4,500 square feet to house the reconfiguration and assembly activities. The building will be just large enough to accommodate instruments the size of a small vehicle. The new building on the mountain will eliminate the risks and inefficiencies involved in transporting large, delicate instruments down the mountain, and will support vital maintenance of the telescopes.

PROJECT TITLE: Construct Replacement of HVAC Systems
INSTALLATION: Smithsonian Environmental Research Center (SERC)
LOCATION: Edgewater, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$4,000

PROJECT DESCRIPTION: A study completed in FY 2005 indicated that the vast majority of SERC's existing buildings are served by independent utility plants that should be consolidated into larger units to improve efficiency and lessen maintenance life-cycle costs. In addition, a number of the units in individual buildings are now obsolete and difficult to repair. This project begins the consolidation of HVAC units campus-wide, starting with the replacement of existing HVAC heat-pump units with a heating and cooling plant serving the Mathias and Administrative Buildings. The consolidation of HVAC systems will provide efficient systems serving the SERC campus, and reduce excessive maintenance, operating, and utility costs.

PROJECT TITLE: Rehabilitate Gamboa Old Schoolhouse, Phase I
INSTALLATION: Smithsonian Tropical Research Institute (STRI)
LOCATION: Republic of Panama

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: Terrestrial Tropical Science at STRI has historically been housed at the Tupper Center in Panama City and on Barro Colorado Island (BCI). STRI has outgrown the space available in these facilities, given the high profile and explosive success of STRI's scientific enterprise. Gamboa, a settlement located on the east bank of the Panama Canal midway between both sites (17 miles north of Panama City and 13 miles south of BCI), provides an excellent location for terrestrial scientific investigation. The Santa Cruz School, built in the 1930s, is a three-story structure of composite construction — concrete base with wooden superstructure — of around 35,600 square feet. Given the building's age and damage caused by termites, the building today is unusable. STRI has leased the land and all the buildings in it, with an option to buy, and has performed some

basic extermination to rid the building of termites and other pests. Substantial work will be required to restore the building to basic occupancy requirements. The work will include restoration of the exterior as well as replacement of all building systems and reconfiguration of the interior for laboratories. The Institution will determine whether or not it would be more cost effective long term to replace the building in kind or restore the existing structure. Rehabilitation or replacement of this building will complete a strategic step to provide appropriate scientific space and will allow areas in the Tupper facility and BCI to be released to accommodate other research activities. In addition, consolidating terrestrial research programs in Gamboa will reduce operating costs and improve interaction among scientists and in the different programs.

PROJECT TITLE: Improve Security and Façade of Tupper Building
INSTALLATION: Smithsonian Tropical Research Institute (STRI)
LOCATION: Republic of Panama

FY 2008 COST ESTIMATE (Thousands of Dollars): \$525

PROJECT DESCRIPTION: Several years ago, nearby road construction by the government of Panama required STRI to redirect vehicular and pedestrian access and circulation at its headquarters site. However, numerous security and safety issues remain to be resolved, and the Tupper Building must be modified to restore the front entrance. This project will improve the perimeter fencing; implement anti-terrorism measures (such as modifications to actual access, installation of physical barriers and electronic surveillance systems, and modifications to the façade); and construct a new main entrance to the Tupper Building. A delay in completing the work would compromise overall security and safety of the site.

PROJECT TITLE: Replace Visitor Center, Barro Colorado Island
INSTALLATION: Smithsonian Tropical Research Institute
LOCATION: Republic of Panama

FY 2008 COST ESTIMATE (Thousands of Dollars): \$650

PROJECT DESCRIPTION: A wood structure built in 1923 over a clearing on the hill facing the canal, the visitor center was the first laboratory in Barro Colorado Island (BCI). Through the years, the building also served as library, dining room, kitchen, refuge, dormitory, gathering area and other functions. Today it represents an icon of the tropical science research site in BCI. The upper level, used recently as an exhibit hall for visitors, was recently condemned due to structural damage and structural code violations. A recent assessment conducted by a consultant recommends repair by replacement, keeping the same façade but using materials that are low maintenance for the remainder of the reconstruction. The finished multi-purpose building will provide an exhibit hall, lecture hall, historic spot, interactive library, visitor support center, and gathering area for scientific interaction, not otherwise available on the island.

PROJECT TITLE: Provide Central Fire Pump and Upgrade Mains
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,700

PROJECT DESCRIPTION: When the Smithsonian received the Suitland Support Facility from GSA, most of the buildings did not have fire detection or suppression. Over the years, the Institution has improved the buildings and added fire systems to provide minimal protection to the collections, but water pressure is inadequate to service sprinklers within the buildings. This project will install a single fire pump for the entire complex. The pump will not only enhance the fire protection in the buildings themselves, but also the pressure at the fire hydrants, improving the ability to fight fires both inside and outside the buildings. The pump will be sized to allow installation or improvement of additional fire-suppression systems as renovation of other buildings proceeds. The project will also upgrade fire mains and related fixtures to provide cross-connections to ensure needed pressure when multiple valves are in use. The project will greatly reduce the risk of fire damage to Smithsonian collections stored at the Silver Hill facility.

PROJECT TITLE: Upgrade Fire Systems in Buildings 7, 20, 21, 24, and 31
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,200

PROJECT DESCRIPTION: The main control panel for the Garber campus is being replaced with a new panel that provides fire detection and annunciation as required by current code. Although this new panel receives alarm signals from the existing terminal devices, the existing devices cannot signal the exact location of the fire within the alarmed zone. This project provides the upgraded terminal devices within the listed buildings to provide better annunciation of the fire location. This will permit quicker response and reduce the risk of damage. Future projects will upgrade the terminal devices in the remaining buildings in the compound.

PROJECT TITLE: Install Voltage Surge Protection
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,300

PROJECT DESCRIPTION: The quality of electrical power service from the utility provider to the Silver Hill site is not very reliable or "clean." The voltage varies greatly, putting the equipment at risk from high low-voltage burnout failure. This lack of protection has greatly added to the problems associated

with the main fire-control panel in Building 24 that is being replaced. Additionally, lightning protection is minimal, with some buildings not protected at all, and lightning storms often damage the electrical equipment. This project will install surge protection equipment to serve the entire site. Completion of this project will ensure consistent power to the site and reduce expensive and unnecessary maintenance to equipment damaged by repeated power spikes.

PROJECT TITLE: Demolish Buildings 15 and 18, and Move Collections
INSTALLATION: Suitland Support Facility
LOCATION: Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,000

FUTURE YEAR FUNDING (FY 2009): \$3,000

PROJECT DESCRIPTION: Several buildings at the Garber facility are insulated with a sprayed-on asbestos lining that was encapsulated with visqueen plastic sheeting in the late 1980s as a "temporary" measure. The sheeting has deteriorated due to age and heat, becoming very fragile and breaching without notice. So far, the encapsulation in Buildings 15 and 18 remains intact, but a recent failure in a nearby building pointed out the urgency of removing the American History collections from these two buildings before they become contaminated and inaccessible. This project will stabilize, pack, and move the collections now stored in these buildings to new leased space (for which funding is requested in the Salaries and Expenses portion of this budget request). Future funding will be requested for actual demolition of the building and disposal of the asbestos. Delay of this project will continue to put staff at risk of health hazards and collections at risk of further decontamination, making asbestos abatement more costly and risky with time.

PROJECT TITLE: Install Backflow Prevention in Washington DC Buildings
INSTALLATION: Multiple Locations
LOCATION: Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$3,000

PROJECT DESCRIPTION: The District of Columbia Water and Sewer Authority (WASA) passed legislation in 2001 that requires reduced pressure zone (RZP) preventers at each building's potable water service entrance. These preventers guard public health and safety by protecting potable water from contaminants and pollutants through cross-connection. In June 2001, WASA cited deficiencies at all cross-connections at Smithsonian buildings in Washington, DC and Suitland, Maryland, and issued notice that corrections be completed as soon as possible. Backflow preventers have been installed in the Arts and Industries Building. The Institution will install preventers on remaining buildings in Washington, DC and Suitland in two phases, beginning in FY 2008. The work in some locations will also require the upgrade of fire and domestic

water pumps where installation of backflow preventers impacts the water pressure. Failure to install the backflow preventers risks contamination to the potable water sources and may endanger public health.

PROJECT TITLE: Construction Supervision and Administration
INSTALLATION: Multiple Locations
LOCATION: Smithsonian-wide

FY 2008 COST ESTIMATE (Thousands of Dollars): \$4,800

PRIOR YEAR FUNDING (FY 2007): \$3,600

FUTURE YEAR FUNDING (FY 2009): \$4,950

PROJECT DESCRIPTION: This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$4.8 million. Forty-three of the 48 FTEs are construction management engineers and will cost approximately \$4.2 million in FY 2008. The engineers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who will support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$600,000 in FY 2008, and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

In order to plan and design ahead of Capital Program execution, funding of about 10 percent of the following year's program is required each year. The funding requested for FY 2008 will provide necessary planning and design to at least the 35 percent stage for projects included in the planned FY 2010 program, and will complete design for many projects planned for FY 2008 and 2009. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will enable the Institution to maintain momentum in modernizing its facilities during the next decade.

The Institution requests a total of \$29,650,000 for planning and design in FY 2008. These funds will be used to design several major revitalization projects (at the National Museum of Natural History, the National Museum of American History, and the National Zoological Park); plan and design anti-terrorism modifications at several locations; and prepare designs for numerous smaller revitalization projects. This request will also design Mathias lab modules to replace existing deteriorated trailers at SERC, begin the programming for the new National Museum of African American History and Culture; prepare comprehensive facilities master planning studies to guide future facilities decisions and allow more effective use of existing space; and expand the facilities management system that supports design of revitalization projects in existing facilities.

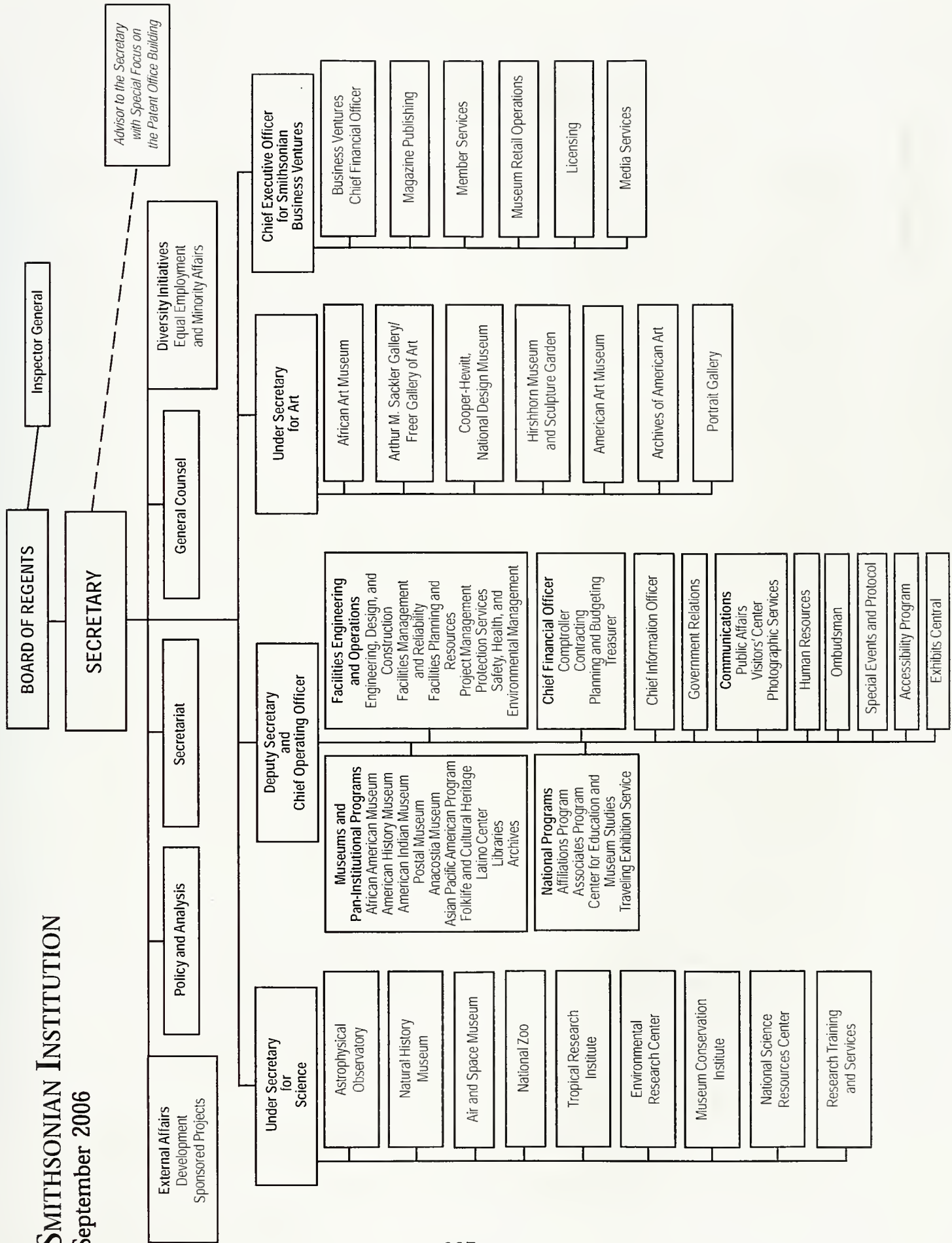
If these resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality in the next decade.

SMITHSONIAN INSTITUTION
Fiscal Year 2008 Budget Request to OMB
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Enterprise Resource Planning (ERP) System	
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)	
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SMITHSONIAN INSTITUTION

September 2006



**VISITS TO THE SMITHSONIAN
FY 2001 – FY 2005**

<u>MUSEUM</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
MALL					
SI Castle	1,857,990	1,611,325	1,126,752	1,423,028	1,355,147
A&I Building ¹	1,167,490	938,107	841,019	250,743	3,564
Natural History	9,100,091	6,049,472	5,568,532	4,542,979	5,491,602
Air and Space/ Silver Hill ²	9,831,447	7,568,384	10,800,305	4,586,088	6,113,032
American Indian ³	0	0	0	112,097	2,468,524
Freer Gallery	306,065	392,380	308,839	360,231	322,175
Sackler Gallery	192,296	212,197	163,251	186,939	147,089
African Art	214,775	179,789	166,271	169,941	156,538
Ripley Center	555,183	267,011	249,819	184,679	193,995
American History	5,798,993	3,994,498	2,720,327	2,848,114	3,064,083
Hirshhorn	731,453	687,118	625,580	668,132	715,836
OFF MALL					
American Art/ Portrait Gallery ⁴	0	0	0	0	0
Renwick	149,777	141,018	173,818	134,035	133,608
Anacostia ⁵	0	27,339	28,353	22,017	24,098
Cooper-Hewitt	136,329	142,196	141,545	141,548	143,303
American Indian ⁶	413,470	316,763	290,220	250,738	304,100
National Zoo	2,807,353	2,162,500	1,724,228	1,878,823	1,854,423
Postal	400,478	317,155	300,318	347,228	463,070
Udvar-Hazy Center ⁷	0	0	0	1,490,750	1,260,971
TOTAL	33,663,190	25,007,252	25,229,177	19,598,110	24,215,158

¹The Arts and Industries (A&I) Building closed to the general public in January 2004. However, the Discovery Theater continued performances until November 2004 when theater operations were relocated to the Ripley Center.

²Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

³The National Museum of the American Indian opened to the public in September 2004.

⁴Closed to the public January 2000 through June 2006.

⁵Closed to the public December 1999 through February 2002.

⁶Includes the George Gustav Heye Center, in New York, and the Cultural Resources Center in Suitland, Md.

⁷The Udvar-Hazy Center at Dulles opened to the public in December 2003.

SMITHSONIAN INSTITUTION

Facilities Capital Program

Detail of

FY 2007- FY 2012 Program

FY 2008 OMB Request

FINAL

Prepared by the
Office Of Facilities Engineering and Operations

September 2006

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	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Arts and Industries Building													
DC - Mail	AIB	FPD	FPD	3	Design Arts & Industries Building Restoration	0	0	0	0	0	0	10,000	10,000
OC - Mail	AIB	FPD	FPD	3	Arts and Industries Master Plan	0	0	600	0	0	0	0	600
DC - Mail	AIB	MR	MR	2	Permanently Relocate SEEC at NMINH	0	0	1,300	0	0	0	0	1,300
DC - Mail	AIB	MR	MR	3	Restore Arts & Industries Building	0	0	0	0	0	0	182,000	182,000
					Subtotal: AIB	0	0	1,900	0	0	0	192,000	193,900
Anacostia Community Museum													
DC - Anacostia	AM	FPD	FPO	4	Anacostia Museum Master Plan	0	0	0	0	0	0	400	400
DC - Anacostie	AM	OR	OR	3	Upgrade Lighting Controls	0	0	0	0	200	0	0	200
DC - Anacostia	AM	OR	OR	4	Install Cold Storage Unit	0	0	0	0	0	0	50	50
DC - Anacostia	AM	OR	OR	5	Expend Gallery Spaces	0	0	0	0	0	0	500	500
					Subtotal: AM	0	0	0	0	200	0	950	1,150
Cooper Hewitt Museum													
New York, NY	CHM	FPD	FPO	4	Update Cooper-Hewitt Master Plan	0	0	0	0	0	0	800	800
New York, NY	CHM	OR	OR	2	Complete Miller-Fox Renovation	0	1,650	0	0	0	0	0	1,650
New York, NY	CHM	OR	OR	2	Stabilize Mansion Fence	0	150	0	700	0	0	0	850
New York, NY	CHM	OR	OR	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	4,000	0	0	0	0	4,000
New York, NY	CHM	OR	OR	2	Rehabilitate & Waterproof Terrace	0	0	0	550	0	0	0	550
New York, NY	CHM	OR	OR	2	Replace Mansion Boilers	0	0	0	400	0	0	0	400
New York, NY	CHM	OR	OR	2	Replace Miller/Fox Roof	0	0	0	700	0	0	0	700
New York, NY	CHM	OR	OR	2	Repair Exterior Masonry	0	0	0	0	0	900	0	900
New York, NY	CHM	OR	OR	3	Stabilize Mansion Sidewalks	0	0	0	0	0	0	700	700
New York, NY	CHM	OR	OR	3	Restore Entrance Canopy	0	0	0	0	0	0	500	500
New York, NY	CHM	OR	OR	4	Restore Gallery Floors, 1st & 2nd Floors	0	0	0	0	0	0	500	500
					Subtotal: CHM	0	1,800	4,000	2,350	0	900	2,500	11,550
Freer Gallery of Art													
DC - Mail	FGA	OR	OR	2	Upgrade Fire Alarm System	2,000	0	0	0	0	0	0	2,000
OC - Mail	FGA	OR	OR	2	Replace Roof	0	1,275	0	0	0	0	0	1,275
OC - Mail	FGA	OR	OR	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600	600
OC - Mail	FGA	OR	OR	4	Restore Building Exterior	0	0	0	0	0	0	1,000	1,000
OC - Mail	FGA	OR	OR	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500	500
DC - Mail	FGA	OR	OR	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350	350
OC - Mail	FGA	OR	OR	4	Correct Courtyard Window & Ooor Condensation	0	0	0	0	0	0	150	150
					Subtotal: FGA	2,000	1,275	0	0	0	0	2,600	5,875

MR=Major Revitalization; OR=Other Revitalization;
 Con=Construction; FPD=Facilities Planning Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM
Program by Building
 \$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Hirshhorn Museum and Sculpture Garden													
OC - Mall	HMSG	FPD	FPD	2	Design Restore/Repair Exterior Façade	0	500	0	0	0	0	0	500
DC - Mall	HMSG	FPD	FPO	3	Design Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	1,000	0	0	1,000
DC - Mall	HMSG	FPD	FPO	4	Update HMSG Master Plan	0	0	0	0	0	800	0	800
DC - Mall	HMSG	FPD	FPO	4	Oesign 4th Floor Rehabilitation	0	0	0	0	0	0	850	850
OC - Mall	HMSG	MR	MR	2	Restore/Repair Exterior Façade	0	0	5,500	0	0	0	0	5,500
DC - Mall	HMSG	MR	MR	3	Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	0	0	10,000	10,000
OC - Mall	HMSG	MR	MR	4	Rehabilitate 4th Floor	0	0	0	0	0	0	8,500	8,500
OC - Mall	HMSG	OR	OR	1	Correct Exterior Structure Leaks	3,100	0	0	0	0	0	0	3,100
OC - Mall	HMSG	OR	OR	2	Renovate Front Entrance	0	1,400	0	0	0	0	0	1,400
OC - Mall	HMSG	OR	OR	2	Rehabilitate Sculpture Garden	0	2,000	0	0	0	0	0	2,000
OC - Mall	HMSG	OR	OR	2	Improve Fire Suppression in Collection Storage	0	200	0	0	0	0	0	200
DC - Mall	HMSG	OR	OR	4	Replace Roof	0	0	0	0	0	0	2,500	2,500
OC - Mall	HMSG	OR	OR	5	Improve Mall Master Raceway	0	0	0	0	0	0	300	300
					Subtotal: HMSG	3,100	4,100	5,500	0	1,000	800	22,150	36,650
Multiple Site Projects													
All Facilities	MULTI	FPD	FPO	1	Facility Planning and Oesign, Other Revitalization	3,200	5,500	3,000	3,000	3,000	3,000	3,000	23,700
All Facilities	MULTI	FPD	FPO	2	SI Libraries Facilities Oevelopment Master Plan	500	0	0	0	0	0	0	500
All Facilities	MULTI	FPD	FPO	2	SI-Wide Facilities Master Planning	0	100	600	600	700	200	500	2,700
All Facilities	MULTI	FPD	FPO	3	Upgrade Facilities Management System	0	500	0	0	0	0	0	500
All Facilities	MULTI	FPD	FPO	3	Mall Site Improvement Master Plan	0	0	0	800	0	0	0	800
All Facilities	MULTI	FPD	FPO	3	Real Property and Space Utilization Studies	250	250	250	250	250	250	250	1,750
All Facilities	MULTI	FPD	FPO	4	Admin/Support/Collection Storage Master Plan	0	0	0	0	1,000	0	0	1,000
All Facilities	MULTI	OR	OR	1	Construction S&A (INCLUDES 38 FTE)	3,600	4,100	4,200	4,300	4,400	4,500	4,600	29,700
All Facilities	MULTI	OR	OR	1	Construction S&A (INCREASE 10 FTE for 160M program)	0	700	750	800	850	900	950	4,950
All Facilities	MULTI	OR	OR	1	Miscellaneous Capital Repair	3,115	3,860	3,805	3,797	4,065	4,050	4,500	27,192
All Facilities	MULTI	OR	OR	1	Reprographics and Library	500	500	500	500	500	500	500	3,500
All Facilities	MULTI	OR	OR	1	Provide Guard Services, All Locations	300	300	300	300	300	300	300	2,100
All Facilities	MULTI	OR	OR	2	Install Backflow Prevention	0	3,000	2,400	0	0	0	0	5,400
					Subtotal: MULTI	11,465	18,810	15,805	14,347	15,065	13,700	14,600	103,792

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
National Air and Space Museum													
OC - Mail	NASM	MR	FPO	2	Design Mechanical System, Basement & 3rd Floor	0	0	0	0	0	5,000	0	5,000
OC - Mail	NASM	FPD	FPD	3	National Air and Space Museum Master Plan	0	0	0	800	0	0	0	800
OC - Mail	NASM	MR	MR	2	Replace Electrical Systems	10,000	0	0	0	0	0	0	10,000
OC - Mail	NASM	MR	MR	2	Replace Mechanical Systems	0	0	0	0	0	0	50,000	50,000
DC - Mail	NASM	DR	OR	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	0	1,500
DC - Mail	NASM	DR	OR	1	Replace Exterior Storefront Doors, Main Entry	750	0	0	0	0	0	0	750
DC - Mail	NASM	DR	OR	2	Stairtower 6 Improvements	0	200	0	0	0	0	0	200
OC - Mail	NASM	DR	OR	2	P-719 Renovate HVAC/Improve Indoor Air Quality	0	1,275	0	0	0	0	0	1,275
OC - Mail	NASM	DR	OR	2	P-703 Renovate HVAC/Improve Indoor Air Quality	0	0	1,500	0	0	0	0	1,500
OC - Mail	NASM	DR	OR	2	Replace Remsey Room Halon System	0	200	0	0	0	0	0	200
OC - Mail	NASM	DR	OR	2	P-700 Renovate HVAC/Improve Indoor Air Quality	0	0	0	1,125	0	0	0	1,125
OC - Mail	NASM	DR	OR	2	3700 Renovate HVAC/Improve Indoor Air Quality	0	0	0	0	1,400	0	0	1,400
OC - Mail	NASM	DR	OR	2	Replace Condensate System	0	0	0	700	0	0	0	700
OC - Mail	NASM	DR	OR	3	Upgrade Accessible Egress (Interior)	0	0	0	0	250	0	0	250
DC - Mail	NASM	DR	OR	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	0	0	100	100
DC - Mail	NASM	DR	DR	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	0	0	320	320
DC - Mail	NASM	DR	DR	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	200	200
DC - Mail	NASM	DR	OR	3	3500 Cooling Tower Well Infill with IT Offices/Equipment Rooms	0	0	0	0	0	0	1,000	1,000
DC - Mail	NASM	DR	OR	4	Replace Dimmers/Ceiling in Theater	0	0	0	0	0	0	200	200
					Subtotal: NASM	10,750	3,175	1,500	2,625	1,650	5,000	51,820	76,520

National Museum of African American History and Culture

DC - Mail	NMAAHC	FPO	FPD	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000
OC - Mail	NMAAHC	FPO	FPD	2	Design National Museum of African American History & Culture	0	0	TBD	TBD	0	0	TBD	0
OC-Mail	NMAAHC	CDN	CDN	2	Construct National Museum of African American History & Culture	0	0	TBD	TBD	0	0	TBD	TBD
					Subtotal: NMAAHC	0	2,000	0	0	0	0	0	2,000

National Museum of American History

DC - Mail	NMAH	MR	FPO	2	Design Swing Space for Wing Revitalization	0	2,500	0	0	0	0	0	2,500
OC - Mail	NMAH	MR	FPO	2	Design Renewal of West Wing	0	3,000	3,000	0	0	0	0	6,000
OC - Mail	NMAH	MR	FPD	2	Design Renewal of East Wing	0	0	0	0	1,700	2,000	0	3,700
OC - Mail	NMAH	MR	FPD	4	Design Renewal of Non - Public Space	0	0	0	0	0	0	5,000	5,000

MR=Major Revitalization; OR=Other Revitalization;
Con=Construction; FPD=Facilities Planning Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Mail	NMAH	MR	MR	2	Renew Public Space - Package II	13,500	0	0	0	0	0	0	13,500
DC - Mail	NMAH	MR	MR	2	Provide Swing Space for Wing Revitalization	0	0	20,000	0	0	0	0	20,000
DC - Mail	NMAH	MR	MR	2	Renew West Wing	0	0	0	30,000	24,000	0	0	54,000
DC - Mail	NMAH	MR	MR	2	Renew East Wing	0	0	0	0	0	0	35,000	35,000
DC - Mail	NMAH	MR	MR	4	Replace Air Handler 4th, 5th & Lower Level	0	0	0	0	0	0	65,000	65,000
DC - Mail	NMAH	OR	OR	1	Replace Domestic Potable Water Supply	200	0	0	0	0	0	0	200
DC - Mail	NMAH	OR	OR	2	Replace Emergency Generator	1,000	0	0	0	0	0	0	1,000
DC - Mail	NMAH	OR	OR	2	Improve Dibern Library Fire Suppression	0	300	0	0	0	0	0	300
DC - Mail	NMAH	OR	OR	2	Upgrade Fire Alarm/Life Safety Non Public Spaces	0	0	1,000	0	1,000	0	0	2,000
DC - Mail	NMAH	OR	OR	2	Provide Sidewalks at Emergency Exits	0	310	0	0	0	0	0	310
DC - Mail	NMAH	OR	OR	2	Replace Fifth Floor Windows	0	1,050	0	0	0	0	0	1,050
DC - Mail	NMAH	OR	OR	2	Replace Chilllers (if no GSA chilled water)	0	0	0	0	0	0	15,000	15,000
DC - Mail	NMAH	OR	OR	3	Repair Constitution Avenue Entry	0	500	0	0	0	0	0	500
DC - Mail	NMAH	OR	OR	3	Prevent Ground Water Infiltration Lower Level (do with Swing Space)	0	0	2,700	0	0	0	0	2,700
DC - Mail	NMAH	OR	OR	3	Removal of the Snow Melt System/Terrace leaks	0	0	0	0	0	0	755	755
					Subtotal: NMAH	14,700	7,660	26,700	30,000	26,700	2,000	120,755	228,515
				4	NMAI Master Plan, All Locations	0	0	0	0	0	1,000	0	1,000
DC, Surliland, NYC	NMAI	FPD	FPD	2	Design Ongoing Revitalization	2,000	3,000	3,000	3,000	3,000	3,000	7,000	24,000
DC - Mail	NMNH	MR	MR	1	Install New Interior Handrails, Rotunda	500	0	0	0	0	0	0	500
DC - Mail	NMNH	MR	MR	2	Renovate Halls 27 - 30	7,500	0	0	0	0	0	0	7,500
DC - Mail	NMNH	MR	MR	2	Renovate Main Building Windows/Entrances	3,500	2,750	0	3,750	2,000	0	0	12,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC, West Wing Basement Ph II	5,500	0	0	0	0	0	0	5,500
DC - Mail	NMNH	MR	MR	2	Renovate Elevators	2,000	3,000	2,000	1,000	1,000	0	0	9,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC Air Towers/Balance Air Supply	2,000	1,550	1,900	0	550	0	0	6,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC & Collections Areas, SW Main 3 (Ph IIC)	4,400	0	0	0	0	0	0	4,400
DC - Mail	NMNH	MR	MR	2	Renovate HVAC Ground Floor EW (LAB Ph I)	0	8,700	0	0	0	0	0	8,700
DC - Mail	NMNH	MR	MR	2	Renovate Basement East Court	0	2,000	1,000	0	0	0	0	3,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC SE Main Ground Floor/Mozzanine (Ph 1)	0	6,000	0	0	0	0	0	6,000
DC - Mail	NMNH	MR	MR	2	Changes to Rotunda Area Lighting	0	500	0	0	0	0	0	500
DC - Mail	NMNH	MR	MR	2	Renovate Utility Tunnels	0	3,500	0	0	0	0	0	3,500

National Museum of the American Indian

DC, Surliland, NYC	NMAI	FPD	FPD	4	NMAI Master Plan, All Locations	0	0	0	0	0	1,000	0	1,000
DC - Mail	NMAI	OR	DR	2	Install Handrail at Main Entry	0	250	0	0	0	0	0	250
New York, NY	NMAI	OR	OR	3	Improve GGHC Accessibility	0	0	80	0	0	0	0	80
New York, NY	NMAI	OR	OR	3	Implement GGHC Space Utilization Plan	0	0	0	0	1,300	400	0	1,700
					Subtotal: NMAI	0	250	80	0	1,300	1,400	0	3,030

National Museum of Natural History

DC - Mail	NMNH	MR	FPD	2	Design Ongoing Revitalization	2,000	3,000	3,000	3,000	3,000	3,000	7,000	24,000
DC - Mail	NMNH	MR	MR	1	Install New Interior Handrails, Rotunda	500	0	0	0	0	0	0	500
DC - Mail	NMNH	MR	MR	2	Renovate Halls 27 - 30	7,500	0	0	0	0	0	0	7,500
DC - Mail	NMNH	MR	MR	2	Renovate Main Building Windows/Entrances	3,500	2,750	0	3,750	2,000	0	0	12,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC, West Wing Basement Ph II	5,500	0	0	0	0	0	0	5,500
DC - Mail	NMNH	MR	MR	2	Renovate Elevators	2,000	3,000	2,000	1,000	1,000	0	0	9,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC Air Towers/Balance Air Supply	2,000	1,550	1,900	0	550	0	0	6,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC & Collections Areas, SW Main 3 (Ph IIC)	4,400	0	0	0	0	0	0	4,400
DC - Mail	NMNH	MR	MR	2	Renovate HVAC Ground Floor EW (LAB Ph I)	0	8,700	0	0	0	0	0	8,700
DC - Mail	NMNH	MR	MR	2	Renovate Basement East Court	0	2,000	1,000	0	0	0	0	3,000
DC - Mail	NMNH	MR	MR	2	Renovate HVAC SE Main Ground Floor/Mozzanine (Ph 1)	0	6,000	0	0	0	0	0	6,000
DC - Mail	NMNH	MR	MR	2	Changes to Rotunda Area Lighting	0	500	0	0	0	0	0	500
DC - Mail	NMNH	MR	MR	2	Renovate Utility Tunnels	0	3,500	0	0	0	0	0	3,500

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Mall	NMNH	MR	MR	2	Renovate Stair Towers/Fire Egress (10 total)	0	2,000	1,000	1,000	0	0	0	4,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Basement EW (LAB Ph II)	0	0	7,300	0	0	0	0	7,300
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Ground Floor Main Bldg NE (w/SEEC)	0	0	8,200	0	0	0	0	8,200
DC - Mall	NMNH	MR	MR	2	Finish Renovations to Hall 12	0	0	2,000	0	0	0	0	2,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Halls 2-6 (Dinosaurs)	0	0	5,600	9,400	0	0	0	15,000
DC - Mall	NMNH	MR	MR	2	Renovate Ground/1st Floors East Court	0	0	0	2,000	0	0	0	2,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC SE Main Ground Floor/Mezzanine (Ph II)	0	0	0	3,000	0	0	0	3,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Ground Floor WW	0	0	0	6,000	0	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Replace West Loading Dock Doors	0	0	0	750	0	0	0	750
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 1st Floor EW	0	0	0	3,100	4,400	0	0	7,500
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 2d Floor WW	0	0	0	6,000	0	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC SW Main GF/Mezz	0	0	0	9,000	0	0	0	9,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 2d Floor EW	0	0	0	7,000	0	0	0	7,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 3rd Floor WW	0	0	0	50	6,000	0	0	6,050
DC - Mall	NMNH	MR	MR	2	Renovate HVAC NW Main GF/Mezz	0	0	0	0	6,700	0	0	6,700
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 3rd Floor EW	0	0	0	0	6,500	0	0	6,500
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 1st Floor West Wing	0	0	0	0	6,500	0	0	6,500
DC - Mall	NMNH	MR	MR	2	Renovate 6th Floor EW	0	0	0	0	4,000	0	0	4,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 5th Floor WW	0	0	0	0	0	300	5,700	6,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC Baird Auditorium	0	0	0	0	0	0	2,500	2,500
DC - Mall	NMNH	MR	MR	3	Finish HVAC Renov Halls 21 & 22	0	0	0	0	0	0	4,000	4,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC 4th WW	0	0	0	0	0	0	7,000	7,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC NE 3 Main	0	0	0	0	0	0	3,500	3,500
DC - Mall	NMNH	MR	MR	3	Revovate HVAC Hall 26	0	0	0	0	0	0	4,000	4,000
DC - Mall	NMNH	MR	MR	3	Finish Renovations HVAC Halls 2B/29	0	0	0	0	0	0	2,000	2,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC Attic Rotunda & Ceiling	0	0	0	0	0	0	1,000	1,000
DC - Mall	NMNH	MR	MR	3	Renov HVAC Hall 7E	0	0	0	0	0	0	2,000	2,000
DC - Mall	NMNH	MR	MR	3	Renov HVAC Rotunda & Hall 17	0	0	0	0	0	0	2,000	2,000
DC - Mall	NMNH	MR	MR	3	Renovate 3rd Floor EC	0	0	0	0	0	0	6,000	6,000
DC - Mall	NMNH	MR	MR	3	HVAC Renov SE 3rd Floor Main Bldg	0	0	0	0	0	0	3,500	3,500
DC - Mall	NMNH	MR	MR	3	Install Staff Women's Restroom	0	0	0	0	0	0	400	400
DC - Mall	NMNH	MR	MR	3	Renovate HVAC NW 3rd Floor Main Bldg	0	0	0	0	0	0	3,300	3,300
DC - Mall	NMNH	MR	MR	3	Renovate HVAC North Lobby GF	0	0	0	0	0	0	2,000	2,000
DC - Mall	NMNH	MR	MR	3	Renovate 4th Floor EW	0	0	0	0	0	0	3,000	3,000
DC - Mall	NMNH	MR	MR	3	Renovate 5th Floor EW	0	0	0	0	0	0	3,000	3,000
					<i>Project Subtotal</i>	25,400	30,000	29,000	30,000	30,000	30,000	54,900	229,300
DC - Mall	NMNH	OR	OR	2	Public/Non-Public Separation Security	0	200	0	0	0	0	0	200
DC - Mall	NMNH	OR	OR	3	Chemical Control Facility	0	0	0	990	0	0	0	990
DC - Mall	NMNH	OR	OR	3	Relocation of Columbia Film Archives	0	0	0	0	0	0	1,000	1,000
DC - Mall	NMNH	OR	OR	4	Botany Herbarium Compactors	0	0	0	0	0	0	600	600
DC - Mall	NMNH	OR	OR	4	Space Modernization & Improvements	0	0	0	0	450	100	100	650
DC - Mall	NMNH	OR	OR	4	Lab & Fume Hood Modernizations, West Wing Labs	0	0	0	0	100	0	0	100
DC - Mall	NMNH	OR	OR	4	Lab & Fume Hood Modernizations, Main Building Labs	0	0	0	0	450	0	0	450
DC - Mall	NMNH	OR	OR	4	Lab & Fume Hood Modernizations, East Wing Labs	0	0	0	0	0	0	100	100
DC - Mall	NMNH	OR	OR	4	Façade Lighting	0	0	0	0	0	0	300	300
					Subtotal: NMNH	27,400	33,200	32,000	33,990	34,000	33,100	64,000	257,690

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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$1000is

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
National Zoological Park													
DC - Rock Creek	NZP	FPD	FPD	1	Design General Services Building Structural Repairs (FY 2006\$)	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	FPD	FPD	1	Design Infrastructure/Utility Systems	225	930	500	500	500	500	1,000	4,155
DC - Rock Creek	NZP	FPD	FPD	1	Design Fire Protection Improvements	250	630	0	0	0	0	0	880
DC - Rock Creek	NZP	FPD	FPD	1	Design Roof Replacements	200	0	0	0	0	0	0	200
DC - Rock Creek	NZP	FPD	FPD	1	Design Police Station, Containment, Greenhouse, Wastewater, CRC Security	375	0	0	0	0	0	0	375
DC - Rock Creek	NZP	FPD	FPD	2	Design Renew Systems at Seal/Sea Lion Facility	0	700	0	0	0	0	0	700
DC - Rock Creek	NZP	FPD	FPD	2	Design Pedestrian Safety & Vehicular Access at Zoo Entry	0	1,000	1,500	0	0	0	0	2,500
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Apes Facility Replacement	0	0	1,500	0	0	0	0	1,500
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Savannah Exhibit	0	0	0	2,000	0	0	0	4,000
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Children's Discovery Zone	0	0	0	2,500	0	0	0	2,500
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Lion/Tiger Building Replacement	0	0	0	0	0	0	3,000	3,000
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Migratory Bird Habitat	0	0	0	0	0	0	2,500	2,500
DC - Rock Creek	NZP	FPD	FPD	3	Plan/Design Renewable Energy/Geothermal	0	250	0	0	750	0	0	1,000
Front Royal, VA	NZP	FPD	FPD	3	Plan/Design Renewable Energy, CRC	0	0	0	0	500	0	0	500
DC - Rock Creek	NZP	FPD	FPD	3	Design Improve Olmsted Walk for Accessibility	0	0	0	0	300	0	0	300
DC - Rock Creek	NZP	FPD	FPD	3	Design Valley Revitalization for Marine Exhibit	0	0	0	0	0	0	6,000	6,000
DC - Rock Creek	NZP	FPD	FPD	3	Design General Services Building Renewal	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	CON	FPD	3	Design Training & Education Center, CRC	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	CON	FPD	3	Design Elephant Conservation & Breeding Ctr., CRC	0	0	0	0	0	0	2,000	2,000
DC - Rock Creek	NZP	CON	FPD	3	Design Endangered Species Breeding Center, CRC	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	FPD	FPD	3	Continue Design for Revitalization of Major Structures	0	0	0	0	0	0	5,000	5,000
DC - Rock Creek	NZP	MR	MR	1	Asia Trail	13,000	9,000	0	0	0	0	0	22,000
DC - Rock Creek	NZP	MR	MR	1	Implement Fire Prot Vet Hosp & Fire Stopping Zoo Wide	900	0	0	0	0	0	0	900
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Bird, Research, Visitor Ctr, Panda Plaza	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Mammals, Reptile, Lion/Tiger, Gen Svc.	0	0	3,000	0	0	0	0	3,000
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Amazonia, Think Tank, Lemurs, Gibbons, Valley, Boiler	0	0	0	3,000	0	0	0	3,000
DC - Rock Creek	NZP	MR	MR	1	Install Emergency Generator, Visitors Center	0	400	0	0	0	0	0	400
DC - Rock Creek	NZP	MR	MR	1	Renew Façade, Roof, & Skylights, Boiler, Genetics, Lion/Tiger	2,000	0	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Renew Façade, Roof, & Skylights, Vet Hosp, Necropsy	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Repair Structural Systems General Services Building	0	5,000	0	0	0	0	0	5,000
DC - Rock Creek	NZP	MR	MR	1	Replace Water Main to Lower Zoo	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Replace Water Power & Telecom to Vet Hosp/Research	0	1,500	0	0	0	0	0	1,500
DC - Rock Creek	NZP	MR	MR	1	Upgrade Critical Infrastructure: Electric, Steam, Plumbing, HVAC	0	0	5,000	2,000	5,000	5,000	11,000	28,000
DC - Rock Creek	NZP	MR	MR	2	Renew Systems at Seal/Sea Lion Facility	0	0	7,000	0	0	0	0	7,000
Front Royal, VA	NZP	MR	MR	2	Improve Life Safety Systems: Fire Detection, Alarms, Suppression, Egress	100	100	100	100	100	0	0	500
Front Royal, VA	NZP	MR	MR	2	Install Emergency Generator, CRC Research Core	0	300	0	0	0	0	0	300
DC - Rock Creek	NZP	MR	MR	2	Renew Façade, Roof, & Skylights, DCB, Marmoset, Quarantine, Mangrove	0	0	2,000	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	2	Replace Electric Substation	0	0	2,000	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	2	Improve Pedestrian Safety & Vehicular Access at Zoo Entry	0	0	0	20,000	0	0	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Replace Apes Facility	0	0	0	0	20,000	0	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Install Renewable Energy Systems	0	0	1,000	0	0	0	3,000	4,000
Front Royal, VA	NZP	MR	MR	2	Install Renewable Energy Systems, CRC	0	0	0	0	0	0	4,000	4,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Cheetah Hill for African Savannah	0	0	0	0	0	20,000	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Valley for Marine Exhibit	0	0	0	0	0	0	60,000	60,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Lower Zoo for Children's Discovery Zone	0	0	0	0	0	0	10,000	10,000
DC - Rock Creek	NZP	MR	MR	2	Replace Lion/Tiger Building	0	0	0	0	0	0	30,000	30,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Lower Bear & Rock Creek for Migratory Bird Habitat	0	0	0	0	0	0	25,000	25,000
Front Royal, VA	NZP	MR	MR	2	Upgrade Sewage Disposal System at Front Royal	0	0	0	0	0	0	10,000	10,000

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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Front Royal, VA	NZP	MR	MR	2	Improve Stormwater Management at Front Royal	0	0	0	0	0	0	5,000	5,000
Front Royal, VA	NZP	MR	MR	2	Consolidate Maintenance Shops, CRC	0	0	0	0	0	3,000	0	3,000
DC - Rock Creek	NZP	MR	MR	3	General Services Building Renewal	0	0	0	0	0	0	10,000	10,000
DC - Rock Creek	NZP	MR	MR	3	Improve Olmsted Walk for Accessibility	0	0	0	0	0	0	3,000	3,000
DC - Rock Creek	NZP	MR	MR	3	Improve Services Infrastructure: Restrooms, Keeper Rooms, Roads, Walks,	0	200	200	100	100	100	100	800
					<i>Project Subtotal</i>	<i>16,000</i>	<i>22,500</i>	<i>20,300</i>	<i>25,200</i>	<i>25,200</i>	<i>28,100</i>	<i>191,100</i>	<i>328,400</i>
DC - Rock Creek	NZP	OR	OR	1	Replace Hay Storage Facility	500	0	0	0	0	0	0	500
DC - Rock Creek	NZP	OR	OR	1	Replace Greenhouse	0	300	0	0	0	0	0	300
DC - Rock Creek	NZP	OR	OR	1	Repair/Renew Police Station	0	1,000	0	0	0	0	0	1,000
Front Royal, VA	NZP	OR	OR	1	Construct Wastewater Treatment System, CRC	0	0	1,500	0	0	0	0	1,500
DC - Rock Creek	NZP	OR	OR	1	Improve Animal Pools & Containment Systems	0	500	500	500	500	500	500	3,000
Front Royal, VA	NZP	OR	OR	2	Upgrade Security & Provide Police Office, CRC	0	100	0	0	0	0	0	100
Front Royal, VA	NZP	DR	OR	2	Upgrade Electrical & High Voltage Distribution, CRC	0	500	500	500	0	0	0	1,000
DC - Rock Creek	NZP	DR	OR	2	Demolish RDC Auxiliary Buildings A, B & C	0	0	0	0	2,000	0	0	2,000
DC - Rock Creek	NZP	DR	OR	3	Renovate Quarantine, Migratory Birds & Conservation Bio Space	0	0	500	0	0	0	0	500
DC - Rock Creek	NZP	OR	OR	3	Relocate NZP server room to DCB Bldg	0	0	0	0	0	900	0	900
DC - Rock Creek	NZP	OR	OR	3	Renovate Veterinary Hospital staff spaces	0	0	0	0	500	0	0	500
DC - Rock Creek	NZP	DR	OR	3	Stabilize Holt House	0	0	0	0	0	0	500	500
Front Royal, VA	NZPFR	CDN	CON	3	Construct Training & Education Center, CRC	0	0	0	0	0	0	10,000	10,000
Front Royal, VA	NZPFR	CDN	CON	3	Construct Elephant Conservation & Breeding Ctr, CRC	0	0	0	0	0	0	20,000	20,000
Front Royal, VA	NZPFR	CDN	CON	3	Construct Endangered Species Breeding Center, CRC	0	0	0	0	0	0	10,000	10,000
					Subtotal: NZP	17,550	27,910	26,800	28,700	32,750	32,000	254,600	420,310

Quadrangle: National Museum of African Art, Sackler Gallery, Ripley Center

DC - Mail	QUAD	FPD	FPD	3	Quadrangle/Freer Master Plan	0	0	600	0	0	0	0	600
DC - Mail	QUAD	FPD	FPD	5	Design Roof Replacement	0	0	0	0	0	5,000	0	5,000
DC - Mail	QUAD	FPD	FPD	5	Design Mechanical & Electrical System Replacement	0	0	0	0	0	850	0	850
DC - Mail	QUAD	MR	MR	5	Replace Roof	0	0	0	0	0	0	56,000	56,000
DC - Mail	QUAD	MR	MR	5	Replace Mechanical & Electrical Systems	0	0	0	0	0	0	8,500	8,500
DC - Mail	QUAD	OR	OR	2	Replace Fire Alarm System	2,700	0	0	0	0	0	0	2,700
DC - Mail	QUAD	DR	OR	2	Replace Steam Humidification System	2,200	0	0	0	0	0	0	2,200
DC - Mail	QUAD	DR	OR	3	Reconfigure Sackler Collection Storage Space	0	0	0	0	500	0	0	500
DC - Mail	QUAD	DR	OR	3	Connect GSA Chilled Water System	0	1,500	0	0	0	0	0	1,500
DC - Mail	QUAD	DR	OR	4	Clean Agent Fire Protection System in Collections Storage, Sackler	0	0	0	0	0	0	500	500
DC - Mail	QUAD	DR	OR	5	Repair Interior Stone	0	0	0	0	0	0	250	250
					Subtotal: QUAD	4,900	1,500	600	0	500	5,850	65,250	78,600

Renwick Gallery

DC - Lafayette Park	RG	FPD	FPD	2	Renwick Master Plan	0	400	0	0	0	0	0	400
DC - Lafayette Park	RG	FPD	FPD	3	Design Major Restoration	0	0	0	0	3,000	0	0	3,000
DC - Lafayette Park	RG	MR	MR	3	Restore Renwick Gallery	0	0	0	0	0	0	25,000	25,000
DC - Lafayette Park	RG	DR	OR	1	Modify Attic Access Catwalks	0	300	0	0	0	0	0	300
DC - Lafayette Park	RG	DR	OR	1	Replace Ceiling in Gallery 104	0	300	0	0	0	0	0	300

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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
OC - Lafayette Park	RG	OR	OR	3	Remediate HVAC & Electrical Systems	0	0	0	0	1,000	0	0	1,000
OC - Lafayette Park	RG	OR	OR	3	Repair Entrance Stairs	0	0	0	0	200	0	0	200
DC - Lafayette Park	RG	OR	OR	3	Repair Exterior Stone Joints	0	0	0	0	600	0	0	600
					Subtotal: RGA	0	1,000	0	0	4,800	0	25,000	30,800

Donald W. Reynolds Center for American Art and Portraiture (formerly Patent Office Building)

OC - Gallery Place	POB	OR	OR	3	Upgrade Landscape	0	0	2,000	0	0	0	0	2,000
OC - Gallery Place	POB	OR	OR	3	Improve Lighting at G Street Portico	0	150	0	0	0	0	0	150
					Subtotal: POB	0	150	2,000	0	0	0	0	2,150

Security and Anti-Terrorism Throughout SI

All Facilities	SECURITY	MR	FPD	2	Design Quad & HMSG Perimeter Barriers	0	1,300	0	0	0	0	0	1,300
All Facilities	SECURITY	MR	FPD	2	Design Glass Mitigation, RGA/FGA/SIB/CHM/GGHC/NMAFA	0	490	150	0	30	0	0	670
All Facilities	SECURITY	MR	FPO	2	Design Glass Mitigation, NASM/Hezy	0	500	2,300	0	0	0	0	2,800
All Facilities	SECURITY	MR	FPO	2	Design Emergency Voice System, NZP	0	200	300	0	0	0	0	500
All Facilities	SECURITY	MR	FPD	3	Design Off-Mall Perimeter Barriers, Reynolds/RGA	0	700	0	950	0	0	0	1,650
All Facilities	SECURITY	MR	FPO	3	Design Electronic Access Control, NASM/RGA	0	0	0	40	0	0	0	40
All Facilities	SECURITY	MR	FPO	4	Design Off-Mall Perimeter Barriers, Hazy	0	0	0	400	600	0	0	1,000
All Facilities	SECURITY	MR	FPO	4	Feasibility/Design Air Intakes for Chem/Bio/Radio Mitigation	0	0	200	0	300	0	0	500
All Facilities	SECURITY	MR	FPD	4	Design Perimeter Camera Systems, Off Mall	0	0	0	0	105	0	0	105
All Facilities	SECURITY	MR	FPD	4	Anti-Terrorism Design Project Subtotal	0	3,190	2,950	1,390	1,035	0	0	8,565
All Facilities	SECURITY	OR	FPO	2	Design Security System Modernizations, Multiple Locations	0	350	265	600	30	0	1,000	2,245
All Facilities	SECURITY	MR	MR	1	Construct NMAH Perimeter Barriers	0	8,000	0	0	0	0	0	8,000
All Facilities	SECURITY	MR	MR	2	Construct Quad & HMSC Perimeter Barriers	0	0	12,500	0	0	0	0	12,500
All Facilities	SECURITY	MR	MR	2	Install Castle Glass Mitigation	0	0	3,000	0	0	0	0	3,000
All Facilities	SECURITY	MR	MR	2	Install Freee Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install Renwick Glass Mitigation	0	0	0	2,000	0	0	0	2,000
All Facilities	SECURITY	MR	MR	2	Install NASM Glass Mitigation	0	0	0	10,000	10,000	10,000	15,000	45,000
All Facilities	SECURITY	MR	MR	2	Install POB Glass Mitigation	0	0	0	6,000	0	0	0	6,000
All Facilities	SECURITY	MR	MR	2	Install Cooper-Hewitt Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install GGHC Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install Emergency Voice System et NZP	0	0	0	0	2,500	0	0	2,500
All Facilities	SECURITY	MR	MR	2	Install NMAH Electronic Access Control (Public/Staff Separation)	0	0	0	0	450	0	0	450
All Facilities	SECURITY	MR	MR	3	Construct POB Barriers	0	0	8,000	0	0	0	0	8,000
All Facilities	SECURITY	MR	MR	3	Construct Renwick Barriers	0	0	0	0	0	2,000	0	2,000
All Facilities	SECURITY	MR	MR	3	Install NMAFA Stained Glass Protection	0	0	0	0	0	0	200	200
All Facilities	SECURITY	MR	MR	3	Install Hazy Glass Mitigation	0	0	0	0	3,000	0	0	3,000
All Facilities	SECURITY	MR	MR	3	Install NASM Electronic Access Control (Public/Staff Separation)	0	0	0	0	0	250	0	250
All Facilities	SECURITY	MR	MR	3	Complete MNMH Perimeter Barriers	0	0	0	0	0	50	0	50
All Facilities	SECURITY	MR	MR	4	Modify Air Intakes for Chem/Bio/Radio Mitigation	0	0	0	0	0	0	1,800	1,800
All Facilities	SECURITY	MR	MR	4	Construct Hazy Barriers	0	0	0	0	0	0	5,000	5,000
All Facilities	SECURITY	MR	MR	4	Provide Perimeter Camera Systems, Off Mall Buildings	0	0	0	0	0	0	4,000	4,000
All Facilities	SECURITY	MR	MR	4	Anti-Terrorism Project Subtotal	0	8,000	23,500	21,000	15,950	12,300	26,700	107,450
All Facilities	SECURITY	OR	OR	2	Modernize Electronic Security, Renwick Gallery	0	750	0	0	0	0	0	750
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, NZP	0	0	0	500	500	0	0	1,000
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage Electronic Security, MNMH	0	0	0	2,000	0	0	0	2,000

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Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
All Facilities	SECURITY	OR	OR	2	Upgrade Gallery Electronic Security Infrastructure, Quadrangle	0	0	0	0	400	0	0	400
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage & Perimeter Security, Cooper-Hewitt	0	0	0	0	250	0	0	250
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, Apollo Oriva	0	0	0	0	200	0	0	200
All Facilities	SECURITY	OR	OR	2	Upgrade Hope Diamond Security, NMNH	0	0	0	0	300	0	0	300
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage Electronic Security, NMAH	0	0	0	0	500	0	0	500
All Facilities	SECURITY	OR	OR	2	Modernize Security Systems, MSC	0	0	0	1,050	0	0	0	1,050
All Facilities	SECURITY	OR	OR	2	Modernize Security Systems, Garber	0	0	0	400	0	0	0	400
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, Front Royal	0	0	0	0	0	0	500	500
All Facilities	SECURITY	OR	OR	2	Improve Lighting & Install CCTV, SERC	0	0	0	0	0	0	275	275
All Facilities	SECURITY	OR	OR	2	Upgrade Locker Rooms, RGA	0	0	300	0	0	0	0	300
All Facilities	SECURITY	OR	OR	2	Upgrade Locker Rooms, NASM	0	0	500	0	0	0	0	500
All Facilities	SECURITY	OR	OR	2	Upgrade Perimeter Gates, NZP	0	0	200	0	0	0	0	200
All Facilities	SECURITY	OR	OR	2	Install Security Fence, Gate & Guard Booth, AM	0	0	0	0	1,000	0	0	1,000
All Facilities	SECURITY	OR	OR	2	Reutilizat Operable Security Bollards	0	0	0	0	0	0	1,000	1,000
All Facilities	SECURITY	OR	OR	2	Modernize Security Systems Subtotal	0	750	1,000	3,950	3,150	0	1,775	10,625
					Subtotal: Security & Anti-Terrorism	0	12,290	27,715	26,940	20,165	12,300	29,475	128,885
AZ, MA & HI	SAO	FPO	FPO	2	SAO Master Plan, Tucson, Hawaii & Cambridge	0	1,200	0	0	0	0	0	1,200
Cambridge, MA	SAO	FPO	FPO	2	Fire Hazard Risk Assessment, Cambridge Buildings	0	200	0	0	0	0	0	200
Tucson, AZ	SAO	CON	FPO	3	Oesign Construct Hilo Control Building Extension	0	0	0	0	100	0	0	100
Tucson, AZ	SAO	OR	OR	1	Replace Guardrails, Mt. Hopkins Road	500	0	0	0	0	0	0	500
Tucson, AZ	SAO	OR	OR	1	Install New Large Water Tank	500	0	0	0	0	0	0	500
Hawaii	SAO	OR	OR	1	Improve Fire Safety, SMA	150	150	0	0	0	0	0	300
Tucson, AZ	SAO	OR	OR	2	Site-Wide Radio Fire Alarm System, FLWO	0	0	200	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Install Summit Antennae Fire Suppression System	0	0	200	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Install Spectrograph Fire Suppression System	0	0	100	0	0	0	0	100
Tucson, AZ	SAO	OR	OR	2	Install Fire Suppression, Summit Control Building	0	200	0	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Improve Ormesic Water System	0	350	0	0	0	0	0	350
Tucson, AZ	SAO	OR	OR	2	Install Microwave Link Summit to Tucson	0	0	0	0	200	0	0	200
Tucson, AZ	SAO	OR	OR	2	Repair/Replace Summit Oorm	0	0	0	0	0	0	0	0
Tucson, AZ	SAO	OR	OR	2	Repair/improve Whipple Road	0	0	0	0	0	0	3,000	3,000
Tucson, AZ	SAO	OR	OR	3	Construct Instrument Storage	0	900	0	1,000	1,000	0	0	2,000
Cambridge, MA	SAO	OR	OR	3	Relocate HEA Computer Rm to Cambridge Oisc Park	0	0	0	228	0	0	0	228
Hawaii	SAO	OR	OR	3	Complete Hilo Base Building Facility	0	0	0	0	600	0	0	600
Hawaii	SAO	OR	OR	3	Construct Expans'n of Summit Facility for Add'l Lab Spce	0	0	0	0	950	0	0	950
Tucson, AZ	SAO	OR	OR	3	Replaca FM Repeater	0	0	0	60	0	0	0	60
Hawaii	SAO	OR	OR	3	Construct SMA Vault Entrance	0	0	0	50	0	0	0	50
Tucson, AZ	SAO	OR	OR	3	Replace Fire Alarm System at Basecamp & Ridge Oorm	0	0	0	0	300	0	0	300
Tucson, AZ	SAO	OR	OR	3	Long Term MMT Instrument Accommodation	0	0	0	0	0	0	200	200
Cambridge, MA	SAO	OR	OR	4	Upgrade Computer Room at 60 Garden Street	0	0	0	0	0	0	235	235
Hawaii	SAO	OR	OR	4	Instell Hilo Base Building Generator	0	0	0	0	0	0	200	200
Tucson, AZ	SAO	OR	OR	4	Construct Visitor's Expension	0	0	0	0	0	0	200	200
Tucson, AZ	SAO	OR	OR	4	Replaca HVAC	0	0	0	0	0	0	500	500
Hawaii	SAO	CON	CON	3	Construct Hilo Control Building Extension +	0	0	0	0	0	0	1,000	1,000
					Subtotal: SAO	1,150	3,000	500	1,338	3,150	0	5,335	14,473

Smithsonian Astrophysical Observatory

MR=Major Revitalization; OR=Other Revitalization;
Con=Construction; FPD=Facilities Planning Design

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

<i>Campus</i>	<i>Location</i>	<i>Type</i>	<i>Category</i>	<i>Priority</i>	<i>Project</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>	<i>FY12</i>	<i>Outyears</i>	<i>FY07-Outyrs Total</i>
Smithsonian Environmental Research Center													
Edgewater, MD	SERC	FPD	FPD	2	Update SERC Master Plan	500	0	0	0	0	0	0	500
Edgewater, MD	SERC	FPD	FPD	3	Design Mathias Lab Modules (Replace Trailers)	0	2,500	0	0	0	0	0	2,500
Edgewater, MD	SERC	FPD	FPD	3	Design Alcohol Storage Building	0	0	0	0	200	0	0	200
Edgewater, MD	SERC	FPD	FPD	3	Design Annex to Reed Center	0	0	0	0	0	150	0	150
Edgewater, MD	SERC	FPD	FPD	3	Design Auditorium	0	0	0	0	0	200	0	200
Edgewater, MD	SERC	FPD	FPD	3	Design Experimental Research Facility	0	0	0	0	0	0	400	400
Edgewater, MD	SERC	FPD	FPD	3	Design SERC Library	0	0	0	0	0	0	200	200
Edgewater, MD	SERC	FPD	FPD	3	Design New Lab Building	0	0	0	0	0	0	1,200	1,200
Edgewater, MD	SERC	FPD	FPD	3	Design Visitor Reception	0	0	0	0	0	0	200	200
Edgewater, MD	SERC	OR	OR	1	Construct Wastewater Treatment Plant	1,000	0	0	0	0	0	0	1,000
Edgewater, MD	SERC	OR	OR	2	Replace HVAC Systems	0	4,000	0	0	0	0	0	4,000
Edgewater, MD	SERC	OR	OR	2	Improve Utility Systems	0	0	0	500	0	0	0	500
Edgewater, MD	SERC	OR	OR	2	Construct Fire Protection Water Distribution System	0	0	500	0	0	0	0	500
Edgewater, MD	SERC	OR	OR	3	Renovate Schmidt Building	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	OR	OR	3	Install Utility Connection to Waterfont	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	OR	OR	3	Construct Improvements to Entrance Road	0	0	0	0	1,600	0	0	1,600
Edgewater, MD	SERC	OR	OR	3	Repair Corn Island Facilities	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	OR	OR	3	Construct Improvements to Security	0	0	0	0	600	0	0	600
Edgewater, MD	SERC	OR	OR	3	Construct Trail System Improvements	0	0	0	0	150	0	0	150
Edgewater, MD	SERC	CON	CON	3	Construct Mathias Lab Modules (Replace Trailers)	0	0	10,000	10,000	9,000	0	0	29,000
Edgewater, MD	SERC	CON	CON	3	Construct Alcohol Storage Building	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Annex to Reed Center	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	CON	CON	3	Construct Auditorium	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Library	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct New Lab Building	0	0	0	0	0	0	12,000	12,000
Edgewater, MD	SERC	CON	CON	3	Construct Visitors Reception	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Experimental Research Facility	0	0	0	0	0	0	4,000	4,000
Subtotal: SERC						1,500	6,500	10,500	10,500	11,550	350	32,000	72,900
Smithsonian Institution Building (Castle)													
DC - Mall	SIB	FPD	FPD	2	Castle Master Plan	0	600	0	0	0	0	0	600
DC - Mall	SIB	FPD	FPD	2	Design Restoration Project	0	0	0	12,000	0	0	0	12,000
DC - Mall	SIB	MR	MR	2	Renovate Smithsonian Castle	0	0	0	0	0	45,000	30,000	75,000
DC - Mall	SIB	OR	OR	1	Replace Electrical Switchboard & Network Protector	450	0	0	0	0	0	0	450
DC - Mall	SIB	OR	OR	2	Replace Fire Alarm	0	800	0	0	0	0	0	800
Subtotal: SIB						450	1,400	0	12,000	0	45,000	30,000	88,850

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Panama	STRI	FPO	FPD	2	Update STRI Master Plan	500	0	0	0	0	0	0	500
Panama	STRI	MR	MR	2	Gamboa Development Land Purchase	0	0	0	0	0	0	3,000	3,000
Panama	STRI	OR	OR	1	Rehabilitate Gamboa Old Schoolhouse, Phase 1	0	1,500	2,300	0	0	0	0	3,800
Panama	STRI	OR	OR	1	Improve Security & Facade Tupper Bldg(Main Entrance and 200 level)	0	525	0	0	0	0	0	525
Panama	STRI	OR	OR	1	Replace Tramway, BCI	0	445	0	0	0	0	0	445
Panama	STRI	OR	OR	1	Replace BCI Visitor's Center	0	650	0	0	0	0	0	650
Panama	STRI	OR	OR	2	Relocate Culebra Admin Offices/Resolve Serious Leaks	0	0	175	0	0	0	0	175
Panama	STRI	OR	OR	2	Bocas del Toro Fire Protection System, Phase 2	0	0	250	0	0	0	0	250
Panama	STRI	OR	OR	2	Improve BCI Fire Protection System	0	0	325	0	0	0	0	325
Panama	STRI	OR	OR	2	Install New Elevator, Tupper Lab Building	0	0	400	0	0	0	0	400
Panama	STRI	OR	OR	2	Improve Façade All Naos Buildings - w New Fence	0	0	0	150	0	0	0	150
Panama	STRI	OR	OR	2	Improve Fence Gamboa (Vanderburgh)	0	0	0	225	0	0	0	225
Panama	STRI	OR	OR	2	Improve Communications/OIT Systems	0	0	0	135	0	0	0	135
Panama	STRI	OR	OR	2	Relocate Boat Maintenance Operations from BCI to Gamboa	0	0	0	750	0	0	0	750
Panama	STRI	OR	OR	2	Enlarge Gamboa Pier Site	0	0	0	450	0	0	0	450
Panama	STRI	OR	OR	3	Construct Additional Oorm Space Bocas	0	0	0	0	905	0	0	905
Panama	STRI	OR	OR	3	Construct New Rock Breakwater, Naos	0	0	0	250	0	0	0	250
Panama	STRI	OR	OR	3	Improve BCI Emergency Evacuation (Helipad) & Erosion Control	0	0	0	0	0	0	0	0
Panama	STRI	OR	OR	3	Provide Back Up Chiller Unit Tupper/Tivoli Complex	0	0	0	245	0	0	0	245
Panama	STRI	OR	OR	3	Extend Covered Walks to General Services Building	0	0	0	120	0	0	0	120
Panama	STRI	OR	OR	3	Construct New Galeta Conference Center	0	0	0	175	0	0	0	175
Panama	STRI	OR	OR	3	Relocate Exhibits, Classrooms, Lunchroom Bocas	0	0	0	0	125	0	0	125
Panama	STRI	OR	OR	3	Repair Corbita Facilities	0	0	0	0	600	0	0	600
Panama	STRI	OR	OR	4	Construct New Bookstore Tupper (A&M)	0	0	0	0	200	0	0	200
Panama	STRI	OR	OR	4	Repair/Replace Diving Locker and Boat Shop area, Naos	0	0	0	0	225	0	0	225
Panama	STRI	OR	OR	4	Repair/Replace Oormitories Galeta	0	0	0	0	250	0	0	250
Panama	STRI	OR	OR	5	Construct New Mangrove Walkway Bocas (A&M)	0	0	0	0	0	0	500	500
Panama	STRI	OR	OR	5	New Visitor's Center Tupper (A&M)	0	0	0	0	0	0	90	90
Panama	STRI	CON	CON	3	Replace STRI Floating Lab (RIU Urraca)	0	0	0	0	0	0	7,000	7,000
					Subtotal: STRI	500	3,120	3,650	2,500	2,305	0	10,590	22,665

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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Building

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Suitland Campus (Cultural Resources Center, Garber Facility & Museum Support Center)													
Suitland, MD	MSC	MR	FPD	2	Design Pod 3 Renovation	2,500	0	0	0	0	0	0	2,500
Suitland, MD	MSC	MR	FPD	2	Design Mechanical & Electrical Systems Upgrade	0	0	1,000	1,000	0	0	0	2,000
Suitland, MD	MSC	MR	FPD	3	Design Pod 6 Construction	0	0	0	0	0	0	5,000	5,000
Suitland, MD	GAR	FPD	FPD	2	Design Demolition of Buildings	0	350	0	0	0	0	0	350
Suitland, MD	GAR	FPD	FPO	5	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000
Suitland, MD	MSC	MR	MR	2	Renovate Pod 3/Collections Storage Improvements	0	13,000	12,000	0	0	0	0	25,000
Suitland, MD	GAR	MR	MR	2	Replace Greenhouses	0	12,000	0	0	0	0	0	12,000
Suitland, MD	MSC	MR	MR	2	Upgrade/Balance Mechanical & Electrical Systems (Pod 1, 2, 4, Labs)	0	0	0	0	6,500	6,500	6,500	19,500
Suitland, MD	GAR	MR	MR	5	Revitalize Infrastructure	0	0	0	0	0	0	24,000	24,000
Suitland, MD	MSC	OR	OR	1	Improve Fire Detection & Protection	2,600	2,500	0	0	0	0	0	5,100
Suitland, MD	MSC	OR	OR	1	Replace Main Switchgear	350	0	0	0	0	0	0	350
Suitland, MD	CRC-NMAI	OR	OR	2	Correct Water Penetration/Condensation, CRC	650	0	0	0	0	0	0	650
Suitland, MD	GAR	OR	OR	2	Provide Central Fire Pump & Upgrade Mains	0	1,700	0	0	0	0	0	1,700
Suitland, MD	GAR	OR	OR	2	Oeotectors & Alarms, Buildings 7, 20, 21, 24, 31	0	1,200	0	0	0	0	0	1,200
Suitland, MD	GAR	OR	OR	2	Detectors & Alarms, Buildings 25, 26, 27, 28, 34	0	0	1,200	0	0	0	0	1,200
Suitland, MD	GAR	OR	OR	2	Detectors & Alarms, Buildings 17, 19	0	0	0	600	0	0	0	600
Suitland, MD	GAR	OR	OR	2	Oeotectors & Alarms, Remaining Buildings	0	0	0	0	1,000	0	0	1,000
Suitland, MD	GAR	OR	OR	2	Provide Surge Protection for Site	0	1,300	0	0	0	0	0	1,300
Suitland, MD	MSC	OR	OR	2	Replace Steam Condensate System	0	0	0	2,500	0	0	0	2,500
Suitland, MD	SSF	OR	OR	2	Erosion Control Between Buildings 6 & 31	0	0	0	500	0	0	0	500
Suitland, MD	GAR	OR	OR	2	Demolish Buildings 15 & 18, Move Collections	0	2,000	3,000	0	0	0	0	5,000
Suitland, MD	SSF	OR	OR	3	Demolish Buildings 1 - 6, 22 & 23, Move Collections	0	0	0	2,300	1,600	0	0	3,900
Suitland, MD	SSF	OR	OR	3	Demolish Building 27, Move Collections	0	0	0	0	1,400	0	0	1,400
Suitland, MD	SSF	OR	OR	3	Demolish Building 10	0	0	0	0	0	3,000	0	3,000
Suitland, MD	GAR	OR	OR	3	Improve Environmental Conditions, Bldg 21	0	0	0	0	0	0	1,500	1,500
Suitland, MD	SSF	OR	OR	3	Horticulture Support Building Fire Egress	0	0	0	0	400	0	0	400
Suitland, MD	MSC	OR	OR	3	Emergency Generator Improvements	0	0	0	0	150	0	0	150
Suitland, MD	MSC	OR	OR	3	Osteoprep Lab Freezer Shed & Emergency Generator	0	0	0	0	200	0	0	200
Suitland, MD	MSC	OR	OR	3	Botany Greenhouse Improvements	0	0	0	0	250	0	0	250
Suitland, MD	MSC	OR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect. A & B Labs	0	0	0	200	0	0	0	200
Suitland, MD	MSC	OR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect C-F Labs	0	0	0	0	350	0	0	350
Suitland, MD	MSC	OR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect G & Pods	0	0	0	0	0	400	0	400
Suitland, MD	MSC	OR	OR	3	Fume Hood Improvements & Lab Modernizations, Greenhse/Bldg 26	0	0	0	0	0	0	450	450
Suitland, MD	GAR	OR	OR	3	Renovate Buildings 7 & 31	0	0	0	0	0	0	4,000	4,000
Suitland, MD	MSC	CON	CON	1	Construct Pod 5 (includes 5 FTE)	5,435	0	0	0	0	0	0	5,435
Suitland, MD	MSC	CON	CON	3	Construct Pod 6	0	0	0	0	0	0	45,000	45,000
Subtotal: MSC						11,535	34,050	17,200	7,100	11,850	9,900	88,450	180,085
Steven F. Udvar-Hazy Center													
Chantilly, VA	U-Hazy	FPD	FPO	4	Design Roof Replacement	0	0	0	0	0	0	500	500
Chantilly, VA	U-Hazy	FPD	FPO	4	Hazy Master Plan	0	0	0	0	0	0	1,000	1,000
Chantilly, VA	U-Hazy	MR	MR	4	Roof Replacement	0	0	0	0	0	0	5,000	5,000
Chantilly, VA	U-Hazy	OR	OR	4	Install Snow Mitigation	0	0	0	0	0	0	3,000	3,000
Chantilly, VA	U-Hazy	OR	OR	4	Upgrade Emergency Power	0	0	0	0	0	0	1,000	1,000
Subtotal: Hezy						0	0	0	0	0	0	10,500	10,500
TOTAL REQUEST						107,000	163,190	176,450	172,390	166,985	162,300	1,022,575	1,970,890

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SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Major Revitalization													
DC - Mall	AIB	MR	MR	2	Permanently Relocate SEEC at NNMNH	0	0	1,300	0	0	0	0	1,300
DC - Mall	AIB	MR	MR	3	Restore Arts & Industries Building	0	0	0	0	0	0	182,000	182,000
DC - Mall	HMSG	MR	MR	0	Restore/Repair Exterior Façade	0	0	5,500	0	0	0	0	5,500
DC - Mall	HMSG	MR	MR	3	Restore & Waterproof Plze & Foundation Walls	0	0	0	0	0	0	10,000	10,000
DC - Mall	HMSG	MR	MR	4	Rehabilitate 4th Floor	0	0	0	0	0	0	8,500	8,500
Suitland, MD	MSC	MR	MR	2	Renovate Pod 3/Collections Storage Improvements	0	13,000	12,000	0	0	0	0	25,000
Suitland, MD	GAR	MR	MR	2	Replace Greenhouses	0	12,000	0	0	0	0	0	12,000
Suitland, MD	MSC	MR	MR	2	Upgrade/Balance Mechanical & Electrical Systems (Pod 1, 2, 4, Labs)	0	0	0	0	6,500	6,500	0	19,500
DC - Mall	NASM	MR	MR	2	Replace Electrical Systems	10,000	0	0	0	0	0	0	10,000
DC - Mall	NASM	MR	MR	2	Replace Mechanical Systems	0	0	0	0	0	0	50,000	50,000
DC - Mall	NMAH	MR	MR	2	Renew Public Space - Package II	13,500	0	0	0	0	0	0	13,500
DC - Mall	NMAH	MR	MR	2	Provide Swing Space for Wing Revitalization	0	0	20,000	0	0	0	0	20,000
DC - Mall	NMAH	MR	MR	2	Renew West Wing	0	0	0	30,000	24,000	0	0	54,000
DC - Mall	NMAH	MR	MR	2	Renew East Wing	0	0	0	0	0	0	35,000	35,000
DC - Mall	NMAH	MR	MR	4	Replace Air Handler 4th, 5th & Lower Level	0	0	0	0	0	0	0	65,000
DC - Mall	NMNH	MR	MR	1	Install New Interior Handrails, Rotunda	500	0	0	0	0	0	0	500
DC - Mall	NMNH	MR	MR	2	Renovate Halls 27 - 30	7,500	0	0	0	0	0	0	7,500
DC - Mall	NMNH	MR	MR	2	Renovate Main Building Windows/Entrances	3,500	2,750	0	3,750	2,000	0	0	12,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC, West Wing Basement Ph II	5,500	0	0	0	0	0	0	5,500
DC - Mall	NMNH	MR	MR	2	Renovate Elevators	2,000	3,000	2,000	1,000	1,000	0	0	9,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Air Towers/Balance Air Supply	2,000	1,550	1,900	0	550	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC & Collections Areas, SW Main 3 (Ph IIC)	4,400	0	0	0	0	0	0	4,400
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Ground Floor EW (LAB Ph I)	0	8,700	0	0	0	0	0	8,700
DC - Mall	NMNH	MR	MR	2	Renovate Basement East Court	0	2,000	1,000	0	0	0	0	3,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC SE Main Ground Floor/Mezzanine (Ph 1)	0	6,000	0	0	0	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Changes to Rotunda Area Lighting	0	500	0	0	0	0	0	500
DC - Mall	NMNH	MR	MR	2	Renovate Utility Tunnels	0	3,500	0	0	0	0	0	3,500
DC - Mall	NMNH	MR	MR	2	Renovate Stair Towers/Fire Egress (10 total)	0	2,000	1,000	1,000	0	0	0	4,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Basement EW (LAB Ph II)	0	0	7,300	0	0	0	0	7,300
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Ground Floor Main Bldg NE (w/SEEC)	0	0	8,200	0	0	0	0	8,200
DC - Mall	NMNH	MR	MR	2	Finish Renovations to Hall 12	0	0	2,000	0	0	0	0	2,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Halls 2-6 (Dinosaurs)	0	0	5,600	9,400	0	0	0	15,000
DC - Mall	NMNH	MR	MR	2	Renovate Ground/1st Floors East Court	0	0	0	2,000	0	0	0	2,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC SE Main Ground Floor/Mezzanine (Ph II)	0	0	0	3,000	0	0	0	3,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC Ground Floor WW	0	0	0	6,000	0	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Replace West Loading Dock Doors	0	0	0	750	0	0	0	750
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 1st Floor EW	0	0	0	3,100	4,400	0	0	7,500
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 2d Floor WW	0	0	0	6,000	0	0	0	6,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC SW Main GF/Mezz	0	0	0	9,000	0	0	0	9,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 2d Floor EW	0	0	0	0	7,000	0	0	7,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 3rd Floor WW	0	0	0	0	50	0	0	6,050
DC - Mall	NMNH	MR	MR	2	Renovate HVAC NW Main GF/Mezz	0	0	0	0	0	6,700	0	6,700
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 3rd Floor EW	0	0	0	0	0	6,500	0	6,500
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 1st Floor West Wing	0	0	0	0	0	4,000	0	4,000
DC - Mall	NMNH	MR	MR	2	Renovate 6th Floor EW	0	0	0	0	0	300	0	6,000
DC - Mall	NMNH	MR	MR	2	Renovate HVAC 5th Floor WW	0	0	0	0	0	0	5,700	6,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC Baird Auditorium	0	0	0	0	0	0	2,500	2,500
DC - Mall	NMNH	MR	MR	3	Finish HVAC Renov Halls 21 & 22	0	0	0	0	0	0	4,000	4,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC 4th WW	0	0	0	0	0	0	7,000	7,000
DC - Mall	NMNH	MR	MR	3	Renovate HVAC NE 3 Main	0	0	0	0	0	0	3,500	3,500

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(1000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Mail	NMNH	MR	MR	3	Renovate HVAC Hall 26	0	0	0	0	0	0	4,000	4,000
DC - Mail	NMNH	MR	MR	3	Finish Renovations HVAC Halls 2B/29	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	MR	MR	3	Renovate HVAC Attic Rotunda & Ceiling	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	MR	MR	3	Renov HVAC Hall 7E	0	0	0	0	0	0	1,000	1,000
DC - Mail	NMNH	MR	MR	3	Renov HVAC Rotunda & Hall 17	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	MR	MR	3	Renovate 3rd Floor EC	0	0	0	0	0	0	6,000	6,000
DC - Mail	NMNH	MR	MR	3	HVAC Renov SE 3rd Floor Main Bldg	0	0	0	0	0	0	3,600	3,600
DC - Mail	NMNH	MR	MR	3	Install Staff Women's Restroom	0	0	0	0	0	0	400	400
DC - Mail	NMNH	MR	MR	3	Renovate HVAC NW 3rd Floor Main Bldg	0	0	0	0	0	0	3,300	3,300
DC - Mail	NMNH	MR	MR	3	Renovate HVAC North Lobby GF	0	0	0	0	0	0	2,000	2,000
DC - Mail	NMNH	MR	MR	3	Renovate 4th Floor EW	0	0	0	0	0	0	3,000	3,000
DC - Mail	NMNH	MR	MR	3	Renovate 5th Floor EW	0	0	0	0	0	0	3,000	3,000
DC - Rock Creek	NZP	MR	MR	1	Asia Trail	13,000	9,000	0	0	0	0	0	22,000
DC - Rock Creek	NZP	MR	MR	1	Implement Fire Prot Vet Hosp & Fire Stopping Zoo Wide	900	0	0	0	0	0	0	900
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Bird, Research, Visitor Ctr, Panda Plaza	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Mammals, Reptile, Lion/Tiger, Gen Svc.	0	0	3,000	0	0	0	0	3,000
DC - Rock Creek	NZP	MR	MR	1	Fire Protection Amazonia, Think Tank, Lemurs, Gibbons, Valley, Boiler	0	0	0	3,000	0	0	0	3,000
DC - Rock Creek	NZP	MR	MR	1	Install Emergency Generator, Visitors Center	0	400	0	0	0	0	0	400
DC - Rock Creek	NZP	MR	MR	1	Renew Façade, Roof, & Skylights, Boiler, Genetics, Lion/Tiger	2,000	0	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Renew Façade, Roof, & Skylights, Vet Hosp, Necropsy	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Repair Structural Systems General Services Building	0	5,000	0	0	0	0	0	5,000
DC - Rock Creek	NZP	MR	MR	1	Replace Water Main to Lower Zoo	0	2,000	0	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	1	Upgrade Water Power & Telecom to Vet Hosp/Research	0	1,500	0	0	0	0	0	1,500
DC - Rock Creek	NZP	MR	MR	1	Upgrade Critical Infrastructure: Electric, Steam, Plumbing, HVAC	0	0	6,000	2,000	5,000	5,000	11,000	28,000
DC - Rock Creek	NZP	MR	MR	2	Renew Systems at Seal/Sea Lion Facility	0	0	7,000	0	0	0	0	7,000
Front Royal, VA	NZP	MR	MR	2	Improve Life Safety Systems: Fire Detection, Alarms, Suppression, Egress	100	100	100	100	100	0	0	500
Front Royal, VA	NZP	MR	MR	2	Install Emergency Generator, CRC Research Core	0	300	0	0	0	0	0	300
DC - Rock Creek	NZP	MR	MR	2	Renew Façade, Roof, & Skylights, DCB, Marmoset, Quarantine, Mangrove	0	0	2,000	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	2	Replace Electric Substation	0	0	2,000	0	0	0	0	2,000
DC - Rock Creek	NZP	MR	MR	2	Improve Pedestrian Safety & Vehicular Access at Zoo Entry	0	0	0	20,000	0	0	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Replace Apes Facility	0	0	0	0	20,000	0	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Install Renewable Energy Systems	0	0	1,000	0	0	0	3,000	4,000
Front Royal, VA	NZP	MR	MR	2	Install Renewable Energy Systems, CRC	0	0	0	0	0	0	4,000	4,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Cheetah Hill for African Savannah	0	0	0	0	0	20,000	0	20,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Valley for Merine Exhibit	0	0	0	0	0	0	60,000	60,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Lower Zoo for Children's Discovery Zone	0	0	0	0	0	0	10,000	10,000
DC - Rock Creek	NZP	MR	MR	2	Replace Lion/Tiger Building	0	0	0	0	0	0	30,000	30,000
DC - Rock Creek	NZP	MR	MR	2	Renovate Lower Bear & Rock Creek for Migratory Bird Habitat	0	0	0	0	0	0	25,000	25,000
Front Royal, VA	NZP	MR	MR	2	Upgrade Sewage Disposal System at Front Royal	0	0	0	0	0	0	10,000	10,000
Front Royal, VA	NZP	MR	MR	2	Improve Stormwater Management at Front Royal	0	0	0	0	0	0	5,000	5,000
Front Royal, VA	NZP	MR	MR	2	Consolidate Maintenance Shops, CRC	0	0	0	0	0	3,000	0	3,000
DC - Rock Creek	NZP	MR	MR	3	General Services Building Renewal	0	0	0	0	0	0	10,000	10,000
DC - Rock Creek	NZP	MR	MR	3	Improve Olmsted Walk for Accessibility	0	0	0	0	0	0	3,000	3,000
DC - Rock Creek	NZP	MR	MR	3	Improve Services Infrastructure: Restrooms, Keeper Rooms, Roads, Walks,	0	200	200	100	100	100	100	800
DC - Mail	QUAD	MR	MR	5	Replace Roof	0	0	0	0	0	0	56,000	56,000
DC - Mail	QUAD	MR	MR	5	Replace Mechanical & Electrical Systems	0	0	0	0	0	0	8,500	8,500
DC - Lefayette Park	RG	MR	MR	3	Restore Renwick Gallery	0	0	0	0	0	0	25,000	25,000
All Facilities	SECURITY	MR	MR	1	Construct NMAH Perimeter Barriers	0	8,000	0	0	0	0	0	8,000
All Facilities	SECURITY	MR	MR	2	Construct Quad & HM/SC Perimeter Barriers	0	0	12,500	0	0	0	0	12,500
All Facilities	SECURITY	MR	MR	2	Install Castle Glass Mitigation	0	0	3,000	0	0	0	0	3,000
All Facilities	SECURITY	MR	MR	2	Install Freer Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install Renwick Glass Mitigation	0	0	0	2,000	0	0	0	2,000
All Facilities	SECURITY	MR	MR	2	Install NASM Glass Mitigation	0	0	0	10,000	10,000	10,000	16,000	45,000

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
All Facilities	SECURITY	MR	MR	2	Install POB Glass Mitigation	0	0	0	6,000	0	0	0	6,000
All Facilities	SECURITY	MR	MR	2	Install Cooper-Hewitt Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install GGHC Glass Mitigation	0	0	0	1,000	0	0	0	1,000
All Facilities	SECURITY	MR	MR	2	Install Emergency Voice System at NZP	0	0	0	0	2,500	0	0	2,500
All Facilities	SECURITY	MR	MR	2	Install NMAH Electronic Access Control (Public/Staff Separation)	0	0	0	0	450	0	0	450
All Facilities	SECURITY	MR	MR	3	Construct POB Barriers	0	0	8,000	0	0	0	0	8,000
All Facilities	SECURITY	MR	MR	3	Construct Renwick Barriers	0	0	0	0	0	2,000	0	2,000
All Facilities	SECURITY	MR	MR	3	Install NMAFA Stained Glass Protection	0	0	0	0	0	0	200	200
All Facilities	SECURITY	MR	MR	3	Install Hazy Glass Mitigation	0	0	0	0	3,000	0	0	3,000
All Facilities	SECURITY	MR	MR	3	Install NASM Electronic Access Control (Public/Staff Separation)	0	0	0	0	0	250	0	250
All Facilities	SECURITY	MR	MR	3	Install Renwick Electronic Access Control (Public/Staff Separation)	0	0	0	0	0	50	0	50
All Facilities	SECURITY	MR	MR	4	Complete NNMNH Perimeter Barriers	0	0	0	0	0	0	1,800	1,800
All Facilities	SECURITY	MR	MR	4	Construct Hazy Barriers	0	0	0	0	0	0	5,000	5,000
All Facilities	SECURITY	MR	MR	4	Modify Air Intakes for Chem/Bio/Radio Mitigation	0	0	0	0	0	0	4,000	4,000
All Facilities	SECURITY	MR	MR	4	Provide Perimeter Camera Systems, Off Mall Buildings	0	0	0	0	0	0	700	700
All Facilities	SECURITY	MR	MR	4	Revitalize Infrastructure	0	0	0	0	0	0	24,000	24,000
Suitland, MD	SSF	MR	MR	5	Renovate Smithsonian Castle	0	0	0	0	0	45,000	30,000	75,000
DC - Mall	SIB	MR	MR	2	Gemboa Development Land Purchase	0	0	0	0	0	0	3,000	3,000
Panama	STRI	MR	MR	2	Roof Replacement	0	0	0	0	0	0	5,000	5,000
Chantilly, VA	U-Hazy	MR	MR	4		0	0	0	0	0	0	0	0
Subtotal: Major Revitalization						64,900	85,500	111,600	106,200	101,850	121,900	781,200	1,372,950

Other Revitalization

DC - Anacostia	AM	OR	OR	3	Upgrade Lighting Controls	0	0	0	0	200	0	0	200
DC - Anacostia	AM	OR	OR	4	Install Cold Storage Unit	0	0	0	0	0	0	50	50
DC - Anacostia	AM	OR	OR	5	Expand Gallery Spaces	0	0	0	0	0	0	500	500
New York, NY	CHM	OR	OR	2	Complete Miller-Fox Renovation	0	1,650	0	0	0	0	0	1,650
New York, NY	CHM	OR	OR	2	Stabilize Mansion Fence	0	150	0	700	0	0	0	850
New York, NY	CHM	OR	OR	2	Upgrade Mansion Electric Distribution & Exterior Lighting	0	0	4,000	0	0	0	0	4,000
New York, NY	CHM	OR	OR	2	Rehabilitate & Waterproof Terrace	0	0	0	550	0	0	0	550
New York, NY	CHM	OR	OR	2	Replace Mansion Boilers	0	0	0	400	0	0	0	400
New York, NY	CHM	OR	OR	2	Replace Miller/Fox Roof	0	0	0	700	0	0	0	700
New York, NY	CHM	OR	OR	2	Repair Exterior Masonry	0	0	0	0	0	900	0	900
New York, NY	CHM	OR	OR	3	Stabilize Mansion Sidewalks	0	0	0	0	0	0	700	700
New York, NY	CHM	OR	OR	3	Restore Entrance Canopy	0	0	0	0	0	0	500	500
New York, NY	CHM	OR	OR	4	Restore Gallery Floors, 1st & 2nd Floors	0	0	0	0	0	0	500	500
DC - Mall	FGA	OR	OR	2	Upgrade Fire Alarm System	2,000	0	0	0	0	0	0	2,000
DC - Mall	FGA	OR	OR	2	Replace Roof	0	1,275	0	0	0	0	0	1,275
DC - Mall	FGA	OR	OR	3	Upgrade Accessible Entrance & Corridor	0	0	0	0	0	0	600	600
DC - Mall	FGA	OR	OR	4	Restore Building Exterior	0	0	0	0	0	0	1,000	1,000
DC - Mall	FGA	OR	OR	4	Clean Agent Fire Protection System in Collections Storage	0	0	0	0	0	0	500	500
DC - Mall	FGA	OR	OR	4	Replace Gallery Lighting Systems	0	0	0	0	0	0	350	350
DC - Mall	FGA	OR	OR	4	Correct Courtyard Window & Door Condensation	0	0	0	0	0	0	150	150
DC - Mall	HMSG	OR	OR	1	Correct Exterior Structure Leaks	3,100	0	0	0	0	0	0	3,100
DC - Mall	HMSG	OR	OR	2	Renovate Front Entrance	0	1,400	0	0	0	0	0	1,400
DC - Mall	HMSG	OR	OR	2	Repair Sculpture Garden Retaining Walls	0	2,000	0	0	0	0	0	2,000
DC - Mall	HMSG	OR	OR	2	Improve Fire Suppression in Collection Storage	0	200	0	0	0	0	0	200
DC - Mall	HMSG	OR	OR	4	Replace Roof	0	0	0	0	0	0	2,500	2,500
DC - Mall	HMSG	OR	OR	5	Improve Mall Master Raceway	0	0	0	0	0	0	300	300
Suitland, MD	MSC	OR	OR	1	Improve Fire Detection & Protection	2,600	2,500	0	0	0	0	0	5,100
Suitland, MD	MSC	OR	OR	1	Install 10' Water Meter	0	0	0	0	0	0	0	0

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Suitland, MD	MSC	DR	OR	1	Replace Main Switchgear	350	0	0	0	0	0	0	350
Suitland, MD	MSC	DR	OR	2	Replace Steam Condensate System	0	0	0	2,500	0	0	0	2,500
Suitland, MD	MSC	DR	OR	3	Emergency Generator Improvements	0	0	0	150	0	0	0	150
Suitland, MD	MSC	DR	OR	3	Osteoprep Lab Freezer Shed & Emergency Generator	0	0	0	200	0	0	0	200
Suitland, MD	MSC	DR	OR	3	Botany Greenhouse Improvements	0	0	0	250	0	0	0	250
Suitland, MD	MSC	DR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect. A & B Labs	0	0	0	200	0	0	0	200
Suitland, MD	MSC	DR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect C-F Labs	0	0	0	350	0	0	0	350
Suitland, MD	MSC	DR	OR	3	Fume Hood Improvements & Lab Modernizations, Sect G & Pods	0	0	0	0	0	400	0	400
Suitland, MD	MSC	DR	OR	3	Fume Hood Improvements & Lab Modernizations, Greenhse/Bldg 26	0	0	0	0	0	0	0	0
All Facilities	MULTI	DR	OR	1	Construction S&A (INCLUDES 38 FTE)	3,600	4,100	4,200	4,300	4,400	4,500	4,600	29,700
All Facilities	MULTI	DR	OR	1	Construction S&A (INCREASE 10 FTE for 160M program)	0	700	750	800	850	900	950	4,950
All Facilities	MULTI	DR	OR	1	Miscellaneous Capital Repair	3,115	3,860	3,805	3,797	4,065	4,050	4,500	27,192
All Facilities	MULTI	OR	OR	1	Reprographics and Library	500	500	500	500	500	500	500	3,500
All Facilities	MULTI	OR	OR	1	Provide Guard Services, All Locations	300	300	300	300	300	300	300	2,100
All Facilities	MULTI	DR	OR	2	Install Backflow Prevention	0	3,000	2,400	0	0	0	0	5,400
DC - Mall	NASM	DR	OR	1	Waterproof Terrace at Perimeter	0	1,500	0	0	0	0	0	1,500
DC - Mall	NASM	DR	OR	1	Replace Exterior Storefront Doors, Main Entry	750	0	0	750	0	0	0	1,500
DC - Mall	NASM	DR	OR	2	Stairtower 6 improvements	0	200	0	0	0	0	0	200
DC - Mall	NASM	DR	DR	2	Improve Indoor Air Quality in Room P-719	0	1,275	0	0	0	0	0	1,275
DC - Mall	NASM	DR	OR	2	Improve Indoor Air Quality in Room P-703	0	0	1,500	0	0	0	0	1,500
DC - Mall	NASM	DR	OR	2	Replace Ramsey Room Halon System	0	200	0	0	0	0	0	200
DC - Mall	NASM	DR	OR	2	Improve Indoor Air Quality in Room P-700	0	0	0	1,125	0	0	0	1,125
DC - Mall	NASM	DR	OR	2	Improve Indoor Air Quality in Room 3700	0	0	0	0	1,400	0	0	1,400
DC - Mall	NASM	DR	OR	2	Replace Condensate System	0	0	0	700	0	0	0	700
DC - Mall	NASM	DR	OR	3	Upgrade Accessible Egress (Interior)	0	0	0	0	250	0	0	250
DC - Mall	NASM	DR	OR	3	Complete Irrigation System @ Jefferson Drive	0	0	0	0	0	0	100	100
DC - Mall	NASM	DR	OR	3	Replace Irrigation and Water Supply for Flight Garden	0	0	0	0	0	0	320	320
DC - Mall	NASM	DR	OR	3	Repair Delta Solar Reflection Pool	0	0	0	0	0	0	200	200
DC - Mall	NASM	DR	OR	3	3500 Cooling Tower Well Infill with IT Offices/Equipment Rooms	0	0	0	0	0	0	1,000	1,000
DC - Mall	NASM	DR	OR	4	Replace Dimmers/Ceiling in Theater	0	0	0	0	0	0	200	200
DC - Mall	NMAH	DR	OR	1	Replace Domestic Potable Water Supply	200	0	0	0	0	0	0	200
DC - Mall	NMAH	DR	OR	2	Replace Emergency Generator	1,000	0	0	0	0	0	0	1,000
DC - Mall	NMAH	DR	OR	2	Improve Diner Library Fire Suppression	0	300	0	0	0	0	0	300
DC - Mall	NMAH	DR	OR	2	Upgrade Fire Alarm/Life Safety Non Public Spaces	0	0	1,000	0	1,000	0	0	2,000
DC - Mall	NMAH	DR	OR	2	Provide Sidewalks at Emergency Exits	0	310	0	0	0	0	0	310
DC - Mall	NMAH	DR	OR	2	Replace Fifth Floor Windows	0	1,050	0	0	0	0	0	1,050
DC - Mall	NMAH	DR	OR	2	Replace Chillers (if no GSA chilled water)	0	0	0	0	0	0	0	0
DC - Mall	NMAH	DR	OR	3	Repair Constitution Avenue Entry	0	500	0	0	0	0	0	500
DC - Mall	NMAH	DR	OR	3	Prevent Ground Water Infiltration Lower Level (do with Swing Space)	0	0	2,700	0	0	0	0	2,700
DC - Mall	NMAH	DR	OR	3	Removal of the Snow Melt System/Terrace leaks	0	0	0	0	0	0	0	0
DC - Mall	CRC-NMAI	OR	OR	2	Correct Water Penetration/Condensation, CRC	650	0	0	0	0	0	755	755
Suitland, MD	NMAI	OR	OR	2	Install Handrail at Main Entry	0	250	0	0	0	0	0	250
DC - Mall	NMAI	DR	OR	3	Improve GGHC Accessibility	0	0	80	0	0	0	0	80
New York, NY	NMAI	DR	OR	3	Implement GGHC Space Utilization Plan	0	0	0	990	0	0	0	990
New York, NY	NMAI	DR	OR	3	Public/Non-Public Separation Security	0	200	0	0	0	0	0	200
DC - Mall	NM/NH	DR	OR	3	Chemical Control Facility	0	0	0	0	0	0	0	0
DC - Mall	NM/NH	DR	OR	3	Relocation of Columbia Film Archives	0	0	0	0	0	0	1,000	1,000
DC - Mall	NM/NH	DR	OR	4	Botany Herbarium Compactors	0	0	0	0	0	0	600	600
DC - Mall	NM/NH	DR	OR	4	Space Modernization & Improvements	0	0	0	0	0	100	100	100
DC - Mall	NM/NH	DR	OR	4	Lab & Fume Hood Modernizations, West Wing Labs	0	0	0	0	450	0	0	450
DC - Mall	NM/NH	DR	OR	4	Lab & Fume Hood Modernizations, Main Building Labs	0	0	0	0	450	0	0	450
DC - Mall	NM/NH	DR	OR	4	Lab & Fume Hood Modernizations, East Wing Labs	0	0	0	0	0	0	100	100
DC - Mall	NM/NH	OR	OR	4	Facade Lighting	0	0	0	0	0	0	300	300

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Rock Creek	NZP	OR	OR	1	Replace Hay Storage Facility	500	0	0	0	0	0	0	500
DC - Rock Creek	NZP	OR	OR	1	Replace Greenhouse	0	300	0	0	0	0	0	300
DC - Rock Creek	NZP	OR	OR	1	Repair/Renew Police Station	0	1,000	0	0	0	0	0	1,000
Front Royal, VA	NZP	OR	OR	1	Construct Wastewater Treatment System, CRC	0	0	1,500	0	0	0	0	1,500
DC - Rock Creek	NZP	OR	OR	1	Improve Animal Pools & Containment Systems	0	500	500	500	500	500	500	3,000
Front Royal, VA	NZP	OR	OR	2	Upgrade Security & Provide Police Office, CRC	0	100	0	0	0	0	0	100
Front Royal, VA	NZP	OR	OR	2	Upgrade Electrical & High Voltage Distribution, CRC	0	0	500	500	0	0	0	1,000
OC - Rock Creek	NZP	OR	OR	2	Demolish ROC Auxiliary Buildings A, B & C	0	0	0	0	0	2,000	0	2,000
OC - Rock Creek	NZP	OR	OR	3	Renovate Quarantine, Migratory Birds & Conservation Bio Space	0	0	500	0	0	0	0	500
OC - Rock Creek	NZP	OR	OR	3	Relocate NZP server room to DCB Bldg	0	0	0	0	900	0	0	900
DC - Rock Creek	NZP	OR	OR	3	Renovate Veterinary Hospital staff spaces	0	0	0	0	500	0	0	500
DC - Rock Creek	NZP	OR	OR	3	Stabilize Holt House	0	0	0	0	0	0	500	500
OC - Gallery Place	POB	OR	OR	3	Upgrade Landscape	0	0	2,000	0	0	0	0	2,000
DC - Gallery Place	POB	OR	OR	3	Improve Lighting at G Street Portico	0	150	0	0	0	0	0	150
OC - Mall	OUAD	OR	OR	2	Replace Fire Alarm System	2,700	0	0	0	0	0	0	2,700
OC - Mall	OUAD	OR	OR	2	Replace Steam Humidification System	2,200	0	0	0	0	0	0	2,200
OC - Mall	OUAD	OR	OR	3	Reconfigure Sackler Collection Storage Space	0	0	0	0	500	0	0	500
DC - Mall	OUAD	OR	OR	3	Connect GSA Chilled Water System	0	1,500	0	0	0	0	0	1,500
OC - Mall	OUAD	OR	OR	4	Clean Agent Fire Protection System in Collections Storage, Sackler	0	0	0	0	0	0	0	0
OC - Mall	OUAD	OR	OR	5	Repair Interior Stone	0	0	0	0	0	0	500	500
OC - Lafayette Park	RG	OR	OR	1	Modify Attic Access Catwalks	0	300	0	0	0	0	0	300
OC - Lafayette Park	RG	OR	OR	1	Replace Ceiling in Gallery 104	0	300	0	0	0	0	0	300
OC - Lafayette Park	RG	OR	OR	3	Remediate HVAC & Electrical Systems	0	0	0	0	1,000	0	0	1,000
OC - Lafayette Park	RG	OR	OR	3	Repair Entrance Stairs	0	0	0	0	200	0	0	200
OC - Lafayette Park	RG	OR	OR	3	Repair Exterior Stone Joints	0	0	0	0	600	0	0	600
Tucson, AZ	SAO	OR	OR	1	Replace Guardrails, Mt. Hopkins Road	500	0	0	0	0	0	0	500
Tucson, AZ	SAO	OR	OR	1	Install New Large Water Tank	500	0	0	0	0	0	0	500
Hawaii	SAO	OR	OR	1	Improve Fire Safety, SMA	150	150	0	0	0	0	0	300
Tucson, AZ	SAO	OR	OR	2	Site-Wide Radio Fire Alarm System, FLWO	0	0	200	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Install Summit Antennae Fire Suppression System	0	0	200	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Install Spectrograph Fire Suppression System	0	0	100	0	0	0	0	100
Tucson, AZ	SAO	OR	OR	2	Install Fire Suppression, Summit Control Building	0	200	0	0	0	0	0	200
Tucson, AZ	SAO	OR	OR	2	Improve Domestic Water System	0	350	0	0	0	0	0	350
Tucson, AZ	SAO	OR	OR	2	Install Microwave Link Summit to Tucson	0	0	0	0	200	0	0	200
Tucson, AZ	SAO	OR	OR	2	Repair/Replace Summit Oorm	0	0	0	0	0	0	3,000	3,000
Tucson, AZ	SAO	OR	OR	2	Repair/Improve Whipple Road	0	0	0	1,000	1,000	0	0	2,000
Cambridge, MA	SAO	OR	OR	3	Relocate HEA Computer Rm to Cambridge Olsc Park	0	0	0	228	0	0	0	228
Tucson, AZ	SAO	OR	OR	3	Replace FM Repeater	0	0	0	60	0	0	0	60
Tucson, AZ	SAO	OR	OR	3	Long Term MIMT Instrument Accommodation	0	0	0	0	0	0	200	200
Tucson, AZ	SAO	OR	OR	3	Construct Instrument Storage	0	900	0	0	0	0	0	900
Hawaii	SAO	OR	OR	3	Complete Hilo Base Building Facility	0	0	0	0	600	0	0	600
Hawaii	SAO	OR	OR	3	Construct Expans'n of Summit Facility for Add'l Lab Space	0	0	0	0	950	0	0	950
Hawaii	SAO	OR	OR	3	Construct SMA Vault Entrance	0	0	0	50	0	0	0	50
Tucson, AZ	SAO	OR	OR	3	Replace Fire Alarm System at Basecamp & Ridge Oorm	0	0	0	0	300	0	0	300
Cambridge, MA	SAO	OR	OR	4	Upgrade Computer Room at 60 Garden Street	0	0	0	0	0	0	235	235
Hawaii	SAO	OR	OR	4	Install Hilo Base Building Generator	0	0	0	0	0	0	200	200
Tucson, AZ	SAO	OR	OR	4	Construct Visitor's Expansion	0	0	0	0	0	0	500	500
Tucson, AZ	SAO	OR	OR	4	Replace HVAC	0	0	0	0	0	0	0	0
All Facilities	SECURITY	OR	OR	2	Modernize Electronic Security, Renwick Gallery	0	750	0	0	0	0	0	750
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, NZP	0	0	0	500	0	0	0	500
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage Electronic Security, NMNH	0	0	0	2,000	0	0	0	2,000
All Facilities	SECURITY	OR	OR	2	Upgrade Gallery Electronic Security Infrastructure, Quadrangle	0	0	0	0	400	0	0	400

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(1000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outys Total
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage & Perimeter Security, Cooper-Hewitt	0	0	0	0	250	0	0	250
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, Apollo Drive	0	0	0	0	200	0	0	200
All Facilities	SECURITY	OR	OR	2	Upgrade Hope Diamond Security, NMNH	0	0	0	0	300	0	0	300
All Facilities	SECURITY	OR	OR	2	Upgrade Collection Storage Electronic Security, NMAH	0	0	0	0	500	0	0	500
All Facilities	SECURITY	OR	OR	2	Modernize Security Systems, MSC	0	0	0	1,050	0	0	0	1,050
All Facilities	SECURITY	OR	OR	2	Modernize Security Systems, Garber	0	0	0	400	0	0	0	400
All Facilities	SECURITY	OR	OR	2	Upgrade Intrusion Detection & Access Control, Front Royal	0	0	0	0	0	0	500	500
All Facilities	SECURITY	OR	OR	2	Improve Lighting & Install CCTV, SERC	0	0	0	0	0	0	275	275
All Facilities	SECURITY	OR	OR	2	Upgrade Locker Rooms, RGA	0	0	300	0	0	0	0	300
All Facilities	SECURITY	OR	OR	2	Upgrade Locker Rooms, NASM	0	0	500	0	0	0	0	500
All Facilities	SECURITY	OR	OR	2	Upgrade Perimeter Gates, NZIP	0	0	200	0	0	0	0	200
All Facilities	SECURITY	OR	OR	2	Install Security Fence, Gate & Guard Booth, AM	0	0	0	0	1,000	0	0	1,000
All Facilities	SECURITY	OR	OR	2	Revitalize Operable Security Bollards	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	OR	OR	1	Construct Wastewater Treatment Plant	1,000	0	0	0	0	0	0	1,000
Edgewater, MD	SERC	OR	OR	2	Replace HVAC Systems	0	4,000	0	0	0	0	0	4,000
Edgewater, MD	SERC	OR	OR	2	Improve Utility Systems	0	0	0	500	0	0	0	500
Edgewater, MD	SERC	OR	OR	2	Construct Fire Protection Water Distribution System	0	0	500	0	0	0	0	500
Edgewater, MD	SERC	OR	OR	3	Renovate Schmidt Building	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	OR	OR	3	Install Utility Connect to Waterfont	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	OR	OR	3	Construct Improvements to Entrance Road	0	0	0	0	1,600	0	0	1,600
Edgewater, MD	SERC	OR	OR	3	Repair Corn Island Facilities	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	OR	OR	3	Construct Improvements to Security	0	0	0	0	600	0	0	600
Edgewater, MD	SERC	OR	OR	3	Construct Trail System Improvements	0	0	0	0	150	0	0	150
Suitland, MD	SSF	OR	OR	2	Provide Central Fire Pump & Upgrade Mains	0	1,700	0	0	0	0	0	1,700
Suitland, MD	SSF	OR	OR	2	Upgrade Fire Systems in Buildings 7, 20, 21, 24, 31	0	1,200	0	0	0	0	0	1,200
Suitland, MD	SSF	OR	OR	2	Upgrade Fire Systems in Buildings 26, 27, 28, 34	0	0	1,200	0	0	0	0	1,200
Suitland, MD	SSF	OR	OR	2	Upgrade fire Systems in Buildings 17, 19	0	0	0	600	0	0	0	600
Suitland, MD	SSF	OR	OR	2	Upgrade Fire Systems in Remaining Buildings	0	0	0	0	1,000	0	0	1,000
Suitland, MD	SSF	OR	OR	2	Install Voltage Surge Protection	0	1,300	0	0	0	0	0	1,300
Suitland, MD	SSF	OR	OR	2	Erosion Control Between Buildings 6 & 31	0	0	0	500	0	0	0	500
Suitland, MD	SSF	OR	OR	2	Oemolish Buildings 16 & 1B, Move Collections	0	2,000	3,000	0	0	0	0	5,000
Suitland, MD	SSF	OR	OR	3	Oemolish Buildings 1 - 6, 22 & 23, Move Collections	0	0	0	2,300	1,600	0	0	3,900
Suitland, MD	SSF	OR	OR	3	Oemolish Blding 27, Move Collections	0	0	0	0	1,400	0	0	1,400
Suitland, MD	SSF	OR	OR	3	Demolish Building 10	0	0	0	0	0	3,000	0	3,000
Suitland, MD	SSF	OR	OR	3	Improve Environmental Conditions, Bldg 21	0	0	0	0	0	0	1,500	1,500
Suitland, MD	SSF	OR	OR	3	Horticulture Support Building Fire Egress	0	0	0	0	400	0	0	400
Suitland, MD	SSF	OR	OR	3	Renovate Buildings 7 & 31	0	0	0	0	0	0	4,000	4,000
DC - Mall	SSF	OR	OR	1	Replace Electrical Switchboard & Network Protector	450	800	0	0	0	0	0	460
DC - Mall	SSF	OR	OR	2	Replace Fire Alarm	0	0	0	0	0	0	0	0
Panama	STRI	OR	OR	1	Rehabilitate Gamboa Old Schoolhouse, Phase I	0	1,500	2,300	0	0	0	0	3,800
Panama	STRI	OR	OR	1	Improve Security & Facade Tupper Bldg(Main Entrance and 200 level)	0	525	0	0	0	0	0	525
Panama	STRI	OR	OR	1	Replace Tramway, BCI	0	445	0	0	0	0	0	445
Panama	STRI	OR	OR	1	Replace BCI Visitor's Center	0	650	0	0	0	0	0	650
Panama	STRI	OR	OR	2	Relocate Culebra Admin Offices/Resolve Serious Leaks	0	0	175	0	0	0	0	175
Panama	STRI	OR	OR	2	Bocas del Toro Fire Protection System, Phase 2	0	0	250	0	0	0	0	250
Panama	STRI	OR	OR	2	Improve BCI Fire Protection System	0	0	0	325	0	0	0	325
Panama	STRI	OR	OR	2	Install New Elevator, Tupper Lab Building	0	0	400	0	0	0	0	400
Panama	STRI	OR	OR	2	Improve Fence Gamboa (Vanderburgh)	0	0	200	0	0	0	0	200
Panama	STRI	OR	OR	2	Improve Fence Gamboa - w New Fence	0	0	0	150	0	0	0	150
Panama	STRI	OR	OR	2	Improve Communications/OIT Systems	0	0	0	225	0	0	0	225
Panama	STRI	OR	OR	2	Relocate Boat Maintenance Operations from BCI to Gamboa	0	0	0	135	0	0	0	135
Panama	STRI	OR	OR	2	Enlarge Gamboa Pier Site	0	0	0	750	0	0	0	750

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
Panama	STRI	OR	OR	3	Construct Additional Dorm Space Bocas	0	0	0	450	0	0	0	450
Panama	STRI	OR	OR	3	Construct New Rock Breakwater, Neos	0	0	0	0	905	0	0	905
Panama	STRI	OR	OR	3	Improve BCI Emergency Evacuation (Hellpad) & Erosion Control	0	0	0	250	0	0	0	250
Panama	STRI	OR	OR	3	Provide Back Up Chiller Unit Tupper/Tivoli Complex	0	0	0	245	0	0	0	245
Panama	STRI	OR	OR	3	Extend Covered Walks to General Services Building	0	0	0	120	0	0	0	120
Panama	STRI	OR	OR	3	Construct New Galea Conference Center	0	0	0	175	0	0	0	175
Panama	STRI	OR	OR	3	Relocate Exhibits, Classrooms, Lunchroom Bocas	0	0	0	0	125	0	0	125
Panama	STRI	OR	OR	3	Repair Colbita Facilities	0	0	0	0	600	0	0	600
Panama	STRI	OR	OR	4	Construct New Bookstore Tupper (A&M)	0	0	0	0	200	0	0	200
Panama	STRI	OR	OR	4	Repair/Replace Diving Locker and Boat Shop area, Naos	0	0	0	0	225	0	0	225
Panama	STRI	OR	OR	4	Repair/Replace Dormitories Galea	0	0	0	0	250	0	0	250
Panama	STRI	OR	OR	5	Construct New Mangrove Walkway Bocas (A&M)	0	0	0	0	0	0	500	500
Panama	STRI	OR	OR	5	New Visitor's Center Tupper (A&M)	0	0	0	0	0	0	90	90
Chantilly, VA	U-Hazy	OR	OR	4	Install Snow Mitigation	0	0	0	0	0	0	3,000	3,000
Chantilly, VA	U-Hazy	OR	OR	4	Upgrade Emergency Power	0	0	0	0	0	0	1,000	1,000
Subtotal: Other Revitalization						26,165	48,040	36,085	30,250	34,770	18,450	61,075	254,835

TOTAL REVITALIZATION						91,065	133,540	147,685	136,450	136,420	140,350	842,275	1,627,785
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Construction

Suitland, MD	MSC	CON	CON	1	Construct Pod 5 (includes 5 FTE)	5,435	0	0	0	0	0	0	5,435
Suitland, MD	MSC	CON	CON	3	Construct Pod 6	0	0	0	0	0	0	45,000	45,000
DC-Mall	NMAAHC	CON	CON	2	Construct National Museum of African American History & Culture	0	0	TBD	TBD	0	0	TBD	TBD
Front Royal, VA	NZPFR	CON	CON	3	Construct Training & Education Center, CRC	0	0	0	0	0	0	10,000	10,000
Front Royal, VA	NZPFR	CON	CON	3	Construct Elephant Conservation & Breeding Ctr, CRC	0	0	0	0	0	0	20,000	20,000
Front Royal, VA	NZPFR	CON	CON	3	Construct Endangered Species Breeding Center, CRC	0	0	0	0	0	0	10,000	10,000
Hawaii	SAO	CON	CON	3	Construct Hilo Control Building Extension	0	0	0	0	0	0	1,000	1,000
Edgewater, MD	SERC	CON	CON	3	Construct Mathias Lab Modules (Replace Trailers)	0	0	10,000	10,000	9,000	0	0	29,000
Edgewater, MD	SERC	CON	CON	3	Construct Alcohol Storage Building	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Annex to Reed Center	0	0	0	0	0	0	1,500	1,500
Edgewater, MD	SERC	CON	CON	3	Construct Auditorium	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Library	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct New Lab Building	0	0	0	0	0	0	12,000	12,000
Edgewater, MD	SERC	CON	CON	3	Construct Visitors Reception	0	0	0	0	0	0	2,000	2,000
Edgewater, MD	SERC	CON	CON	3	Construct Experimental Research Facility	0	0	0	0	0	0	4,000	4,000
Panama	STRI	CON	CON	3	Replace STRI Floating Lab (R/U Urraca)	0	0	0	0	0	0	7,000	7,000
Subtotal: Construction						5,435	0	10,000	10,000	9,000	0	118,500	152,935

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Mall	AIB	FPD	FPD	3	Design Arts & Industries Building Restoration	0	0	0	0	0	0	10,000	10,000
DC - Mall	AIB	FPD	FPD	3	Arts and Industries Master Plan	0	0	600	0	0	0	0	600
DC - Anacostia	AM	FPD	FPD	4	Anacostia Museum Master Plan	0	0	0	0	0	0	400	400
New York, NY	CHM	FPD	FPD	4	Update Cooper-Hewitt Master Plan	0	0	0	0	0	0	800	800
DC - Mall	HMSG	FPD	FPD	2	Design Restore/Repair Exterior Façade	0	500	0	0	0	0	0	500
DC - Mall	HMSG	FPD	FPD	3	Design Restore & Waterproof Plaza & Foundation Walls	0	0	0	0	1,000	0	0	1,000
DC - Mall	HMSG	FPD	FPD	4	Update HSMG Master Plan	0	0	0	0	0	800	0	800
DC - Mall	HMSG	FPD	FPD	4	Design 4th Floor Rehabilitation	0	0	0	0	0	0	850	850
Suitland, MD	MSC	MR	FPD	2	Design Pod 3 Renovation	2,500	0	0	0	0	0	0	2,500
Suitland, MD	MSC	MR	FPD	2	Design Mechanical & Electrical Systems Upgrade	0	0	1,000	1,000	0	0	0	2,000
Suitland, MD	MSC	MR	FPD	3	Design Pod 5 Construction	0	0	0	0	0	0	5,000	5,000
All Facilities	MULTI	FPD	FPD	7	Facility Planning and Design, Other Revitalization	3,200	5,500	3,000	3,000	3,000	3,000	3,000	23,700
All Facilities	MULTI	FPD	FPD	2	SI Libraries Facilities Development Master Plan	500	0	0	0	0	0	0	500
All Facilities	MULTI	FPD	FPD	2	SI-Wide Facilities Master Planning	0	100	600	500	700	200	500	2,700
All Facilities	MULTI	FPD	FPD	3	Mall Site Improvement Master Plan	0	0	800	800	0	0	0	800
All Facilities	MULTI	FPD	FPD	3	Real Property and Space Utilization Studies	250	250	250	250	250	250	250	1,750
All Facilities	MULTI	FPD	FPD	3	Upgrade Facilities Management System	0	500	0	0	0	0	0	500
All Facilities	MULTI	FPD	FPD	4	Admin/Support/Collection Storage Master Plan	0	0	0	0	1,000	0	0	1,000
DC - Mall	NASM	MR	FPD	2	Design Mechanical System, Basement & 3rd Floor	0	0	0	0	0	5,000	0	5,000
DC - Mall	NASM	FPD	FPD	3	National Air and Space Museum Master Plan	0	0	800	800	0	0	0	800
DC - Mall	NMAAHC	FPD	FPD	2	Programming/Planning for NMAAHC	0	2,000	0	0	0	0	0	2,000
DC - Mall	NMAAHC	FPD	FPD	2	Design National Museum of African American History & Culture	0	0	TBD	TBD	0	0	TBD	0
DC - Mall	NMAH	MR	FPD	2	Design Swing Space for Wing Revitalization	0	2,500	0	0	0	0	0	2,500
DC - Mall	NMAH	MR	FPD	2	Design Renewal of East Wing	0	3,000	3,000	0	0	0	0	6,000
DC - Mall	NMAH	MR	FPD	2	Design Renewal of West Wing	0	0	0	0	0	0	0	0
DC - Mall	NMAH	MR	FPD	2	Design Renewal of East Wing	0	0	0	0	0	2,000	0	2,000
DC - Mall	NMAH	MR	FPD	4	Design Renewal of Non - Public Space	0	0	0	0	0	0	5,000	5,000
DC, Suitland, NYC	NMAI	FPD	FPD	4	NMAI Master Plan, All Locations	0	0	0	0	0	1,000	0	1,000
DC - Mall	NMNH	MR	FPD	2	Design Ongoing Revitalization	2,000	3,000	3,000	3,000	3,000	3,000	7,000	24,000
DC - Rock Creek	NZP	FPD	FPD	7	Design General Services Building Structural Repairs (FY 2006\$)	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	FPD	FPD	7	Design Infrastructure/Utility Systems	225	930	500	500	500	500	1,000	4,155
DC - Rock Creek	NZP	FPD	FPD	7	Design Fire Protection Improvements	250	530	0	0	0	0	0	880
DC - Rock Creek	NZP	FPD	FPD	7	Design Roof Replacements	200	0	0	200	0	0	0	200
DC - Rock Creek	NZP	FPD	FPD	7	Design Police Station, Containment, Greenhouse, Wastewater, CRC Security	375	0	0	0	0	0	0	375
DC - Rock Creek	NZP	FPD	FPD	2	Design Renew Systems at Seal/See Lion Facility	0	1,000	1,500	0	0	0	0	2,500
DC - Rock Creek	NZP	FPD	FPD	7	Design Pedestrian Safety & Vehicular Access at Zoo Entry	0	0	1,500	0	0	0	0	1,500
DC - Rock Creek	NZP	FPD	FPD	7	Plan/Design Apes Facility Replacement	0	0	0	0	0	0	0	0
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Savannah Exhibit	0	0	0	2,000	2,000	0	0	4,000
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Children's Discovery Zone	0	0	0	0	2,500	0	0	2,500
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Lion Tiger Building Replacement	0	0	0	0	0	0	3,000	3,000
DC - Rock Creek	NZP	FPD	FPD	2	Plan/Design Migratory Bird Habitat	0	0	0	0	0	0	2,500	2,500
DC - Rock Creek	NZP	FPD	FPD	3	Plan/Design Renewable Energy/Geothermal	0	250	0	0	750	0	0	1,000
Front Royal, VA	NZP	FPD	FPD	3	Plan/Design Renewable Energy, CRC	0	0	0	0	500	0	0	500
DC - Rock Creek	NZP	FPD	FPD	3	Design Improve Olmsted Walk for Accessibility	0	0	0	0	300	0	0	300
DC - Rock Creek	NZP	FPD	FPD	3	Design Valley Revitalization for Marine Exhibit	0	0	0	0	0	0	6,000	6,000
DC - Rock Creek	NZP	FPD	FPD	3	Design General Services Building Renewal	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	CON	FPD	3	Design Training & Education Center, CRC	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	CON	FPD	3	Design Elephant Conservation & Breeding Ctr, CRC	0	0	0	0	0	0	2,000	2,000
DC - Rock Creek	NZP	CON	FPD	3	Design Endangered Species Breeding Center, CRC	0	0	0	0	0	0	1,000	1,000
DC - Rock Creek	NZP	FPD	FPD	3	Continue Design for Revitalization of Major Structures	0	0	0	0	0	0	5,000	5,000
DC - Mall	OUAD	FPD	FPD	3	Quadrangle/Freer Master Plan	0	0	600	0	0	0	0	600

SMITHSONIAN INSTITUTION FEDERAL FACILITIES CAPITAL PROGRAM

Program by Category

\$(1000)s

Campus	Location	Type	Category	Priority	Project	FY07	FY08	FY09	FY10	FY11	FY12	Outyears	FY07-Outyrs Total
DC - Mail	QUAD	FPD	FPD	5	Design Roof Replacement	0	0	0	0	0	5,000	0	5,000
DC - Mail	QUAD	FPD	FPD	5	Design Mechanical & Electrical System Replacement	0	0	0	0	0	850	0	850
DC - Lafayette Park	RG	FPD	FPD	2	Renwick Master Plan	0	400	0	0	0	0	0	400
DC - Lafayette Park	RG	FPD	FPD	3	Design Major Restoration	0	0	0	0	3,000	0	0	3,000
AZ, MA & HI	SAO	FPD	FPD	2	SAO Master Plan, Tucson, Hawaii & Cambridge	0	1,200	0	0	0	0	0	1,200
Cambridge, MA	SAO	FPD	FPD	2	Fire Hazard Risk Assessment, Cambridge Buildings	0	200	0	0	0	0	0	200
Tucson, AZ	SAO	CON	FPD	3	Design Construct Hilo Control Building Extension	0	0	0	0	100	0	0	100
All Facilities	SECURITY	MR	FPD	2	Design Quad & HMSG Perimeter Barriers	0	1,300	0	0	0	0	0	1,300
All Facilities	SECURITY	MR	FPD	2	Design Glass Mitigation, RGA/FGA/SB/CHM/GGHC/NMAIFA	0	490	150	0	30	0	0	670
All Facilities	SECURITY	MR	FPD	2	Design Glass Mitigation, NASM/Hazy	0	500	2,300	0	0	0	0	2,800
All Facilities	SECURITY	MR	FPD	2	Design Emergency Voice System, NZP	0	200	300	0	0	0	0	500
All Facilities	SECURITY	OR	FPD	2	Design Security System Modernizations, Multiple Locations	0	350	265	600	30	0	1,000	2,245
All Facilities	SECURITY	MR	FPD	3	Design Off-Mail Perimeter Barriers, Reynolds/RGA	0	700	0	950	0	0	0	1,650
All Facilities	SECURITY	MR	FPD	3	Design Electronic Access Control, NASM/RGA	0	0	0	40	0	0	0	40
All Facilities	SECURITY	MR	FPD	4	Design Off-Mail Perimeter Barriers, Hazy	0	0	0	400	600	0	0	1,000
All Facilities	SECURITY	MR	FPD	4	Feasibility/Design Air Intakes for Chem/Bio/Radio Mitigation	0	0	200	0	300	0	0	500
All Facilities	SECURITY	MR	FPD	4	Design Perimeter Camera Systems, Off Mail	0	0	0	0	105	0	0	105
Edgewater, MD	SERC	FPD	FPD	2	Update SERC Master Plan	500	0	0	0	0	0	0	500
Edgewater, MD	SERC	FPD	FPD	3	Design Malthias Lab Modules (Replace Trailers)	0	2,500	0	0	0	0	0	2,500
Edgewater, MD	SERC	FPD	FPD	3	Design Alcohol Storage Building	0	0	0	0	0	0	0	0
Edgewater, MD	SERC	FPD	FPD	3	Design Annex to Reed Center	0	0	0	0	200	0	0	200
Edgewater, MD	SERC	FPD	FPD	3	Design Auditorium	0	0	0	0	0	150	0	150
Edgewater, MD	SERC	FPD	FPD	3	Design Experimental Research Facility	0	0	0	0	0	200	0	200
Edgewater, MD	SERC	FPD	FPD	3	Design SERC Library	0	0	0	0	0	0	0	0
Edgewater, MD	SERC	FPD	FPD	3	Design New Lab Building	0	0	0	0	0	0	0	0
Suitland, MD	SSF	FPD	FPD	2	Design Visitor Reception	0	0	0	0	0	0	0	0
Suitland, MD	SSF	FPD	FPD	5	Design Demolition of Buildings	0	350	0	0	0	0	0	350
DC - Mail	SIB	FPD	FPD	2	Design Infrastructure Revitalization	0	0	0	0	0	0	2,000	2,000
DC - Mail	SIB	FPD	FPD	2	Castle Master Plan	0	600	0	0	0	0	0	600
Panama	STRI	FPD	FPD	2	Design Restoration Project	0	0	0	12,000	0	0	0	12,000
Chantilly, VA	U-Hazy	FPD	FPD	2	Update STRI Master Plan	500	0	0	0	0	0	0	500
Chantilly, VA	U-Hazy	FPD	FPD	4	Design Roof Replacement	0	0	0	0	0	0	500	500
Chantilly, VA	U-Hazy	FPD	FPD	4	Hazy Master Plan	0	0	0	0	0	0	1,000	1,000
Subtotal: Facilities Planning & Design						10,500	29,650	18,765	25,940	21,565	21,950	61,800	190,170

TOTAL REQUEST						107,000	163,190	176,450	172,390	166,985	162,300	1,022,575	1,970,890
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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Suitland, Maryland		
Program Unit Sponsor	Office of the Undersecretary for Art and National Museum of Natural History		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Renovate Museum Support Center Pod 3		
Project Number	0630103		
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: X
Project/Useful segment is funded:	Incrementally:		Fully: X
Did the Capital Planning Board approve the project?		Date:	April 2006
Did the Capital Planning Board approve the current funding proposal?		Date:	April 2006
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	NA
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: 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>Pod 3 was built as one of the original four pods at the Museum Support Center. It has a gross footprint of about 36,000 square feet. It contains an attached interior three level (9,000 sf/level) structural system for collection storage which covers one third of the available floor space and is currently being used to store part of the NMNH wet alcohol collection. In mid-2007, all collections, including the specimens in alcohol, will begin removal or relocation to Pod 5 or other areas of the MSC. Pod 3 will be revitalized by demolishing the inefficient interior three level structural system, all electrical equipment, and all existing sprinkler piping systems. It will then be renovated to provide additional collection storage for NMNH (36,000 SF) and art collections from multiple Art Museums (36,000 SF). Pod 3 will be fitted with two floors with continuous, minimum 2-hour fire rated slab between floors. Each floor level will also be subdivided into a minimum of 2 separate fire areas, with the fire wall or barrier being rated for a minimum of 2-hours in duration. Each specific collection space will have specific environmental conditions that will be provided and maintained by a new HVAC mechanical system independent from the rest of the building.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		June 2006
Design Completion Date:		August 2007
Construction Start Date:		December 2007
Construction Completion Date:		July 2009
Building Occupancy Date:		August 2009
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		2.5
Revitalization/Construction		20.25
Contingency	Percentage: 10%	2.0
Construction Management	Percentage: 5%	1.0
Building Commissioning	Percentage: 1%	.25
TOTAL CAPITAL COSTS:		
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		1.5
TOTAL PROJECT COST		27.5
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Preliminary Government Estimate based on recent construction costs of similar renovations. A baseline will be established once 35% design is complete.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs		1.0	25.0						26.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		1.0	25.0						26.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		1.0	25.0						26.0
PRIOR BUDGET REQUEST	FY: 2007	Request to OMB						Date:	
FEDERAL Capital Costs		1.0	25.0						26.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		1.0	25.0						26.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		1.0	25.0						26.0
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs		2.5	13.0	12.0					27.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS		2.5	13.0	12.0					27.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:		2.5	13.0	12.0					27.5
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs		+1.5	-12.0	+12.0					+27.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS		+1.5	-12.0	+12.0					+27.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:		+1.5	-12.0	+12.0					+27.5
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
This is a new project.									

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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)		0	.1
Facilities Costs (Maintenance, Operations Security & Support):			
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:			.1
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Estimate is based on per year requirements for additional Programmatic Costs of \$.1M for collections compactor and special environmental container contract maintenance.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2008				Request to OMB						Date: Sept 2006					
TOTAL FEDERAL OPERATING COST:										.1			.1			.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:										.1			.1			.1
PRIOR BUDGET REQUEST	FY:				Request to OMB:						Date					
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2008				Request to OMB						Date: Sept 2006					
TOTAL FEDERAL OPERATING COST:														.1		
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:														.1		
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:														+.1		
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:														+.1		
Explanation of Change:																
New Request																

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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):
 With the completion of Pod 5, the renovation to Pod 3 is the Smithsonian's highest priority project at the Museum Support Center. The Smithsonian Art Museums and the National Museum of Natural History have collections currently housed in substandard, isolated leased space or inappropriate and inefficient space in each museum. Many of the spaces do not have adequate security, an environmentally controlled space, or acceptable storage containers or shelving. In addition, due to the limited access and isolation of some areas, it is not possible to perform collections maintenance or use the collections in the manner in which it was originally intended.

Once the alcohol specimens are removed from Pod 3 to the safer Pod 5, Pod 3 must then be renovated to accommodate the art and physical anthropology collections. Each type of collection has its own storage requirements and criteria which necessitate that Pod 3 be compartmentalized and structured to provide adequate, safe, and secure facilities. The current Pod 3 is an open structure inside but can be renovated to add an interior floor which would double its current storage capacity. The addition of compactor storage systems in the two floors will also increase the capacity by 15-20%. In addition, the adjacent laboratory spaces in the Museum Support Center will provide the collections and curatorial access to allow for acceptable proper use and study of the collections.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Walter Ennaco, Office of Planning and Project Management, OFEO
Project Manager:	NA
Design Manager:	Diane Crisen, Office of Engineering, Design, and Construction
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	Susan Talbot/OUSA and Jerome Conlon/NMNH

Other Management Plans (Executive/Steering Committees, etc.)

A Pod 3 Committee consisting of members from OUSA and NMNH has been formed to provide core planning, design, and construction decision-making authority to the project process.

C. Acquisition Plan (describe proposed contracting methodology):

Bids for construction will be solicited via a request for proposal in the Federal Business Opportunities. Competition will be based on best value, technical ability and price. This is a FY08 firm fixed price contract award for the base construction with options to insure full scope award.

PART III: CURRENT STATUS (describe performance against milestones)

The A/E Consultant's has been chosen and contract negotiated for a programming/design of \$1.7M. The programming and concept design is to be completed March of FY07. A PDRI is scheduled for early FY07 with the final design to be completed by August 2007. The construction contract will be awarded in early FY08 and building construction is expected to be complete by July 2009 which includes time for equipment installation. Move-in of collections will begin upon occupancy of the facility and is expected to take one year.

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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 2006) 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 by completing the renovation of the 6th Floor of the building's West Wing. Focus in FY 2007 will be the completion of the Central Halls HVAC renovations (Halls 8, 9, 10, 23, 24, 25, & 7 West), the initiation of the HVAC renovations to the Basement of the West Wing and the 3rd Floor of the SW Main Building, and the initiation and construction of the HVAC Renovations to Halls 27-30/Butterfly House. 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 exhibit or office environment. The projects will also restore the architectural envelope of the building.</p> <p>In FY 2008 the work will include completion of the HVAC and associated renovation of the basement in the West Wing, the 3rd Floor of the SW Main Building, and Halls 27 – 30/Butterfly House. This also includes renovation of several critically deteriorated elevators; replacement of the main building windows; and renovation of utility tunnels, and air towers to improve air quality and fire egress.</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. 2016
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		50.0
Revitalization/Construction		284.0
Contingency	Percentage: 12% of 284.0	34.3
Construction Management	Percentage: 10% of 284.0	28.5
Building Commissioning	Percentage: 1% of 284.0	2.9
TOTAL CAPITAL COSTS:		399.7
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		399.7
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 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2004	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	158.0.0	47.0	34.0	33.0	34.0	32.0	32.0	32.5	400.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS	158.0	47.0	34.0	33.0	34.0	32.0	32.0	32.5	400.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:	158.0	47.0	34.0	33.0	34.0	32.0	32.0	32.5	400.5
PRIOR BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	127.2	32.2	33.0	32.0	33.0	32.0	32.0	78.3	399.7
TRUST Capital Costs									
TOTAL CAPITAL COSTS	127.2	32.2	33.0	32.0	33.0	32.0	32.0	78.3	399.7
Non-Capital Costs									
TOTAL PROJECT FUNDS:	127.2	32.2	33.0	32.0	33.0	32.0	32.0	78.3	399.7
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	121.2	27.4	33.0	32.0	33.0	33.0	33.0	64.9	377.5
TRUST Capital Costs									
TOTAL CAPITAL COSTS	121.2	27.4	33.0	32.0	33.0	33.0	33.0	64.9	377.5
Non-Capital Costs									
TOTAL PROJECT FUNDS:	121.2	27.4	33.0	32.0	33.0	33.0	33.0	64.9	377.5
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	-6.0	-4.8	0	0	0	+1.0	+1.0	-13.4	-22.2
TRUST Capital Costs									
TOTAL CAPITAL COSTS	-6.0	-4.8	0	0	0	+1.0	+1.0	-13.4	-22.2
Non-Capital Costs									
TOTAL PROJECT FUNDS:	-6.0	-4.8	0	0	0	+1.0	+1.0	-13.4	-22.2
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): In order to allow funding of other priority projects, some of the work planned for FY 2007 was phased and some was deferred to FY 2008. The cost decrease is due to revision in the expected cost of providing an accessible entrance at the Mall side of the building.									

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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 07		FY 08		FY 09		FY 10		FY 11		FY 12		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: 2006				Request to OMB						Date: Sept 2004					
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: 2007				Request to OMB						Date: Sept 2005					
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):	Walter Ennaco, Office of Project Management, OFEO
Project Manager:	
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 Federal Business Opportunities. 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, HVAC equipment replacement and asbestos abatement in all mechanical spaces and attics, replacement of all windows in the east and west wings, 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, emergency power, and HVAC Phase IIC renovations for the 6th Floor West Wing and the Executive Conference Room relocation. The construction of the FY 2004 -2007 HVAC renovations of Halls 7, 8, 9, 10 (22,000 sf) for the future Ocean Exhibit and Halls 23 -25 (14,600 sf) for permanent and temporary exhibits is 50% complete. 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.

Designs for work to be funded with FY 2007 appropriations are nearing completion. Also design is underway for most of the work planned for FY 2007.

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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): 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> 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 holding facility, renovate the existing elephant house, and will encompass approximately four additional acres adjacent to the existing outdoor habitats, 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. Smithsonian scientific research on elephants both in-situ and ex-situ will be featured in the exhibition.</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: May 2007	
Construction Start Date:	Ph. I: May 2004; Ph. II: May 2007	
Construction Completion Date:	Ph. I: April 2006; Ph. II: TBD	
Building Occupancy Date:	Ph. I: April 2006; Ph. II: TBD	
Public Opening Date (if applicable):	Ph. I: Summer 2006; Ph. II: TBD	

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3. Detail of Total Project Cost Estimate		Amount in \$Millions		
		Ph. I	Ph. II	Total
CAPITAL COSTS				
Planning/Design		4.3	5.5	9.8
Revitalization/Construction		37.8	42.3	80.1
Contingency	Percentage: Ph 1 = 10%; Ph 2 = 7%	3.8	3.0	6.8
Construction Management	Percentage: Ph 1 = 8%; Ph 2 = 7%	3.1	2.8	5.9
Building Commissioning	Percentage: Ph 1 = .2%; Ph 2 = .8%	.1	.4	.5
TOTAL CAPITAL COSTS:		49.1	54.0	103.1
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		3.6	6.0	9.6
TOTAL PROJECT COST		52.7	60.0	112.7
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, and includes construction of Otters habitat originally in Phase II; estimate for Phase II based on 35% design.				

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE: PRE	FY: 2003	Request to OMB						Date: Sept 2001	
FEDERAL Capital Costs	94.2								94.2
TRUST Capital Costs	3.6								3.6
TOTAL CAPITAL COSTS	97.8								97.8
Non-Capital Costs (TRUST)	3.1								3.1
TOTAL PROJECT FUNDS:	100.9								100.9
PRIOR BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	60.8	18.0	5.0						83.8
TRUST Capital Costs			19.1						19.1
TOTAL CAPITAL COSTS	60.8	18.0	24.1						102.9
Non-Capital Costs (TRUST)	3.7	.9	3.7						8.3
TOTAL PROJECT FUNDS:	64.5	18.9	27.8						111.2
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	58.9	13.0	9.0						80.9
TRUST Capital Costs	3.8	.5	17.9						22.2
TOTAL CAPITAL COSTS	62.7	13.5	26.9						103.1
Non-Capital Costs (TRUST)	3.6	.5	5.5						9.6
TOTAL PROJECT FUNDS:	66.3	14.0	32.4						112.7
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	-1.9	-5.0	+4.0						-2.9
TRUST Capital Costs	+3.8	+.5	-1.2						+3.1
TOTAL CAPITAL COSTS	+1.9	-4.5	+2.8						+2
TRUST Non-Capital Costs	-.1	-.4	+1.8						+1.3
TOTAL PROJECT FUNDS:	+1.8	-4.9	+4.6						+1.5
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Components of the project were rescheduled because of changing budgetary priorities. In addition, a decision was made to limit the Federal contribution for Asia Trail II—Elephant Trails to \$30 million for construction (in addition to design funds previously provided); privately raised funds will supplement appropriations to complete construction. Non-capital cost estimates were also revised to include more interpretive/exhibit components.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 08	FTE	Amount (\$M)
Programmatic Costs (Federal and Trust)		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 07		FY 08		FY 09		FY 10		FY 11		FY 12		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	10	.8	10	.8
TOTAL TRUST OPERATING COST:			0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ANNUAL OPERATING COST:			9	.7	10	.8	10	.8	10	.8	10	.8	10	.8	10	.8
PRIOR BUDGET REQUEST	FY: 2007				Request to OMB								Date: Sept 2005			
TOTAL FEDERAL OPERATING COST:					7	.5	13	1.0	22	2.1	22	2.1	22	2.1	22	2.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:					7	.5	13	1.0	22	2.1	22	2.1	22	2.1	22	2.1
CURRENT BUDGET REQUEST	FY: 2008				Request to OMB								Date: Sept 2006			
TOTAL FEDERAL OPERATING COST:					7	.5	13	1.0	22	2.1	22	2.1	22	2.1	22	2.1
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:					7	.5	13	1.0	22	2.1	22	2.1	22	2.1	22	2.1
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
Explanation of Change:																
Additional staffing for elephant facility will not be required until FY 2008, and will be added incrementally through FY 2010.																

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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,—are housed in our oldest areas. Yet families come to the Zoo primarily to see these species, often called "charismatic mega-vertebrates." The sloth bear exhibit, for example, was built in the late 1890s and is slated to be replaced in Asia Trail I. During FY2005 this facility had to be demolished for staff and animal safety reasons and the Sloth Bears moved to a temporary exhibit until the new facility is completed. 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 Planning and 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, 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 will be a best value, firm fixed price design-build contract with the same selection formula as used for Phase I.

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 Elephant Trails project was advertised in FedBizOps for design build contractors. The contractor selection process started in April 2006. A contract is expected to be awarded in September 2006, and on site construction is expected to start in spring 2007..

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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	Repair Structural Systems, General Services Building		
Project Number	0433121		
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: X
Project/Useful segment is funded:	Incrementally:		Fully: X
Did the Capital Planning Board approve the project?		Date:	April 2006
Did the Capital Planning Board approve the current funding proposal?		Date:	April 2006
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	NA
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: 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 SI Facilities Condition assessment report for NZP identified critical structural deficiencies at the General Services Building (GSB) and recommended immediate repair and stabilization of the existing structure. During FY 2004-05, an A/E firm surveyed the conditions in depth, and identified movement and pressures from the north road retaining wall as one source of the distress on the GSB structure. The A/E issued a concept report outlining necessary repairs to the GSB structure and the north road retaining wall. Additionally, cracks in the south wall of the GSB allow water intrusion in the central commissary reported as a deficiency in the November 2005 USDA inspection report. This project will implement the necessary structural repairs to the GSB and North Road retaining wall.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		March 2004
Design Completion Date:		September 2007
Construction Start Date:		November 2007
Construction Completion Date:		April 2009
Building Occupancy Date:		Building will remain occupied
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		0.65
Revitalization/Construction		4.50
Contingency	Percentage:	0.50
Construction Management	Percentage:	N/A
Building Commissioning	Percentage:	N/A
TOTAL CAPITAL COSTS:		5.65
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0.00
TOTAL PROJECT COST		5.65
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used)		
Cost estimates developed by A/E based on 15% concept design during FY 2005-06. Assumes commodity prices remain stable with 3% annual inflation included.		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	.65		5.0						5.65
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:		.65	5.0						5.65
PRIOR BUDGET REQUEST									
FY:		Request to OMB						Date:	
FEDERAL Capital Costs									
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:									
CURRENT BUDGET REQUEST									
FY: 2008		Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	.65		5.0						5.65
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:		.65	5.0						5.65
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	+.65		+5.0						+5.65
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:		+.65	+5.0						+5.65
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
New project.									

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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:			
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
There are no changes in operating cost for this facility as a result of correcting these structural deficiencies.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2008				Request to OMB						Date: Sept 2006					
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: 2008				Request to OMB						Date: Sept 2006					
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:																
No changes are expected in the operating expenses for this facility as a result of correcting the structural deficiencies.																

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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 General Services Building houses all the central commissary (where animal food is stored and prepared) as well as maintenance shops and offices for OFEO operations & maintenance, project management and engineering, safety, horticulture, and the Zoo's exhibits shops. These functions are critical for the daily operations, especially animal care, of NZP as well as the long-term capital revitalization program. A structural collapse in this building would seriously disrupt these important zoo functions and could potentially cause injury or fatality to staff. Failure to correct the structural leaks in the commissary could result in further citations by USDA and AZA and/or require relocation of this key animal care function.

The alternative to repairing the structural deficiencies is to construct a new facility to house the critical functions listed above. The cost of the alternative is expected to exceed \$30 million.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Thomas, P. Myers, PE
Project Manager:	N/A
Design Manager:	Nancy LeVan
Construction Manager (Res. Engineer):	Marc Muller
Program Manager/Liaison & Unit	

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)

Design of the structural repairs will begin in FY 2006 with funding to be reprogrammed from Zoo revitalization resources.

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PART I. A. SUMMARY OF PROJECT INFORMATION			
Location	Suitland, Maryland		
Program Unit Sponsor	Office of Facilities Engineering and Operations		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Replace Greenhouses		
Project Number	0530107		
Project Partners			
This Project Is:	New Construction:		Revitalization of Existing Facility: XX
Project/Useful segment is funded:	Incrementally:		Fully: XX
Did the Capital Planning Board approve the project?		Date:	Yes
Did the Capital Planning Board approve the current funding proposal?		Date:	Yes
Did the Smithsonian Board of Regents approve the project? (If not required, indicate NA)		Date:	No
Did Congress authorize the project? (If not required, indicate NA)		Date:	No

B. PROJECT BASELINE		
Initial Baseline Date:	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>This project will build a greenhouse complex at the Institution's facility in Suitland, MD. The facilities include a head house (10,900 sf) for administration, receiving and shipping, and preparation of plantings and materials, greenhouses (44,500 sf), a shade house (3,000 sf), and a storage shed. The project will include site work and utilities, concrete foundations, and installation of prefabricated buildings made of polycarbonate plastic material.</p>		
2. Detail of Overall Project Schedule		Month & Year
Planning/Design Start Date:		October 2006
Design Completion Date:		December 2007
Construction Start Date:		October 2007
Construction Completion Date:		October 2008
Building Occupancy Date:		November 2008
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	1.2
Revitalization/Construction	9.2
Contingency	Percentage: 10% .9
Construction Management	Percentage: 6% .6
Building Commissioning	Percentage: 1% .1
TOTAL CAPITAL COSTS:	12.0
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)	
TOTAL PROJECT COST	12.0
Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Budget estimate based on historical cost data from recent projects.	

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2008		Request to OMB					Date: Sept 2006	
FEDERAL Capital Costs			12.0						12.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			12.0						12.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	0	12.0	0	0	0	0	0	12.0
PRIOR BUDGET REQUEST	FY:		Request to OMB					Date:	
FEDERAL Capital Costs									
TRUST Capital Costs									
TOTAL CAPITAL COSTS									
Non-Capital Costs									
TOTAL PROJECT FUNDS:									
CURRENT BUDGET REQUEST	FY: 2008		Request to OMB					Date: Sept 2006	
FEDERAL Capital Costs			12.0						12.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			12.0						12.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	0	12.0	0	0	0	0	0	12.0
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs			+12.0						+12.0
TRUST Capital Costs									
TOTAL CAPITAL COSTS			+12.0						+12.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:			+12.0						+12.0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): This is the initial request for this project.									

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D. OPERATING COST PROJECTIONS			
ESTIMATED ANNUAL OPERATING COST	Date of First Full Year Occupancy (FY): 2009	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:			
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
No change in the operating and maintenance requirements are anticipated, as resources from the old AFRH greenhouses will be redirected to the new facility.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		Outyears	
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$	FTE	\$
INITIAL OPERATIONS ESTIMATE:	FY: 2008				Request to OMB								Date: Sept 2006			
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: 2008				Request to OMB								Date: Sept 2006			
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 Smithsonian has leased a 55,000 square foot greenhouse complex for its horticultural operations on the property of the Armed Forces Retirement Home (AFRH) in northwest Washington DC since 1974. The complex includes 12 greenhouses, a headhouse for administrative and logistical functions, and a shade house. The complex houses the Institution's world-class orchid collection, and provides space to grow a wide variety of plant materials for exhibits, gardens, and special events that would be costly or impossible to obtain commercially.

AFRH plans to lease the property where the greenhouse complex resides to commercial, residential or institutional developers. AFRH could turn the site over to a developer as early as September 30, 2008, when the current lease expires, and the Smithsonian will require a new greenhouse facility. A thorough analysis of the horticulture program and greenhouse functions and operations determined that the most cost-effective method of maintaining the orchid collection and providing the needed plant materials is to replace the current greenhouses with a new facility at the Institution's Suitland site.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	
Project Manager:	Jim Yuengert
Design Manager:	Michael Gavula
Construction Manager (Res. Engineer):	
Program Manager/Liaison & Unit	Barbara Faust/OFEO Horticulture Services Division
Other Management Plans (Executive/Steering Committees, etc.)	
N/A	

C. Acquisition Plan (describe proposed contracting methodology):

Design/Build

PART III: CURRENT STATUS (describe performance against milestones)

The Institution will complete preliminary planning for the greenhouses in FY 2007 using funds expected in Facilities Planning and Design, to be ready to complete the project under a design/build contract by September 2008.

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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. Estimated total cost is \$61.6 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, Udvar-Hazy Dulles Center, Cooper-Hewitt, NMAI/ Heye Center, and Patent Office Building. Estimate total cost including NASM is \$67.2 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. Estimated cost is \$0.8 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. Estimate is \$0.8 million.
- **Upgrade Facilities for Chemical, Biological and Radiological Mitigation –** Modify and protect facility 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 \$4.5 million.
- **Install Emergency Voice System at NZP:** Upgrade voice system for emergency notification and evacuation, \$3.0 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/design studies are being conducted; however, no funding is currently defined for implementation.

FY 2008 REQUEST (Thousands of Dollars):

• Construction of NMAH	\$8,000
• Design of Quadrangle, HSMG and DWRC permanent perimeter barriers	2,000
• Design of glass mitigation at Renwick, Freer, CHM, and GGHC & planning for NASM glass	1,000
• Preliminary design of NZP emergency voice	200
Total Request	\$11,200

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
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: 10% of 121.9	12.2
Revitalization/Construction		110.8
Contingency	Percentage: 10% of 110.8	11.1
Construction Management	Percentage: 3% of 110.8	3.3
Building Commissioning	Percentage: .5% of 110.8	.6
TOTAL CAPITAL COSTS:		137.9
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		0
TOTAL PROJECT COST		137.9
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 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE:	FY: 2003	Request to Congress						Date: Feb 2002	
FEDERAL Capital Costs	52.4								52.4
TRUST Capital Costs									
TOTAL CAPITAL COSTS	52.4								52.4
Non-Capital Costs									
TOTAL PROJECT FUNDS:	52.4								52.4
PRIOR BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	21.8	15.2	18.5	25.8	18.3	25.0			124.6
TRUST Capital Costs									
TOTAL CAPITAL COSTS	21.8	15.2	18.5	25.8	18.3	25.0			124.6
Non-Capital Costs									
TOTAL PROJECT FUNDS:	21.8	15.2	18.5	25.8	18.3	25.0			124.6
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	21.8	0	11.2	26.5	22.4	17.0	12.3	26.7	137.9
TRUST Capital Costs									
TOTAL CAPITAL COSTS	21.8	0	11.2	26.5	22.4	17.0	12.3	26.7	137.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:	21.8	0	11.2	26.5	22.4	17.0	12.3	26.7	137.9
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	0	-15.2	-7.3	+7	+4.1	-8.0	+12.3	+26.7	+13.3
TRUST Capital Costs									
TOTAL CAPITAL COSTS	0	-15.2	-7.3	+7	+4.1	-8.0	+12.3	+26.7	+13.3
Non-Capital Costs									
TOTAL PROJECT FUNDS:	0	-15.2	-7.3	+7	+4.1	-8.0	+12.3	+26.7	+13.3
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 2007, and the FY 2008 request was reduced to allow other high revitalization priorities to be funded, requiring escalation costs be added. Experience with awarded contracts regarding the costs of design and materials has increased the estimated costs for installation of permanent barriers.									

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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):			.3
Central SI Support Costs (Overhead):			
TOTAL ANNUAL OPERATING COST:		0	.3
Explanation of basis/methodology for cost estimates (assumptions used, notes on unit preparing estimates):			
Additional funding will be needed for the maintenance of operable barrier systems being installed at NMAI, NASM, NMAH and NMNH. No other new operating costs are currently projected, although resources may be needed for additional security monitoring and personnel in possible additional guard booths. Requirements will be verified upon completion of design. These resources will be needed beginning in FY 2008.			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		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: 2006				Request to OMB:						Date: Sept 2004					
TOTAL FEDERAL OPERATING COST:																
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:																
CURRENT BUDGET REQUEST	FY: 2008				Request to OMB:						Date: Sept 2006					
TOTAL FEDERAL OPERATING COST:						.3		.3		.3		.3		.3		.3
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:						.3		.3		.3		.3		.3		.3
CHANGES (Prior Request to Current Request)																
TOTAL FEDERAL OPERATING COST:						+3		+3		+3		+3		+3		+3
TOTAL TRUST OPERATING COST:																
TOTAL ANNUAL OPERATING COST:						+3		+3		+3		+3		+3		+3
Explanation of Change:																
This is the first projection of resources needed to maintain operable barrier systems, beginning in FY 2008.																

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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 facility. 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, and the subsequent Interim National Infrastructure protection Plan, February 2005, 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 Planning and Project Management, OFEO
Design Manager:	Multiple
Construction Manager (Res. Engineer):	Multiple
Program Manager/Liaison & Unit	Doug 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 Planning and Project Management, 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, DWRC and HMSG; installed temporary barriers around NASM, NMNH and NMAH and partial barriers at HMSG, AIB/ Quadrangle/ Freer; implemented random electronic screening of visitors at NASM, NMNH, and NMAH; completed installation or awarded contracts for select CCTV, Emergency Voice (or P/A) Systems and Glass Mitigation projects. A contract for permanent barrier construction at NASM was awarded in late FY 2004 and completion is scheduled for late FY 2006; 35% design for the balance of the Mall barriers was completed early in FY 2005. NMNH has advanced to 100% design and is out for construction contractor solicitation. Glass mitigation is complete at some facilities and in design at others.

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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, schedule and budget will be defined once further environmental studies, planning and programming have been completed for the new museum.</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 07	FY 08	FY 09	FY 10	FY 11	FY 12	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: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs		2.0							TBD
TRUST Capital Costs									
TOTAL CAPITAL COSTS		2.0							TBD
Non-Capital Costs									
TOTAL PROJECT FUNDS:		2.0							TBD
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
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						0
TRUST Capital Costs									
TOTAL CAPITAL COSTS		-2.0	+2.0						0
Non-Capital Costs									
TOTAL PROJECT FUNDS:		-2.0	+2.0						0
Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs):									
Due to decrease in the requested funding for FY 2007 for planning and design, SI deferred project initiation to FY 2008. 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 those currently requested will be developed as planning proceeds.			

E. SUMMARY OF OPERATIONS FUNDING																	
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		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: 2007				Request to OMB:								Date: Sept 2005				
TOTAL FEDERAL OPERATING COST:	19	2.9	43	8.4													TBD
TOTAL TRUST OPERATING COST:	2	0.4	2	0.4													
TOTAL ANNUAL OPERATING COST:	19	2.9	43	8.4													TBD
CURRENT BUDGET REQUEST	FY: 2008				Request to OMB:								Date: Sept 2006				
TOTAL FEDERAL OPERATING COST:	19	2.9	19	2.9	47	8.9											TBD
TOTAL TRUST OPERATING COST:	2	0.4	2	0.4	2	0.4											
TOTAL ANNUAL OPERATING COST:	19	2.9	19	2.9	47	8.9											TBD
CHANGES (Prior Request to Current Request)																	
TOTAL FEDERAL OPERATING COST:	0	0	-24	-5.5	47	8.9											TBD
TOTAL TRUST OPERATING COST:	0	0	0	0	2	0.4											
TOTAL ANNUAL OPERATING COST:	0	0	-24	-5.5	49	9.3											TBD
Explanation of Change:																	
FY 2007 request was reduced, so requirements were adjusted to fit within overall SI priorities.																	

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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:	TBD, Office of Facilities Planning and Resources, OFEO
Design Manager:	TBD, Office of Facilities Planning and Resources, OFEO
Construction Manager (Res. Engineer):	TBD
Program Manager/Liaison & Unit	Lonnie Bunch, Director, NMAAHC

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)

In January 2006, after the completion of a comprehensive site evaluation study, the Smithsonian Board of Regents designated the site bounded by Constitution Avenue, Madison Drive, and 14th and 15th Streets, NW, as the site for the new museum. The site is currently under the jurisdiction of the National Park Service, Department of the Interior. The Smithsonian is pursuing the site transfer. The Institution is developing plans for a design competition, and will begin pre-project planning activities, including an environmental impact statement, historic preservation research and consultation, and architectural programming, in Fall 2006.

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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>Kenneth E. Behring Center</i>		
Account Title	Facilities Capital, Revitalization		
Account Identification Code			
Name of Project	Revitalize NMAH Public Space (Central Core)		
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>Kenneth E. 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, 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: Americans at War</i> and <i>American Dreams</i> (Introductory Exhibit), are funded by the Behring Foundation. The other exhibits, <i>America on the Move</i>, and <i>Star Spangled Banner Gallery</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, the project has been phased over a number of years in packages as follows:</p> <p>a.) Third Floor East Gallery of the Building – Project complete. 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 supported the <i>Price of Freedom: Americans at War</i> exhibit, which opened to the public on November 2004. This phase of the project cost \$5 million in appropriated funds.</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 and architectural finishes. This package supports the relocation of the <i>Star Spangled Banner</i> and the new exhibit gallery.</p> <p>Future follow on projects would complete similar work in the east and west galleries of the building as well as building perimeter modifications.</p>		
2. Detail of Overall Project Schedule (Central Core)		Month & Year
Planning/Design Start Date:		November 2004
Design Completion Date:		November 2006
Construction Start Date:		December 2006
Construction Completion Date:		July 2008
Building Occupancy Date:		N/A
Public Opening Date (if applicable):		July 2008

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3. Detail of Total Project Cost Estimate		Amount in \$Millions
CAPITAL COSTS		
Planning/Design		16.2
Revitalization/Construction		57.8
Contingency	Percentage: 10% of 55.3 million	5.5
Construction Management	Percentage: 6.5% of 55.3 million	3.5
Building Commissioning	Percentage: 1% of 55.3 million	.6
TOTAL CAPITAL COSTS:		83.6
Non-capital Costs (fundraising, relocation, one-time occupancy costs, exhibits installation)		1.5
TOTAL PROJECT COST		85.1
<p>Explanation of Basis/methodology for Cost Estimates (indicate stage of design or other assumptions used) Estimates are based on 35% Design Development for the capital portion of the project. The project budget was approved by SI Senior Management on April 10, 2006.</p>		

C. SUMMARY OF FUNDING FOR PROJECT STAGES									
\$ Millions (1 decimal place)	Prior	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Outyears	Total
INITIAL PROJECT BASELINE: prelim.	FY: 2004	Request to OMB						Date: Sept 2002	
FEDERAL Capital Costs	42.5							7.5	50.0
TRUST Capital Costs	35.0								35.0
TOTAL CAPITAL COSTS	77.5							7.5	85.0
Non-Capital Costs									
TOTAL PROJECT FUNDS:	77.5							7.5	85.0
PRIOR BUDGET REQUEST	FY: 2007	Request to OMB						Date: Sept 2005	
FEDERAL Capital Costs	36.8	13.1							49.9
TRUST Capital Costs	25.0	10.0							35.0
TOTAL CAPITAL COSTS	61.8	23.1							84.9
Non-Capital Costs									
TOTAL PROJECT FUNDS:	61.8	23.1							84.9
CURRENT BUDGET REQUEST	FY: 2008	Request to OMB						Date: Sept 2006	
FEDERAL Capital Costs	32.4	13.5							45.9
TRUST Capital Costs	3.3	34.4							37.7
TOTAL CAPITAL COSTS	35.7	47.9							83.6
Non-Capital Costs		1.5							1.5
TOTAL PROJECT FUNDS:	35.7	49.4							85.1
CHANGES (Prior Request to Current Request)									
FEDERAL Capital Costs	-4.4	+4							-4.0
TRUST Capital Costs	-21.7	+24.4							+2.7
TOTAL CAPITAL COSTS	-26.1	+24.8							-1.3
Non-Capital Costs		+1.5							+1.5
TOTAL PROJECT FUNDS:	-26.1	+26.3							+2
<p>Explanation of Baseline Change (detail of factors that affected changed scope, schedule and/or costs): Changes reflect revision of funding schedule to match expected outlays. Federal increase for FY 2007 reflects the addition of funds to complete the inscription of the stone façade. The cost of constructing the first package is not included in the total amount. Increases to trust capital and non-capital costs include more complete estimates for construction of Star Spangled Banner component of the project, including exhibit installation costs.</p>									

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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):			
<p>Estimates of future operating costs will be completed once design has been completed. A recent evaluation of operations and maintenance requirements for the NMAH determined that additional resources will be needed in order to be able to provide appropriate levels of support. The revitalization will increase the number of restrooms and exhibit spaces at the museum.</p>			

E. SUMMARY OF OPERATIONS FUNDING																
\$ Millions (1 decimal place)	Prior		FY 07		FY 08		FY 09		FY 10		FY 11		FY 12		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: 2007		Request to OMB or Congress:						Date: Sept 2005							
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:																

SMITHSONIAN INSTITUTION
Capital Asset Plan (Exhibit 300) for Revitalization and Construction
FY2008 Budget Submission

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; some are difficult for visitors to find. Public circulation areas, amenities, and lobbies are worn and in disrepair. The elevators are not fully accessible and are not all connected to emergency power. Paths of emergency egress are not clearly defined and fire-separation doors are difficult to maintain, creating life-safety hazards for the public and staff. Deficiencies in the mechanical system have caused extreme variations in building humidity and threaten damage to collections. Steam condensate piping and pressure-reducing valve stations are in poor condition.

B. Project/Program Management (indicate key staff/organization responsible for this project):

Project Executive (if applicable):	Pedro I. Colon, Office of Planning and Project Management, OFEO
Project Manager:	TBD
Design Manager:	Santiago Caballero, Office of Engineering, Design & Construction, OFEO
Construction Manager (Res. Engineer):	Paul N. Brown, Office of Engineering, Design & Construction, OFEO
Program Manager/Liaison & Unit	Patrick Ladden, Program Director, National Museum of American History, <i>Kenneth E. 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 in June 2003. The 35% Design Development Phase was completed in December 2003. Construction for Package I started in March 2004, and was completed in 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.

Design Development Phase (35%) for Package II, Central Core of the building was awarded to A-E Skidmore, Owings & Merrill in November 2004 and completed in March 2005. The Institution negotiated with A-E the Construction Document Phase (65%-100%) for Package II, Central Core of the building and it was awarded to A-E Skidmore, Owings & Merrill in September 2005. The 65% Construction Documents were completed in July 2006 and the 95% is expected in September 2006. NMAH is schedule to close to the public on September 2006 and construction is schedule to start in December 2006. Anticipated project completion is Summer 2008.

SMITHSONIAN INSTITUTION
PROJECTED OUTLAYS IN THE OUTYEARS
FY 2008 - FY 2012
(Dollars in Millions)

	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012	
	Budget Authority	Outlays	Budget Authority	Outlays	Budget Authority	Outlays	Budget Authority	Outlays	Budget Authority	Outlays
Salaries & Expenses	632	621	649	647	668	665	687	685	707	705
Facilities Capital	163	113	177	150	172	167	167	166	162	162
Total	795	734	826	797	840	832	854	851	869	867

TRUST FUNDS

In addition to support provided by federal appropriations, the Institution receives trust funds to expand and enrich its programs. The following provides an overview of all sources of funding.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, designated funds restricted by the donor or sponsor, and Government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts; to fluctuations in visitor attendance; and to the volatility of the economy, which directly affects the return on the endowment and donor giving, as well as restaurant, mail order, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table summarizes the sources of trust operating funds.

(Dollars in Millions)	FY 2006 Estimate	FY 2007 Estimate
General Trust	58.2	58.3
Donor/Sponsor-Designated	126.3	122.8
Government Grants and Contracts	108.7	102.9
Total Available for Operations	\$293.2	\$284.0

SOURCE AND APPLICATION OF TRUST FUNDS — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

General Trust Funds — The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, mail order, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2007 general trust funds total \$58,300,000. These funds are used to support administrative programs such as central management, legal counsel, accounting, personnel, contracting, and budget, as well as education, research and public programs, scholarly studies, and exhibitions.

Donor/Sponsor-Designated Funds — Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2007 are projected to total \$122,800,000. Generally, these funds support a particular exhibition or program, or are used to manage the Smithsonian collections and/or support research projects.

Government Grants and Contracts — Various Government agencies and departments provide grants and contracts for projects that only the Smithsonian can manage because of its expertise in a particular area of science, history, art, or education, and because of its ability to respond quickly to certain needs. For FY 2007, Government grants and contracts are projected to be \$102,900,000. Of this amount, \$81,300,000 is provided for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

SMITHSONIAN INSTITUTION LIBRARIES



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