



# Smithsonian

## **FY 2011 Budget Summary Justification to OMB**

**September 2009**

**ADMINISTRATIVELY CONFIDENTIAL**

Information not to be released until after the President's Budget is submitted to the Congress in 2010



Smithsonian Institution

Fiscal Year 2011

*Budget Justification to  
Office of Management and Budget*

September 2009



**SMITHSONIAN INSTITUTION**  
**Fiscal Year 2011 Budget Request to OMB**  
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## THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

The Smithsonian Institution was founded in 1846, thanks to the remarkable bequest of English scientist James Smithson. His main stipulation: the mission of the Institution would be "the increase and diffusion of knowledge" among humankind. For 163 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. In today's challenging times, our mission is more important than ever. The Smithsonian has a crucial role to play in the civic, educational, scientific, and artistic life of this nation. Because of this remarkable legacy and mission, the Institution looks to the future with a combination of realism and optimism.

Today, global forces are causing a sea change in our world that demands the Smithsonian chart a bold path to meet the challenges ahead. Over the next decade, the Institution will be called upon to become more deeply and more visibly engaged than ever before with the great issues of our day. The Institution is nearly finished developing its strategic plan and has identified four "grand challenges" to help focus its energies: 1) Unlocking the Mysteries of the Universe; 2) Understanding and Sustaining a Biodiverse Planet; 3) Valuing World Cultures; and 4) Understanding the American Experience. In addressing these grand challenges, the Smithsonian is committed to broadening access to new and diverse audiences through the use of new technologies; strengthening the breadth and depth of its collections; revitalizing education both formally and informally; working across disciplines; and pursuing excellence in all we do.

As the largest museum and research complex in the world, the Smithsonian is well-positioned to meet these challenges and achieve these goals. The Institution is supported by authoritative scholarship that connects Americans to their cultural heritage and also acts as an international leader in scientific research and exploration. The Smithsonian has 19 museums and galleries, 20 branch libraries, numerous research centers, and the National Zoological Park. All except two of the museums are located in the Washington, DC metropolitan area; Cooper-Hewitt, National Design Museum and the George Gustav Heye Center of the National Museum of the American Indian are located in New York City. In addition, the Smithsonian has physical facilities in eight states and the District of Columbia, and conducts operations in nearly 100 countries, at sites ranging from the equator to both poles.

The Institution's collections include a remarkable 137 million artifacts, works of art, and scientific specimens. The Smithsonian is steward to many of our nation's treasures, as well as objects that speak to our country's unique inquisitiveness, bold vision, creativity, and courage: the Star-Spangled Banner, Edison's light bulb, the Wright flyer, Lewis and Clark's compass, Colin Powell's Desert Storm uniform, and Mark Twain's self-portrait.

More than 30 million people from around the world will visit the Smithsonian's museums and the National Zoo in FY 2009, and more than 170 million virtual visitors went to the Institution's Internet resource, [www.smithsonian.org](http://www.smithsonian.org). This is our highest visitation level since 9/11 and shows how significant the Smithsonian is to our nation's citizens during difficult economic times and underscores how important it is to provide appropriate budget allocations to the Smithsonian even during difficult budget periods. The 30 million visits speak to the quality and relevance of the 90 new exhibitions we launched in FY 2009, and the hard work of everyone — staff, carpenters, curators, security officers, scholars, scientists, and historians — to make the Smithsonian an exciting, inspiring place. We want all those visits to become "journeys of discovery" as people continue to engage Smithsonian collections, curators, and educational resources on the Web.

The reach of everything the Smithsonian does is expanded exponentially by education and outreach programs. As an international institution, the Smithsonian offers the world a picture of America and America a picture of the world.

The Smithsonian has more than 6,000 employees, including approximately 500 scientists and more than 6,000 volunteers. Additionally, the Institution has 164 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly 5 million people throughout the country each year. The Institution's reach is further expanded through the Emmy Award-winning Smithsonian Networks, which now reaches millions of households. This combination of volunteer support, philanthropic support, and our national and international reach makes the Smithsonian a tremendous investment for the federal Government.

All this is possible because the Smithsonian has some of the best minds in the country, employing many of the most passionate, dedicated, creative professionals in their fields. They couldn't do what they do without the support of the Administration, the Congress, and the American people.

Given these opportunities, challenges, and difficult budget realities, the Institution must be innovative, disciplined, focused, nimble, and more self-reliant than in the past. It faces a future that holds both exciting opportunities and imposing challenges. It must seek excellence in all it does, and with the continued support of the American people, it will do just that. A budget freeze, or worse, a 5 percent reduction level, would certainly be a major impediment to the Institution's plans to serve the nation and the world. What follows is our plan to meet the Smithsonian's future challenges as efficiently and effectively as possible.

**SMITHSONIAN INSTITUTION  
FY 2011 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2010 Request</i>	<i>FY 2011 Request</i>
Salaries and Expenses	\$634,161,000	\$705,600,000
Facilities Capital	105,000,000	125,000,000
Facilities Capital, NMAAHC	<u>20,000,000</u>	<u>40,000,000</u>
Total	\$759,161,000	\$870,600,000

For FY 2011, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$870.6 million. It includes \$705.6 million for Salaries and Expenses (S&E) and \$125.0 million for the base amount of the Facilities Capital Account, as well as \$40 million for the National Museum of African American History and Culture (NMAAHC). A detailed summary is provided in the table at the end of this section.

**SALARIES AND EXPENSES**

**MANDATORY INCREASES**

- **Salaries and Related Costs (+ \$24,207,000)** — This request funds a 2.9 percent pay raise for FY 2010 and a 2.1 percent pay raise for FY 2011. It also includes a decrease in the amount required for Workers' Compensation.
- **Non-pay Mandatory Items (+ \$2,931,000)** — The Institution requests additional funding, largely for inflation-related increases in utilities, rent, and other mandatory operating costs. Details are provided in the S&E section.

**PROGRAM INCREASES**

This budget request for FY 2011 places the programmatic increases into the broad categories of the Smithsonian's new strategic plan, thereby linking the funds directly to the Institution's overall mission.

## FOCUSING ON GRAND CHALLENGES

### ***UNLOCKING the MYSTERIES of the UNIVERSE***

- **Giant Magellan Telescope (+ \$4,000,000)** — This request includes funds, in partnership with other research entities, to design and develop the next-generation, ground-based telescope that will explore the origin and evolution of the universe.

### ***UNDERSTANDING and SUSTAINING a BIODIVERSE PLANET***

- **Global Earth Observatories and DNA Barcoding (+ \$4,000,000)** — This request includes funds to monitor global forests to measure the impact of global climate change on forest organisms and resources to help the Smithsonian maintain its leadership in DNA barcoding and in the archival preservation of frozen biomaterials for current and future uses.

### ***VALUING WORLD CULTURES***

- **Preserving Cultural Heritage (+ \$1,000,000)** — This request includes funds for researching those collections and forms of culture heritage that are endangered, and if not preserved, would represent a loss of knowledge to humankind.

### ***UNDERSTANDING the AMERICAN EXPERIENCE***

- **Representing the American People (+ \$1,500,000)** — This request supports curators, historians, archivists, and scholars who conduct research on collections to understand the breadth and depth of the American experience and represent its diversity and ongoing development.
- **National Museum of African American History and Culture (+ \$1,900,000)**  
This request provides additional resources to advance the planning, fund raising, and management of the new National Museum of African American History and Culture, which is scheduled to open to the public in 2015.

## BROADENING ACCESS

- **Digitization and the *Encyclopedia of Life* (+ \$4,040,000)** — The Smithsonian is uniquely positioned to become the trusted source of information on the World Wide Web by using new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. This request supports dedicated archival storage and continues the process of digitizing the

Smithsonian with the seamless exchange of information among the Institution's collections information systems and the digital asset management system. The request also includes an ambitious project, the *Encyclopedia of Life*, which will organize and disseminate information about virtually every form of life present on Earth.

- **Web and New Media (+ \$2,460,000)** — This request funds the execution of the Smithsonian's Web and New Media Strategic Plan to stimulate learning, creation, and innovation. The plan depends on having talented Web staff who can guide, deliver, and update the Smithsonian's digital experience as shared service providers, while balancing creative autonomy and central control of this shared vision.
- **Information Technology Infrastructure (+ \$3,500,000)** — This request funds improvements to the Institution's information technology (IT) architecture, as well as providing sufficient data storage and essential backup capabilities.
- **Revitalizing Education (+ \$2,000,000)** — This request supports the Smithsonian Strategic Plan's focus on revitalizing education. The Smithsonian's particular strength is in using the national collections and the Institution's scholarly and scientific expertise to stimulate and inspire learning — a strength that can now be amplified through Web-based delivery systems and Web 2.0 interactive technologies.

### **MISSION ENABLING**

- **Collections Care (+ \$6,000,000)** — This request provides resources to improve collections care through manual and electronic registration; preservation; electronic and physical storage; and increased access to the collections nationally and internationally through digitization initiatives. This request also includes resources for animal welfare and safety at the National Zoo and the costs to move valuable collections from unsafe, substandard facilities in Maryland to the Udvar-Hazy Center in Virginia.
- **Security/Anti-Terrorism (+ \$700,000)** — The Institution is requesting funds to complete the comprehensive security staffing plan restructure that began in FY 2010. The Smithsonian plan will ensure an increase in security staffing without a permanent increase in cost, greater retention of security officers, and provide the resources necessary to attract more suitable candidates for security officer positions.
- **Facilities Requirements (+ \$11,458,000)** — This 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 request also supports vital research and vehicle maintenance requirements;

the Institution's workforce health and wellness program; and provides funds that enable museums to keep up with the routine maintenance needs which result from expanded exhibition space and increased visitation.

- **Management Operations (+ \$1,743,000)** — This request supports the Board of Regents' efforts to strengthen oversight of the Institution. The resources will help the Institution eliminate the internal control deficiencies identified by the Independent Review Committee and validated by a consultant-supported assessment that highlighted critical weaknesses.

## **FACILITIES CAPITAL PROGRAM**

The request for the Facilities Capital Program (**\$165,000,000**) 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. The Smithsonian needs a minimum of \$150 million annually in federal funds to address the deteriorating condition of its buildings. However, in FY 2011, the Institution is requesting \$125 million for the baseline revitalization requirements, in recognition of national budget constraints, and is requesting \$40 million for the design and construction costs of the National Museum of African American History and Culture (NMAAHC).

For FY 2011, this request continues major revitalization work at the National Zoological Park (\$14.5 million) and the National Museum of Natural History (NMNH) (\$17.6 million); and the alteration of the Museum Support Center Pod 3 to provide appropriate storage for art and anthropological collections (\$5.0 million). It also includes funds to renovate the Smithsonian Environmental Research Center (SERC) research laboratory (\$16.0 million); convert the uninhabitable school house at the Smithsonian Tropical Research Institute into an urgently needed research and laboratory facility, and other infrastructure upgrades in Panama (\$7.0 million); revitalize the National Museum of American History (\$18.0 million); renovate the mansion at Cooper-Hewitt, National Design Museum (\$8.8 million); and provide for critical revitalization projects under \$5 million throughout the Institution (\$23.8 million). This request accounts for planning and design of future projects estimated at \$14.3 million, and for the design and constructions costs of NMAAHC, estimated at \$40.0 million. Specific details are provided in the Facilities Capital section of this request.

**SMITHSONIAN INSTITUTION**  
**FY 2011 BUDGET REQUEST**  
**BY APPROPRIATION ACCOUNT**

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>FY 2010 Request</b>	<b>4,318</b>	<b>\$634,161,000</b>
<b>FY 2011 Changes</b>		
<b><u>MANDATORY INCREASES</u></b>		
Salaries and Related Costs		24,207,000
Utilities, Postage, Rent, Communications, and Other		2,931,000
<b><u>PROGRAM INCREASES</u></b>		
<b>Focusing on Grand Challenges</b>		
<i><b>Unlocking the Mysteries of the Universe</b></i>		
Giant Magellan Telescope	5	4,000,000
<i><b>Understanding and Sustaining a Biodiverse Planet</b></i>		
Global Earth Observatories/DNA Barcoding	20	4,000,000
<i><b>Valuing World Cultures</b></i>		
Preserving Cultural Heritage	6	1,000,000
<i><b>Understanding the American Experience</b></i>		
Representing the American People	8	1,500,000
National Museum of African American History and Culture	9	1,900,000
<b>Broadening Access</b>		
Digitization/ <i>Encyclopedia of Life</i>	12	4,040,000
Web and New Media	4	2,460,000
Information Technology Infrastructure	4	3,500,000
Revitalizing Education	10	2,000,000
<b>Mission Enabling</b>		
Collections Care		
Collections Care and Preservation	0	2,000,000
National Zoo (Animal Welfare and Staff Safety)	4	1,000,000

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
National Air and Space Museum Collections Move	0	3,000,000
Facilities Requirements		
Security/Anti-Terrorism		700,000
Improve Building Maintenance	30	5,000,000
Improve Building Cleanliness and Services	48	2,800,000
Safety, Health, and Wellness Management	5	658,000
Research Vessels/Vehicles Maintenance	4	2,000,000
Exhibit Maintenance		1,000,000
Management Operations		
Improving Internal Controls	11	1,743,000
<b>FY 2011 Salaries and Expenses Request</b>	<b>4,498</b>	<b>\$705,600,000</b>

<b>FACILITIES CAPITAL</b>	<b>FTEs</b>	<b>Amount</b>
FTEs in Base	48	
<b><i>Revitalization:</i></b>		
Cooper-Hewitt, National Design Museum		8,850,000
Museum Support Center (Pod 3)		5,000,000
National Museum of American History		18,000,000
National Museum of Natural History		17,600,000
National Zoological Park		14,450,000
SI Environmental Research Lab		16,000,000
SI Tropical Research Institute (Gamboa)		7,000,000
Other Revitalization Projects		23,790,000
<b><i>Planning and Design</i></b>		
Facilities Planning and Design		<u>14,310,000</u>
<b>FY 2011 Facilities Capital Subtotal</b>		<b>125,000,000</b>
National Museum of African American History & Culture		<u>40,000,000</u>
<b>FY 2011 Facilities Capital Request</b>	<b>48</b>	<b>\$165,000,000</b>

<b>FY 2011 REQUEST, ALL ACCOUNTS</b>	<b>4,546</b>	<b>\$870,600,000</b>
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**SMITHSONIAN INSTITUTION  
SALARIES AND EXPENSES (S&E)**

**Summary of FY 2011 Changes**

	<u>FTEs</u>	<u>Amount</u>
<b>FY 2010 S&amp;E Appropriation</b>	<b>4,318</b>	<b>\$634,161,000</b>
<b>FY 2011 Changes</b>		
<b>Mandatory Increases</b>		
Legislated Pay Raises and Workers' Compensation		24,207,000
Utilities, Postage, Rent, Communications, and Other		<u>2,931,000</u>
<b>Total Mandatory Increases</b>		<b>\$27,138,000</b>
<b>Program Increases</b>		
Focusing on Grand Challenges		
Giant Magellan Telescope	5	4,000,000
Global Earth Observatories/DNA Barcoding	20	4,000,000
Preserving Cultural Heritage	6	1,000,000
Representing the American People	8	1,500,000
National Museum of African American History & Culture	9	1,900,000
Broadening Access		
Digitization/ <i>Encyclopedia of Life</i>	12	4,040,000
Web and New Media	4	2,460,000
Information Technology Infrastructure	4	3,500,000
Revitalizing Education	10	2,000,000
Mission Enabling		
Collections Care		
Collections Care and Preservation Fund		2,000,000
National Zoo (Animal Welfare)	4	1,000,000
Air and Space Move of Collections		3,000,000
Facilities Requirements		
Facilities Operations, Security, and Support	57	7,158,000
Facilities Maintenance	30	5,000,000
Management Operations		
Improving Internal Controls	<u>11</u>	<u>1,743,000</u>
<b>Total Program Increases</b>	<b>180</b>	<b>\$44,301,000</b>
<b>FY 2011 Budget Request</b>	<b>4,498</b>	<b>\$705,600,000</b>

SMITHSONIAN INSTITUTION

Salaries and Expenses

Unit Detail of the 2009 Appropriations and the 2010 and 2011 Estimates (In Thousands)  
(\$ in Thousands)

FTE = Full-Time Equivalent	FY 2009		FY 2010		FY 2011		ANALYSIS OF CHANGE	
	Appropriations		Request		Request		Mandatory Costs \$000	Program FTEs
	FTEs	\$000	FTEs	\$000	FTEs	\$000		
<b>MUSEUMS AND RESEARCH CENTERS</b>								
<i>American Museums</i>								
	21	1,994	21	2,048	21	2,137	89	0
Anacostia Community Museum								0
Center for Folklife and Cultural Heritage	18	2,219	18	2,282	18	2,384	102	0
National Museum of African American History & Culture	31	11,776	31	12,167	40	15,967	1,900	1,900
National Museum of American History, Behring Center	185	21,428	185	22,209	185	23,593	1,384	0
National Museum of the American Indian	273	31,996	273	32,870	273	34,307	1,437	0
<b>Subtotal, American Museums</b>	<b>528</b>	<b>69,413</b>	<b>528</b>	<b>71,576</b>	<b>537</b>	<b>78,388</b>	<b>4,912</b>	<b>1,900</b>
<i>Art Museums</i>								
Archives of American Art	19	1,784	19	1,858	19	1,980	122	0
Arthur M. Sackler Gallery/Freer Gallery of Art	48	5,906	48	6,113	48	6,455	342	0
Cooper-Hewitt, National Design Museum	34	3,937	34	4,103	34	4,298	195	0
Hirshhorn Museum & Sculpture Garden	47	4,272	47	4,412	47	4,640	228	0
National Museum of African Art	32	4,392	32	4,504	32	4,688	184	0
National Portrait Gallery	59	5,651	59	5,867	59	6,224	357	0
Smithsonian American Art Museum	94	8,789	94	9,145	94	9,731	586	0
<b>Subtotal, Art Museums</b>	<b>333</b>	<b>34,731</b>	<b>333</b>	<b>36,002</b>	<b>333</b>	<b>38,016</b>	<b>2,014</b>	<b>0</b>
<i>Science Museums and Research Centers</i>								
National Air and Space Museum	174	17,474	174	18,119	174	22,182	1,063	0
National Museum of Natural History	377	46,138	377	47,728	392	52,490	2,620	15
National Zoological Park	220	22,437	220	23,190	224	25,429	1,239	4
Smithsonian Astrophysical Observatory	113	23,619	113	24,323	118	26,283	960	5
Museum Conservation Institute	24	3,031	24	3,119	24	3,263	144	0
Smithsonian Environmental Research Center	34	3,443	34	3,596	34	3,802	206	0
Smithsonian Tropical Research Institute	248	12,611	253	14,546	265	18,159	613	12
<b>Subtotal, Science Museums and Research Centers</b>	<b>1,190</b>	<b>128,753</b>	<b>1,195</b>	<b>134,621</b>	<b>1,231</b>	<b>151,608</b>	<b>6,845</b>	<b>36</b>
<b>Total Museums and Research Centers</b>	<b>2,051</b>	<b>232,897</b>	<b>2,056</b>	<b>242,199</b>	<b>2,101</b>	<b>268,012</b>	<b>13,771</b>	<b>45</b>
								<b>12,042</b>

**SMITHSONIAN INSTITUTION**  
Salaries and Expenses  
Unit Detail of the 2009 Appropriations and the 2010 and 2011 Estimates (In Thousands)  
(\$ in Thousands)

	FY 2009		FY 2010		FY 2011		ANALYSIS OF CHANGE	
	FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Costs \$000	Program FTEs \$000
<b>FTE = Full-Time Equivalent</b>								
<b>PROGRAM SUPPORT AND OUTREACH</b>								
Outreach	62	9,720	62	9,969	62	10,383	414	0
Communications	23	2,211	23	2,328	23	2,468	140	0
Institution-wide Programs	0	7,839	0	8,839	0	10,839	0	2,000
Office of Exhibits Central	30	2,872	30	2,982	30	3,160	178	0
Major Scientific Instrumentation	0	3,822	0	3,822	0	6,822	0	3,000
Museum Support Center	25	1,800	25	1,858	25	1,954	96	0
Smithsonian Institution Archives	20	1,968	20	2,064	20	2,221	157	0
Smithsonian Institution Libraries	97	9,619	97	10,008	97	10,484	476	0
<b>Total Program Support and Outreach</b>	<b>257</b>	<b>39,851</b>	<b>257</b>	<b>41,870</b>	<b>257</b>	<b>48,331</b>	<b>1,461</b>	<b>5,000</b>
<b>ADMINISTRATION</b>	<b>269</b>	<b>69,384</b>	<b>284</b>	<b>76,494</b>	<b>333</b>	<b>95,998</b>	<b>4,245</b>	<b>15,259</b>
<b>INSPECTOR GENERAL</b>	<b>20</b>	<b>2,222</b>	<b>22</b>	<b>2,576</b>	<b>22</b>	<b>2,706</b>	<b>130</b>	<b>0</b>
<b>FACILITIES SERVICES</b>	<b>352</b>	<b>67,646</b>	<b>357</b>	<b>72,935</b>	<b>387</b>	<b>80,058</b>	<b>2,123</b>	<b>5,000</b>
Facilities Maintenance	1,342	181,400	1,342	198,087	1,398	210,495	5,408	7,000
Facilities Operations, Security and Support								
<b>Total Facilities Services</b>	<b>1,694</b>	<b>249,046</b>	<b>1,699</b>	<b>271,022</b>	<b>1,785</b>	<b>290,553</b>	<b>7,531</b>	<b>12,000</b>
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b>4,291</b>	<b>593,400</b>	<b>4,318</b>	<b>634,161</b>	<b>4,498</b>	<b>705,600</b>	<b>27,138</b>	<b>180,443,301</b>

## SALARIES AND EXPENSES

FY 2009 Appropriation	\$593,400,000
FY 2010 Estimate	\$634,161,000
FY 2011 Estimate	\$705,600,000

For FY 2011, the Institution requests \$705.6 million in the Salaries and Expenses (S&E) account. Within the total increase requested, approximately 38 percent is attributable to mandatory costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority requirements throughout the Institution.

**SALARY AND RELATED COSTS (+ \$24,207,000)** – The Institution requests an increase of \$24,207,000 for projected higher salary and benefits costs in FY 2011, as described below. This request funds the proposed 2.1 percent pay raise in January 2011; annualization of the projected 2.9 percent pay raise in January 2010 (2.0% general and 0.9% locality); the unfunded January 2009 pay raise (4.78% vs. 2.9%); the unfunded, projected January 2010 pay raise (2.9% vs. 2.0%); and one additional workday in the Institution’s FY 2011 base of 260 workdays. The increase also reflects the return of \$67,000 in Workers’ Compensation costs. The following is a line-item display of the pay requested for FY 2011:

<i>Salary and Related Costs:</i>	<i>Requested</i>
▪ 2011 pay raise (3/4 year at 2.1%)	\$7,594,000
▪ Annualization of 2010 pay raise (1/4 year at 2.9%)	4,268,000
▪ Unfunded 2010 pay raise (3/4 year 2.9% vs. 2.0%)	5,902,000
▪ Unfunded 2009 pay raise (3/4 year 4.78% vs. 2.9%)	5,001,000
▪ 1 Additional Workday in FY 2011 Base (261 less 260)	1,509,000
▪ Workers’ Compensation	<u>-67,000</u>
<b>Total</b>	<b>\$24,207,000</b>

- **Proposed 2011 Pay Raise (+ \$7,594,000)** – This funds an anticipated 2.1 percent January 2011 pay raise for three-quarters of a year.
  
- **Annualization of the 2010 Pay Raise (+ \$4,268,000)** – This funds the annualization of the projected 2.9 percent average January 2010 pay raise for the first quarter of FY 2011.
  
- **Unfunded 2010 Pay Raise (+ \$5,902,000)** – This funds the difference between the 2010 projected average pay raise and the FY 2010 request (2.9% vs. 2.0%) for three-quarters of the year.

- **Unfunded 2009 Pay Raise (+ \$5,001,000)** — This funds the difference between the 2009 enacted pay raise and the FY 2009 request (4.78% vs. 2.9%) for three-quarters of the year.
- **One Additional Workday in FY 2011 Base (+ \$1,509,000)** — This funds the required 261 workdays for FY 2011. The Institution's base funding covers only 260 workdays.
- **Workers' Compensation (-\$67,000)** — This 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 2011 is \$3,565,000, based on actual costs incurred from July 1, 2008 through June 30, 2009, as provided by the U.S. Department of Labor. The FY 2010 base amount is \$3,632,000.

558 7000

## FY 2011 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2009/10 Unfunded and Additional Day	FY 2010 Annualization	FY 2011 Pay Raise	Total
Anacostia Community Museum	45	16	28	89
Center for Folklife and Cultural Heritage	52	18	32	102
National Museum of African American History and Culture	330	113	201	644
National Museum of American History, Behring Center	635	217	387	1,239
National Postal Museum	23	8	14	45
National Museum of the American Indian	736	252	449	1,437
Archives of American Art	63	21	38	122
Arthur M. Sackler Gallery/Freer Gallery of Art	175	60	107	342
Cooper-Hewitt, National Design Museum	95	33	58	186
Hirshhorn Museum and Sculpture Garden	116	40	72	228
National Museum of African Art	94	32	58	184
National Portrait Gallery	184	62	111	357
Smithsonian American Art Museum	300	103	183	586
National Air and Space Museum	545	186	332	1,063
National Museum of Natural History	1,343	459	818	2,620
National Zoological Park	635	217	387	1,239
Smithsonian Astrophysical Observatory	492	168	300	960
Museum Conservation Institute	74	25	45	144
Smithsonian Environmental Research Center	99	46	61	206
Smithsonian Tropical Research Institute	314	107	192	613
Outreach	213	72	129	414
Communications	64	36	40	140
Office of Exhibits Central	91	31	56	178
Museum Support Center	49	17	30	96
Smithsonian Institution Archives	80	28	49	157
Smithsonian Institution Libraries	244	83	149	476
Administration	1,109	377	695	2,181
Inspector General	66	23	41	130
Facilities Maintenance	1,087	372	664	2,123
Facilities Operations, Security, and Support	3,059	1,046	1,868	5,973
<b>Total Increased Pay Costs</b>	<b>\$12,412</b>	<b>\$4,268</b>	<b>\$7,594</b>	<b>\$24,274</b>



**UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER MANDATORY COSTS (+ \$2,931,000)** – For FY 2011, the Institution requests a net increase of \$2,876,000 for utilities, postage, rent, and communications. The increases are for consumption, rate, and inflationary increases, as well as program needs. In addition, an increase of \$55,000 is requested to provide resources for other mandatory costs to support administrative requirements. The following table displays estimates from FY 2009 through FY 2011. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Rent, Communications, and  
Other Mandatory Costs  
FY 2009–FY 2011  
(Dollars in Thousands)**

	<b>FY 2009 Estimate</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Estimate</b>	<b>Change</b>
<b>Utilities:</b>				
Electricity	19,275	23,445	23,021	-424
Chilled Water	6,811	7,994	8,040	46
Steam	8,166	8,854	8,870	16
Natural Gas	4,221	4,478	4,742	264
DC Gov't Water/Sewer	6,021	4,435	2,802	-1,633
Other Water and Fuel Oil	734	931	1,031	100
<b>Subtotal, Utilities</b>	<b>45,228</b>	<b>50,137</b>	<b>48,506</b>	<b>-1,631</b>
Postage	1,708	1,790	1,836	46
Motor Fuel		370	370	0
<b>Rent:</b>				
Central	25,507	28,527	30,278	1,751
Unit	4,399	4,639	5,273	634
<b>Subtotal, Rent</b>	<b>29,906</b>	<b>33,166</b>	<b>35,551</b>	<b>2,385</b>
Communications	11,066	12,679	14,755	2,076
Other	1,130	1,461	1,516	55
<b>Total</b>	<b>\$89,038</b>	<b>\$99,603</b>	<b>\$102,534</b>	<b>\$2,931</b>

- **UTILITIES (-\$1,631,000)** – The utilities request supports electricity, chilled water, steam, natural gas, DC Government Water and Sewer, and other water and fuel-oil services. The request includes the following:
  - **Electricity (-\$424,000)** – Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools the Smithsonian facilities, ensuring the comfort of staff and visitors, and providing essential

climate control to protect the priceless National Collections. The net estimate includes a 6.3 percent reduction of electricity rates for Maryland and the District of Columbia facilities when a new supply contract becomes effective in January 2010 (-\$1,067,000). Offsetting the decrease are increases to support a proposed 6.9 percent rate increase submitted by Virginia Dominion Power to the regulatory State Corporation Commission for approval (+ \$157,000) and an anticipated 2 percent rate increase for all other electricity accounts (+ \$92,000). The estimate also includes increases for the six-month balance of start-up funds for the National Air and Space Museum's (NASM) Udvar-Hazy Center, Phase II (+ \$223,000); six months' balance of start-up funds for the newly renovated Museum Support Center's (MSC) Pod 3 (+ \$51,000); additional base funds for the new Vehicle Maintenance Branch Facility at Garber (+ \$25,000); and offsetting decreased reimbursements due to the Maryland and District of Columbia supply contract rate reductions (+ \$95,000).

- **Chilled Water (+ \$46,000)** — 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 request includes an anticipated 1.3 percent rate increase (+ \$51,000), offset by anticipated increased reimbursements due to higher rates (-\$5,000).
- **Steam (+ \$16,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water for facilities on the Mall and in New York City. The estimate includes an anticipated 3 percent rate increase to the New York account (+ \$16,000). An April 2009 letter from GSA states that rates for facilities on the Mall will remain the same as FY 2010 rates.
- **Natural Gas (+ \$264,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes an anticipated 3 percent rate increase among all natural gas accounts (+ \$131,000); the six-month balance required in start-up funds for NASM's Udvar-Hazy Center, Phase II (+ \$113,000); and six months' balance of start-up funds for the newly renovated MSC Pod 3 (+ \$25,000). Offsetting the increases are anticipated increased reimbursements due to higher rates (-\$5,000).
- **DC Water and Sewer (-\$1,633,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and

Sewer Authority (DCWSA). This decrease represents rate and billing adjustments transmitted by DCWSA to the Smithsonian (-\$1,630,000), offset by anticipated increased reimbursements (-\$3,000).

- **Other Water and Fuel Oil (+ \$100,000)** — Funds provide water for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers and emergency generators as a backup to natural gas. The net request provides for anticipated water rate increases ranging from 1 percent to 9 percent for all water accounts outside of Washington, DC (+ \$43,000), and six months' balance of start-up funds for NASM's Udvar-Hazy Center Phase II (+ \$30,000). Also included are funds to support an average rate increase of 11.3 percent among all fuel-oil accounts (+ \$27,000).
- **POSTAGE (+ \$46,000)** — Funds provide for all official domestic and international mail services. The net request reflects an anticipated 2.9 percent rate increase by the U.S. Postal Service (+ \$46,000).
- **RENTAL SPACE (+ \$2,385,000)** — The request includes a net increase for centrally funded lease requirements (+ \$1,751,000) and unit-funded, programmatic lease requirements (+ \$634,000), as follows:
  - **Central Rent (+ \$1,751,000)** — The net increase provides additional base rent funds for leased office and storage space (+ \$1,845,000), which is offset by a redirection of lease funds (-\$94,000). Details follow:

Escalation (+ \$1,845,000) — Provides for annual rent increases in accordance with the actual terms of current lease contracts. Among the contracts, the escalation rate for base rent averages between 2 and 3 percent, and operating and real estate taxes average 8 percent. In addition, the request includes unanticipated price increases for operating expenses and real estate taxes above the FY 2009 and FY 2010 budget estimates.

Armed Forces Retirement Home (AFRH) (-\$94,000) — The Smithsonian's lease of greenhouses on the AFRH campus in Washington, DC expires in January 2010. When the greenhouse operation relocates to the Smithsonian's newly constructed greenhouse facility at Suitland, Maryland, the Smithsonian will redirect base rent funds to offset rent escalation among other existing lease contracts.

- **Unit Rent (+ \$634,000)** — Justified here, but included in the following museums' line items are unit-funded rent increases needed to support Smithsonian programs. The increases are as follows:

Cooper Hewitt, National Design Museum (CHNDM) (+ \$9,000) — Provides for annual rent escalation of 3 percent in accordance with contract lease terms for leased collections-storage space in New Jersey.

National Museum of African American History and Culture (NMAAHC) (+ \$525,000) — Provides funds for annual rent escalation in FY 2011 for leased space at the Capital Gallery and Pennsy Drive facilities, and unanticipated price increases for operating expenses and real estate taxes above the FY 2009 and FY 2010 budget estimates (+ \$160,000). Actual costs have proven to be higher than the prior estimates for operating costs at these locations.

Also included in the request are additional base rent funds to pay annual lease costs for 7,116 square feet of leased office space in the Capital Gallery complex (+ \$365,000). As NMAAHC continues to move ahead with plans and operations for the opening of the Museum, it is crucial that NMAAHC have the resources it needs to provide adequate and appropriate space for anticipated staff increases.

National Postal Museum (NPM) (+ \$100,000) — A proposed lease agreement between the Smithsonian and the U.S. Postal Service provides the Smithsonian with an additional 9,200 square feet of space within the historic Postal Square Building, adjacent to NPM's existing leased space at 2 Massachusetts Ave., NE, Washington, DC. The planned lease commencement is in June 2011. This is after the current tenant, Capitol City Brewing Company, vacates the space in May 2011, upon the expiration of its lease.

NPM recently received a generous donation that includes \$8 million to support the expansion of the Museum with trust funds. The lease will allow for a major transformation of the Museum, giving it a substantial presence on the first floor of a historic building and greatly improved signage opportunities, thereby increasing its visibility and attendance. The request includes four months of lease costs (\$85,000) and utility expenses (\$15,000). In FY 2012, NPM will request the annualized rent and operating costs. The Museum is raising all of the \$18 million required for this transformation, as well as 20 percent of the operating costs.

- **COMMUNICATIONS (+ \$2,076,000)** — The communications base supports the Institution’s voice and data telecommunications infrastructure operations, including: telephones, voicemail, email, data wiring, radio trunking, leased lines, network switches and routers, video teleconferencing, remote access, telephone modernization, maintenance, and equipment. The requested increases follow:
  - (+ \$500,000) will provide additional capacity to the existing Virtual Tape Library (VTL) system to maintain the current level of backup capability in sync with the demand for increased storage. The VTL provides the primary backup storage solution for all of the more than 600 servers at the Herndon Data Center. Server backups are performed daily and the available disk storage space is already near capacity. Without the additional VTL capacity, the system will be unable to fully backup the managed data on the servers as new data are continually being added for collections, research, and administrative transactions. Expanding the VTL will also ensure that backups do not run during production time, thereby preventing slower response times and network outages.
  - (+ \$892,000) will fully fund the growth in mandatory annual licenses and maintenance costs for software and information technology (IT) hardware used in the Smithsonian production environment. These costs include: Internet 1 connection that provides access to the Smithsonian’s Web presence and the Internet (\$50,000); Apperature Software used to manage the data center floor space and equipment placement, and that serves as the asset inventory management system (\$35,000); CISCO/EMC maintenance for network switching and routing equipment (\$58,000); Security Software Maintenance for Blade Logic auditor/security compliance with NIST standards (\$104,000); Google Page Licenses applied to 15 million documents to cover the collections for the Institution (\$375,000); Symantec NetBack-up Software for servers relocated to the Herndon data center (\$200,000); and PC Helps service that provides commercial, off-the-shelf software support for Microsoft Office and Adobe Photoshop to staff throughout the Institution (\$70,000).
  - (+ \$100,000) will provide for increases to annual radio service and maintenance costs for the Institution. The Institution requires radios for security guards, animal safety, and other personnel required to carry out day-to-day operations.
  - (+ \$584,000) will provide one-time funding to replace/upgrade the Smithsonian Tropical Research Institute’s (STRI) telephone systems in

conformance with the Institution's implementation of a Voice-over-Internet-Protocol (VoIP) phone system. Currently, STRI uses four Private Branch Exchanges (PBXs) at its several locations, which reached their 10-year-life cycle in FY 2005, and three smaller key systems which are also at the end of their useful life cycle. The Smithsonian will invest resources for a VoIP system, thereby eliminating the need to maintain and upgrade multiple communications infrastructures. This item is not included in either the freeze or the 5 percent reduction levels.

Implementing VoIP at STRI will reduce annual operating costs including both long-distance services and cabling. This will enable STRI to improve the quality and technological sophistication of its voice and data-transmission systems to the level that is consistent with the rest of the Institution. Enhancements to security and quality will also stem from the upgrade to VoIP. Funds will provide for the data network upgrade, as well as contractor support for the conversion, installation, and directory upgrades.

- **OTHER MANDATORY COSTS (+ \$55,000)** — This budget request provides needed resources for the following additional mandatory increases included in the Administration line-item increases:
  - **Administration (+ \$55,000)** — Covers contractually required inflation costs for the annual audit of the Smithsonian's financial statements and personal property inventory (+ \$33,000) and increased processing fees for the Smithsonian's payroll services (+ \$22,000).

## FOCUSING ON GRAND CHALLENGES

Smithsonian scientists are among the leaders in their fields, nationally and internationally. A National Research Council report noted that the Institution's research centers are "world-class scientific institutions that combine facilities, personnel and opportunities for specialized long-term research that is enabled by the stability of federal support." Federal investments in research are essential to sustain competency, provide long-term research continuity, and leverage additional private-sector resources from outside benefactors. These new investments will help implement the new Smithsonian strategic plan. The specific increases requested are as follows:

### ***UNLOCKING the MYSTERIES of the UNIVERSE***

- **GIANT MAGELLAN TELESCOPE (\$4,000,000, 5 FTEs)** — The requested increase supports the development and construction of a new Extremely Large Telescope (ELT) — the Giant Magellan Telescope (GMT). This increase also supports the Administration's August 2009 Science and Technology priorities for the FY 2011 budget ("increasing our understanding of the universe and our place in it"), as well as the Smithsonian's new strategic plan. An ELT was the top priority in the most recent National Academies of Sciences' Decadal Survey recommendations for ground-based astronomy, and an ELT supports the strategic science goals of several federal agencies, including NASA, the Department of Energy, and the National Science Foundation. Its discoveries will enable scientists to study phenomena ranging from the properties of planets around other stars to the nature of cosmic dark energy. Such discoveries about the fundamental physics of the universe will change the way people think about physics and have a far-reaching impact on U.S. policy in sectors such as energy, space, and manufacturing. The total capital cost of the GMT is estimated at approximately \$650 million, with construction to take a decade for completion. The total cost of the Smithsonian's contribution to the GMT is estimated at \$185 million, over 10 years, and will give the Institution approximately a quarter-share interest in the telescope. The requested increase of \$4,000,000 in FY 2011 will allow the Smithsonian to complete core tasks critical to the overall GMT project design and development phase. Specifically, the increase will enable the Institution to complete the detailed design work for the telescope mount, the control system, the alignment systems, and the adaptive optics. This design work will allow reliable cost estimates to be developed.

## ***UNDERSTANDING and SUSTAINING a BIODIVERSE PLANET***

The requested increase supports the strategic plan theme for integrative research on science-based means to ensure the coexistence of society and biodiversity, and to answer the questions “What is the fundamental biology of species and their distribution across space and time?” and “How do natural ecosystems function, and what services do they provide?” by supporting complementary programs of research and infrastructure.

- **SMITHSONIAN INSTITUTION GLOBAL EARTH OBSERVATORIES (SIGEO) (\$3,000,000, 12 FTEs)** — This request supports plans to expand the Smithsonian’s network of forest plots and integrate them into a system of Global Earth Observatories, which will provide scientific data about ecological, hydrological, soil, and meteorological processes. This research will enable Smithsonian scientists to better understand the storage and movement of carbon and water in tropical and temperate forests, the effects of climate change, the forests’ relationships with wildlife, the atmosphere, and sources of fresh water. The resulting data will inform worldwide policy decisions related to carbon change, carbon budgets, nutrient cycling, hydrology, and biodiversity, and the project will leverage related Government efforts coordinated through the United States Group on Earth Observations’ interagency process (see <http://usgeo.gov>). This increase will further stabilize long-term monitoring and analysis of trees and carbon for individual plots, and continue implementation of the arthropod, vertebrate, soil, hydrology, and remote-sensing programs.
- **DNA BARCODING (\$1,000,000, 8 FTEs)** — This request recognizes the importance of “horizontal genomics” in modern biodiversity studies, thereby helping the Smithsonian maintain its leadership and expand its efforts in DNA barcoding (a technique for characterizing species of organisms using a short DNA sequence), and the archival preservation of frozen biomaterials for current and future uses. As the recognized U.S. leader in DNA barcoding, the Smithsonian must increase its capacity in research and training. These funds are heavily leveraged by private support (such as the Consortium for the Barcode of Life) and collaboration with other Government agencies (such as the FDA, FAA, and NIH) and international science funding agencies (such as the International Barcode of Life challenge grant of \$50 million from Canada, especially Genome Canada). The cryopreservation initiative builds on recent planning to create a network of Smithsonian biomaterials resources banks to bring care for existing collections to the appropriate standard, ensure that we are capturing appropriate new samples of high scientific value, and dramatically improving access to the scientific community. Scientists at three Smithsonian units (National Zoo, Natural History, and the Tropical



Research Institute) have collected and stored at least 750,000 frozen biomaterials samples, most of which are not stored and inventoried in accordance with modern standards, and many of which are at risk of destruction from substandard storage systems. Many of these samples are vouchers for DNA barcode reference sequences.

## ***VALUING WORLD CULTURES***

This request provides funding for research in history, art, and culture that encourages the study, appreciation, and preservation of the world's cultural heritage. Particular emphasis is upon researching those collections and forms of cultural heritage that are endangered, and if not preserved, would represent a loss of knowledge to humankind.

- **PRESERVING CULTURAL HERITAGE (\$1,000,000, 6 FTEs)** — Globalization has brought peoples and cultures of different backgrounds around the world closer together, heightening the need and the desire for greater mutual understanding, appreciation, and communication. The United States is increasingly pursuing a policy of “soft” diplomacy — engaging people around the world through cultural exchange and partnerships — in an effort to exert worldwide influence and promote human rights and democratic values, a major cornerstone of which is respect for the diversity of people and cultures. Leaders of museums and cultural institutions around the world look to the United States, and particularly the Smithsonian, for expertise and aid in preserving their own, often endangered cultural heritage. These efforts range from preserving the manuscripts of Timbuktu, the treasures of ancient Mesopotamia in the Baghdad Museum, and the Indus Valley archaeological sites in Pakistan, to documenting the dying languages and knowledge of the indigenous peoples of Africa, the Pacific, and the Americas. As described in its strategic plan, the Smithsonian, with its position of respect and resources, can help the United States and others safeguard world cultural treasures, document and preserve priceless knowledge, and participate in forums for intercultural dialogue.

The proposed funding (\$1,000,000) will allow the Smithsonian to add six specialists in manuscript preservation, materials science, site preservation, and knowledge systems, with expertise in Asian, African, and Latin American cultures, at the National Museum of African Art, the Freer/Sackler Gallery, the National Museum of Natural History Department of Anthropology, the National Museum of the American Indian Latin American Research unit, and the Center for Folklife and Cultural Heritage. These specialists will study and interpret the knowledge implicit in Smithsonian collections, help preserve these collections, and support international exchange and engagement by promulgating preservation knowledge through

training and professional activities with cultural institutions around the world, particularly in Asia, Africa, and the Americas.

### ***UNDERSTANDING the AMERICAN EXPERIENCE***

Research will continue the Institution's exploration of American history and the development of its contemporary culture. Particular attention is focused upon fully representing the diversity of the American people and examining how historical experiences and forms of artistic expression have defined various communities, forged a national culture, and connected Americans to peoples around the globe.

- **REPRESENTING the AMERICAN PEOPLE (\$1,500,000, 8 FTEs)** — Requested funds would allow the Smithsonian to better document, interpret, and present to the public the rich and diverse cultures that have forged a national heritage that is uniquely American — a major focus of the Smithsonian strategic plan. Smithsonian research activities in history, art, and culture have not kept pace with the demographic changes in the United States and the increasing knowledge of the varied accomplishments, achievements, and stories of diverse communities, which both historically, and today, form the fabric of America. Without curators and scholars to conduct the research and acquire the collections, there would be a lack of sufficient artifacts and artworks, photographs, and documentary records to represent a diverse cross-section of communities. For example, the Smithsonian has only one part-time curator specializing in Asian-American cultures, and only a handful of curators dealing with the breadth of Latino cultures. As a consequence, the Smithsonian, as the nation's museum, is less able than it should be to tell the story of the American experience.

The requested increase (\$1,000,000, 8 FTEs) will support curators specializing in Latino and Asian American history, art, and culture, who will be assigned to the National Museum of American History, the Smithsonian American Art Museum, the National Portrait Gallery, the Hirshhorn Museum and Sculpture Garden, the Center for Folklife and Cultural Heritage, the Smithsonian Latino Center, and the Smithsonian Asian Pacific American Program. A curator specializing in community history and culture will be assigned to the Anacostia Community Museum.

An increase is also requested for the Smithsonian Latino Initiatives Pool (\$500,000). This pool, established in FY 1996 in response to a 1994 benchmark report, *Willful Neglect: The Smithsonian Institution and U.S. Latinos*, has not been substantively increased from its \$1 million initial level. Yet during that time, the Latino population has grown from 26 million

to more than 45 million today, and the varied Latino artifacts, artworks, and other forms of expression have multiplied exponentially. These funds would support programming and collection activities to represent and engage this community at the Smithsonian.

- **NATIONAL MUSEUM of AFRICAN AMERICAN HISTORY and CULTURE (\$1,900,000, 9 FTEs)** — This increase will enable the National Museum of African American History and Culture (NMAAHC) to make critical progress in its goal to open on the National Mall by 2015. Key staff positions and other support will enhance fund raising, collections care and management, Web-based programming, and project management of major initiatives that augment NMAAHC's national leadership role. These funds will support a partnership with the Freedmen's Bureau project to make available over the Web the most significant record of African American genealogy and demographics in the post Civil War period. These funds will also allow the Museum to accelerate collaboration with African American museums and organizations nationally, as mandated in the Museum's founding legislation.

Funds are requested for nine positions to provide: 1) curatorial expertise to advise on the acquisition of new collections, and development of long-range collecting goals and strategies; 2) collections expertise to implement all collections acquisitions procedures, maintain collections databases and files, and process loans, transfers, and disposals of collections; 3) exhibition oversight to manage NMAAHC's pre-opening and inaugural exhibitions and major programs; and 4) creative and technological support to develop content and format for the Museum's website and to keep it current and operational. Funds will be used to develop and launch a national membership campaign, so that the Museum can reach a large, grassroots audience and generate support from people of all backgrounds. The campaign will involve an extensive Web-based effort, in addition to outreach through a broad variety of national and community-based organizations, and appeals through various print and electronic media. The goal of the membership campaign is to raise \$25 million toward the \$250 million total non-federal cost of the Museum.

## **BROADENING ACCESS**

**INFORMATION TECHNOLOGY INITIATIVES (\$10,000,000, 20 FTEs)** — The Smithsonian is uniquely positioned to become the trusted source of information on the World Wide Web by using new technologies to share its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. Key to achieving this potential is developing enterprise systems, common processes, and shared resources and services to create

and deliver digital assets. The Institution is requesting \$10,000,000 and 20 FTEs to build the underlying systems and processes to create a technological framework for future content delivery, which will enable users everywhere to experience the national collections at the Smithsonian.

- **DIGITIZATION (\$3,040,000, 6 FTEs)** — In FY 2009, the Institution established a one-person Digital Asset Management System (DAMS) support branch to develop the Smithsonian’s pilot DAMS into a full enterprise production system with mature processes and production-quality data. The focus of the DAMS is on managing the master digital asset (images, video, and audio) and providing access to digital derivatives — including collection, non-collection, and scientific digital assets. As such, the DAMS is a key component of the Smithsonian’s digital infrastructure and a primary component of the Enterprise Digital Asset Management Network (EDAN) architecture. Funding is requested (\$1,100,000, 2 FTEs) to fully staff the support team in order to provide full operational support, increase the rate of processing existing digital assets, and further expand the DAM functionality for digital audio, video, and three-dimensional digital assets. Funding is also requested (\$520,000, 4 FTEs) to establish in-house expertise for the long-term preservation, care and curation of digital assets as a first step toward maturing the Institution’s existing enterprise storage and DAMS into a trusted digital repository to safeguard those digital assets for generations to come.

By the end of FY 2009, the Smithsonian will have an Institution-wide Digitization Strategic Plan. Funds are requested (\$1,420,000) to move toward the ideal of a unified, digital Smithsonian by continuing the process of digitizing resources, making existing digital assets more open and available, and ensuring that all digitization efforts are coordinated. As the Institution embraces the potential of sharing its knowledge and collections virtually, execution of this plan will ensure that digital assets are created and managed to maximize access and use both internally and externally.

- **ENCYCLOPEDIA OF LIFE (\$1,000,000, 6 FTEs)** — This request supports the *Encyclopedia of Life* (EOL), an online compendium of information about the world’s known species. The EOL incorporates the Biodiversity Heritage Library, a consortium of 10 of the world’s largest natural history libraries which are digitizing their biodiversity print holdings. The EOL interfaces with, and serves as an outlet for, several priority activities and projects, including specimen databases, collections improvement, DNA barcoding, cryopreservation, and the U.S. inter-agency Integrated Taxonomic Information System. Sustaining this infrastructure will also support linking taxonomy to numerous issues of direct and commercial relevance to society, including water quality, forensics, diseases, and food quality. In addition, the EOL will

provide information that can be used by another major science initiative, the Smithsonian Institution Global Earth Observatories (SIGEO), and, therefore, can contribute to better understanding of such larger-scale concerns as the effects of climate change.

- **WEB AND NEW MEDIA (\$2,460,000, 4 FTEs)** — This request is for funds to continue the development of the EDAN (\$1,000,000) and to expand the common public search portal of the Smithsonian's digital collections to include digital audio and video assets. EDAN delivers the underlying Web architecture necessary for Smithsonian Web practitioners to reuse and repurpose digital assets in a multitude of Web-based and mobile presentations. A key benefit to its design is that EDAN enables a single digital asset to be presented in many ways at one time without creating multiple copies of the digital assets and thereby consuming limited enterprise storage space, while at the same time maintaining a link back to the system of record to ensure that the information that describes the digital asset is current.

In FY 2009, the Institution successfully obtained a nearly \$4 million donation of Microsoft SharePoint services and licenses. This new technology will be used in FY 2010 to redesign the Smithsonian's intranet to increase communication among staff, provide virtual collaboration communities internally, and rationalize the Web publishing process so that content can be directly updated by non-Web staff to the intranet to keep the intranet an authoritative, current, and trusted source of content. Funding is requested (\$500,000) to establish a SharePoint program office in the Office of the Chief Information Officer (OCIO) to assist units in moving their intranet presence into SharePoint, which may require a certain amount of business re-engineering; and in building public SharePoint solutions to enable virtual collaboration with external museums, research centers, and educators. Once fully implemented, SharePoint will be a critical tool and platform for updating the Smithsonian Learning Model to support new kinds of learning, innovation, and knowledge creation inside and outside of the Institution, including life-long learning.

Execution of the Smithsonian's Web and New Media Strategic Plan to stimulate learning, creation, and innovation depends on having talented Web staff that can guide the plan and deliver on it to update the Smithsonian's digital experience, while balancing creative autonomy and central control. Funding is requested (\$960,000, 4 FTEs) to establish a core competency in the OCIO consisting of a Web architect, Web designer, embedded contract programmers, and a dedicated Web security officer to assist unit Web developments with an eye toward scalability for the Institution as a whole.

- INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE (\$3,500,000, 4 FTEs)** — Digital assets cannot be managed for long-term preservation, nor widely shared and repurposed, without adequate enterprise storage and backup solutions that free these assets from their silos in the best case, and from desk drawers and boxes in the worst case. Funding is requested (\$2,000,000) to expand the enterprise storage and backup solutions in the Smithsonian’s data center to prepare for the increase in digital assets resulting from the execution of the Institution’s Digitization Strategic Plan; to optimize their delivery through the virtualization of the Institution’s servers, which also decreases the data center’s energy footprint (\$1,000,000); and to provide additional database and system administration to meet the needs of increased content delivery (\$500,000).

<b>SUMMARY Information Technology Initiatives</b>	<b>FY 2011 Request</b>	<b># of FTEs</b>
<b>Digitization</b>		
Digital Asset Management System (DAMS)	\$ 1,100,000	2
Trusted Digital Repository	\$ 520,000	4
Digitization Strategic Plan Implementation	\$ 1,420,000	
<i>Encyclopedia of Life</i>	1,000,000	6
<b>Web and New Media</b>		
Enterprise Digital Asset Network (EDAN)	\$ 1,000,000	
Sharepoint Support	\$ 500,000	
Web-Shared Services, including Web Security	\$ 960,000	4
<b>Infrastructure</b>		
Enterprise Storage and Backup	\$ 2,000,000	1
Server Virtualization	\$ 1,000,000	
Database and System Administration	\$ 500,000	3
<b>TOTAL</b>	<b>\$ 10,000,000</b>	<b>20</b>

**REVITALIZING EDUCATION (\$2,000,000, 10 FTEs)** — Education is a high priority in the Smithsonian Strategic Plan, as it is for the nation as a whole. The Smithsonian’s particular strength is its use of the national collections and its scholarly and scientific expertise to stimulate and inspire learning — a strength that can now be amplified through Web-based delivery systems and Web 2.0 interactive technologies. Smithsonian online video-conferences, webinars, and museum-to-school distance-learning initiatives with national educational organizations such as the Council of Chief State School Officers and federal agencies such as the Department of Defense, have demonstrated the success of object-based learning for K–12 students as a complement to text-based learning in today’s world. State “teachers of the year” from across America have worked with Smithsonian collections and with its scientists and curators to develop curricula, lessons and resources which take a creative approach to classroom instruction and foster innovative thinking and problem-solving skills. Currently,

Smithsonian Web resources attract some 170 million visits directly, and millions more through third-party sites. As demonstrated by the Secretary's benchmark Smithsonian 2.0 conference, which brought innovators in the Web and social media worlds to the Institution, the Smithsonian can now scale up and reach an increasing number of students, teachers, parents, and others through the Web with exciting and interactive educational resources. In addition, the Smithsonian can align these resources with national and state standards, in ways that involve the participation of curators and scientists using primary resources — real scientific specimens, art works, and historical icons — for instructional purposes.

To prepare Smithsonian educational resources and make them more accessible to instructors and students, primarily in schools, but also in libraries, community centers, and other venues across the United States, the Smithsonian will need to hire 10 educational specialists (\$1,100,000)—one for each of the major museums and research centers with strong educational potential. Each specialist will have a background in classroom teaching and expertise in both the content field of the museum or research center and in Web-based instruction. These educational specialists will enhance and coordinate each unit's programs in teacher training, curriculum development, and classroom initiatives, as well as share plans, goals, and outcomes, to assure a coordinated, comprehensive Institutional approach. They will report jointly to their unit's senior management as well as to the Smithsonian's new Director of Education. Approximately \$850,000 will be used to upgrade the technology and services needed — video-conferencing and video-editing equipment, green screens, wireless connectivity, and teleconferencing services — to connect Smithsonian units to schools and educational venues. Approximately \$50,000 will be reserved for professional evaluation by an external authority, to obtain metrics on the audiences reached, conduct qualitative assessments, identify challenges and obstacles to overcome, and determine where improvements can be made.

## **MISSION ENABLING**

**COLLECTIONS CARE (\$6,000,000, 4 FTEs)** — This request provides essential resources to meet professional standards of collections care and address the highest priority collections management needs throughout the Institution. It will enable the Institution to provide better access and improved storage, conservation, and the preservation resources needed to ensure the longevity and availability of the national collections.

The Administration has defined stewardship of federal scientific collections as a key priority that is critical for maintaining America's excellence and leadership in science and technology. Smithsonian scientific collections serve an important role in public health and safety, national security, trade and economic development,

medical research, and environmental monitoring. In addition, Smithsonian cryo-collections support the use of new technologies in emerging Institution-wide and international research initiatives.

In early 2009, the Interagency Working Group on Scientific Collections (IWGSC), established by the Committee on Science of the National Science and Technology Council and co-chaired by the Smithsonian, issued a report on the current state of federal scientific collections, and provided recommendations for their management and use. The Smithsonian's collections care initiative and the FY 2011 requested increase directly support the recommendations of the IWGSC report, *Scientific Collections: Mission-Critical Infrastructure for Federal Science Agencies* and the Organization for Economic Cooperation and Development Global Science Forum by taking a systematic approach to safeguarding collections for current and future generations of scientists.

The specific increases requested for collections care are as follows:

- **COLLECTIONS CARE AND PRESERVATION FUND (\$2,000,000)** — This request provides resources for the Smithsonian to implement an Institution-wide collections assessment program, address the Smithsonian Inspector General's collections-related audit recommendations, and improve the preservation and storage of collections currently at risk of loss or damage. The funding increase will improve collections care, mitigate collections deterioration, and strategically address Institution-wide critical collections care needs.

In FY 2009, the Smithsonian initiated an Institution-wide collections assessment adapted from a survey tool used by the National Museum of Natural History. The resulting data will guide long-term strategic plans for collections care, identifying areas of need and improvement, establishing priorities, and providing a practical framework for the allocation of collections care resources. Based on the assessment, this request will initially address conservation, storage, preservation, and accountability issues at the National Museum of Natural History, allowing the Museum to meet its stewardship responsibilities for the national collections. This request will be focused in the following areas:

- Purchasing compact storage units and replacing obsolete cabinetry and housing materials that are currently detrimental and hazardous to collections, staff, and researchers. Among the most effective actions the Museum can take is to minimize physical risks to the collections by housing them in appropriate, secure cabinetry and containers. Such cabinetry is a lasting infrastructure investment in the long-term preservation of the collections that endures for many lifetimes over. Cabinetry and containers are needed for meteorites that require a



- nitrogen gas environment; cryo-collections containing tissues and extractions that must be preserved at ultra-cold temperatures, including in liquid nitrogen; and collections that are at risk because they are currently housed in failing, substandard cabinets.
- Stabilizing, rehousing, and conserving specific collections at risk. Natural history collections, by their very nature, are subject to degradation. Use of the collections can hasten the processes that result in loss of scientific information and aesthetic value. Preventive action is needed to minimize the risk of loss or damage to the minerals reference collection, the large and complex collection of plant and animal fossils, portions of the anthropological collections, and collections on exhibition — which serve as the Museum’s public face.
  - Inventorying specific collections to ensure accountability and addressing the Smithsonian Inspector General’s audit recommendations, including key inventories of the minerals reference collection, the ethnographic and archaeological collections stored at the Museum Support Center, and the biological collections to be housed at Pod 3 in specialized freezers and nitrogen tanks.
  - Digitizing collections-related documentation for preservation. Natural history specimens and objects are complemented by a rich and vast array of associated documentation that is critical to their research value. These original ledgers, field notebooks, annotated maps, diaries, and other documents are necessary for the identification and scholarly use of the collections. Like the objects and specimens they reference, they are subject to risks of loss, damage, and degradation. To manage that risk NMNH is creating digital copies of these resources. These digitization efforts are preserving critical collections information and facilitating efficient and effective use of the collections by staff and researchers working in distributed locations around the globe in direct support of transparent and open government.
- **NATIONAL ZOO (\$1,000,000, 4 FTEs)** — This request provides resources to improve animal welfare and staff safety in support of daily operations, with more comprehensive staff coverage during the times that the Rock Creek Park facility is open to the public. The National Zoo faces a continual challenge in achieving its goal of ensuring the health and well-being of its living collection. Excellence in animal care is paramount for maintaining the Zoo’s accreditation by the Association of Zoos and Aquariums (AZA), and for maintaining compliance with the Animal Welfare Act. The Zoo strives to set industry-leading standards for “minimum staffing” levels, procedures, and policies commensurate with its role and responsibility as the only federally supported zoo in the United States, and for ensuring the highest standards of care, safety, and security for animals, staff, and the general public.

The National Zoo is unique in that it is responsible for the health of animals maintained at two separate campuses (in Washington, DC and Front Royal, Virginia). A recent, extensive internal animal care staffing review, which assessed current personnel needs at both facilities, concluded that the current workforce is inadequate for providing seven-day-a-week coverage and high-quality care for the Zoo's animal collection. The review also noted that existing skeleton staff animal care coverage on weekends and holidays presents clear and present safety, health, and security concerns for both staff and animals.

During the period FY 2004–2011, more than \$150,000,000 in federal capital funds have been invested to renovate and improve animal exhibits at the Zoo, including *Asia Trail* and the new elephant facility, which will be completed in FY 2011. Operation, maintenance, and support of these exhibits require additional funds and staffing to provide the required level of health and welfare to a growing animal collection and for staff and public safety and security.

In summary, staffing levels at the National Zoo are inadequate to meet current and projected needs for (1) ensuring the health and well-being of the animals; (2) maintaining the Zoo's grounds and exhibits to an acceptable standard; and (3) affording the flexibility to accommodate planned renovations without compromising other mission-critical functions, including science, education, and other conservation-related activities. Additional animal keepers and horticultural/ground maintenance workers are required to support more exhibit areas and the associated animal collections.

- **UDVAR-HAZY CENTER PHASE TWO: Collections Care, Preservation, and Storage (\$3,000,000)** – This request provides resources to cover the move-in costs at the Udvar-Hazy Center (UHC) Phase Two, for the documentation, care and preservation, digitization, and storage of the National Air and Space Museum's (NASM) small/medium-sized object collections and archives. UHC Phase Two provides a modern restoration hangar, visible conservation laboratory, and archival and object collections storage. Currently, more than 75 percent of NASM's collection is stored in crates and cardboard boxes at the Garber Facility in Maryland, reducing its availability to researchers, exhibit designers, educators, and the general public. Sixty-five percent of NASM's collections at Garber reside in dilapidated metal buildings that are nearly 60 years old, lack adequate temperature and relative humidity controls, and are subject to pest infestation. Only 35 percent of NASM's collections are housed in museum-quality storage conditions.

The completion of UHC Phase Two gives NASM the opportunity to provide museum-quality storage space for 90 percent of the Museum's small and medium-size artifacts, including art, sculpture, uniforms, kites, film, photographs, and 12,000-plus cubic feet of archival material. The UHC Phase Two will enable NASM to move artifacts and staff from the derelict, cramped, inaccessible, and grossly inadequate storage buildings at Garber and conduct the mission of the Museum in a safe and professional environment, free of health and safety hazards.

The Museum's requirement for the move-in and start-up costs is \$3,000,000 for FY 2011 through FY 2014. Examples of the critical collections care and preservation work in this package include:

- The Curtiss-Wright Aircraft Corporation Collection, which contains 7,500 historically valuable glass-plate negatives of very early aircraft, which need to be digitized prior to being packed for relocation to the Udvar-Hazy Center upon completion of Phase Two. These glass plates are in very fragile condition and currently not available to researchers. The plates date to the early 1900s and are images of experimental aircraft designed and developed by such members of the Aerial Experiment Association as Alexander Graham Bell, Glenn Curtiss, and Thomas Selfridge.
- The NASM Art Collection, which contains more than 6,000 items and is rated the best in aviation- and space-related art and sculpture in the world, requires improved object housing, documentation, storage, and accessibility.
- Phase Two will provide museum-quality storage and improved accessibility to the aviation clothing collection ranging from the early flight years prior to WWI, to present-day uniforms, both civilian and military; pressure garments from the first outfits designed by Wiley Post to the first space suits of the Mercury missions and those used on the moon by Neil Armstrong and Buzz Aldrin.

**FACILITIES REQUIREMENTS (\$12,158,000, 87 FTEs)** — This request supports critical security and facilities improvements required for the Smithsonian's facilities program, as recommended by the National Academy of Public Administration (NAPA) and confirmed by two Government Accountability Office (GAO) reports. The specific increases requested are as follows:

- **SECURITY/ANTI-TERRORISM (\$700,000)** — This request supports an initiative that will begin in FY 2010 to establish a more cost-effective security staffing mix that can immediately respond to the Institution's needs and requirements and ensure a high level of security and customer service. The security staffing plan consists of unarmed contract security officers at

lower-risk security posts, combined with more flexible, armed, federal security officers at more critical posts and response positions. This staffing strategy will ensure an Institution-wide increase in security staffing, improve the retention of security officers, and attract more suitable candidates for security officer positions. For FY 2011, the Institution requests \$500,000 to support this initiative to implement a new strategic security staffing plan. If approved, this increase will allow the Institution's security funding to return to the FY 2009 base level in FY 2012.

Also in FY 2011, \$200,000 is requested to support the increased costs for background investigations. Background investigations for moderate-risk positions, which account for 90 percent of Smithsonian positions, have increased from \$126.00 to \$591.00 per investigation. The increase of \$465.00 per investigation is required by OPM and ensures a more thorough investigation of employees. A total of \$200,000 is needed for approximately 430 background investigations annually for employees occupying moderate-risk positions at the Smithsonian.

- **FACILITIES MAINTENANCE (\$5,000,000, 30 FTEs)** — This request provides resources to continue to address the Institution's critical maintenance needs. The Smithsonian achieves its complex mission by providing a safe, secure, and quality built environment that enables museum staff to provide exemplary exhibits to the more than 25 million visitors who come to the Institution to see the nation's most treasured artifacts.

The National Research Council (NRC) recommends that annual maintenance funding total 2 to 4 percent of the physical plant current replacement value. The Institution's replacement value is conservatively estimated at more than \$5 billion. This equates to a minimum required funding level of \$100 million for maintenance and minor repair projects. These requirements have been validated through the Facility Condition Assessment process and Reliability Centered Maintenance analysis, and were confirmed by the GAO in 2005 and in 2007. Additionally, as new and renovated museums and major exhibitions open, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the Smithsonian's infrastructure. If the FY 2010 congressional request is approved, the Smithsonian will be funded at approximately two-thirds of the NRC minimum amount, or \$72.9 million. The majority of maintenance funding is currently consumed by preventive maintenance and repair, day-to-day emergencies, and unplanned repairs. Current funding levels enable the Institution to accomplish all Priority Code 1 work, along with some categorized as Priority Code 2 (among 5 levels). Accelerated degradation of building systems and components will continue to increase capital repair costs.

With this increase of \$5 million, along with the maintenance increase requested in FY 2010, the Institution would progress toward the minimum level required to attain the industry standard and would also approach the industry benchmark maintenance level 2, referred to as "Comprehensive Stewardship." It is the Institution's ultimate goal to achieve maintenance level 1, referred to as "Showpiece Facility." Funds will support staffing costs for maintenance of building systems, plumbing requirements, window repairs, sheet-metal repairs, and inspection of fire and life-safety equipment throughout the Smithsonian. This funding would also ensure that indoor air quality is regulated better for the protection of the national collections. All known maintenance and minor repair projects for Institution facilities are planned and prioritized.

- **FACILITIES OPERATIONS (\$6,458,000, 57 FTEs)**

- **Facilities Cleanliness (\$2,800,000, 48 FTEs)** — Funding is requested to support the hiring of custodians and laborers (building service workers), building service worker leaders, and supervisors to approach the industry standard appearance level 2, with the goal of achieving that level in the near future. Appearance level 2, known as "Ordinary Tidiness," provides the level of cleanliness that the public expects and deserves. The requirements are complicated by the expanse and diversity of custom-made materials that must be maintained and restored throughout complex and highly visited facilities. There are numerous, miscellaneous service contracts to provide cyclical cleaning, maintenance and restoration (such as granite floor cleaning and restoration, high dusting, and window washing), plus all of the standard and special operations services and related materials. It is vital that the Institution have the resources to maintain the appropriate level of cleanliness for the most visited museum complex in the world.

This budget request also supports the continued implementation of a recycling program throughout all Smithsonian museums and facilities. Funding will ensure the purchase and appropriate replacement of recycling containers. The funding will help the Institution comply with Executive Order 13423 that requires federal entities to conduct their environmental, transportation, and energy-related activities in an environmentally, economically, and fiscally sound manner.

- **Maintaining Vessels/Vehicles (\$2,000,000, 4 FTEs)** — This request provides funds to support the critical maintenance program required for the numerous vessels and boats that are essential to the Institution's scientific research. The entire fleet was recently evaluated by outside experts and found to be in need of significant repair and

service to improve the safety, operability, and reliability of the vessel fleet. In fact, several vessels were found to be unsafe to operate in their current state of repair. Funding is also requested to support increased maintenance costs for the vehicle fleet and to initiate a vehicle replacement program that eliminates outdated, uneconomical, and unsafe vehicles. All fleet vehicles acquired under this plan will meet the standards of “green” alternative fleet technologies to reduce the Institution’s carbon footprint.

- **Exhibition Maintenance (\$1,000,000)** — Smithsonian museums have a long tradition of raising private funds to design and install new exhibitions. For generations, these exhibitions have been the reason millions of visitors have come to the National Mall. However, the success of these exhibitions is not without cost. The mere presence of record numbers of visitors results in significant damage to the spaces and displays within the halls and increases the cost to maintain them. Currently, exhibit maintenance is defined as custodial, exhibit, and conservation operations of exhibit areas; cleaning of casework and objects; paint touch-ups; carpet replacement; and upkeep of other exhibit components, including media and interactives.

A Smithsonian task force has been working to gather data on the current square footage for interior, exterior, staffing, and resources expended. This task force has developed a methodology for rating the level of quality in maintaining exhibitions. This methodology closely resembles the benchmarking work already in place for Smithsonian-run facilities. It uses the APPA (Association of Higher Education Facilities Officers) standard to measure the overall appearance and maintenance levels. The funding increase will begin to address the exhibition maintenance backlog and maintain existing and new exhibitions at a standard that reflects a world-class institution. The requested budget increase will ensure that the museums’ exhibitions are clean and in good repair, and that the media components are fully operational and up to date. Priority will be given to providing energy-efficient lighting and updating the technological components in computerized interactive exhibits which, in many cases, have become obsolete.

- **Workforce Safety, Health, and Wellness (\$658,000, 5 FTEs)** — This funding request will help the Smithsonian comply with the recent OMB Employee Satisfaction and Wellness guidance by expanding the Institution’s case management and return-to-work programs; ensuring regulatory compliance and decreased liability with medical surveillance programs; increasing the capacity for pre-hire exams, screenings, and evaluations; decreasing lost time and inefficiencies in performance of

sick employees; and improving safety and compliance with the numerous environmental protection regulations. The resulting health and wellness growth should enhance employee productivity while decreasing the use of sick leave, the number and severity of employee injuries and illnesses, and the lost time and inefficiencies in the performance of employees with work-related injuries or illnesses. This request will also help to improve overall employee safety and compliance with environmental protection regulations (\$500,000, 4 FTEs).

Also included is a request for \$158,000 and 1 FTE to maintain the safety of the Scientific Diving Program. The Smithsonian currently supports an average of 146 science research divers annually with two federal dive officers. The national average support required to manage a scientific diving program is 32 divers per diving officer. The additional resource will improve compliance with prevailing standards of practice and reduce the probability of a mishap occurring.

A summary of Facilities Initiatives follows:

Facilities Initiatives	FY 2011 Request	FTEs
<b>FACILITIES REQUIREMENTS</b>		
Security Staffing Plan	\$500,000	
Background Investigations	\$200,000	
Facilities Maintenance	\$5,000,000	30
Facilities Operations		
Facilities Cleanliness	\$2,800,000	48
Maintaining Vessels/Vehicles	\$2,000,000	4
Exhibit Maintenance	\$1,000,000	
Workforce Safety, Health, and Wellness	\$658,000	5
<b>TOTAL REQUEST</b>	<b>\$12,158,000</b>	<b>87</b>

**MANAGEMENT OPERATIONS (\$1,743,000, 11 FTEs)**

- **IMPROVING INTERNAL CONTROLS (\$1,743,000, 11 FTEs)** — The Smithsonian is strengthening its governance and financial internal controls and gaining congressional support of its improvements in areas that were specifically noted by the Independent Review Committee (IRC). Funding the additional positions will support the elimination of internal control deficiencies that were identified by the IRC, as reflected in the Regents’ governance reform recommendations, and validated by a consultant-supported assessment that highlighted critical weaknesses. The positions will support the development and conduct of specific control activities in the Office of Contracting and Personal Property Management (3 FTEs), the Office of the Comptroller (6 FTEs), the National Museum of Natural History

(1 FTE), and the Offices of the Under Secretaries for History, Art, and Culture as well as Finance and Administration (1 FTE).

The requested resources will provide critical support to improve Smithsonian purchasing and financial reporting. These additional positions will develop financial management and procurement-related policy/procedure documentation, design and conduct training in financial management, and plan and conduct policy compliance monitoring and internal control validation and testing. Additionally, the resources will support the necessary review of the completeness, accuracy, and supportability of general ledger entries through account analysis, which is a requirement identified in findings of the Institution’s external auditors. This increase in resources will strengthen procurement and accounting operations, mitigate risk with improved internal controls, enhance the Institution’s analytical capabilities, improve financial reporting, and modernize operations.

**NO-YEAR AND TWO-YEAR FUNDING** — The following table provides the FY 2010 and FY 2011 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 2010 Request	FY 2011 Request
<b>No-Year Funds</b>		
National Museum of African American History and Culture	12,167	15,967
National Museum of Natural History:		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,669	1,669
Major Scientific Instrumentation	3,822	6,822
Collections Acquisition	459	459
<b>Total, No-Year</b>	<b>\$19,117</b>	<b>\$25,917</b>
<b>Two-Year Funds</b>		
Outreach: Office of Fellowships	1,553	1,553
<b>Total, Two-Year</b>	<b>\$1,553</b>	<b>\$1,553</b>



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

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTEs	\$000	FTEs	000	FTEs	\$000
<b>Focusing on Grand Challenges</b>						
<b>Research</b>						
Engage in research and discovery	451	68,809	476	79,337	25	10,528
Ensure the advancement of knowledge in the humanities	98	13,617	112	16,666	14	3,049
<b>Broadening Access</b>						
<b>Information Technology</b>						
Modernize the Institution's information technology systems and infrastructure	163	54,345	186	65,992	23	11,647
<b>Public Programs</b>						
Engage and inspire diverse audiences	250	28,473	260	31,875	10	3,402
Provide reference services and information	89	9,999	89	10,498	0	499
<b>Exhibitions</b>						
Offer compelling, first-class exhibitions	466	50,697	468	53,731	2	3,034
<b>Mission Enabling</b>						
<b>Collections</b>						
Improve the stewardship of the national collections	514	65,111	520	74,215	6	9,104
<b>Facilities</b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	1,759	7	1,798	0	39
Implement an aggressive and professional maintenance program	371	69,832	405	79,912	34	10,080
Improve the overall cleanliness and efficient operation of Smithsonian facilities	454	133,717	502	141,938	48	8,221
<b>Security and Safety</b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	917	65,332	917	71,173	0	5,841
Provide a safe and healthy environment	52	8,003	57	8,953	5	950
<b>Management Operations</b>						
Strengthen an institutional culture that is customer centered and results oriented	208	24,370	208	25,536	0	1,166
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	91	14,964	91	15,474	0	510
Modernize the Institution's financial management and accounting operations	97	12,762	105	14,630	8	1,868
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	39	4,310	39	4,528	0	218
Modernize and streamline the Institution's acquisitions management operations	45	5,298	48	6,024	3	726
Secure the financial resources needed to carry out the Institution's mission	6	2,763	8	3,320	2	557
<b>TOTAL</b>	<b>4,318</b>	<b>634,161</b>	<b>4,498</b>	<b>705,600</b>	<b>180</b>	<b>71,439</b>







## FACILITIES CAPITAL

FY 2009 Appropriation	\$123,000,000
FY 2009 Recovery Act	\$ 25,000,000
FY 2010 Estimate	\$125,000,000
FY 2011 Estimate	\$165,000,000

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	48	122,355	48	142,550	0	20,195
<i><b>Security and Safety</b></i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	2,345	0	1,550	0	-795
Provide a safe and healthy environment	0	300	0	20,900	0	20,600
<b>Total</b>	<b>48</b>	<b>125,000</b>	<b>48</b>	<b>165,000</b>	<b>0</b>	<b>40,000</b>

### 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.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a 10-year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) reports of April 2005 and September 2007 confirmed that the Institution needs an investment of \$2.5 billion (in FY 2007 dollars) for revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed in the

NAPA study. Funding levels for the past few years have allowed the Smithsonian to make some progress against this requirement.

In the Facilities Capital Program, revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the loss of precious scientific data. Fulfilling the Smithsonian's mission will also require construction of the National Museum of African American History and Culture (NMAAHC).

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 to protect the Institution's investment in revitalization. Underfunding maintenance devalues the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources to provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Sustained future funding to meet these requirements is essential to sustain the viability of the Institution's physical plant.

## **FY 2011 REQUEST – EXPLANATION OF CHANGE**

The Institution requests \$165,000,000 and 48 FTEs for the Facilities Capital Program in FY 2011. Included in this amount is \$40 million for the National Museum of African American History and Culture (NMAAHC). To continue progress against the NAPA and GAO-recommended \$150 million annual goal, \$125 million is requested for revitalization and for the planning and design of future projects. Major renovation efforts will continue at the National Zoological Park (NZP), which will be guided by the master plan to correct the deteriorating conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the National Museum of Natural History (NMNH) and the National Museum of American History (NMAH). This request also provides funding to renovate the Mathias Laboratory at the Smithsonian Environmental Research Center (SERC), continue work on the Smithsonian Tropical Research Institute's (STRI) Gamboa Laboratory, and complete the renovation of Pod 3 at the Museum Support Center (MSC). Other priorities include funding to renovate the Cooper-Hewitt, National Design Museum's (CHNDM) Carnegie Mansion and to address various safety and security deficiencies.

As stated above, the Smithsonian's goal is to request \$150 million per year to meet the Institution's established revitalization needs. In addition to the \$125 million requested for FY 2011, the Smithsonian intends to use available Legacy Funds, up to \$24.4 million, to continue renovation of the Arts and Industries Building (AIB). If these funds in FY 2011 are not available or the Institution is unable to obtain the required matching funds, the AIB project will be delayed.

The chart that follows summarizes the Institution's full request for the highest priority FY 2011 projects and the related future program funding requirements through FY 2015.

**SMITHSONIAN INSTITUTION**

**Federal Facilities Capital Program Summary**

**FY 2009 - FY 2015**

CATEGORY <i>\$Millions</i>	Received		Congress	OMB	Trust*	Future Program				Trust*
			Request	Request	Estimate					Estimate
	FY 2009	ARRA	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2012-15
<b>REVITALIZATION</b>										
<i>Major Projects</i>										
Arts & Industries Building		4.6	12.6			30.0				
Cooper-Hewitt Museum				8.9	24.7	7.4	1.5			4.0
Greenhouse Replacement	8.2		2.5							
Hirshhorn Museum								8.7		
Museum Support Center	15.0		15.0	5.0			7.0	7.0	7.0	
National Air and Space Museum						1.0			25.0	29.0
National Museum of American History			7.0	18.0		25.0	26.8			3.5
National Museum of Natural History	25.7		16.3	17.6		12.1	26.5	20.0	16.0	
National Zoological Park	21.1	10.7	16.0	14.4	5.0	16.5	20.8	24.8	17.0	5.0
Renwick Gallery								6.8	6.0	
SERC, Mathias Lab & Contees Wharf Road				16.0		22.4		4.0	1.3	
Smithsonian Castle							2.5	2.7	25.0	
STRI, Gamboa	3.0		3.0	7.0		4.0				
Udvar-Hazy Center									5.0	
<i>Other Revitalization Projects</i>	26.5	9.7	15.1	23.8		18.4	41.5	30.5	33.4	
<i>Facilities Planning and Design</i>	20.1	0.0	15.7	14.3		13.2	23.4	20.5	10.3	
<b>SUBTOTAL</b>	<b>119.6</b>	<b>25.0</b>	<b>103.2</b>	<b>125.0</b>	<b>29.7</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>12.5</b>
<b>ANTI-TERRORISM AND CONSTRUCTION</b>	<i>(estimates include planning/design)</i>									
Anti-Terrorism Protection	0.4		1.8	0.0		2.9	3.0	14.2	23.0	
National Museum of African American History & Culture	3.0		20.0	40.0	15.0	187.0				224.5
Construct Hilo Control Building Extension						0.1	1.5			
Construct SERC Library/Seminar Facility							5.0			
National Zoological Park					3.0					
<b>SUBTOTAL</b>	<b>3.4</b>	<b>0.0</b>	<b>21.8</b>	<b>40.0</b>	<b>18.0</b>	<b>190.0</b>	<b>9.5</b>	<b>14.2</b>	<b>23.0</b>	<b>224.5</b>
<b>TOTAL REQUEST</b>	<b>123.0</b>	<b>25.0</b>	<b>125.0</b>	<b>165.0</b>	<b>47.7</b>	<b>340.0</b>	<b>159.5</b>	<b>164.2</b>	<b>173.0</b>	<b>237.0</b>
<b>PLANNED USE OF LEGACY FUNDING</b>										
Arts & Industries Building				24.4						

\* Trust Funding is mostly programmatic



## SUMMARY TABLES

### *REVITALIZATION*

#### **Major Projects**

Investment in major projects 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>
Cooper-Hewitt, National Design Museum	Carnegie Mansion Renovation	8,850
Museum Support Center	Renovate Pod 3	5,000
National Museum of American History	Convert Garage into Swing Space for West Wing Renovation	13,000
	West Wing Renovation	5,000
National Museum of Natural History	Revitalize Public and Non-Public Space	17,600
National Zoological Park	Upgrade Fire Suppression, Life-Safety and Infrastructure Systems	7,450
	Renew Seal/Sea Lion Facility	6,000
	Renovate Training and Education Center	1,000
Smithsonian Environmental Research Center	Renovate Mathias Lab/Replace Trailers	16,000
Smithsonian Tropical Research Institute	Replace Gamboa Laboratory Facilities and Upgrade Utility Infrastructure	<u>7,000</u>
<b>TOTAL MAJOR PROJECTS</b>		<b>\$86,900</b>

**Other Revitalization Projects**

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, these are smaller in scale, costing \$5 million or less, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Hirshhorn Museum and Sculpture Garden	Improve Collection Storage Fire Protection	600
National Air and Space Museum	Renovate Escalators	1,200
National Museum of American History	Replace Motor Control Center Panels	830
Smithsonian Astrophysical Observatory	Secure Hilo Base Building Instrument Storage	600
Smithsonian Environmental Research Center	Replace HVAC	4,000
Smithsonian Tropical Research Institute	Replace BCI Tramway	750
Multiple Locations	Modernize Electronic Security	1,000
	Construction Supervision and Administration	5,260
	Misc. projects \$500,000 and under	<u>9,550</u>
<b>TOTAL OTHER PROJECTS</b>		<b>\$23,790</b>
<b>FACILITIES PLANNING AND DESIGN</b>		<b>\$14,310</b>
<b>TOTAL REVITALIZATION</b>		<b>\$125,000</b>
<b>NEW FACILITIES DESIGN/CONSTRUCTION</b>		
<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Museum of African American History and Culture	Design/Construction of New Museum	<u>40,000</u>
<b>TOTAL NEW FACILITIES DESIGN/CONSTRUCTION</b>		<b>\$40,000</b>
<b>TOTAL REQUEST</b>		<b>\$165,000</b>

## **REVITALIZATION PROJECTS**

### **Major Projects:**

**PROJECT TITLE:** Renovate Carnegie Mansion  
**INSTALLATION:** Cooper-Hewitt, National Design Museum (CHNDM)  
**LOCATION:** Manhattan, New York

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$8,850
<u>FUTURE-YEAR FUNDING (FY 2012/FY 2013):</u>	<u>\$8,875</u>
Total	\$17,725

### **BUILDING BACKGROUND:**

The 64-room Carnegie Mansion, designed by the architectural firm of Babb, Cook & Willard, was built between 1899 and 1902. It was the first private residence in the United States to have a structural steel frame and one of the first in New York to have a residential Otis passenger elevator (now in the collection of the Smithsonian's National Museum of American History). The Mansion was transferred to the Smithsonian in 1972 and the Museum opened there in 1976.

### **PROJECT JUSTIFICATION:**

The Mansion requires interior and exterior renovation work. On the interior, the electrical distribution system and emergency systems (fire alarm, sprinkler and emergency egress) are in poor condition and do not meet current code requirements. The lighting system dates from the 1970s and does not meet the needs of a modern museum. These upgrades have been planned to coincide with a Museum-funded project to expand exhibition spaces. Many areas of the Museum have asbestos-containing materials (ACM), as documented in a 1992 study, which will be disturbed during the project and will require ACM abatement.

### **PROJECT DESCRIPTION:**

Renovation of the Mansion infrastructure will include replacement of the electrical distribution system, an upgrade of the lighting system, abatement of asbestos/lead in areas affected by the renovation, upgrades to the fire alarm and sprinkler systems, security system enhancements, replacement of the building's main elevator, and modifications to emergency egress. These efforts will benefit from and be coordinated with a Museum-funded project to add gallery space on the third floor, relocate the Museum's Registrar and a ground floor conservation lab, and restore historic finishes. Combining the renovation work with the expansion project will allow the project to be performed economically, with minimal additional impact to Museum operations. The Institution requests \$8.85 million in FY 2011 to begin the interior portion of the Mansion renovation.

PROGRESS TO DATE:

The Mansion renovation project design will be completed during the first half of FY 2010, with the actual renovation beginning in early FY 2011. The temporary off-site storage space required for the project has been leased in connection with renovation work on the adjacent Miller-Fox House, which will be completed in FY 2011.

IMPACT OF DELAY:

The Mansion renovation will benefit from efficiencies related to completing this infrastructure work concurrently with the exhibit expansion project planned by the Museum. Aside from the cost savings to be realized by combining the projects, the Museum's electric, fire alarm, and sprinkler systems are not in compliance with current code requirements. A delay in starting this project will increase the risk of one or more system failures.

**PROJECT TITLE:** Renovate Pod 3, Collections Storage Improvements  
**INSTALLATION:** Museum Support Center  
**LOCATION:** Suitland, Maryland

FY 2011 COST ESTIMATE (Thousands of Dollars):

Renovate Pod 3	\$5,000
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PRIOR-YEAR FUNDING:

Design	\$2,500	
Construction	<u>\$35,000</u>	
Subtotal	\$37,500	<u>\$37,500</u>
	Total	\$42,500

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 Pod 5, completed in 2008, provides code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of fire and 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 preserved collections in Pod 3 have been moved to the newly completed Pod 5. This has freed 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 footprint of about 36,000 square feet. It contains an attached, interior, three-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 includes demolishing the inefficient interior three-level structural system, all electrical equipment, and all existing sprinkler piping systems, and reconfiguring the

facility to provide additional collection storage capacity for NMNH (36,000 square feet) and art collections for multiple art museums (36,000 square feet). The space will be divided into two permanent floors, with separate areas for each collection type, and 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 two-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$5.0 million in FY 2011 to install the necessary shelving/storage equipment and move the collections into the building. This funding request will complete the Pod 3 project.

PROGRESS TO DATE:

Design of the project was completed and construction awarded in FY 2008. Construction was 63 percent complete on July 31, 2009, with a scheduled completion of June 2010. Phased procurement of the equipment, shelving, and collections cabinets is under way for award in FY 2010, with final delivery in 2011.

IMPACT OF DELAY:

Once the revitalization of Pod 3 is completed, its collections storage capability will be limited without the proper equipment. Without the planned collections storage equipment, the physical anthropology collections (now in NMNH) requiring special environmental conditions, and art collections (multiple leased locations), cannot be relocated out of their currently inappropriate space. This will result in more rapid deterioration of collections items, higher security risks, and higher lease costs for the Institution. Failure to move collections from the NMNH will also delay the next major HVAC renovations of that building because work cannot be done with collections in those spaces.

**PROJECT TITLE:** Garage In-fill: Swing Space for West Wing Renovation  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars):

Construction	\$13,000
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<u>PRIOR-YEAR FUNDING:</u>	<u>\$9,500</u>
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Total	\$ 22,500
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BUILDING BACKGROUND:

Built in 1964, the National Museum of American History (NMAH), *Kenneth E. Behring Center* is one of the Smithsonian's most visited museums. This modern, classical building (752,000 gross square feet) houses a variety of exhibitions that explore America's technological, scientific, cultural, and political history. The collections on display include the *Star-Spangled Banner* that inspired Francis Scott Key, the *First Ladies'* gowns, and a new exhibition, *American Presidency*. From its re-opening in late-November 2008 through the end of July 2009, NMAH hosted more than 3.5 million visitors — nearly 1 million more than for a similar period prior to its closing.

PROJECT JUSTIFICATION:

The garage in-fill project will convert existing parking garage space into office space. This project will create swing space that is crucial in preparation for the Museum's West Wing renovation, which is the next step outlined in the NMAH Master Plan dated February 2006, which was guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002.

PROJECT DESCRIPTION:

The proposed in-fill site includes approximately 30,000 square feet of space, of which 25,000 square feet is an underground, non-visible parking area. The existing parking space, located along the southern edge of NMAH, will be converted into office space that is contiguous to a semi-private zone. The converted space will accommodate the Lemelson Center for the Study of Invention and Innovation; Smithsonian Early Enrichment Center (SEEC); Department of Collections, Documentation Services; Information Technology Group; Exhibits Technology Group; Smithsonian Occupational Health Services; and building support areas such as the Office of Protection Services. The Institution requests \$13.0 million in FY 2011 to complete the project.

### PROGRESS TO DATE:

The schematic design, field investigation and design development for this effort were completed in November 2008. Construction documents are on schedule to be completed by the end of FY 2009.

### IMPACT OF DELAY:

The deferral of the garage in-fill project would delay the West Wing renovation, thereby increasing the risk of elevator and mechanical systems failures and delaying improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of Museum visitors, staff, and collections. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing amounts of maintenance staff time, and will be more expensive to replace if the project is delayed.

In addition, a delay of the West Wing renovation would result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.



**PROJECT TITLE:** West Wing Renovation  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	
Construction	\$5,000
<u>PRIOR-YEAR FUNDING:</u>	\$6,000
<u>FUTURE-YEAR FUNDING (FY 2012 +):</u>	<u>\$49,000</u>
Total	\$ 60,000

PROJECT JUSTIFICATION:

This project continues the National Museum of American History (NMAH), *Kenneth E. Behring Center* modernization. All three public floors of the Museum’s West Wing, comprising approximately 119,000 square feet, are part of this major renewal, which redefines the visitor’s experience, and modernizes and clarifies circulation. The Museum’s West Wing renovation, which is the next step outlined in the NMAH Master Plan dated February 2006, guided by the report of the Blue Ribbon Commission on the National Museum of American History, dated March 2002.

PROJECT DESCRIPTION:

The scope of work for this project includes replacement of two zones of the HVAC system, the power-distribution system, fire-detection and alarm systems, life-safety egress, fire protection, and a staff elevator. In addition, the modernization will provide new exhibit space for exhibitions such as: *Sports and Entertainment, Music and Popular Culture, American Presidency,* and *First Ladies*. The Institution requests \$5.0 million in FY 2011 to begin construction.

PROGRESS TO DATE:

The design firm was selected in July 2009 and the Institution anticipates a design proposal before the end of fiscal year 2009.

IMPACT OF DELAY:

Delays to the West Wing renovation would increase the risk of elevator and mechanical systems failures and delay improvements needed to meet current fire-protection coverage and safety standards. The planned renovation will help minimize threats to the safety of Museum’s collections, visitors, and staff. Existing equipment and systems are at the end of their useful lives and will begin to fail at increasing rates, demand increasing maintenance staff time, and will be more expensive to replace if the project is delayed.

In addition, a delay of the West Wing renovation would result in a breach of agreements with several major donors. This could put anticipated pledge payments at risk.

**PROJECT TITLE:** Revitalize Public and Non-Public Space  
**INSTALLATION:** National Museum of Natural History (NMNH)  
**LOCATION:** Washington, DC

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	
Continue HVAC/Utility System Replacement and Building Renovation	\$17,600*
<u>PRIOR-YEAR FUNDING</u>	\$221,370
<u>FUTURE-YEAR FUNDING (FY 2012–FY 2015)</u>	
Ongoing HVAC replacement and code improvements	\$74,600*
Total	<u>\$313,570</u>

\* Does not include funding in Planning and Design account to complete future design of revitalization project.

**BUILDING BACKGROUND:**

The NMNH building opened to the public in 1910. The East and West wings were added in the early 1960s. Two infill buildings were constructed in the original building’s East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately one-and-a-half million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remaining 1.2 million square feet. NMNH typically hosts six to seven 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. At more than 40 years old, they are in need of major renovations. Breakdowns of the mechanical systems are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors or 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, main stairwells and auditorium exit corridors are dark, violating building codes, 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 potential health hazard and hamper proper maintenance and response to utility failures. The windows in the original portion of the building are 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, \$205 million has been appropriated for the revitalization project.

The Institution requests \$17.6 million in FY 2011 to continue the renovation. Specific work will include: completion of the HVAC replacement and associated renovation of the northeast and northwest ground floors of the main building (\$9.5 million); continuing replacement of the main building windows (\$1.0 million); start of the HVAC renovations on the second floor of the West Wing (\$4.9 million); renovation of Hall 26 (\$2.0 million); and the installation of fall protection on the roof (\$0.2 million).

#### PROGRESS TO DATE:

Soon to be or recently completed construction includes HVAC renovations of the West Wing basement, the southwest portion of the third floor of the main building, the west air tower and penthouse, and Hall 12. Work continues on renovating 25 percent of the building's elevators, renovation of the main utility tunnels, and replacement of the emergency generator. Recently awarded or soon to be awarded projects are the renovations to the East Court Basement/Ground/First Floor and HVAC renovation of the Ground/First Floor of the West Wing. Design nearing completion for other work planned for FY 2010 includes the HVAC renovation of the northeast and northwest ground floor of the Main Building. The updated space plan and master plan are now complete and form the basis for the sequencing of future infrastructure renovations.

#### IMPACT OF DELAY:

If funding is delayed, building systems will continue to deteriorate and environmental conditions required for the Museum's collections and the visiting public cannot be maintained. In addition, the Museum's exhibit re-installation program would not proceed according to the planned schedule, causing the continued closure of several important exhibition areas to the public.

**PROJECT TITLE:** Upgrade Utility Infrastructure  
**INSTALLATION:** National Zoological Park (NZP), Rock Creek Park and Front Royal  
**LOCATION:** Washington, DC

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$7,450
<u>PRIOR-YEAR FUNDING:</u>	\$23,208
<u>FUTURE-YEAR FUNDING (FY 2012 +):</u>	\$35,500
Total	\$66,158

**PROJECT JUSTIFICATION:**

Much of NZP's current utility and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the Zoo to protect and support its animals' safety. Correcting deficiencies in water service mains is crucial 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 \$7.45 million to install critical fire-protection and life-safety systems, at both the Rock Creek Park and Front Royal, Virginia facilities, including utility upgrades in Beaver Valley (\$5.0 million); upgrades to water, sewage, and stormwater management (\$1.0 million); power distribution system upgrades (\$1.0 million); and smoke evacuation from animal buildings (\$0.45 million).

**PROGRESS TO DATE:**

The Institution has used previous funds to coordinate its Rock Creek utilities master plan and developed concept designs for upgrading underground utilities for the park. Using information identified in the master plan, the Zoo is developing and implementing renewal projects in priority order to address the needs.

Through FY 2009, many critical infrastructure projects have been completed with federal funding, including funds from the American Reinvestment and Recovery Act. Projects include the replacement and/or upgrading of the medium-voltage electrical distribution throughout the Zoo; new ductbanks conduits, feeders, switches and transformers; replacing and/or upgrading the fire-protection water supply from Adams Mill gate to the Great Ape House (phases 1 and 2 of the Utility Master Plan); installing and/or replacing fire hydrants throughout the Zoo; installing upgraded fire-alarm, smoke-detection, and fire-suppression systems throughout all animal facilities at the Zoo; and installing central fire alarm-monitoring system and fire protection for several facilities at NZP-Front Royal. Designs for phased implementation of fire protection for the remaining Front Royal facilities will begin in FY 2011, as will design for utility infrastructure upgrades.

**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:** Renew Seal/Sea Lion Life-Support Systems  
**INSTALLATION:** National Zoological Park (NZP)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars):

Final funding component of multi-year construction \$6,000

PRIOR-YEAR FUNDING: \$23,000

Total \$29,000

PROJECT JUSTIFICATION:

The *Seal and Sea Lion* exhibit is an exhibition anchor for the Beaver Valley. The 30,000-square-foot facility was built in 1978, and includes individual exhibit pools for seals and sea lions, separate holding pools for both species, and a large structure housing the life-support systems, maintenance, storage, and support operations. Age and technology advances have left the life-support systems and associated facilities in need of major revitalization so that current U.S. Department of Agriculture and Association of Zoos and Aquariums (AZA) standards for the care of marine mammals can be met.

PROJECT DESCRIPTION:

This renewal project makes improvements and modifications to bring the facility into compliance with *Code of Federal Regulations* (CFR), Title 9, volume 1 — Specifications for the Humane Handling, Care, Treatment, and Transportation of Marine Mammals. The work includes replacing deteriorated plumbing pipes and valves, upgrading deteriorated pumps and filters, and providing a new chemical treatment system to clean and control water quality. In addition, the *Seal and Sea Lion* facilities will be renewed by reconfiguring holding and exhibit pools, repairing the deteriorated rockwork and landscape, improving visitor access and amenities and addressing ADA concerns. The Institution requests \$6.0 million in FY 2011 to complete the renovation.

PROGRESS TO DATE:

The Institution completed the design for this project in July 2009. The design concept was approved by both the U.S. Commission of Fine Arts and the National Capital Planning Commission at the end of 2008. Final approvals were given in May/June 2009. The Smithsonian anticipates the award of a construction contract near the end of FY 2009.

IMPACT OF DELAY:

If the life-support systems degrade further, the holding facility would be closed and the animals relocated to another AZA-approved institution. Also, delay of the final increments of multi-year construction funding would escalate costs and the Smithsonian would remain in non-compliance with USDA and AZA standards for the care of marine mammals.

**PROJECT TITLE:** Renovate Training and Education Center  
**INSTALLATION:** National Zoological Park (NZIP)  
**LOCATION:** Washington, DC

<u>FY 2011 COST ESTIMATE (Thousands of Dollars):</u>	\$1,000
<u>FUTURE-YEAR FUNDING (FY 2012):</u>	<u>\$3,000</u>
Total	\$4,000

**PROJECT JUSTIFICATION:**

Discovering and understanding biological diversity and advancing scientific solutions for conserving wildlife cannot be achieved without significant creative collaboration. Toward that end, the Institution and George Mason University (GMU) signed a Memorandum of Agreement (MOA) in October 2008 to establish a collaborative education program in global conservation studies. The MOA commits both parties to provide an accredited educational program and facilities to house the program. This program will enhance and expand the NZIP's long history of providing education and professional training for the next generation of conservation and science professionals as well as provide much-needed, updated, code-compliant facilities to house educational and residential functions. The Smithsonian will use federal and trust funds to renovate and expand an existing structure for the educational facility; GMU will construct new residential and food service facilities on site via a ground lease with the Smithsonian and \$20 million from State of Virginia bond funding.

**PROJECT DESCRIPTION:**

This renewal project renovates and expands the existing Training and Education Center (Building 701-0116) in the Post Area of the Front Royal site. The existing building (approximately 14,925 gross square feet) is comprised of two wings connected by a passage. One wing will be renovated for the classrooms; the other wing will be demolished and replaced with a two-story wing (within the same footprint) to house laboratories and offices. While the building footprint remains essentially the same, the total area is increased to approximately 25,400 gross square feet to accommodate the program, circulation requirements, and the constraints of the sloping site. The concept design provides the opportunity to install high-performance components that demonstrate sustainability, including a partial green roof, photovoltaic cells, and rainwater harvesting, which help advance the LEED-gold certification goal. The Institution requests \$1.0 million in FY 2011 to begin construction.

**PROGRESS TO DATE:**

The Institution completed a concept study that evaluated three alternatives for the reuse of Building 701-0116. Beginning in FY 2010, detailed design will begin on the preferred alternative.

IMPACT OF DELAY:

If the project is not funded, advancing the Smithsonian's science goal of making a substantial impact in the conservation and recovery of species and habitats will be significantly delayed. The State of Virginia bond financing for the GMU residential and food service components has already been approved. The Smithsonian-Mason Global Conservation Studies program cannot begin without both partners' implementation of the needed facilities projects.

**PROJECT TITLE:** Renovate Mathias Laboratory/Replace Trailers  
**INSTALLATION:** Smithsonian Environmental Research Center (SERC)  
**LOCATION:** Edgewater, MD

FY 2011 COST ESTIMATE (Thousands of Dollars):

Renovate Laboratory	\$16,000
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<u>FUTURE-YEAR FUNDING (FY 2012):</u>	<u>\$21,500</u>
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TOTAL	\$37,500
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BACKGROUND:

SERC conducts long-term research addressing such issues as global climate change, the effects of nutrients/chemicals passing through our landscapes, maintenance of productive fisheries, changes to our environment from biological invaders, and protection of fragile wetlands and woodlands. SERC is situated on an approximately 2,650-acre site along the Rhode River on the shore of the Chesapeake Bay. The Center's laboratories are housed in the Mathias Lab and a series of failing, temporary trailers. The Mathias Lab itself is a converted dairy barn that has been modified in several phases over the years — the oldest portion of the building dates from 1935.

PROJECT JUSTIFICATION:

SERC needs to reconfigure existing laboratory and support space to achieve an integrated solution to three critical problems revealed by an analysis of the facility. First, SERC must eliminate the use of decrepit and unsafe trailers that provide 25 percent of the organization's lab space and 65 percent of its office space. Second, substandard lab and support space must be upgraded to eliminate unsafe conditions and improve operating efficiencies. Third, energy and maintenance inefficiencies must be eliminated to control operating costs.

PROJECT DESCRIPTION:

This project will replace all on-site temporary trailers with a 52,000 sq. ft. laboratory and support facility and renovate the existing Mathias Lab to achieve code-compliant laboratory and support space. The fully integrated 70,300 sq. ft. facility will incorporate sustainable technologies and building methods to achieve improved functional relationships and reduced energy and maintenance costs. The Institution requests \$16.0 million in FY 2011 to begin construction.

PROGRESS TO DATE:

The Smithsonian awarded a design contract in March 2009 and the Institution anticipates a completed design by June 2010. A schematic design report will be completed before the end of the fiscal year

IMPACT OF DELAY:

A delay in integrating SERC's laboratory and support space will increase the risks associated with use of the deteriorating trailers and delay the realization of energy and maintenance cost savings generated by this project.



**PROJECT TITLE:** Gamboa Development: Replace Laboratory Facilities  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2011 COST ESTIMATE (Thousands of Dollars):

Replace Laboratory Facilities \$7,000

PRIOR-YEAR FUNDING: \$5,368

FUTURE-YEAR FUNDING (FY 2012): \$4,000

Total \$16,368

BACKGROUND:

STRI is the principal U.S. organization devoted to research in tropical biology. Both scientific and human welfare depend on a continuing commitment to research in tropical biology for such things as finding untapped tropical resources to add to the important supply of food, pharmaceuticals, and fiber already supplied from the tropics, and to develop a better understanding of how to avoid further ecological catastrophes such as drought, starvation, and flooding caused by deforestation and overpopulation of tropical regions.

STRI recently purchased 18 acres (formerly leased) with Trust funds from the Republic of Panama at a location in Gamboa. STRI also has custodianship of 156 acres of adjacent forest. Gamboa is the central location of STRI's terrestrial research and the departure point for the ferry ride to Barro Colorado Island (BCI) Nature Monument, another key research site over which STRI maintains custodianship. Gamboa is a unique location in that it is protected by geography from encroachment of civilization and pollution, and is adjacent to the 55,000-acre Soberania National Park, considered the most accessible moist forest in central and northern South America, where habitats and species are found that are not present at BCI. The availability of space, natural light, and the relative absence of air pollution have dramatically benefited STRI's experimental plant research program. This program and others like it are critical to understanding the role that tropical plants and soils play in global climate change models, and for enriching our knowledge of tropical biodiversity.

PROJECT JUSTIFICATION:

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. This major consolidation will lead to an

immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

#### PROJECT DESCRIPTION:

Anticipating the results of the master plan, the next step in developing the Gamboa site is the replacement of the Santa Cruz School to provide critical laboratory space for Terrestrial Tropical Science. The building has been unoccupied — and unoccupiable — for a number of years. A structural assessment determined that it would be more cost effective to replace the old facility with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the full requirements for use as a laboratory building. The Institution plans to construct a new building of approximately 53,000 square feet that will replace the space in the Santa Cruz School, as well as the space in other buildings in Gamboa and Panama City that STRI must return to the Republic of Panama. The new building will be slightly larger than the current space to accommodate the latest building codes and provide sufficient space for mechanical equipment. In addition to the building itself, the basic utilities infrastructure will need to be upgraded to support the building and future development of the site. Specific requirements include upgrading the potable water, storage and wastewater systems; securing the perimeter; installing a backup generator and transformer; creating parking and a driveway; and improving the site drainage system.

For FY 2011, the Institution requests \$7 million to support construction of the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure. The Smithsonian will request future funding for additional site development at Gamboa, as defined by the master plan, and to complete the laboratory facilities replacement.

#### PROGRESS TO DATE:

STRI has begun planning for the laboratory facilities, and is updating the earlier Facilities Master Plan to incorporate current requirements at Gamboa. During FY 2009, STRI completed some preliminary site work and expects to complete the building design in FY 2010.

#### IMPACT OF DELAY:

A further delay in developing the Gamboa site would hamper STRI's ability to consolidate terrestrial operations at Gamboa, with a resulting loss of research synergy and operational efficiency.

## Other Revitalization Projects

**PROJECT TITLE:** Improve Collection Storage Fire Protection  
**INSTALLATION:** Hirshhorn Museum and Sculpture Garden (HMSG)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars): \$600

PROJECT DESCRIPTION: The 4th floor collection storage area at the HMSG does not have sprinkler protection or an adequate smoke-detection system. This project, funded over two years, will install both sprinkler protection and enhanced smoke detection for the Museum's priceless collection of contemporary art. Costs include art handling to move and protect the collection within the space during the renovation.

**PROJECT TITLE:** Renovate Escalators/Elevators  
**INSTALLATION:** National Air and Space Museum (NASM)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars): \$1,200

PROJECT DESCRIPTION: The majority of escalators and elevators in NASM are 10 to 15 years beyond their useful life. Funding from the American Recovery and Reinvestment Act addressed the Museum's most unreliable escalators, but the machinery and equipment for the remaining escalators are in constant need of maintenance and repair — as are the Museum's elevators. Service outages are becoming increasingly frequent. This request will address the Museum's most urgent escalator/elevator renovation needs. The Smithsonian's current five-year capital plan includes similar requests for FY 2012 and FY 2013.

**PROJECT TITLE:** Replace Motor Control Center Panels  
**INSTALLATION:** National Museum of American History (NMAH)  
**LOCATION:** Washington, DC

FY 2011 COST ESTIMATE (Thousands of Dollars): \$830

PROJECT DESCRIPTION: Motor control panels throughout the Museum are beyond their expected useful life. The panels have had to be modified over the years to keep them functioning, but replacement parts are no longer available. Many of the panels have deteriorated to the point where they have become a potential hazard to staff working in the area. The requested funds will be used to replace the panels, alleviating this life-safety concern and reducing the risk of system failures.

**PROJECT TITLE:** Secure Hilo Base Building/Instrument Storage  
**INSTALLATION:** Smithsonian Astrophysical Observatory (SAO)  
**LOCATION:** Hilo, Hawaii

FY 2011 COST ESTIMATE (Thousands of Dollars): \$600

PROJECT DESCRIPTION: The first level of the facility exterior is unsheathed due to funding issues related to its original construction. All electrical conduits and HVAC equipment/ductwork is exposed and prone to human and animal defacing. The condition also impairs building security, requiring SAO to rent storage space for items that could be stored inside the facility. The project will enclose/secure the building with the installation of an exterior skin. This will improve safety/security issues at the facility and reduce the need for rented storage space.

**PROJECT TITLE:** Replace HVAC  
**INSTALLATION:** Smithsonian Environmental Research Center (SERC)  
**LOCATION:** Edgewater, MD

FY 2011 COST ESTIMATE (Thousands of Dollars): \$4,000

PROJECT DESCRIPTION: The Mathias Lab is served by a patchwork of roof-top HVAC units. Nearly all of the units are from different manufacturers or are different models, with various filtering and servicing requirements. As a result, maintaining the systems requires a tremendous amount of effort. Also, this patchwork of units is an energy hog, drawing more power than should be required for a facility of this size and nature. The planned HVAC retrofit will use a coordinated heating and cooling system that will dovetail with a geothermal heating initiative. The system will be sized to accommodate the renovated Mathias Lab and the adjacent Administration Building.

**PROJECT TITLE:** Replace BCI Tramway  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Panama

FY 2011 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION: For many years STRI used a tramway to transport personnel, equipment and materials up a very steep incline to its "old clearing" research hub. The existing tramway collapsed and was replaced by a temporary lift that is only capable of carrying small loads of equipment and materials — it isn't certified to safely carry personnel. Access to the old clearing has been limited, causing delays to research efforts and making the area inaccessible to disabled staff and visitors. In addition, movement of expensive and sophisticated scientific equipment has been hampered by the lack of a proper, certified lift.

This project will provide for the purchase and installation of a tramway/lift that will be certified to carry personnel and scientific equipment. The project has been fully designed.

**PROJECT TITLE:** Construction Supervision and Administration  
**INSTALLATION:** Multiple Locations  
**LOCATION:** Institution-wide

FY 2011 COST ESTIMATE (Thousands of Dollars): \$5,260

PRIOR-YEAR FUNDING (FY 2010): \$5,100

FUTURE-YEAR FUNDING (FY 2012): \$5,400

PROJECT DESCRIPTION: This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$5.26 million. The engineers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives (COTRs). These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

## ***FACILITIES PLANNING AND DESIGN***

Feasibility studies, needs assessments, and design for capital projects are required before site work can take place. This category includes all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to operations at the Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedules, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2011 will provide necessary planning and design to the 35 percent stage for most projects included in the planned FY 2013 program, and will complete design for projects planned for FY 2012. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding.

The Institution requests a total of \$14,310,000 for planning and design in FY 2011. These funds will be used to design several major revitalization projects at the National Museum of Natural History (\$2.5 million), the National Zoological Park (\$3.35 million), and the Smithsonian Castle (\$1.76 million), as well as to prepare designs for numerous smaller revitalization projects and master planning (\$6.7 million). This budget request will also enable the Smithsonian to prepare comprehensive master planning studies to guide future facilities decisions, and other studies to ensure more effective use of existing space.

If these essential resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program.

## **CONSTRUCTION PROJECTS**

**PROJECT TITLE:** Plan, Design and Construct the National Museum of African American History and Culture  
**INSTALLATION:** National Museum of African American History and Culture  
**LOCATION:** Washington, DC

(\$000s)			
		Federal	Private
FY 2011 Cost Estimate	Design/Construction	\$40,000	\$000
Prior-Year Funding	Design	\$23,000	\$10,500
Future-Year Funding		\$187,000	\$239,500
<b>TOTAL</b>		<b>\$250,000</b>	<b>\$250,000</b>

### BUILDING BACKGROUND:

The National Museum of African American History and Culture Act, signed by President George W. Bush on December 19, 2003, established the newest museum within the Smithsonian Institution.

### PROJECT JUSTIFICATION:

The purpose of the proposed action is to fulfill the mandate of the National Museum of African American History and Culture Act (NMAAHC Act), P.L. 108-184, enacted by the Congress on December 16, 2003. The law directs that the new Museum provide for the collection, study, and establishment of programs relating to African American life, art, history, and culture. To that end, the Museum will create and maintain permanent and temporary exhibits documenting the history of African American life during the periods of slavery, reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. The Museum will also provide for the collection and study of artifacts and documents relating to African American life, and foster collaboration with other museums, historically black colleges and universities and other organizations to promote the study and appreciation of African American life and its impact on the nation and all of its people.

Section 2 of the NMAAHC Act outlines the findings of Congress as to why such a museum was needed. The findings of Congress were based in large part on the conclusions of the Presidential Commission, known as the *NMAAHC Plan for Action Presidential Commission*, in its 2003 study, *The Time Has Come: Report to the President and Congress*. This Presidential Commission stated that:

“...the time has come to establish the National Museum of African American History and Culture because the museum is important not only for African Americans but for all Americans. It is the only institution that can 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 our national life. Further, the museum is the only national venue that can respond to the interests and needs of diverse racial constituencies who share a common commitment to a full and accurate telling of our country's past as we prepare for our country's future. And, even more importantly, it is the only national venue that can serve as an educational healing space to further racial reconciliation."

#### PROJECT DESCRIPTION:

The 350,000-square-foot Museum will be built on a five-acre site, located on the National Mall near the Washington Monument. The site is bounded by Constitution Avenue and Madison Drive, between 14th and 15th Streets, NW. This prominent site has westerly panoramic views, sweeping from the White House grounds on the northwest to the Jefferson Memorial on the southwest. The National Mall and the Washington Monument are both listed on the National Register of Historic Places.

#### PROGRESS TO DATE:

The Smithsonian Board of Regents selected the Monument site for the new museum building in January 2006. Transfer of the site from the National Park Service to the Smithsonian was completed in June 2007. The Cultural Resources Report (Section 106) and the "Tier 1" environmental impact statement (EIS) have been completed and pre-design services for "Master Facilities Programming" (Architectural Programming/Exhibitions Master Planning) were completed in October 2008. A design competition between six invited architect-engineer (A/E) teams was culminated in April 2009 with the selection of Freelon Adjaye Bond/SmithGroup as the A/E team for the Museum design. The Institution anticipates award of an A/E design contract in late 2009.

#### IMPACT OF DELAY:

The Museum is scheduled to open in late 2015 (FY 2016). A delay in funding would slow down or stop the design process. This would introduce schedule delays and probable increases to the overall estimated project costs.







## LEGACY FUND

FY 2009 Appropriation	\$15,000,000
FY 2010 Estimate	\$0
FY 2011 Estimate	\$0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

#### Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2010		FY 2011	
	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>				
<i>Facilities</i>				
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### BACKGROUND AND CONTEXT

The Legacy Fund was first established by Congress in 2008 in Public Law 110-161 to provide a means to address the Smithsonian Institution's need for major repairs and restoration of its facilities. The Fund was designed as a public-private partnership and required that each federal dollar provided be matched by twice that amount in private contributions before the full appropriated amount is made available for obligation. The Legacy Fund was continued in FY 2009 in Public Law 111-8, with a provision to allow the Institution to spend incremental amounts from the fund as equal amounts are raised from private sources. Plans are being developed to raise the matching private funds. The Smithsonian intends to use available Legacy Funds, up to \$24.4 million in FY 2011, to continue renovating the Arts and Industries Building.







## FY 2011 GUIDANCE LEVEL BUDGET

**BACKGROUND.** OMB Memorandum M-09-20 requires agencies to submit an annual budget request at two levels: frozen at the FY 2010 President's budget level and 5 percent below that level.

The Smithsonian is in a unique position in considering its FY 2011 budget. The National Museum of African American History and Culture requires \$40 million to keep it on schedule for a 2015 opening. This high national and institutional priority cannot be afforded within FY 2010 funding levels. The Smithsonian has consistently held that it would be honored to assist the nation in managing and operating the National Museum of African American History and Culture (NMAAHC), but to do so would require that the funds be added to the Institution's base funding levels. Consistent with this position, the Smithsonian used its FY 2010 Salaries and Expenses (S&E) President's request level as the S&E baseline but switched to the FY 2009 Facilities Capital level as the baseline. The Smithsonian did this because FY 2009 was the last year before significant funds had to be included for the NMAAHC. Therefore, the freeze levels for the Smithsonian should be set at \$634.2 million for Salaries and Expenses and \$123 million for Facilities Capital. In addition, funding for the NMAAHC should be addressed separately and not included in the base funding levels for the Smithsonian.

With support from the Administration and Congress, the Smithsonian and its Board of Regents are making steady progress revitalizing Smithsonian facilities and programs, as well as improving management and governance. However, the freeze and 5 percent reduction scenarios would fail to provide the Institution with adequate resources to continue these efforts and would be a step backward in this effort. The reductions would be a setback to the progress the Institution has made in facilities revitalization and maintenance, and, more importantly, would have severe consequences for the Smithsonian's research and education programs. The freeze and 5 percent reduction levels would force the Smithsonian to eliminate entire education departments, a research department at Natural History, close the Kids' Farm and Aviary at the Zoo, and close the Insect Zoo and Discovery Center at Natural History. These are just a few examples of the damage that would be done at these funding levels.

Under both the freeze and 5 percent reduction scenarios, the Institution must still provide for the payment of salaries and benefits, including the pay raise at the level designated by the Administration, utilities for facilities, and necessary costs such as rent, postage, and communications. In FY 2011, the Institution requires more than \$26 million to meet these mandatory requirements. The Institution cannot absorb these costs and continue to support the basic mission with which it has been entrusted. Because the Smithsonian's budget is largely spent for salaries and benefits (many museums over 90 percent), most of the

reductions would have to be accomplished by abolishing hundreds of federal positions, with associated severance costs, thus creating unnecessary personnel management turmoil for years to come.

Both the freeze and 5 percent reduction scenarios will do a disservice to the millions of people who visit the Smithsonian every year, at a time when more people are visiting the Smithsonian than at any time in the last five years, probably partly in response to the tough economic conditions. These levels will also fail to take advantage of the tremendous scientific and educational capabilities of the Institution. The following chart outlines the program reductions necessary to comply with the funding freeze and 5 percent reduction guidance levels:

**FY 2011 Federal Distribution of Reductions (\$ in Millions)**

<b>Program Categories</b>	<b>Freeze</b>	<b>5% Cut</b>
Buyout and Pay Adjustments	7.5	7.5
Research	0.9	3.7
Education	2.4	6.0
Outreach	0.3	0.7
Information Technology	1.5	2.0
Facilities Operations and Maintenance	13.7	22.9
Collections Care and Acquisitions	0.2	1.5
Facilities Capital	<u>0</u>	<u>20.0</u>
<b>TOTAL</b>	<b>26.5</b>	<b>64.3</b>

**FREEZE LEVEL**

To achieve the above reductions, the Smithsonian will be required to make significant cuts in critical programs, which would reduce base funding and also result in significant personnel reductions throughout the Institution. At this level, the Institution would only fund the non-discretionary items. The following actions would be required to implement these reductions:

**BUYOUT AND PAY ADJUSTMENTS (-\$7,500,000)**

- (1) The Institution is considering offering eligible employees a “buyout” as part of restructuring the workforce in accordance with the Institution’s strategic plan



and to reduce salary expenses. The Institution is also requesting an “early-out” authority from the Office of Personnel Management. The buyout will serve two purposes. First, it will facilitate the implementation of the forthcoming strategic plan by freeing up resources that can be redirected to the priorities identified in the strategic plan. Second, by requiring managers to hire replacement staff at lower grade levels, it will help fill the anticipated gap in funding for salaries and benefits. The FY 2011 estimated savings from the buyout is \$5,000,000 under both the freeze and 5 percent reduction scenarios.

- (2) The pay adjustments would reduce the mandatory pay request for all units by \$2,500,000, which would basically be the same as an across-the-board adjustment. This reduction will exacerbate the base erosion of the Institution’s intellectual foundation. Because the Smithsonian units’ operating budgets are virtually all for salaries and benefits, the reduction from the pay accounts will affect all Smithsonian operating units. The most visited museums in the world average more than 90 percent of their funding for Salaries and Benefits. The chart below lists museums and research centers and shows the percent of salary to the total funds available for these units.

	FY 2008 Budget	Salaries and Benefits	Other Costs	% of Salary to Total
<b>Federal S&amp;E One Year Funds (\$s)</b>				
<b>MUSEUMS AND RESEARCH CENTERS</b>				
National Air and Space Museum	17,120,400	16,617,109	494,124	97.1%
National Museum of American History	20,636,100	19,740,782	895,220	95.7%
National Museum of Natural History	42,789,700	38,580,304	4,175,421	90.2%
National Museum of the American Indian	28,678,000	23,473,290	5,259,729	81.7%
National Portrait Gallery	5,220,000	5,067,393	150,656	97.1%
Smithsonian American Art Museum	8,781,300	8,322,181	458,250	94.8%
Hirshhorn Museum & Sculpture Garden	4,216,000	3,796,614	416,310	90.1%
Smithsonian Environmental Research Center	3,436,500	3,248,649	187,776	94.5%
National Zoological Park	21,919,000	19,067,195	2,876,277	86.9%
<b>Total Museums and Research Centers</b>	<b>152,797,000</b>	<b>137,913,516</b>	<b>14,913,763</b>	<b>90.2%</b>

A failure to fund the mandated pay raises in the Smithsonian’s Salaries and Benefits account would result in the continued loss of talented and dedicated employees. This reduction would exacerbate the continued erosion of the workforce that has, but for staff in new museums, already shrunk by 18 percent since 1993.

## **RESEARCH (-\$900,000)**

Without research, the Smithsonian’s vast collections are of little educational, cultural, or scientific significance. The Smithsonian is poised to make significant contributions to the nation’s research efforts by focusing on its unparalleled collections; building on its existing strengths; and concentrating on projects of national importance. However, the freeze and 5 percent reduction

budgets will severely impair the Institution's plan. Specific unit reductions and impacts include:

- *Taking preparatory steps to abolish one research department at the National Museum of Natural History, which would become necessary with further reductions (-\$100K)*
- *Reduce research vessel operations at the Smithsonian Tropical Research Institute (-\$300K)*
- *Delaying completion of the Submillimeter Telescope Array at the Smithsonian Astrophysical Observatory (-\$360K)*
- *Reducing the number of scientific publications based on Smithsonian research (-\$136K)*

**Impact:** These funding reductions will impair Smithsonian research across multiple disciplines and scale back research output, completion of research instrumentation, and planned collection acquisitions for research. For example, a delay in completing the Submillimeter Telescope Array instrumentation will reduce the Institution's present advantage in the highly competitive submillimeter astronomy research arena. Targeted actions, such as plans to abolish a research department at Natural Museum of Natural History, will have great consequences on long-term commitments to research and public service. Reduced funding will also undermine support for research across the Institution, collectively weakening the Smithsonian's ability to deliver high-quality products and services and making it more difficult to compete for outside funding.

## **EDUCATION (-\$2,400,000)**

A prime purpose of the Institution's collections, research, and exhibitions is to educate. The Smithsonian must maintain education as a major priority. The Smithsonian has great potential to advance the role it plays in the educational life of the nation and to contribute to the nation's education agenda. The joint OMB/OSTP memorandum M-09-27 states that both the Government and the private sector should be "nurturing a scientifically literate population as well as a world-class, diverse science, technology, engineering, and mathematics workforce." However, with a freeze or 5 percent reduction budget, the Institution's educational agenda will be significantly diminished. Specific unit reductions and impacts include:

- *Eliminating all temporary exhibits and closing the Insect Zoo and Discovery Room at the National Museum of Natural History (-\$700K)*

- *Initiating actions to close the Bird Exhibit and the Kids' Farm Exhibit at the National Zoo (-\$200K)*
- *Eliminating Department of Education and Interpretation (2 FTEs) at the National Museum of American History (-\$148K)*
- *Delaying shuttle artifact accessions; curtailing curatorial research; and eliminating four positions at the National Air and Space Museum (-\$265K)*
- *Canceling all major educational programs at Heye Center in New York City; reducing the scope of the National Education initiative (2 FTEs); and eliminating four student internships at the National Museum of the American Indian (-\$600K)*
- *Reducing educational materials for students (1 FTE) at the National Museum of African American History and Culture (-\$125K)*
- *Reducing collections support, Web development, and support for the Provenance (Nazi-era) project (1 FTE) at the Freer/Sackler Gallery (-\$145K)*
- *Eliminating "Smithsonian in Your Classroom" at 83,000 schools and reducing exhibits and public programming at several Mall museums (-\$199K)*

**Impact:** The impact of the freeze would be immediate and Institution-wide. In particular, there would be an impact on the nation's students at all levels, both in the classroom and in the museums and other Smithsonian facilities. "Smithsonian in Your Classroom" is distributed to more than 83,000 schools throughout the country; this publication helps publicize the Institution's award-winning smithsonianeducation.org website, which is a primary resource for lesson plans and other curriculum enhancements for teachers in every state. Education programs at Smithsonian museums would have to be reduced due to staffing cuts, resulting in fewer programs for the thousands of students that visit the Institution's facilities in Washington, DC and New York City. The negative impact is all the more noteworthy because more people are visiting the Smithsonian than at any time since 9/11; the nation would be missing a great educational opportunity if these cuts were to occur.

## **OUTREACH (-\$300,000)**

As a steward and ambassador of cultural connections, the Smithsonian is in an exceptional position to engage people around the world and to bring Smithsonian exhibitions to a larger, nationwide audience. Through its research, collections, exhibitions, and outreach, the Smithsonian presents this wide range

of cultural diversity. However, the proposed budget reductions will adversely affect the Institution's outreach mission. Specifically the freeze would:

- *Reduce the Repatriation program at the National Museum of Natural History (-\$100K)*
- *Reduce the number of traveling exhibits (-\$50K)*
- *Eliminate the funds needed to cover marketing costs at the National Museum of African Art and administrative costs at several other museums (-\$150K).*

**Impact:** The impact of the freeze would be felt far beyond Washington, DC. The Smithsonian's outreach programs span the United States, bringing traveling exhibitions, teacher training and school programs, and cultural events to thousands of people via the network of Smithsonian affiliations around the country. These initiatives bring the Smithsonian to citizens who may never be able to visit Washington. They enhance local community life, introducing exhibits, educators, and scholars to cities and towns across the United States. Outreach is a cornerstone of the Institution's goal to make the Smithsonian the nation's museum, a trusted source of knowledge in history, art, and science, and a resource for students, teachers, and the general public. The freeze level would also delay and diminish the legislated program to return remains and funerary objects to Native American tribes.

## **INFORMATION TECHNOLOGY (-\$1,500,000)**

The Information Technology (IT) program uses state-of-the-art, secure information systems to modernize financial, human resources, collections, education, and research processes. The IT office replaces desktop computers and scientific workstations on an industry best-practice life cycle to increase reliability and improve the security of information systems.

Specific reduction includes:

- *Reduce Desktop Replacements (-\$1,500,000)*

**Impact:** The reduction to the desktop replacement program would result in a 53 percent decrease in the number of PCs, workstations, and printers the Institution could replace. This would lead to serious degradation of the Institution's basic workstations and impact both scientific research and overall productivity.

## FACILITIES OPERATIONS AND MAINTENANCE (-\$13,700,000)

Significant progress has been made over the last several years in the funding for security and facilities maintenance. However, the freeze and 5 percent reductions would erase most all of the previous years' progress.

The chart below summarizes the impact of a freeze in funding for facilities operations and maintenance:

<b>Program/Activity</b>	<b>\$s in millions</b>
Security	-\$1.0
Facilities Maintenance	-\$9.7
Cleaning Services	-\$2.0
Horticulture Services	-\$0.6
Safety and Health Services	-\$0.4
<b>TOTAL</b>	<b>-\$13.7</b>

Specific actions are:

- *Reduced maintenance to about two-thirds of requirement (-\$9,700,000)*

**Impact:** A reduction of \$9,700,000 diminishes the Smithsonian's ability to maintain more sophisticated mechanical equipment, reduce energy usage, and improve the environment to safeguard the national collections, staff, and visitors. Other, more long-term implications of a permanent reduction to maintenance funding include:

1. Potential damage to the collections and higher risk of theft or damage, due to the Institution's inability to provide a safe and secure environment for their preservation
2. Potential damage to buildings due to flooding and fire if critical protection systems fail
3. Potential collateral injuries to the public and staff, with associated litigation and adverse publicity
4. Significant increase in energy costs as system efficiencies degrade
5. Major increases to Facilities Capital Revitalization requirements

The following maintenance contracts will be reduced:

- Maintenance and Minor Repair (-\$5.0M)
- Udvar-Hazy Center Maintenance Contract (-\$0.5M)
- Building Envelope and Pavers Maintenance and Repairs (-\$2.1M)
- Roof Maintenance (-\$0.9M)
- Building Automation (-\$0.6M)
- Security Systems (-\$0.2M)
- Vehicle Bollard Maintenance (-\$0.2M)
- Locksmith Contract (-\$0.2M)

- *Reduced cleanliness standards to level 4 (-\$2,000,000)*

**Impact:** A reduction of \$2,000,000 would force the Institution to reduce (through attrition) building service worker staff by 30 FTEs and operations contract costs for the Udvar-Hazy Center and Herndon facilities. These reductions will degrade appearance standards at all Smithsonian facilities, from the current state at or near the Association of Higher Education Facilities Officers' (APPA) Level 3, "Casual Inattention," to the Level 4, "Moderate Dinginess." Level 4 would mean floors are dull, dingy, and stained and have noticeable buildup of dirt; horizontal surfaces have conspicuous dust and dirt; and trash containers have old trash and smell sour. Visitors to the largest and most visited museum complex in the world deserve better.

- *Reduced lawn and garden care (-\$600,000)*

**Impact:** The public gardens are the gateway to the Smithsonian Institution and make the first impressions on visitors to the Smithsonian and to the Nation's Capital. These reductions will negatively impact visitors' experiences.

The following contracts will be reduced:

- Mowing and Landscape (-\$200,000) — Frequency of mowing will be reduced by 40 percent, negatively impacting the Smithsonian landscape in the Washington, DC metropolitan area. This could also result in health and sanitation issues with the increase in bugs and rodents.
  - Tree-Trimming Contract (-\$200,000) — Reduce the frequency of tree maintenance/trimming throughout the Institution by 50 percent, which could present hazardous conditions to staff and visitors.
  - Reduction to Plant Replacement (-\$200,000) — Reduce non-pay expenses for plant replacement. Plants will not be replaced as often, negatively impacting visitor enjoyment of the gardens.
- *Eliminate weekend emergency medical technician (EMT) coverage and contract physician support (-\$400,000)*

**Impact:** The following safety and health services will be reduced:

- Physician's Contract (-\$160K)
- EMT/Weekend Medical Coverage (-\$80K)
- Annual Flu Clinic/Lab Analysis (-\$85K)
- Staff Training/Minimum Essential Training Requirements (METR) Inspections (-\$75K)

The loss of these services would result in a decrease in emergency response capability at museums, impacting both staff and visitors; an increase in sick leave utilization; an increase in the transmission of the influenza infection; and an overall decrease in productivity.

## COLLECTIONS CARE/ACQUISITIONS (\$150,000)

- *Reduce collections acquisitions at the National Museum of African American History and Culture and National Museum of the American Indian (-\$150K)*

**Impact:** Reducing collections acquisitions will hamper the Museums' ability to adequately build their permanent collections and prepare for upcoming exhibitions. This would be a particularly difficult reduction for NMAAHC which is in the process of building its initial collection.

## FACILITIES CAPITAL

As previously discussed, the Institution is using the FY 2009 Facilities Capital appropriation of \$123 million as the baseline for the freeze level. This is the level of the Institution's capital account before any significant funding increases were added for the design and construction of the congressionally mandated National Museum of African American History and Culture.

**The following Facilities Planning/Design projects in the Institution's request would be deferred at the freeze level:**

Location	Project Description:	Amount
American History	Design Window Wall Replacement	-\$ 850,000
Security	Design Multi-Hazard Risk Mitigation Study	-\$ 150,000
SIB (Castle)	Castle Master Plan/Historic Structures Report	-\$1,000,000
<b>Total</b>		<b>-\$2,000,000</b>

**Impact:** Any delay in these design projects would leave the Institution unable to proceed with vital project planning, risk assessment, or the ability to develop a master plan for the Smithsonian Castle. A major renovation of the Castle, which is desperately needed due to the age of the building's infrastructure, is currently scheduled to begin in FY 2013.

## 5 PERCENT REDUCTION LEVEL

A 5 percent reduction would be catastrophic for Smithsonian research, education, and public programs, all of which affect our visitors. It would severely reduce the quality of the visitor experience and compromise the Smithsonian's reputation as the world's leading museum complex. A 5 percent reduction level would necessitate the following actions:

**BUYOUT AND PAY ADJUSTMENTS (-\$7,500,000)** — Same impact as freeze level.

**RESEARCH (-\$3,700,000)** — Same impact as at the freeze level (-\$900,000) and an additional cut (-\$2,800,000) at the 5 percent reduction level will:

- *Abolish one Research department; cancel the Caribbean Coral Reef program and close Museum Research Training at the National Museum of Natural History (-\$1.334 million)*
- *Suspend the Canopy Biology Program at the Smithsonian Tropical Research Institute (-\$113K)*
- *Eliminate many scientific and research journal subscriptions (-\$350K)*
- *Reduce telescope observing time (2 FTEs); research support (2 FTEs); and delay completion of two receivers on the telescope at the Smithsonian Astrophysical Observatory (-\$705K)*
- *Eliminate major research capacity for coastal ecosystems studies at the Smithsonian Environmental Research Center (-\$108K)*
- *Reduce maintenance of research equipment and eliminate a science technician position at the Museum Conservation Institute (-\$142K)*

**Impact:** These reductions will have a severe impact on Smithsonian research across multiple disciplines and will affect scholarly output, completion and deployment of research instrumentation, and the quantity and quality of long-term research and monitoring that is a hallmark of Smithsonian science. In particular, abolishing a research department and canceling or suspending programs such as the Caribbean Coral Reef Program, Canopy Biology Program, and coastal ecosystems studies will represent a loss of core competency and constitute a major setback for the Smithsonian and the nation's research. Other actions, such as reducing telescope time, delaying deployment of telescope instrumentation, and eliminating journal subscriptions, weaken the Institution's ability to conduct future research and attract the nation's best scholars. The reductions will retard important programs that are helping to



identify the impacts of global climate change on tropical and temperate forests, as well as on estuarine environments.

**EDUCATION (-\$6,000,000)** — Same impact as at the freeze level (-\$2,400,000) and an additional cut (-\$3,600,000) at the 5 percent reduction level will:

- *Eliminate the education departments and most education programs at the National Museum of American History, Smithsonian American Art Museum, National Portrait Gallery, and the National Museum of African Art (-\$1,153K)*
- *Eliminate the 30-year-old Film and Video Festival; eliminate 2 media specialists, 5 interpreters, and 2 resource positions. Close Resource Center two days/week at the National Museum of the American Indian (-\$750K)*
- *Close the Bird Exhibit and the Kids' Farm Exhibit at the National Zoo (-\$841K)*
- *Cancel National Air and Space Museum's (NASM) exhibit with National Museum of American History; cancel the NASM art gallery; reduce exhibit production and eliminate six positions at NASM (-\$472K)*
- *Eliminate Teachers' Night (with 3,000 participants); reduce Folklife Festival participants; eliminate museum specialist position impacting permanent collections support; and reduce public programs at two museums (-\$274K)*
- *Eliminate the Public Programs education manager and stop training museum docents at Cooper-Hewitt, National Design Museum (-\$98K)*

**Impact:** A reduction in funding will have a severe impact on the educational programs of the Smithsonian and would drastically affect the Institution's ability to implement the education goals in the new strategic plan. A reduced budget would make it impossible for the Institution to sustain many of its most popular and successful programs. In Washington, DC, the annual Teachers' Night would be eliminated; this very popular event introduces thousands of teachers to the resources of the Smithsonian, and it has a far-reaching effect on the quality of classroom instruction. In New York City, the Museum of the American Indian's Film and Video Festival, now in its 30th year, would be eliminated. This event draws thousands of people to the Museum and is renowned for showcasing the work of Native American film makers. Educational programs at most museums would suffer drastic reductions, and there would be no staffing to produce student and family programs at many of the Smithsonian's museums. Among these is the *City of Neighborhoods* program, which serves over 10,000 students in 14 states each year. Visitor services, including tours, demonstrations, and hands-on activities, would also have to be dramatically reduced, as would many of the Institution's digital access and Web-based learning initiatives. Such

reductions diminish the Smithsonian's ability to interpret its research and exhibitions and to make them relevant and more accessible, whether in person or online via the World Wide Web.

**OUTREACH (-\$700,000)** — Same impact as at the freeze level (-\$300,000) and an additional cut (-\$400,000) at the 5 percent reduction level will:

- *Severely reduce loans of collections at the National Museum of Natural History (-\$200K)*
- *Reduce the number of traveling exhibits (-\$100K)*
- *Reduce Latino programming and eliminate funds to cover community outreach costs at the National Museum of African Art (-\$100K)*

**Impact:** Additional reductions would continue to diminish the Smithsonian's impact across the United States. The Institution's traveling exhibition program has brought the Smithsonian to millions of Americans in hundreds of cities and towns around the country. In particular, the popular *Museums on Main Street* (MoMs) program has brought exhibits to communities where there are few or no museums. The impact of these outreach efforts is readily apparent; entire communities have participated in programs and projects revolving around the traveling exhibitions. Reduced funding would also make it more difficult for the Institution's museums to process loans of objects to museums and research centers across the United States and around the world. These interchanges of scientific specimens and historical artifacts are key to the Smithsonian's relationships with fellow research organizations and to the Institution's engagement with the world. In addition, without funding for adequate staff to create and maintain the Smithsonian's websites, the Institution would have to curtail various types of its virtual outreach efforts that help make Smithsonian museums, scientists, and scholars worldwide leaders in their respective fields.

**INFORMATION TECHNOLOGY (-\$2,000,000)** — Same impact as at the freeze level (-\$1,500,000) and an additional cut (-\$500,000) at the 5 percent reduction level will:

- *Reduce the requirement for a disk-based system that would provide the required backup capacity for protecting the Institution's data.*

**Impact:** The virtual tape library is used as the primary target for the backup of every server in the Herndon Data Center. This device is critical to the recoverability of the Institution's data as it produces the only backup copies. If this device were to fail, the Institution would be at risk of losing everything from email to vital museum collection information and inventory data.

**FACILITIES OPERATIONS AND MAINTENANCE (-\$22,900,000)** — The chart below summarizes the impact of a 5 percent reduction in funding for facilities operations and maintenance:

\$s in millions

<b>Program/Activity</b>	<b>Freeze</b>	<b>5% Reductions</b>
Security	-\$1.0	-\$3.4
Facilities Maintenance	-\$9.7	-\$16.5
Cleaning Services	-\$2.0	-\$2.0
Horticulture Services	-\$0.6	-\$0.6
Safety and Health Services	-\$0.4	-\$0.4
<b>TOTAL</b>	<b>-\$13.7</b>	<b>-\$22.9</b>

- *Reduced security guards, forcing a reduction from 117 posts to 52 posts (-\$3,400,000).*

**Impact:** With staffing for only 52 posts, the Smithsonian will be forced to close its galleries on a rotating basis. The Smithsonian would close half of the galleries Institution-wide, negatively impacting the visitors' experience.

- *Reduced maintenance to about one-half of requirement (-\$16,500,000)*

**Impact:** Same overall impact as detailed under the freeze option, including the negative effect on safeguarding the national collections, staff, and visitors. Significant progress has been made over the last several years in the funding for facilities maintenance. However, the 5 percent reductions would erase most all of the previous years' progress. In addition, the following contracts would be reduced:

- Maintenance and Minor Repair (-\$8.6M)
  - Udvar-Hazy Center Maintenance Contract (-\$0.9M)
  - Building Envelope and Pavers Maintenance and Repairs (-\$3.5M)
  - Roof Maintenance (-\$1.5M)
  - Building Automation (-\$1.0M)
  - Security Systems (-\$0.4M)
  - Vehicle Bollard Maintenance (-\$0.3M)
  - Locksmith Contract (-\$0.3M)
- *Reduced cleanliness standards to level 4. Same as freeze level (-\$2,000,000)*
  - *Reduced lawn and garden care. Same as freeze level (-\$600,000)*
  - *Eliminate weekend Emergency Medical Technician (EMT) coverage and contract physician support. Same as freeze level (-\$400,000)*

**COLLECTIONS CARE/ACQUISITIONS (-\$1,500,000)** — Same impact as at the freeze level (-\$150,000) and an additional cut (-\$1,350,000) at the 5 percent reduction level. The Collections Care Program provides essential resources to meet professional standards of collections care, address the highest priority collections management needs throughout the Institution, and ensure the longevity and availability of the National Collections.

- *Reduce the Collections Care and Preservation Fund by \$1,000,000*
- *Reduce collections acquisitions at the National Museum of African American History and Culture and the National Museum of the American Indian (-\$350K)*

**Impact:** Reduced funding will:

- Limit the Smithsonian's ability to comply with the Administration's stated priority "to ensure the appropriate stewardship and management of federal scientific collections which play a critical role in the nation's research infrastructure"
- Hinder and reverse the Smithsonian's progress in strategically addressing Institution-wide critical collections care needs, thereby negating recent success in improving the preservation and accessibility of collections that are vital to current and future scholarly research, exhibition, and education
- Limit the replacement of obsolete cabinetry that currently houses collections — including meteorites, cryo-collections, military history uniforms and aviation clothing, fossils, space suits, works on paper, film, and photographic collections — that are currently deteriorating, many will move beyond usefulness or repair, and thereby negatively impact these invaluable collections
- Hamper (to a significant degree) the museums' ongoing efforts to adequately build their permanent collections, prepare for upcoming exhibitions, and sufficiently develop public programs

The following table displays the resources requested and the reductions that would be required in specific Facilities Capital projects at the freeze level (-\$2,000,000) and an additional -\$20,000,000 at the 5 percent reduction level:

**FACILITIES CAPITAL 5 PERCENT REDUCTION LEVEL (\$-20,000,000)**

<b>FACILITIES CAPITAL</b>	<b>Request</b>	<b>5% Below</b>
<b><i>Revitalization:</i></b>		
National Zoological Park	14,450,000	11,450,000
National Museum of Natural History	17,600,000	12,700,000
Museum Support Center (Pod 3)	5,000,000	5,000,000
SI Environmental Research Lab	16,000,000	16,000,000
SI Tropical Research Institute (Gamboa)	7,000,000	7,000,000
National Museum of American History	18,000,000	18,000,000
Cooper-Hewitt, National Design Museum	8,850,000	0
Other Revitalization Projects	23,790,000	22,290,000
<b><i>Planning and Design</i></b>		
Facilities Planning and Design	14,310,000	10,560,000
<b>FY 2011 Facilities Capital Request (Without NMAAHC)</b>	<b>\$125,000,000</b>	<b>\$103,000,000</b>
National Museum of African American History & Culture	40,000,000	40,000,000
<b>FY 2011 Facilities Capital Request</b>	<b>\$165,000,000</b>	<b>\$143,000,000</b>

In addition to the requested Facilities projects deferred at the freeze level (\$2,000,000), the following projects would be deferred at the 5 percent reduction level (\$20,000,000):

<b>Location</b>	<b>Project Description:</b>	<b>Amount</b>
National Zoo	Utility master plan Phase 6: Replace Water, Storm, Sanitary, and Telecom in Beaver Valley	-\$3,000,000
Natural History	Renovate 2nd Floor West Wing	-\$4,900,000
Cooper-Hewitt	Upgrade Mansion Electric Distribution/Exterior Lighting	-\$5,200,000
Cooper-Hewitt	Asbestos Abatement/ Extend Fire-Suppression System	-\$2,150,000
Cooper-Hewitt	Mansion Renovation	-\$1,500,000
American History	Replace Motor Control Center Panels/Renovate West Wing Elevator (Other Revitalization)	-\$1,280,000
Multiple Locations	Construction Salaries & Administration/ Miscellaneous Facilities Capital Repair (Other Revitalization)	-\$ 220,000
Air and Space	Master Plan Design (includes Garber and Udvar-Hazy)	-\$ 500,000
Multiple Locations	Real Property and Space Utilization (Planning/Design)	-\$ 250,000
Multiple Locations	Collections Storage Master Plan	-\$1,000,000
<b>Total</b>		<b>-\$20,000,000</b>

**Impact on Facilities Capital projects at the 5 percent reduction level:**

In addition to the changes at the freeze level, it would not be possible to fund several critical projects, including elevator and motor-control panel projects in support of the NMAH West Wing renovation. Renovation work on NMNH's West Wing second floor would need to be deferred, along with a portion of NZP's utilities replacement project. Renovation of the Carnegie Mansion at the Cooper-Hewitt, National Design Museum would have to be deferred at least one year, and NASM's Master Plan effort (including Garber and Udvar-Hazy), set to begin in FY 2010, would be interrupted. The Smithsonian would also be unable to fund planning efforts related to collections storage and real property management.

The following table displays the FY 2010 base program level; the resources requested for FY 2011; and the specific reductions in the S&E and Facilities Capital Program accounts at the freeze and 5 percent reduction levels.

### FY 2011 Federal Budget

(\$s in millions)

	FY 2010 (Base)	FY 2011 Request (Increases/Decreases)		
				5 %
<b>SALARIES and EXPENSES</b>		Request	Freeze	Reduced
<b>Mandatories</b>				
<i>Pay Increases</i>		24.2	24.2	24.2
<i>Rent/Utilities/Commo/Other Increases</i>		<u>2.9</u>	<u>2.3</u>	<u>2.3</u>
Total Mandatories		27.1	26.5	26.5
<b>Program Categories</b>				
<i>Education/Public Programs/ Exhibitions/Outreach</i>	89.2	3.0	-2.7	-6.7
<i>Collections</i>	65.1	6.0	-0.2	-1.5
<i>Research</i>	82.4	12.4	-0.9	-3.7
<i>Facilities Maintenance</i>	72.9	5.0	-9.7	-16.5
<i>Facilities Operations</i>	143.5	5.5	-3.0	-3.0
<i>Security</i>	62.2	0.7	-1.0	-3.4
<i>Management Operations (including IT)</i>	118.9	11.7	-1.5	-2.0
Buyout/Mandatory Adjustments		<u>0.0</u>	<u>-7.5</u>	<u>-7.5</u>
Total S&E Increases/Decreases		71.4	-26.5	-44.3
 <b>TOTAL Salaries &amp; Expenses</b>	 <b>634.2</b>	 <b>705.6</b>	 <b>634.2</b>	 <b>616.4</b>
 <b>FACILITIES CAPITAL</b>				
Facilities Capital (without NMAAHC)	105.0	125.0	123.0	123.0
Facilities Capital Increases/Decreases	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>-20.0</u>
<b>TOTAL Facilities Capital (without NMAAHC)</b>	<b>105.0</b>	<b>125.0</b>	<b>123.0</b>	<b>103.0</b>
 <b>Subtotal S&amp;E and Facilities Capital</b>	 <b>739.2</b>	 <b>830.6</b>	 <b>757.2</b>	 <b>719.4</b>
Facilities Capital (NMAAHC)	<u>20.0</u>	<u>40.0</u>	<u>40.0</u>	<u>40.0</u>
<b>TOTAL S&amp;E and Facilities Capital</b>	<b>759.2</b>	<b>870.6</b>	<b>797.2</b>	<b>759.4</b>





Reductions

Initial Unit Freeze Cuts	Changes to Initial Unit Freeze Cuts	Revised Unit Freeze Cuts	Revised Unit 5% Cuts (Additional amount over Freeze Level)	TOTAL Freeze & 5% Reduction
61	(61)	-	2,833	3,729
1,434	(1,334)	100	1,334	1,434
		100	944	1,044
			150	150
413	(113)	300	113	413
93			93	93
320		300	20	320
42	94	136	(38)	98
58	(58)	-	58	58
350	(350)	-	350	350
950	(590)	360	590	950
94	(94)	-	94	94
108	(108)	-	115	115
		-	108	108
		-	48	48



FY 2011 Federal Reductions

	Initial Unit Freeze Cuts	Changes to Initial Unit Freeze Cuts	Revised Unit Freeze Cuts	Revised Unit 5% Cuts (Additional amount over Freeze Level)	TOTAL Freeze & 5% Reduction
<b>RESEARCH</b>			896	2,833	3,729
Anacostia Community Museum	61	(61)	-	61	61
-- Curtail or defer the Community Documentation Center mapping project					-
National Museum of Natural History	1,434	(1,334)	100	1,334	1,434
-- Abolish one Research department			100	944	1,044
-- Abolish Caribbean Coral Program				150	150
-- Close Museum Research Training				40	40
Smithsonian Tropical Research Institute	413	(113)	300	113	413
-- Suspend Canopy Biology Program				93	93
-- Stop Operating Research vessel			300	20	320
Smithsonian Institution Scholarly Press	42	94	136	(38)	98
-- Reduce Scientific Publications					-
Fellowships	58	(58)	-	58	58
-- Eliminate 1 Fellowship					-
Smithsonian Institution Libraries	350	(350)	-	350	350
-- Eliminate scientific and research journal subscriptions					-
Smithsonian Astrophysical Observatory	950	(590)	360	590	950
-- Delay completion of Submillimeter Telescope Array; reduce telescope observing time					-
Museum Conservation Institute	94	(94)	-	94	94
-- Eliminate science technician position					-
Major Scientific Instrumentation	-	-	-	115	115
Smithsonian Environmental Research Center	108	(108)	-	108	108
-- Eliminate major research capacity for coastal ecosystems studies					-
Research Equipment Pool	-	-	-	48	48

FY 2011 Federal Reductions

	Initial Unit Freeze Cuts	Changes to Initial Unit Freeze Cuts	Revised Unit Freeze Cuts	Revised Unit 5% Cuts (Additional amount over Freeze Level)	TOTAL Freeze & 5% Reduction
<b>EDUCATION</b>			2,418	3,612	6,030
National Museum of African American History & Culture	350	(225)	125	225	350
-- Reduce educational materials for students					-
National Museum of the American Indian	1,672	(1,072)	600	750	1,350
-- Cancel all major education programs at GGHC in NYC; reduce National Education Initiative - 2 FTEs; eliminate 4 student internships			600		600
-- Eliminate 30 yr. old Film and Video Festival; eliminate 2 media, 3 interpreters & 2 resource positions. Close Resource Center 2 days/week.					750
Archives of American Art	56	-	56	-	56
-- Eliminate exhibitions in AAA's Gallery Space in NYC. Cease training museum docents.					-
Cooper-Hewitt, National Design Museum	98	(98)	-	98	98
-- Eliminate Public Programs Education Manager. Cease training museum docents					-
National Portrait Gallery	176	(176)	-	182	182
-- Eliminate the museum's school, youth, and family education programs (3 FTEs)					-
National Postal Museum	23	-	23	-	23
-- Reduce Operations					-
Center for Folklife and Cultural Heritage	68	(68)	-	68	68
-- Reduce Festival Infrastructure					-
Arthur M. Sackler Gallery/Freer Gallery of Art	195	(50)	145	100	245
-- Reduce collections support; reduce web development and support to Provenance project					-
Hirshhorn Museum & Sculpture Garden	131	(51)	80	70	150
-- Reduce Public programming					-
Smithsonian American Art Museum	316	(316)	-	316	316
-- Reduce Public Programs (4 FTEs)					-
National Museum of Natural History	700	-	700	-	700
-- Eliminate all temporary exhibits; close Insect Zoo and Discovery Room					-
National Zoological Park	1,200	(1,000)	200	841	1,041
-- Close the Bird Exhibit			100	550	650
-- Close the Kids Farm Exhibit			100	291	391
National Air and Space Museum	737	(472)	265	472	737
-- Cancel planned exhibit with American History; cancel planned NASM art gallery; curtail curatorial research; eliminate 4 positions			265		265
-- Delay shuttle artifact accessions; reduce archives services; reduce exhibits production; eliminate 6 positions					472
Smithsonian Center for Education and Museum Studies	76	-	76	-	76
-- Eliminate Smithsonian in Your Classroom (83,000 schools);			40		40
-- Eliminate Teachers Night (3000 participants)			36		36
Office of HAC	23	(23)	-	-	-
National Museum of American History, Behring Center	400	(252)	148	490	638
-- Eliminates Department of Education and Interpretation; terminates Department of Public Programming; eliminates 4-6 FTEs					-



FY 2011 Federal Reductions

	Initial Unit Freeze Cuts	Changes to Initial Unit Freeze Cuts	Revised Unit Freeze Cuts	Revised Unit 5% Cuts (Additional amount over Freeze Level)	TOTAL Freeze & 5% Reduction
<b>COLLECTIONS ACQUISITIONS</b>			150	350	500
National Museum of African American History & Culture	200	(150)	50	150	200
-- Reduce collections acquisitions					
National Museum of the American Indian	300	(200)	100	200	300
-- Eliminate acquisition and object movement budget					
<b>OUTREACH</b>			284	410	694
National Museum of African Art	131	(51)	80	55	135
-- Eliminate marketing					
National Museum of Natural History	300	(200)	100	200	300
-- Eliminate loans					
-- Reduce Repatriation program					
Under Secretary for Science		43	43	-	43
Smithsonian Institution Traveling Exhibition Services - One Year	145	(100)	45	100	145
-- Reduce traveling exhibits					
Smithsonian Affiliations Program	9	-	9	-	9
-- Absorb Director's travel with trust funds					
Latino Pool	34	(34)	-	55	55
-- Reduce Latino programming					
Latino Center		7	7	-	7
<b>MISSION ENABLERS</b>			17,200	30,653	47,853
Office of the Chief Information Officer	1,500		1,500	500	2,000
-- Eliminate Desktop replacement					
Office of Facilities Engineering and Operations	3,400	(2,400)	1,000	2,400	3,400
-- Reduce Security guards					
-- Reduce Security guards forcing closure numerous galleries on a rotating basis due to insufficient security force					
-- Reduce cleanliness standards to level 3 (Casual Inattention)					
-- Reduce lawn and garden care					
-- Eliminate weekend EMT coverage and contract physician support					
-- Reduce maintenance back to about 1/2 of requirement					
Collections Care and Preservation				1,000	1,000
Facilities Capital					
-- Reduce NMAAHC					
-- Reduce revitalization to 2/3 of annual requirement and delay NMAAHC opening		2,000	2,000	20,000	22,000
<b>BUYOUTS (\$5000) AND PROGRAM REDUCTIONS Under Freeze (\$2506)</b>	7,506		7,506		7,506
<b>GRAND TOTAL</b>			28,454	37,858	66,312

SMITHSONIAN INSTITUTION  
Salaries and Expenses  
Unit Detail of the 2008 Actuals and the 2009 and 2010 Estimates (In Thousands)

A1A2 Worksheet for FY 2011 Call for Budgets

FTE - Full-Time Equivalent	FY 2009 Appropriation		FY 2010 Request to Congress		FY 2011 Estimate		ANALYSIS OF CHANGE			Detailed Analysis of Program Change							
	UNIT	FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory		Program Changes			Mandatory Costs		Program Changes		
								Costs	Program & Reorgs	Increases	Decreases	Non-recur.	Rec. Pay & Related Costs	Utilities & Rent	Other	FTEs	\$000
MUSEUMS AND RESEARCH CENTERS	2,051	232,897	2,056	242,199	2,101	268,012	13,771	45	12,042	12,406	1,365	-	45	12,042	-	-	-
PROGRAM SUPPORT AND OUTREACH	257	39,851	257	41,870	257	48,331	1,461	0	6,000	1,461	-	-	-	5,000	-	-	-
ADMINISTRATION	269	69,384	284	76,494	333	95,998	4,245	49	15,259	2,114	-	2,131	49	15,259	-	-	-
OFFICE OF THE INSPECTOR GENERAL	20	2,222	22	2,576	22	2,706	130	0	0	130	-	-	-	-	-	-	-
FACILITIES SERVICES	1,694	249,046	1,699	271,022	1,785	290,553	7,531	86	12,000	8,096	(565)	-	86	12,000	-	-	-
UNALLOCATED REDUCTIONS	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-
<b>GRAND TOTAL SMITHSONIAN INSTITUTION</b>	<b>4,291</b>	<b>593,400</b>	<b>4,318</b>	<b>634,161</b>	<b>4,498</b>	<b>705,600</b>	<b>27,138</b>	<b>180</b>	<b>44,301</b>	<b>24,207</b>	<b>800</b>	<b>2,131</b>	<b>180</b>	<b>44,301</b>	<b>-</b>	<b>-</b>	<b>-</b>
Distribution of S&E																	
One Year (000 and 102)	4,247	573,121	4,274	613,491	4,445	679,814	26,922	171	39,401	23,563	1,228	2,131	171	39,401	-	-	-
NZR Two Year (Fund 108)	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-
Fellowships/Scholarly Studies Two Year (Fund 120)	1	1,553	1	1,553	1	1,553	0	0	0	-	-	-	-	-	-	-	-
POB Opening (Fund 120)	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-
No Year (100)	43	18,726	43	19,117	52	24,233	216	9	4,900	644	(428)	-	9	4,900	-	-	-
<b>TOTAL S&amp;E</b>	<b>4,291</b>	<b>593,400</b>	<b>4,318</b>	<b>634,161</b>	<b>4,498</b>	<b>705,600</b>	<b>27,138</b>	<b>180</b>	<b>44,301</b>	<b>24,207</b>	<b>800</b>	<b>2,131</b>	<b>180</b>	<b>44,301</b>	<b>-</b>	<b>-</b>	<b>-</b>

Notes:  
FY 2009 Appropriation levels will differ from the FY 2009 Unit Allocations, due to temporary adjustments including hiring freeze lapse









SMITHSONIAN INSTITUTION  
Salaries and Expenses

Unit Detail of the 2008 Actuals and the 2009 and 2010 Estimates (In Thousands)

A1A2 Worksheet for FY 2011 Call for Budgets

UNIT	FY 2009		FY 2010		FY 2011		ANALYSIS OF CHANGE		Detailed Analysis of Program Change							
	Appropriation		Request for Congress		Estimate		Mandatory Costs	Program & Reorgs	Mandatory Costs			Program Changes			Non-sec.	
	FTEs	\$000	FTEs	\$000	FTEs	\$000			Related Costs	Utilities Rent	Other	Increase	Decrease			
FTEs	\$000	FTEs	\$000	FTEs	\$000											
ADMINISTRATION																
Office of the Secretary	5	499	5	524	5	566	42	-	-	42	-	-	-	-	-	
Office of Diversity Initiatives	10	1,280	10	1,321	10	1,389	68	-	-	68	-	-	-	-	-	
Office of General Counsel	10	1,543	11	1,795	11	1,905	110	-	-	110	-	-	-	-	-	
Office of Policy and Analysis	3	410	3	438	3	483	45	-	-	45	-	-	-	-	-	
Office of the Regents	2	210	2	216	2	244	28	-	-	28	-	-	-	-	-	
Office of the Chief Financial Officer	3	362	4	750	4	758	18	-	-	18	-	-	-	-	-	
SI Audit Costs	0	329	0	520	0	575	55	-	55	-	-	-	-	-	-	
Office of the Comptroller	41	6,293	43	6,790	49	8,071	273	6	1,008	273	6	1,008	-	-	-	
SI National Finance Center Costs	0	524	0	553	0	553	-	-	-	-	-	-	-	-	-	
Travel	0	44	0	44	0	44	-	-	-	-	-	-	-	-	-	
Office of Contracting	23	3,674	29	4,470	32	5,108	164	3	474	164	3	474	-	-	-	
Paper/GSA Disposal	0	221	0	221	0	221	-	-	-	-	-	-	-	-	-	
SI-Wide Procurement Training	0	220	0	231	0	231	-	-	-	-	-	-	-	-	-	
Office of Planning, Management and Budget	12	1,457	13	1,650	13	1,742	92	-	-	92	-	-	-	-	-	
Unallocated	0	370	0	370	0	370	-	-	-	-	-	-	-	-	-	
Office of the Treasurer	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	
Office of the Chief Information Officer - SUMMARY	86	28,322	90	30,857	104	40,737	880	14	9,000	880	14	9,000	-	-	-	
Office of the Chief Information Officer	74	11,131	78	13,666	92	23,546	880	14	9,000	880	14	9,000	-	-	-	
Enterprise Resource Planning System (ERPS)	8	9,769	8	9,769	8	9,769	-	-	-	-	-	-	-	-	-	
Managed IT Infrastructure	4	6,383	4	6,383	4	6,383	-	-	-	-	-	-	-	-	-	
IT Security	0	1,039	0	1,039	0	1,039	-	-	-	-	-	-	-	-	-	
Utility, Communications	0	11,066	0	12,679	0	14,755	2,076	-	2,076	-	-	-	-	-	-	
Office of the Under Secretary for History, Art, and Culture	7	761	7	780	32	6,432	33	25	4,619	33	25	4,619	-	-	-	
Office of the Under Secretary for Science	10	1,368	10	1,417	11	1,655	80	1	158	80	1	158	-	-	-	
Office of the Under Secretary for Finance and Administration	5	492	5	522	5	572	50	-	50	-	-	-	-	-	-	
National Collections Program	2	228	2	236	2	248	12	-	12	-	-	-	-	-	-	
Office of Human Resources	46	6,423	46	6,583	46	6,849	266	-	266	-	-	-	-	-	-	
Workers' Compensation	0	3,405	0	3,832	0	3,565	(67)	-	(67)	-	-	-	-	-	-	
Unemployment Compensation	0	363	0	363	0	363	-	-	-	-	-	-	-	-	-	
Commuter Benefits (WageWorks)	0	179	0	179	0	179	-	-	-	-	-	-	-	-	-	
Office of Special Events and Protocol	1	108	1	116	1	127	12	-	12	-	-	-	-	-	-	
Smithsonian Latino Center	3	233	3	238	3	246	8	-	8	-	-	-	-	-	-	
TOTAL ADMINISTRATION	269	69,384	284	76,494	333	95,998	4,245	49	15,259	4,245	49	15,259	-	-	-	
OFFICE OF THE INSPECTOR GENERAL	20	2,222	22	2,576	22	2,706	130	-	130	-	-	-	-	-	-	
FACILITIES SERVICES																
Facilities Maintenance	352	67,646	357	72,935	387	80,058	2,123	30	6,000	2,123	30	6,000	-	-	-	
Facilities Operations, Security and Support	1,342	181,400	1,342	198,087	1,398	210,495	5,408	56	7,000	5,973	56	7,000	-	-	-	
Utilities	0	46,936	0	62,297	0	50,712	(1,685)	-	(1,685)	-	-	-	-	-	-	
Central Rent	0	26,060	0	29,258	0	30,278	1,020	-	1,020	-	-	-	-	-	-	
Facilities Operations, Security and Support - Main	1,171	98,500	1,171	107,028	1,227	119,417	5,389	56	7,000	5,389	56	7,000	-	-	-	
S&B Cost of Additional Security Staff	171	9,504	171	9,504	171	10,088	584	-	584	-	-	-	-	-	-	
OPS-No-Year 02 Anti Terrorist	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	

SMITHSONIAN INSTITUTION  
Salaries and Expenses

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UNIT	FY 2009		FY 2010		FY 2011		ANALYSIS OF CHANGE		Detailed Analysis of Program Change							
	Appropriation		Request for Congress		Estimate		Mandatory Costs	Program & Reorgs	Mandatory Costs			Program Changes			Non-sec.	
	FTEs	\$000	FTEs	\$000	FTEs	\$000			Related Costs	Utilities Rent	Other	Increase	Decrease			
FTEs	\$000	FTEs	\$000	FTEs	\$000											
OPS - No-Year OPS E Court Equip	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	
Total Facilities Services	1,694	249,046	1,699	271,022	1,785	290,553	7,531	86	12,000	7,531	86	12,000	-	-	-	
GRAND TOTAL, SMITHSONIAN INSTITUTION	4,291	593,400	4,318	634,161	4,498	705,600	27,138	180	44,301	27,138	180	44,301	-	-	-	

Notes

[-] STR1 One Year - SCI Fed/Trust Fund 1019001

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SMITHSONIAN ALLOCATED FUNDS PROFILE: FY 2010 FEDERAL & FY 2009 CENTRAL TRUST

	FY 2010 Federal S&E Budget Request	FY 2009 Baseline Central Trust Allocation
Office of the Regents (OR)	216	668
Office of the Inspector General (OIG)	2,576	361
<b>Subtotal Regents</b>	<b>2,792</b>	<b>1,029</b>
Office of the Secretary (OS)	524	1,539
Office of Government Relations (OGR)	638	436
Office of Diversity Initiatives (OEEMA)	1,321	0
Office of Public Affairs (OPA)	1,111	1,115
Visitors Information and Associates' Reception Center (VIARC)	579	1,358
Office of the General Counsel (OGC)	1,795	681
Office of External Affairs (OEA)	0	621
Office of Development (OD)	0	4,898
Office of Sponsored Projects (OSP)	0	1,872
<b>Subtotal Secretary</b>	<b>5,968</b>	<b>12,519</b>
Under Secretary for Science (USSci)	1,417	602
National Air and Space Museum (NASM)	18,119	0
Smithsonian Astrophysical Observatory (SAO)	24,323	697
SAO Fund raising allotment	0	50
National Zoological Park (NZIP)	23,190	294
National Museum of Natural History (NMNH)	47,728	395
Museum Support Center (MSC)	1,858	0
Smithsonian Tropical Research Institute (STRI)	14,546	142
National Science Resources Center (NSRC)	0	510
Smithsonian Environmental Research Center (SERC)	3,596	0
Museum Conservation Institute (MCI)	3,119	0
Office of Fellowships (OF)	381	230
Scholarly Press	1,403	0
Smithsonian Institution Libraries (SIL)	10,008	910
<b>Subtotal USScience</b>	<b>149,688</b>	<b>3,828</b>

SMITHSONIAN ALLOCATED FUNDS PROFILE: FY 2010 FEDERAL & FY 2009 CENTRAL TRUST

	FY 2010 Federal S&E Budget Request	FY 2009 Baseline Central Trust Allocation
Under Secretary for History, Art and Culture (USHAC)	780	729
US/HAC Fund raising allotment	0	200
National Museum of American History (NMAH)	21,451	7
National Museum of the American Indian (NMAI)	32,870	400
National Museum of African American History and Culture (NMAAHC)	12,167	396
National Postal Museum (NPM)	758	250
Anacostia Community Museum (ACM)	2,048	329
Smithsonian Latino Center (SLC)	238	494
Center for Folklife Programs and Cultural Heritage (CFPCH)	2,282	1,148
SI Networks allocation	0	75
Smithsonian Affiliations (SA)	305	226
Smithsonian Center for Education and Museum Studies (SCEMS)	1,535	507
Smithsonian Traveling Exhibition Service (SITES)	4,792	645
The Smithsonian Associates (TSA)	0	1,086
Asian Pacific American Program (APAP)	0	304
Smithsonian American Art Museum (SAAM)	9,145	283
Freer Sackler Galleries (F/S)	6,113	0
National Portrait Gallery (NPG)	5,867	287
National Museum of African Art (NMAfA)	4,504	225
Cooper-Hewitt National Design Museum (CHNDM)	4,103	1,682
Hirshhorn Museum and Sculpture Garden (HMSG)	4,412	149
Archives of American Art (AAA)	1,858	239
<b>Subtotal USHA&amp;C</b>	<b>115,228</b>	<b>9,659</b>



SMITHSONIAN ALLOCATED FUNDS PROFILE: FY 2010 FEDERAL & FY 2009 CENTRAL TRUST

	FY 2010 Federal S&E Budget Request	FY 2009 Baseline Central Trust Allocation
Under Secretary for Finance and Administration (USF&A)	522	584
Office of Facilities Engineering and Operations (OFEO)	189,467	1,227
Office of Policy and Analysis (OP&A)	438	819
Office of Investments (OI)	0	1,195
Smithsonian Institution Archives (SIA)	2,064	188
Chief Financial Officer (CFO)	750	171
Office of the Comptroller (OC)	6,790	1,543
Office of Contracting and Personal Property Management (OC&PPM)	4,470	1,385
OC&PPM SI Networks allocation	0	135
Office of Planning, Management and Budget (OPMB)	2,020	1,185
Office of the Treasurer (OT)	0	1,115
Chief Information Officer (CIO)	30,857	2,995
Office of Human Resources (OHR)	5,583	1,382
Office of Special Events and Protocol (OSEP)	115	947
National Collections Program	236	0
Office of Exhibits Central (OEC)	2,982	275
OEC - Community Committee allocation	0	110
<b>Subtotal USF&amp;A</b>	<b>246,294</b>	<b>15,255</b>
Central Rent	29,258	2,210
Central Communications	12,679	177
Central Utilities	52,297	0
Central Procurement	452	13
Central Financial Services	1,296	1,774
Workers Compensation *	3,632	0
Unemployment Compensation *	363	0
<b>Subtotal Mandatory Programs</b>	<b>99,977</b>	<b>4,174</b>

\* For trust employees, workers compensation and unemployment compensation are funded through the trust benefits pool.

SMITHSONIAN ALLOCATED FUNDS PROFILE: FY 2010 FEDERAL & FY 2009 CENTRAL TRUST

	FY 2010 Federal S&E Budget Request	FY 2009 Baseline Central Trust Allocation
Scholarly Studies & Fellowships	1,553	1,282
Research Equipment	1,614	0
IRM Pool	3,135	0
Latino Programming	1,121	0
Collections Care	2,969	0
Research Travel Pool - Science	0	70
Major Scientific Instrumentation	3,822	0
Smithsonian School Programming Fund allocation	0	300
Staff Research Pool (Congress of Scholars)	0	2
Staff Research Pool (Material Culture Forum)	0	12
Staff Research Pool (Secretary's Distinguished Lecture Series)	0	6
<b>Subtotal Smithsonian Award and Pool Programs</b>	<b>14,214</b>	<b>1,672</b>
SAO Overhead recovery	0	18,303
NSRC Overhead recovery	0	510
SERC Overhead recovery	0	65
<b>Subtotal Grant and Contract Overhead Recoveries</b>	<b>0</b>	<b>18,877</b>
<b>TOTAL</b>	<b>634,161</b>	<b>67,013</b>
<b>Total (without overhead recoveries)</b>	<b>634,161</b>	<b>48,136</b>



**FY 2010 CENTRAL TRUST BUDGET SCORECARD**

	\$000	Running Total
Line Starting Position on 8/12/09		(9,748)
1 Fund national campaign bridge via Endowment, not Fund 401	1,500	(8,248)
2 Continue some of the FY 2009 "balancing" adjustments in FY 2010, as appr'd by Unders	1,250	(6,998)
3 Apply \$100K of Castle-generated income to 401 (from special events/retail rev share)	100	(6,898)
4 Prepay Hazy/WestCourt debt service in FY 2009 using "surplus" (includes NOAA reav fee)	1,530	(5,368)
5 Continue full hiring freeze for non-development, non Director vacancies	190	(5,178)
6 Implement trust buyout, net savings in 401 (10 takers)	850	(4,328)
7 Add 1 FTE: PCI compliance (to OCIO); based on EOD of Jan 2010	(104)	(4,432)
8 Close out all 401 open orders against fiscal years 2002 through 2006	100	(4,332)
9 Drop COLA for non-SL from 4.4% to 3.73%	130	(4,202)
10 Savings: Set \$120K as allocation total for SI Student Programming Fund (SSPF) instead of \$300K	180	(4,022)
11 Savings: Reduce # of FY09 Scholarly Studies awds from 10 to 4 (\$200K program, 60% expense)	180	(3,842)
12 Savings: Drop in Fringe Benefits rate from 29.5% to 29.0% (Retirement \$ for 162 GF staff)	130	(3,712)
13 Savings: FY10 Fellowship program - award \$400K in fellowships, not \$500K (80% expense)	80	(3,632)
14 FY 2010 Scholarly Studies program - award \$400,000 in late August 2010, \$25K admin costs	(25)	(3,657)
15		
16 <b>Plan to Mitigate Remaining Gap:</b>		<b>(3,657)</b>
17 Freeze trust executive pay in FY 2010	400	(3,257)
18 Freeze non-SL pay in FY 2010 (net savings after lowering COLA from 4.4 to 3.73%)	721	(2,536)
19 OPMB asmt: More Shifts/continuation of FY 2009 actions (see Unit Ability to Repeat FY09 Cuts)	318	(2,218)
20 Shift OO costs from 401 to bridge (based on Unit Ability to Repeat FY09 Cut table)	229	(1,989)
21 Establish "new money" targets for Rev Gen implementation teams	450	(1,539)
22 Plan for SE to deliver same net gain in FY 2010 as FY 2009 (+500K which is rev shared)	250	(1,289)
23 Challenge to contributing membership to increase net gain	200	(1,089)
24 Add'l SE net gain due to change in benefits rate (cost savings) \$115k total x 58%	67	(1,022)
25 Decouple TSA from Central Trust budget, eliminate allocation, close out to TSA 402	1,500	478
26 No Furlough Required if all above actions are implemented	-	478
		<b>\$478K SURPLUS</b>
27 <b>Other standby adjustment:</b>		
28 Identify permanent staff reductions (for every \$150K saved, translates to 1 less furlough day)	150	

**FY 2011 Federal Reductions**

	FREEZE ACTIONS	ORIGINAL Target	Revised mandatorles under Freeze	Revised mandatorles under 5% Reduction	Required to cover mandatorles and 5% Reduction	CURRENT Reductions	Delta needed under Freeze	Delta needed under 5% Reduction			
	- Buyouts	-7000				-5000					
	- Program Actions	-5000									
	- US HAC Reduce	-4464				-4464					
	- US Science Reduce	-6489				-6584					
	- US F&A Reduce	-8830				-7900					
	- OTHER	-263				0					
	<b>TOTAL Freeze Actions</b>	<b>-32046</b>	<b>26454</b>	<b>25954</b>	<b>63912</b>	<b>-23948</b>	<b>2506</b>	<b>2764</b>			
									<b>UNIT FREEZE CUTS</b>	<b>5% Reduction in addition to unit cuts</b>	<b>TOTAL Freeze &amp; 5% Reduction</b>
									<b>3,508</b>		
	<b>RESEARCH</b>										
	<b>Anacostia Community Museum</b>										61
	- Curtail or defer the Community Documentation Center mapping project										
	<b>National Museum of Natural History</b>										1,434
	- Abolish one Research department (Entomology, Mineral Science, etc.)										
	- Abolish Caribbean Coral Program										
	- Close Museum Research Training										
	<b>Smithsonian Tropical Research Institute</b>										411
	- Suspend Canopy Biology Program										91
	- Stop Operating Research vessel										320
	<b>Smithsonian Institution Scholarly Press</b>										42
	- Reduce Scientific Publications										
	<b>Fellowships</b>										58
	-- Eliminate 1 Fellowship										
	<b>Smithsonian Institution Libraries</b>										350
	- Eliminate scientific and research journal subscriptions										
	<b>Smithsonian Astrophysical Observatory</b>										950
	-- Delay completion of Submillimeter Telescope Array; reduce telescope observing time										
	<b>Museum Conservation Institute</b>										94
	- Eliminate science technician position										
	<b>Smithsonian Environmental Research Center</b>										108
	- Eliminate major research capacity for coastal ecosystems studies										



FY 2011 Federal Reductions

	UNIT FREEZE CUTS	5% Reduction in addition to unit cuts	TOTAL Freeze & 5% Reduction
<b>EDUCATION</b>	<b>9,621</b>		
National Museum of African American History & Culture (No-Year) -- Reduce educational materials for students	350		
National Museum of the American Indian -- Cancel all major education programs at the GGHC in NYC; reduce National Education Initiative (NEI); eliminate Film and Video Festival, now in its 30th year; eliminate 4 student internships	1,672		
Archives of American Art -- Eliminate exhibitions in AAA's Gallery Space in NYC. Cease training museum docents.	56		
Cooper-Hawitt, National Design Museum -- Eliminate Public Programs Education Manager. Cease training museum docents.	56		
National Portrait Gallery -- Eliminate the museum's school, youth, and family education programs (3 FTEs)	176		
National Postal Museum --	23		
Center for Folklife and Cultural Heritage --	56		
Arthur M. Sackler Gallery/Frøer Gallery of Art -- Reduce collections support; reduce web development and support to Provenance project	195		
Hirshhorn Museum & Sculpture Garden -- Reduce Public programming	131		
Smithsonian American Art Museum -- Reduce Public Programs (4 FTEs)	316		
National Museum of Natural History -- Eliminate all temporary exhibits; close Insect Zoo and Discovery Room	700		
National Zoological Park -- Close the Bird Exhibit	1,200		
-- Close the Kids Farm Exhibit	750		
National Air and Space Museum -- Cancel planned exhibit with American History; cancel planned NASM art gallery; curtail curatorial research; delay shuttle artifact accessions; reduce archives services; reduce exhibits production (10 FTEs)	131		
Smithsonian Center for Education and Museum Studies -- Eliminate Smithsonian in Your Classroom (83,000 schools); -- Eliminate Teachers' Night (3000 participants)	76		
Facilities Operations, Security and Support -- Reduce Security guards/close numerous galleries on a rotating basis due to insufficient security force	3,400		
Office of HAC	23		
National Museum of American History, Bähring Center -- Eliminates Department of Education and Interpretation; terminates Department of Public Programming; eliminates 4-6 FTEs	400		

FY 2011 Federal Reductions

	UNIT FREEZE CUTS	5% Reduction in addition to unit cuts	TOTAL Freeze & 5% Reduction
<b>COLLECTIONS ACQUISITIONS</b>	<b>500</b>		
National Museum of African American History & Culture -- Reduce collections acquisitions	200		
National Museum of the American Indian -- Eliminate acquisition and object movement budget	300		
<b>OUTREACH</b>	<b>819</b>		
National Museum of African Art -- Eliminate marketing	131		
National Museum of Natural History -- Eliminate loans -- Reduce Repatriation program	300		
National Zoological Park -- Reduce NZP Office of Public Affairs staff (2 FTEs)	200		
Smithsonian Institution Traveling Exhibition Services - One Year -- Reduce traveling exhibits	145		
Smithsonian Affiliations Program -- Absorb Director's travel with trust funds	9		
Latino Pool -- Reduce Latino programming	34		
<b>MISSION ENABLERS</b>	<b>4,500</b>	<b>37,200</b>	
Office of the Chief Information Officer -- Eliminate Desktop replacement	1,500		
Facilities Operations, Security and Support -- Reduce cleanliness standards to level 3 (Casual Inattention) -- Reduce lawn and garden care -- Eliminate weekend EMT coverage and contract physician support -- Reduce maintenance back to about 1/2 of requirement	3,000		
	2,000		
	600		
	400		
		16,200	
Collections Care and Preservation		1,000	
Facilities Capital -- Reduce revitalization to 2/3 of annual requirement and delay NMAAHC opening		20,000	
BUYOUTS (\$5000) AND PROGRAM REDUCTIONS Under Freeze (\$2506)	7,506		
BUYOUTS (\$5000) AND PROGRAM REDUCTIONS Under 5% reduction (\$2764) less Freeze level (\$7506)		258	
<b>GRAND TOTAL</b>	<b>26,454</b>	<b>37,458</b>	<b>63,912</b>





## SMITHSONIAN ALLOCATED FUNDS PRO

Office of the Regents (OR)  
Office of the Inspector General (OIG)

### **Subtotal Regents**

Office of the Secretary (OS)  
Office of Government Relations (OGR)  
Office of Diversity Initiatives (OEEMA)  
Office of Public Affairs (OPA)  
Visitors Information and Associates' Reception Center (VI)  
Office of the General Counsel (OGC)  
Office of External Affairs (OEA)  
Office of Development (OD)  
Office of Sponsored Projects (OSP)

### **Subtotal Secretary**

Under Secretary for Science (USSci)  
National Air and Space Museum (NASM)  
Smithsonian Astrophysical Observatory (SAO)  
SAO Fund raising allotment  
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