



Smithsonian

Submitted to the Committees on Appropriations
Congress of the United States

Smithsonian Institution
Fiscal Year 2005
Budget Request to Congress

February 2004

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

For 158 years, the Smithsonian has remained true to its mission, "the increase and diffusion of knowledge." Today, the Smithsonian is not only the world's largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration. The Smithsonian offers the world a picture of America, and America a picture of the world.

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

This past year, we offered our visitors many new exciting experiences. The Kenneth E. Behring Family Hall of Mammals opened to the public on November 15th at the National Museum of Natural History. This permanent, interactive hall features 274 mammal specimens in a variety of environments—from polar to desert regions and from dry to humid environments—and tells the story of mammal evolution. *America on the Move*, the National Museum of American History's first major exhibition on transportation since 1964, opened on November 22nd. It covers all the modes of transport—road, rail, air, water—from 1880 to the present, and makes for an exciting interactive experience. In December, the Udvar-Hazy Center of the National Air and Space Museum opened in Virginia, enabling the Museum to exhibit over 2,600 artifacts, including its largest aircraft and spacecraft. For its first month, the Center attracted nearly 300,000 visitors.

We also launched two new centers for scientific research. The Smithsonian Tropical Research Institute in Panama opened a brand new research station at Bocas del Toro. The president of Panama was there for the ceremony. The Smithsonian Tropical Research Institute's work in Panama to understand the behavior, physiology, ecology, and evolution of life in the tropics benefits people around the world. In Hilo Hawaii at the top of Mount Mauna Kea, the Smithsonian Astrophysical Observatory dedicated its Submillimeter Array telescope, which has eight separate antennas each 6-meters in diameter. This new device has the resolution power of the Hubble Space Telescope, and explores the universe by detecting light not visible to the human eye. It will advance our understanding of how the universe formed and evolved.

Yet, in spite of these advances, the Smithsonian is also an institution with a severely deteriorated infrastructure, outdated technology, and many aged, outmoded exhibitions. International and domestic events of the last

few years have led to a drop in visitors with a resulting loss in revenues needed to supplement federal funding. Recently, visitation has increased but only slightly, and remains 25 percent below pre-9/11 levels. Today's challenge is to build on the Smithsonian's reputation, rebuild the physical plant, bring visitors back, and thereby expand the reach of a great and trusted institution.

The Smithsonian is a unique entity—an independent trust instrumentality—that is dependent for over 80 percent of its funding on the federal government (approximately 67 percent from direct appropriations and over 13 percent from grants from federal agencies. Ever mindful and grateful for this support from the American public, the Smithsonian will work with both OMB and Congress to provide each with the information necessary to justify their continued support. The Institution is also working to improve its performance in line with the President's Management Agenda, with a number of initiatives underway to advance financial management, utilize e-government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals.

To improve overall management, the Smithsonian recently reorganized. Two new top management positions were created. Sheila Burke was named the Smithsonian's new Deputy Secretary and Chief Operating Officer, and Ned Rifkin was named Under Secretary for Art. In addition, responsibility for the National Air and Space Museum was transferred to Under Secretary for Science Dave Evans. Given its focus on earth and planetary science and the history of aviation and aerospace technology, NASM has many interests that can benefit from closer ties with the Smithsonian Astrophysical Observatory and the National Museum of Natural History. All these changes will improve coordination, cooperation, and communication throughout the Institution.

The Institution remains determined to revitalize science at the Smithsonian and is acting on the recommendations contained in "The Report of the Smithsonian Institution Science Commission," submitted to the Board of Regents in January 2003.

Of the 76 recommendations in the Science Commission report, more than three-quarters are completed or underway and the remaining are being addressed. The Institution has made significant progress in building leadership capabilities with the selection of the new Director for the National Museum of Natural History, and searches underway for new directors of the Smithsonian Astrophysical Observatory and the Smithsonian Center for Materials Research and Education; improving communication about science

at the Smithsonian; and developing a strategic plan focused on the four themes identified by the Science Commission: the origin and nature of the universe, the formation and evolution of Earth and similar planets, discovering and understanding life's diversity, and the study of human diversity. The Institution has included increases in its FY 2005 request to respond to high-priority recommendations, including funds for more fellowships and scholarly studies awards and the care of the National Museum of Natural History's collections.

During the past year, the National Zoo's accreditation was granted for only one year instead of the usual five years in order to further review the Zoo's animal and facility care. This budget contains funds to improve pest management and veterinary care, to provide more animal friendly exhibits, and to begin development of a modern zoological information management system.

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

The Smithsonian's second priority is funding for security-related items. This includes all programs and activities to provide security to the Institution's staff, visitors, collections, and facilities, and to protect against terrorist actions. For example, this includes funds for additional staff required for visitor screening at museums on the Mall, and for integrating the National Postal Museum guard force into the overall Smithsonian security force. Also in response to security requirements, Facilities Capital funds are included in this budget request to continue construction of the new Pod 5 at the Museum Support Center for the storage of the National Museum of Natural History's collections stored in alcohol.

The Smithsonian's third priority is to secure funding increases for National Academy of Public Administration (NAPA) recommended activities, such as addressing the Institution's critical facilities revitalization and information technology needs. This budget request includes funding to continue to repair and renovate some of our oldest and most heavily visited museum facilities. NAPA recommended that facilities revitalization be funded at \$150 million per year for ten years. This recommendation was reinforced this past year when an outside engineering firm recommended that the Arts and Industries Building be closed because of deterioration of its roof, and the National Zoo's accrediting agency delayed approving its five-year

accreditation because of concern about the Zoo's facilities and the care of its animals. This budget request contains funds to cover most of the costs to close the Arts and Industries Building and relocate the staff, collections, and data center currently housed there. As for Zoo facilities, Congress added funds in FY 2004 to complete Asia Trail and \$14.5 million is requested to begin Asia Trail II which will provide safer and more animal friendly facilities to our elephants. In addition, funds are requested to develop a master plan for revitalization of the Zoo's facilities. The Smithsonian is also continuing information technology initiatives such as implementation of the Enterprise Resource Planning system, infrastructure modernization, and meeting information technology security requirements.

The Institution's fourth priority is securing the financial resources necessary to fulfill the Smithsonian's mandate to open and operate three new museums: the National Museum of the American Indian (NMAI) on the National Mall in September 2004, the National Air and Space Museum's new Steven F. Udvar-Hazy Center, adjacent to Dulles Airport in Northern Virginia which opened in December 2003, and the National Museum of African American History and Culture, which was just created by an Act of Congress. The Smithsonian is honored the National Museum of African American History and Culture will become part of the Institution. A working-group has been convened to begin discussions on site selection and initial staff hiring and \$5 million is requested in FY 2005 to support this effort.

NMAI anticipates 4.5 million visitors annually, which will require additional staff to provide public programs and visitor services. The Udvar-Hazy Center is requesting staff to focus on education and Web programs to further increase visitation and address the President's national education goals.

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

**SMITHSONIAN INSTITUTION
FY 2005 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2004 Appropriation¹</i>	<i>FY 2005 Request</i>
Salaries and Expenses	\$488,652,000	\$499,125,000
Facilities Capital	<u>107,627,000</u>	<u>128,900,000</u>
Total	\$596,279,000	\$628,025,000

¹ Includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act.

For FY 2005, the Smithsonian's request for all operating and capital accounts totals \$628 million, an increase of \$31.7 million (or 5 percent) above the FY 2004 appropriation. The Institution's FY 2005 request includes \$499.1 million for Salaries and Expenses and \$128.9 million for Facilities Capital. A detailed summary of the FY 2005 request is provided in the table at the end of this section.

SALARIES AND EXPENSES

Salaries and Related Costs (+ \$195,000) – The Institution is not requesting increases for mandatory costs such as utilities, rent, and communications. Smithsonian estimates that the full cost in FY 2005 of covering the FY 2003, FY 2004, and FY 2005 pay raises for existing staff totals \$15,819,000. Of this, only \$195,000 is requested to cover a portion of the pay raises for the National Zoological Park. The balance of the requirement will be met by some combination of delaying new hires, including those vacancies created by the buyout, early retirements, and other cost saving mechanisms. A Reductions-in-Force is possible, but will be utilized only as a last resort.

Partial Restoration of the FY 2004 Rescissions (+ 2,700,000) – Of the total \$6,186,000 FY 2004 across-the-board 0.646 percent rescission in the FY 2004 Interior and Related Agencies Appropriations Act and the anticipated 0.59 percent rescission in the FY 2004 Omnibus Appropriations Act, \$2,700,000 is restored in FY 2005 leaving a continuing reduction of \$3,486,000. Continuing this reduction is required in order to fund high priority programs.

Elimination of FY 2004 Undistributed Reduction (+ \$7,259,000) – This budget request includes funding to restore the \$7,259,000 undistributed reduction contained in the FY 2004 appropriation. Details of the distribution

of the FY 2004 reduction are provided in the Salaries and Expenses section of the budget.

Utilities, Postage, Communications, and Rent (-\$151,000) – The Institution requests a net decrease to its Utilities, Postage, Communications, and Rent accounts for FY 2005. This is a result of efficiency savings of \$951,000 in electricity, a \$151,000 decreased need in Communications, and an increase in Rent of \$951,000. Details are provided in the Utilities, Postage, Communications, and Rent section of this budget.

FY 2005 Program Changes:

The Smithsonian has identified priority program requirements for FY 2005 as follows (specific details are included under each line item):

Security (+ \$2,165,000) – to provide additional security staff and support costs resulting from the increased security and anti-terrorism requirements following the September 11, 2001 attacks and to increase the reliability of the Institution's information technology security.

Information Technology Improvements (+ \$5,423,000) – to support improvements to the Smithsonian's information technology infrastructure, as recommended by the National Academy of Public Administration in its July 2001 report. Included are resources to continue implementation of the Institution's Enterprise Resource Planning System and to provide for an integrated digital infrastructure that will enhance the Institution's Web presence and management.

National Museum of the American Indian (+ \$1,841,000) – to provide support for collections management, exhibitions, public programs, education and information technology requirements associated with the opening of the Mall Museum in September 2004, and for central support in the areas of security and maintenance.

National Air and Space Museum (+ \$1,459,000) – to support operations during the first full operational year at the Udvar-Hazy Center at Dulles. These funds will be used to support education and Web activities, school programs, and expanded public outreach.

National Museum of African American History and Culture (\$5,000,000) – to begin preliminary program planning activities, establish a capital campaign office, and initiate site selection.

Science Commission Recommendations (+ \$1,500,000) – to increase the Institution's Fellowship and Scholarly Studies programs that are so

effective in bringing new research and fresh ideas to the Smithsonian and to provide better care for the Natural History collections including beginning preparations for their move to new storage in Pod 5 in Suitland, Maryland.

National Zoological Park Accreditation (+ \$827,000) – to provide funds to improve pest management and veterinary care, to provide more animal-friendly exhibits, and to begin development of a modern Zoological Information Management System.

Non-recurring Costs (-\$15,045,000) – to reduce funding by \$15,045,000 in non-recurring costs associated with the move to the Udvar-Hazy Center; one-time costs of the National Museum of the American Indian Mall Museum; and one-time costs of the implementation of the Enterprise Resource Planning System and consolidation of the Institution's application servers.

Program Reductions (-\$2,700,000) – to reduce base funding for the National Museum of the American Indian's development efforts (-\$700,000), National Museum of Natural History's Repatriation Program (-\$1,000,000), and Major Scientific Instrumentation (-\$1,000,000).

CAPITAL PROGRAM

The request for the Facilities Capital program (\$128.9 million) will help correct the deteriorating condition of some of the oldest buildings at the Smithsonian and maintain the current condition of other Institutional facilities through systematic renewal and repair. For FY 2005, this request includes renovations for the Patent Office Building (\$44.4 million), National Zoological Park (\$19.5 million), National Museum of American History (\$10 million), and the National Museum of Natural History (\$7 million). It also included funds to cover most of the costs to close the Arts and Industries Building and relocate staff, collections, and the data center currently located there (\$25 million), as well as revitalization of other facilities (\$6 million). In addition, the request includes funds to continue construction of a new, code compliant storage facility for Natural History's highly flammable collections at the Museum Support Center in Suitland, MD (\$8 million), construct a control building for VERITAS (\$1 million), and to plan and design future projects (\$8 million). Specific details of each requirement are provided in the Facilities Capital section of this request.

SMITHSONIAN INSTITUTION
FY 2005 BUDGET REQUEST
BY APPROPRIATION ACCOUNT

SALARIES AND EXPENSES	FTEs	Amount
FY 2004 Appropriation (pre-rescissions)	5,013	\$494,748,000
FY 2004 0.646% Rescission		-3,196,000
FY 2004 0.59% Rescission		-2,900,000
Total FY 2004 Appropriation		488,652,000
FY 2005 Changes		
<i><u>Mandatory Changes</u></i>		
Pay Raise (partial funding for Zoological Park only)		195,000
Partial Restoration of FY 2004 Rescissions		2,700,000
Elimination of FY 2004 Undistributed Reduction		7,259,000
Utilities, Postage, Communications, and Rent		-151,000
<i><u>Program Changes</u></i>		
<i>Security</i>		
Facilities Operations, Security and Support	55	2,000,000
Information Technology Security		165,000
<i>NAPA-Driven</i>		
Enterprise Resource Planning System		3,687,000
Digital Infrastructure		1,736,000
<i>Staffing/Opening New Facilities</i>		
National Museum of the American Indian, Mall Museum	7	1,102,000
National Museum of the American Indian Support:		
Facilities Maintenance	3	206,000
Facilities Operations, Security and Support	11	533,000
National Air and Space Museum Udvar-Hazy Center	10	1,459,000
National Museum of African American History & Culture	27	5,000,000
<i>Science Commission Recommendation</i>		
National Museum of Natural History	1	700,000
Office of Fellowships	1	800,000
<i>National Zoo Accreditation</i>		
National Zoological Park	5	827,000
<i>Non-recurring Costs</i>		
National Museum of the American Indian		-6,843,000
National Air and Space Museum		-4,279,000
Enterprise Resource Planning System		-3,676,000
Managed Information Technology Infrastructure		-247,000
<i>Program Reductions</i>		
National Museum of the American Indian, Fundraising	-9	-700,000
National Museum of Natural History, Repatriation Pgm		-1,000,000
Major Scientific Instrumentation		-1,000,000
FY 2005 Salaries and Expenses Request	5,124	499,125,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	42	
Revitalization:		
Patent Office Building		44,400,000
National Zoological Park		19,500,000
National Museum of American History		10,000,000
National Museum of Natural History		7,000,000
Arts and Industries		25,000,000
Other Revitalization Projects		6,010,000
Construction:		
National Museum of Natural History, Museum Support Center Pod 5		8,000,000
Smithsonian Astrophysical Observatory, VERITAS Control Building		990,000
National Museum of the American Indian, Mall Museum	-4	0
Facilities Planning & Design		8,000,000
FY 2005 Facilities Capital	38	\$128,900,000
FY 2005 REQUEST, ALL ACCOUNTS	5,162	\$628,025,000

SMITHSONIAN INSTITUTION

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

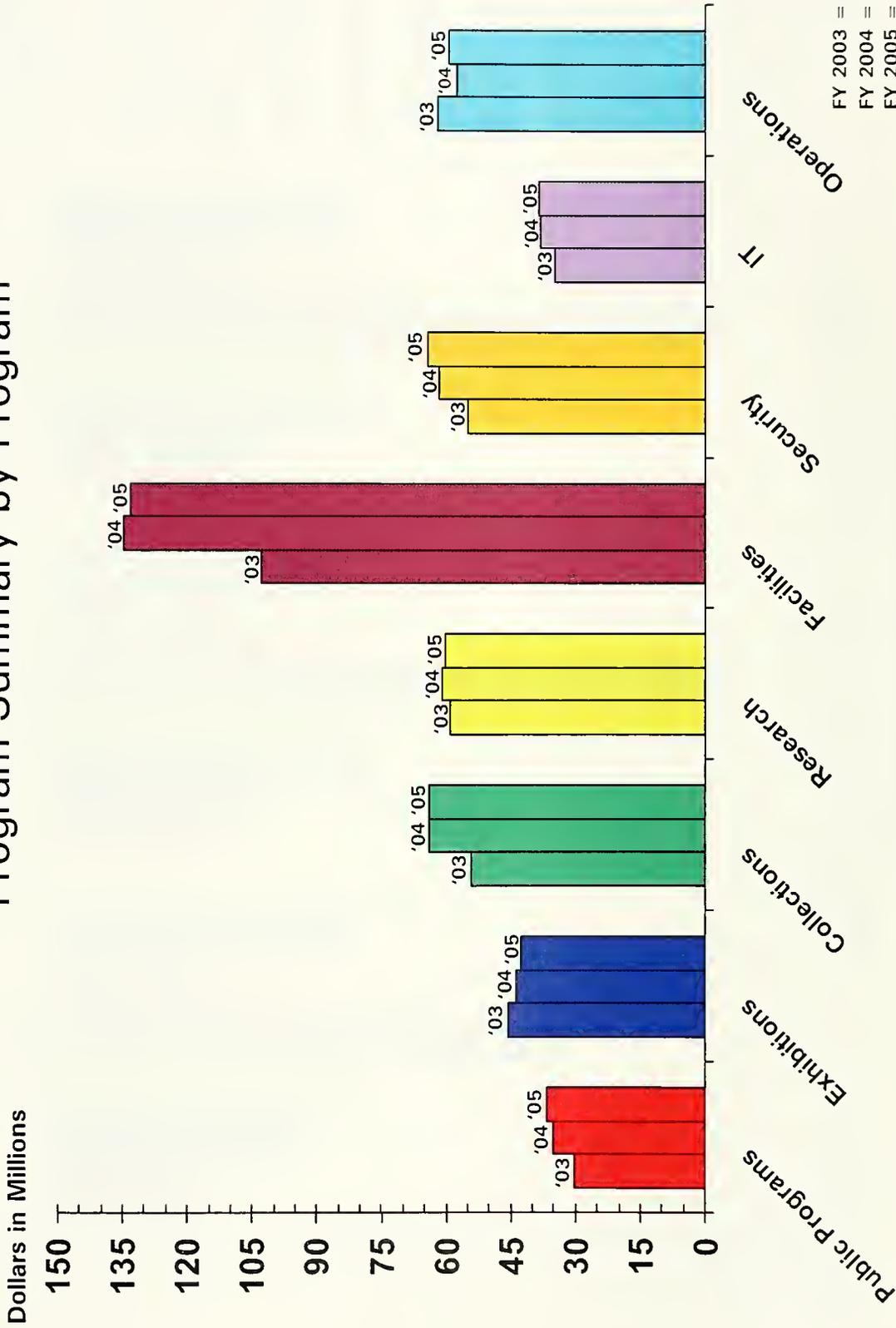
Program	FY 2003 Actual	FY 2004 Appropriation ¹	FY 2005 Estimate
Public Programs	\$ 30,229	\$ 35,248	\$ 36,580
Exhibitions	45,663	43,816	42,610
Collections	54,190	64,107	63,854
Research	58,967	61,041	60,289
Facilities	103,048	134,626	133,166
Security	55,007	61,630	64,514
Information Technology	34,967	37,970	38,604
Operations	<u>62,085</u>	<u>57,473</u>	<u>59,508</u>
Subtotal, Smithsonian	\$444,156	\$495,911	\$499,125
FY 2004 Offsetting Reduction	<u>0</u>	<u>-7,259</u>	<u>0</u>
Total, Smithsonian	\$444,156	\$488,652	\$499,125

¹ Includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act.

Smithsonian Institution

Salaries and Expenses

Program Summary by Program

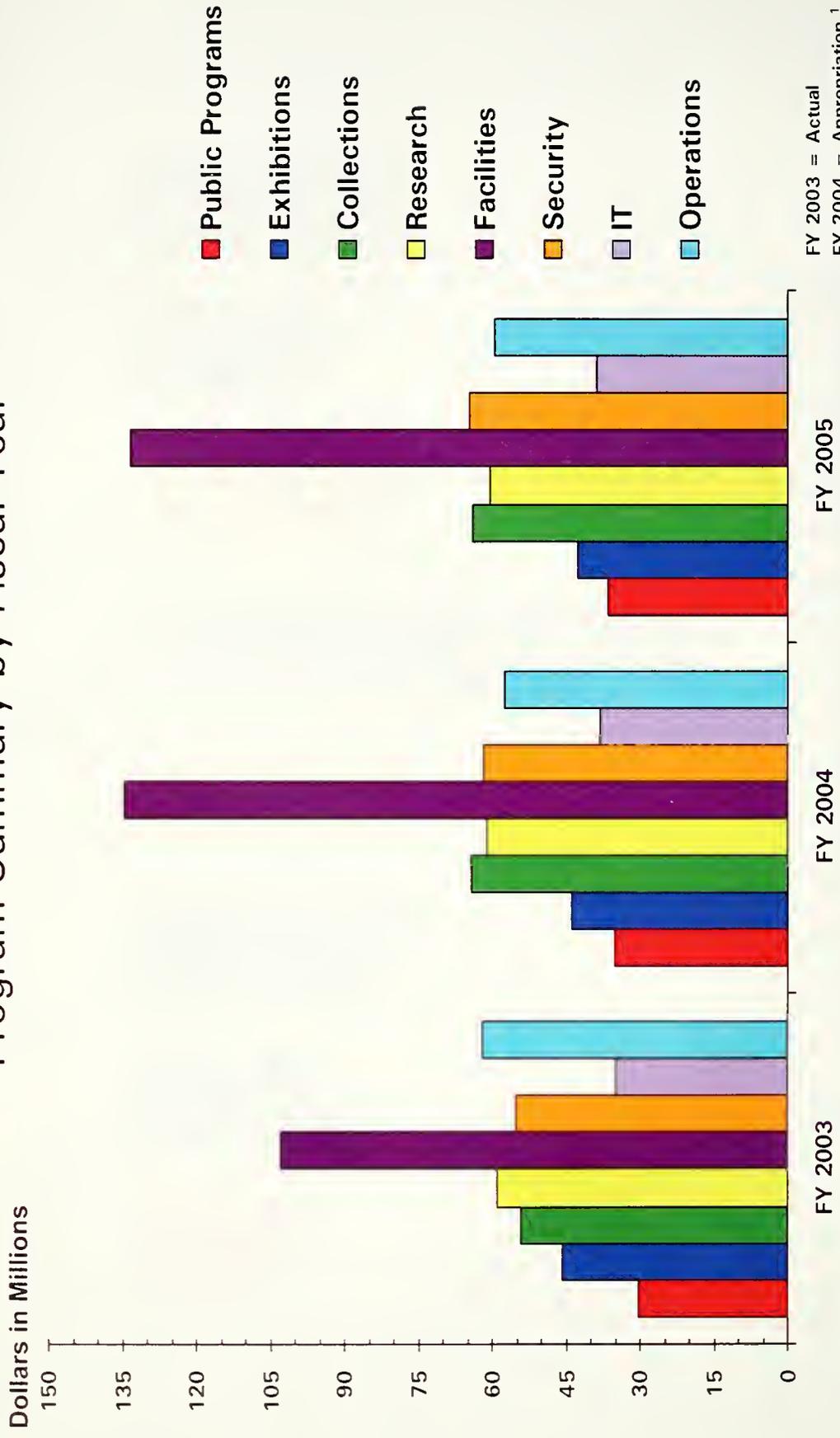


FY 2003 = Actual
 FY 2004 = Appropriation ¹
 FY 2005 = Estimate

¹ Includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act. Excludes the \$7,259,000 FY 2004 Offsetting Reduction.

Smithsonian Federal Budget

Salaries and Expenses Program Summary by Fiscal Year



¹ Includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act. Excludes the \$7,259,000 FY 2004 Offsetting Reduction.

**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES**

Summary of FY 2005 Change

FY 2004 Appropriation (pre-rescissions)	5,013	\$494,748,000
FY 2004 0.646% Rescission		-3,196,000
FY 2004 0.59% Rescission		-2,900,000
Total FY 2004 Appropriation	5,013	\$488,652,000

FY 2005 Changes

Mandatory Changes

Pay Raise (partial funding for Zoological Park only)		195,000
Partial Restoration of FY 2004 Rescissions		✓ 2,700,000
Elimination of FY 2004 Undistributed Reduction		✓ 7,259,000
Utilities, Postage, Communications, and Rent		-151,000
Total Mandatory Changes		\$10,003,000

Program Increases

National Museum of African American History & Culture	27	✓ 5,000,000
National Museum of the American Indian, Mall Museum	7	✓ 1,102,000
National Air and Space Museum Udvar-Hazy Center	10	✓ 1,459,000
National Museum of Natural History	1	✓ 700,000
National Zoological Park	5	-827,000
Outreach:		
Office of Fellowships	1	✓ 800,000
Administration:		
Information Technology Security		✓ 165,000
Enterprise Resource Planning System		✓ 3,687,000
Digital Infrastructure		✓ 1,736,000
Facilities Maintenance:		
National Museum of the American Indian Support	3	206,000
Facilities Operations, Security and Support:		
Security	55	✓ 2,000,000
National Museum of the American Indian Support	11	✓ 533,000
Total Program Increases	120	\$18,215,000

Non-recurring Costs

National Museum of the American Indian		-6,843,000
National Air and Space Museum		-4,279,000
Administration:		
Enterprise Resource Planning System		-3,676,000
Managed Information Technology Infrastructure		-247,000
Total Non-recurring Costs		-\$15,045,000

Program Reductions

National Museum of the American Indian, Fundraising	-9	✓ -700,000
National Museum of Natural History, Repatriation Program		✓ -1,000,000
Major Scientific Instrumentation		✓ -1,000,000
Total Program Reductions	-9	-\$2,700,000

FY 2005 Request	<u>5,124</u>	<u>\$499,125,000</u>
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SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2003 Appropriation and the 2004 and 2005 Estimates
(in thousands of dollars)

Page #	FTE = Full-Time Equivalent	FY 2003 ACTUAL		FY 2004 BASE (a)		FY 2005 REQUEST		ANALYSIS OF CHANGE		
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Costs/Partial Restoration of FY 2004	FTEs	\$000
MUSEUMS AND RESEARCH CENTERS										
American Museums										
27	Anacostia Museum/Ctr for African American History & Culture	19	1,964	22	1,884	22	1,890	6	0	0
32	Center for Folklife and Cultural Heritage	19	1,934	18	1,930	18	1,936	6	0	0
35	National Museum of African American History and Culture	0	0	0	0	27	5,000	0	27	5,000
40	National Museum of American History, Behring Center	245	21,502	241	20,346	241	20,409	63	0	0
48	National Museum of the American Indian	287	27,666	360	38,133	358	32,169	477	(2)	(6,441)
Art Museums										
60	Archives of American Art	22	1,770	22	1,826	22	1,832	6	0	0
64	Arthur M. Sackler Gallery/Freer Gallery of Art	67	6,123	60	5,719	60	5,737	18	0	0
69	Cooper-Hewitt, National Design Museum	34	3,125	40	3,088	40	3,097	9	0	0
73	Hirshhorn Museum & Sculpture Garden	62	4,621	49	4,039	49	4,053	14	0	0
78	National Museum of African Art	43	4,272	48	4,217	48	4,234	17	0	0
84	National Portrait Gallery	74	5,433	64	5,013	64	5,027	14	0	0
90	Smithsonian American Art Museum	107	8,035	97	7,644	97	7,668	24	0	0
Science Museums and Research Centers										
95	National Air and Space Museum	210	20,471	174	21,233	184	16,491	265	10	(5,007)
103	National Museum of Natural History	499	44,337	435	42,654	436	42,490	136	1	(300)
112	National Zoological Park	315	24,229	196	16,601	201	17,824	396	5	827
119	Smithsonian Astrophysical Observatory	118	20,691	124	21,532	124	21,601	69	0	0
124	Smithsonian Center for Materials Research and Education	25	3,410	29	3,498	29	3,510	12	0	0
128	Smithsonian Environmental Research Center	40	3,290	35	3,039	35	3,048	9	0	0
133	Smithsonian Tropical Research Institute	247	12,327	242	11,141	242	11,176	35	0	0
Total Museums and Research Centers		2,433	215,200	2,256	213,537	2,297	209,192	1,576	41	(5,921)

SMITHSONIAN INSTITUTION
Salaries and Expenses
Summary of the 2003 Appropriation and the 2004 and 2005 Estimates
(in thousands of dollars)

Page #	FTE = Full-Time Equivalent	FY 2003 ACTUAL		FY 2004 BASE (a)		FY 2005 REQUEST		ANALYSIS OF CHANGE		
		FTEs	\$000	FTEs	\$000	FTEs	\$000	Mandatory Rescissions FY 2004	Program FTEs	Program \$000
		PROGRAM SUPPORT AND OUTREACH								
138	Outreach	83	8,546	89	9,278	90	10,106	28	1	800
146	Communications	15	1,284	15	1,454	15	1,457	3	0	0
149	Institution-wide Programs	3	5,826	0	6,118	0	6,138	20	0	0
152	Office of Exhibits Central	32	2,585	35	2,626	35	2,635	9	0	0
155	Major Scientific Instrumentation	0	3,369	0	4,939	0	4,000	61	0	(1,000)
158	Museum Support Center	34	2,473	28	1,657	28	1,663	6	0	0
161	Smithsonian Institution Archives	20	1,609	23	1,643	23	1,649	6	0	0
164	Smithsonian Institution Libraries	100	7,531	111	8,704	111	8,732	28	0	0
	Total Program Support and Outreach	287	33,223	301	36,419	302	36,380	161	1	(200)
169	ADMINISTRATION	291	63,566	344	64,537	344	66,616	414	0	1,665
	FACILITIES SERVICES	266	14,969	359	39,605	362	39,943	132	3	206
176	Facilities Maintenance	1,013	117,161	1,753	141,813	1,819	146,994	461	66	4,720
179	Facilities Operations, Security and Support									
	Total Facilities Services	1,279	132,130	2,112	181,418	2,181	186,937	593	69	4,926
	UNDISTRIBUTED OFFSETTING REDUCTION	0	0	0	(7,259)	0	0	0	0	7,259
	GRAND TOTAL, SMITHSONIAN INSTITUTION	4,290	444,119	5,013	488,652	5,124	499,125	2,744	111	7,729
	FTEs END-OF-YEAR (b)			4,830		4,945				

Notes:

(a) Distribution reflects reorganizations and permanent reprogrammings and the anticipated

0.59% government-wide rescission. (See "Adjustments to FY 2004 Funding" in the Appendix.)

(b) FY 2004 and FY 2005 end-of-year FTEs reflect OMB ceilings.

SALARIES AND EXPENSES

FY 2003 Appropriation	\$460,194,000
FY 2004 Appropriation	\$488,652,000 ¹
FY 2005 Estimate	\$499,125,000

¹ FY 2004 includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act.

For FY 2005, the Institution requests \$499.1 million in the Salaries and Expenses account. This is an approximate 2 percent increase over the FY 2004 appropriation. This section provides specific details about the Institution's Salaries and Expenses budget request for FY 2005.

SALARY AND RELATED COSTS – The budget proposes a 1.5 percent pay raise effective January 2005. When combined, with the one quarter of the January 2004 pay raise that occurs in FY 2005, the total for new pay raise requirements in FY 2005 is \$7,391,000. In addition, Worker's Compensation, which is based on Department of Labor's actual costs, has increased by \$454,000. The total for new pay and related costs in FY 2005 is \$7,845,000.

A line item display of these increased pay costs follows:

Annualization of FY 2004 pay raise (1/4 of a year at 4.1% plus locality)	3,579,000
Proposed FY 2005 pay raise (3/4 of a year at 1.5%)	3,812,000
Workers' Compensation	<u>454,000</u>
Total, new salary and related cost increases in FY 2005	\$7,845,000

- **Annualization of FY 2004 Pay Raise (\$3,579,000)** – annualizes the anticipated 4.1 percent January 2004 pay raise (4.41 percent including locality) for one-quarter of a year.
- **Proposed FY 2005 Pay Raise (\$3,812,000)** – funds the anticipated 1.5 percent January 2005 pay raise for three-quarters of a year.
- **Workers' Compensation (\$454,000)** – supports the provisions of Section 8147(b) of Title 5, United States Code, as amended April 21, 1976 by Public Law 94-273. Workers' Compensation is based on actual costs incurred from July 1, 2002 through June 30, 2003, by the Department of Labor. With an amount of \$2,800,000 in its FY 2004 base for Workers'

Compensation, the Institution requires an increase of \$454,000 to cover the Department of Labor's incurred costs of \$3,254,000.

Funding for pay and related costs – Only \$195,000 in new funding is requested for pay and related costs to cover a portion of the pay raise costs for the National Zoo. This leaves a total of \$7,650,000 in new pay requirements that must be absorbed by other program reductions. In FY 2003 and FY 2004, the final pay raises were also larger than the budget requests for pay. The total of all pay to be absorbed in FY 2005 is \$15,624,000. This absorption requirement will be met by some combination of delaying hires, including those vacancies created by the buyout, and other cost saving mechanisms. A Reduction-In-Force will only be used as a last resort.

PARTIAL RESTORATION OF THE FY 2004 RESCISSIONS – Of the total \$6,186,000 FY 2004 across-the-board 0.646 percent rescission in the FY 2004 Interior and Related Agencies Appropriations Act and the anticipated 0.59 percent rescission in the FY 2004 Omnibus Appropriations Act, \$2,700,000 is restored in FY 2005 leaving a continuing reduction of \$3,486,000. Continuing this reduction is required in order to fund high priority programs.

FY 2004 0.646% Rescission	-\$3,243,000
FY 2004 0.59% Rescission	-\$2,943,000
Partial Restoration of Rescissions in FY 2005	+\$2,700,000
Net Reduction to Fund High Priority Programs	-\$3,486,000

ELIMINATION OF FY 2004 UNDISTRIBUTED REDUCTION – This budget request includes funding to restore the \$7,259,000 undistributed reduction contained in the FY 2004 appropriation. The following table shows how this reduction is being absorbed in FY 2004. Some of these funds will be used to help offset mandatory pay increases and other inflationary adjustments.

Distribution of FY 2004 Smithsonian Institution Reduction of \$7,259,000

Distribution	Amount
FY 2004 Buyout Savings	
National Museum of American History, Behring Center	546,000
National Museum of the American Indian	49,000
Arthur M. Sackler/Freer Gallery of Art	38,000
Cooper-Hewitt, National Design Museum	17,000
Hirshhorn Museum and Sculpture Garden	72,000
National Museum of African Art	22,000
National Air and Space Museum	146,000
National Museum of Natural History	830,000
National Zoological Park	63,000
Smithsonian Astrophysical Observatory	22,000
Smithsonian Center for Materials Research and Education	72,000
Smithsonian Institution Traveling Exhibition Service	20,000
Smithsonian Center for Education and Museum Studies	40,000
Smithsonian Affiliations	40,000
Smithsonian Institution Press	12,000
Office of Public Affairs	47,000
Office of Exhibits Central	71,000
Smithsonian Institution Libraries	71,000
Administration	509,000
Facilities Maintenance	139,000
Facilities Operations, Security and Support	<u>1,254,000</u>
Subtotal Buyout Savings	\$4,080,000
FY 2004 Year End Buy Ahead Savings	
Utilities ¹	1,810,000
Telephone modernization ²	<u>1,369,000</u>
Subtotal Buy Ahead Savings	\$3,179,000
Grand Total	\$7,259,000
¹ FY 2003 savings, due to efficiencies and the mild summer, reapplied to reduce FY 2004 energy savings requirements. ² Savings from Facilities Maintenance/Operations salary lapse, due to delayed hiring under FY 2003 continuing resolutions, reapplied to reduce FY 2004 telephone modernization project.	

UTILITIES, POSTAGE, COMMUNICATIONS, AND RENT – The Institution requests a net decrease of \$151,000 in FY 2005 to adjust for changes in the telephone modernization program. The FY 2005 requirement is less than FY 2004 because the replacement telephones for the Arts and Industries building are budgeted in the Facilities Capital program as part of its relocation and closure costs. Additionally, the Smithsonian’s utility account has been adjusted to reflect efficiencies gained from implementation of energy efficiency projects. The FY 2005 request includes a realignment of \$951,000 in freed-up utility funds for electricity to offset contractual increases in the Institution’s rent account. This line item also reflects restoring a portion of the FY 2004 rescissions.

The following table displays estimates from FY 2003 through FY 2005. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Communication, and Rent Costs
FY 2003–FY 2005**
(Dollars in Thousands)

	FY 2003 Actual	FY 2004 Appropriation ¹	FY 2005 Estimate	Change	
				Partial Restoration of FY04 Resc.	Program
Electricity	22,211	21,197	20,362	116	-951
Steam	4,903	5,014	5,014	0	0
Natural Gas	2,688	3,388	3,388	0	0
D.C. Gov’t Water/Sewer	4,161	3,640	3,640	0	0
Other Water & Fuel	223	760	760	0	0
Postage	2,484	2,217	2,217	0	0
Communications	4,660	10,894	10,880	137	-151
Rent	10,352	10,788	11,774	35	951
Total	51,682	57,898	58,035	288	-151

¹Appropriation includes FY 2004 rescissions.

- **Electricity (-\$951,000)** – Electricity is used to operate large air conditioning equipment that cools Smithsonian facilities. In addition to ensuring the comfort of staff and visitors, climate control is essential to the protection of the national collections. The request includes a redirection of \$951,000 to the rent account as a result of improvements made to Mall facilities that have contributed to energy efficiency and projected lower costs.

- **Steam** – The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City.
- **Natural Gas** – The Smithsonian uses natural gas for heating facilities on the Mall, and in Maryland, Virginia, and New York. It is also used for steam generation at facilities on the Mall.
- **D.C. Water and Sewer** – The FY 2005 net estimate for water and sewer costs provides for cost projections by the District of Columbia Water and Sewer Authority in April 2003.
- **Other Water and Fuel** – Provides water for satellite facilities in Maryland and Virginia and fuel oil for the Smithsonian. For FY 2005, consumption is projected to remain constant.
- **Postage** – Postage estimates provide for all domestic and international costs.
- **Communications/Networks (-\$151,000)** – For FY 2005, the Institution requests an increase of \$439,000. In addition, the request includes a reduction of \$590,000 intended to support the relocation of telephones from the A&I Building. The staff currently housed in A&I will move to a new location in FY 2005 resulting in a need to relocate all telephones. These costs are included as part of the A&I closure and relocation project for which funds are requested in the Facilities Capital Program. The combined effect of these actions yields a net reduction of \$151,000 to the communications account. The requested increase of \$439,000 supports the continued efforts of the Office of the Chief Information Officer to modernize the Smithsonian's telecommunications infrastructure and to support voice and data operations and maintenance. The request will enable the Smithsonian to deploy the Voice Over Internet Protocol telephone system at the National Air and Space Museum's Garber Facility and the Museum Support Center in Suitland, MD; the Service Center at 1111 North Capitol Street; the National Zoological Park; the National Museum of Natural History; the Anacostia Museum and Center for African American History and Culture; L'Enfant Plaza offices; and the Smithsonian's greenhouses at the U.S. Soldiers' and Airmen's Home.
- **Rent (\$951,000)** – The request includes an increase of \$951,000, offset by redirection of funds from the utilities account. Redirected resources will provide for base rental costs and annual increases agreed to as part of lease terms in current contracts (\$331,000), and L'Enfant rental costs (\$620,000). In FY 2005, the National Museum of the American Indian will vacate leased space in L'Enfant Plaza, shortly after the Mall Museum

opens to the public. The Smithsonian will use the vacated space for staff currently in overcrowded conditions and for staff being relocated from the Arts and Industries Building. The requested \$620,000 will provide for lease costs for three-fourths of a year. The balance required for one-fourth of a year will be requested in FY 2006.

SUMMARY OF PROGRAM CHANGES – The Institution requires funding for the following programs in FY 2005. Details are provided in the line item narratives for each respective program.

Security (+ 55 FTEs and + \$2,165,000) – The increased request for FY 2005 will provide 34 FTEs and \$2,000,000 for the Smithsonian to provide additional security staff and support costs resulting from the increased security and anti-terrorism requirements following the September 11, 2001 attacks, and 21 FTEs to allow for the conversion of the National Postal Museum’s security services personnel to federal status. Also included is an increase of \$165,000 to allow the Chief Information Officer to increase the reliability of the Institution’s information technology security.

Information Technology Improvements (+ \$5,423,000) – The Institution requests this increase to support improvements to the Smithsonian’s information technology infrastructure, as recommended by the National Academy of Public Administration in its July 2001 report. Included are \$3,687,000 to continue implementation of the Institution’s Enterprise Resource Planning System, and \$1,736,000 to provide for an integrated digital infrastructure that will enhance the Institution’s web presence and management.

National Museum of the American Indian (+ 21 FTEs and + \$1,841,000) – The requested increase provides support for collections management, exhibitions, public programs, education and information technology requirements associated with the opening of the Mall Museum in September 2004 (7 FTEs and \$1,102,000). Also included is an increase for central support in the areas of security and maintenance (14 FTEs and \$739,000).

National Air and Space Museum (+ 10 FTEs and + \$1,459,000) – The requested increase supports operations during the first full operational year at the Udvar-Hazy Center at Dulles. These funds will also provide for education and Web activities, school programs, and expanded public outreach.

National Museum of African American History and Culture (+ 27 FTEs and + \$5,000,000) – As a result of the passage of Public Law 108-184, establishing within the Smithsonian a National Museum of African American

History and Culture, the Institution requests an increase of 27 FTEs and \$5,000,000 to begin preliminary program planning activities, establish a campaign office, and initiate site selection.

Science Commission Recommendations (+ 2 FTEs and + \$1,500,000) – The requested increase includes 1 FTE and \$800,000 to support the Institution’s Fellowship and Scholarly Studies programs that are so effective in bringing new research and fresh ideas to the Smithsonian. In addition, the request includes 1 FTE and \$700,000 to provide better care for the Natural History collections including beginning preparations for their move to new storage in Pod 5 in Suitland, Maryland.

National Zoological Park Accreditation (+ 5 FTEs and + \$827,000) – The requested increase provides funds to improve pest management and veterinary care, to provide more animal-friendly exhibits and coordinated animal enrichment activities, and to begin development of a modern Zoological Information Management System.

Non-recurring Costs (\$15,045,000) – Fiscal year 2005 non-recurring costs include the following:

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

Program Reductions (-9 FTEs and -\$2,700,000) – The request includes reductions to base funding for the National Museum of the American Indian’s development efforts (-9 FTEs and -\$700,000), National

Museum of Natural History's Repatriation Program (-\$1,000,000), and Major Scientific Instrumentation (-\$1,000,000).

NO-YEAR AND TWO-YEAR FUNDING—The following table provides the details of the FY 2005 Salaries and Expenses request for no-year and two-year funding.

**No-Year and Two-Year Funding Request to Congress
FY 2004 and FY 2005
(Dollars in Thousands)**

Salaries & Expenses Program	FY 2004 Appropriation ¹	FY 2005 Request
<i>No-Year:</i>		
Nat'l Museum of African Amer. History & Culture	0	5,000
National Museum of the American Indian (NMAI) ²	38,133	0
National Museum of Natural History (NMNH)	1,029	1,042
NMNH, Repatriation Program	1,568	587
Major Scientific Instrumentation	4,939	4,000
Collections Acquisition	656	479
Subtotal, No Year	46,325	11,108
<i>Two-Year:</i>		
Outreach: Office of Fellowships	818	1,620
Total, No- and Two-Year Funding	47,143	12,728

¹ Appropriation includes FY 2004 rescissions.

² Beginning with FY 2005, NMAI appropriation is requested as one-year.

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVES

In accordance with the President's Management Agenda initiative on budget and performance integration, the Smithsonian has developed its FY 2005 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by Institutional strategic goal and by performance objective under each goal, and specific annual performance goals are provided for each objective for which funding is requested.

The following table provides a summary of the Institution's FY 2004 and FY 2005 estimates, and the proposed changes, by strategic goal and performance objective.

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

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
1.1 Offer compelling, first-class exhibitions and other public programs	528	46,399	555	50,219	27	3,820
1.2 Expand a national outreach effort	223	22,385	239	24,386	16	2,001
1.3 Strengthen the high caliber of Smithsonian scholarship in support of public programs	139	11,242	135	11,040	-4	-202
1.4 Develop and bring first-class educational resources to the nation	182	16,227	207	17,793	25	1,566
1.5 Improve the stewardship of the national collections	558	49,104	528	43,431	-30	-5,673
1.6 Deliver the highest quality visitor services	35	3,074	33	3,261	-2	187
Strengthened Scientific Research:						
2.1 Provide focus for the Institution's science resources	8	1,155	8	1,158	0	3
2.2 Strengthened Capacity in Scientific Research	26	2,338	27	3,226	1	888
2.3 Conduct focused, scientific research programs that are recognized nationally and internationally	425	53,396	425	51,951	0	-1,445
2.4 Develop the intellectual component of the collections by performing collections-based studies	39	3,722	38	3,657	-1	-65
Enhanced Management Excellence:						
3.1 Strengthen an Institutional culture that is customer-centered and results oriented	297	26,820	307	26,000	10	-820
3.2 Modernize the Institution's financial management systems and functions	50	4,120	49	4,097	-1	-23
3.3 Modernize the Institution's information technology systems and infrastructure	166	49,672	170	50,258	4	586
3.4 Ensure that Smithsonian workforce is efficient, collaborative, committed, and innovative	88	11,461	89	11,597	1	136
3.5 Recruit, hire, and retain a diverse workforce and promote equal opportunity	25	2,298	25	2,308	0	10
3.6 Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	20	1,701	20	1,719	0	18
3.7 Complete major construction projects now underway	22	1,571	26	2,643	4	1,072
3.8 Execute an aggressive, long-range Smithsonian facilities program	971	128,449	976	126,633	5	-1,816
3.9 Ensure safety and protection of facilities, national collections, staff, visitors, and volunteers	1,196	59,457	1,259	62,946	63	3,489
Greater Financial Strength:						
4.1 Secure the financial resources needed to carry out the Institution's mission	15	1,320	8	802	-7	-518
4.2 Over the long term (five years), grow the annual payout from the Endowment at least as rapidly as inflation while maintaining the purchasing power of the Endowment	0	0	0	0	0	0
4.3 Increase the net income of the Smithsonian Business Ventures	0	0	0	0	0	0
Total	5,013	495,911	5,124	499,125	111	3,214

ANACOSTIA MUSEUM AND CENTER FOR AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	19	1,964	3	385	0	92	0	65
FY 2004 ESTIMATE	22	1,884	2	331	0	300	0	65
FY 2005 ESTIMATE	22	1,890	2	342	0	300	0	65

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	3	336	3	338	0	2
Expand a national outreach effort	1	109	1	110	0	1
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	55	1	110	0	55
Develop and bring first-class educational resources to the nation	5	383	7	558	2	175
Improve the stewardship of the national collections	6	413	6	406	0	-7
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	2	346	1	150	-1	-196
Modernize the Institution's financial management system and functions	2	136	1	92	-1	-44
Recruit, hire, and retain a diverse workforce and promote equal opportunity	1	47	1	47	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	59	1	79	0	20
Total	22	1,884	22	1,890	0	6

BACKGROUND AND CONTEXT

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

Paramount to the Museum's work is the documentation, preservation and protection of African American material culture. To achieve this goal the Museum works in a collective effort with individual citizens, families, and community institutions, particularly African American churches, to provide educational information, expertise, and technical support. The Museum sponsors regional events, collection days and workshops on preservation and works individually with institutions and families to preserve African American history.

The Anacostia Museum is responsible for the stewardship of collections dating to the early 1800s. The Museum's holdings include collections documenting African American religion and spirituality, visual arts, and family and community life and history.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement in FY 2005, the Museum has created a series of three exhibitions designed to stimulate collecting and preservation of African American history among individuals, families and communities. The exhibitions will tour the United States along with a series of workshops and lecture-demonstrations covering the basics of collecting and preserving. *Jubilee: African American Family and Community Celebrations*, which opens in January 2004, will travel nationally through December 2005, and draws on memorabilia and archival objects from across the country to explore the many celebrations that are unique to

African American communities. *Sunday Best: African American Dress and Adornment Traditions*, opening June 2005, is the first museum-based exploration of adornment, dress, and social traditions among the enslaved population of the Americas. *Close Up in Black: African American Film Posters* (opening in April 2005), along with the accompanying film festival, highlights the work of African American film makers and will serve as a catalyst to augment the Museum's collection of performing arts materials including items documenting the careers of a number of artists. Under development, the exhibition *I, Too, Sing America: The African American Personal Narrative in American History* will open in February 2006 and uses diaries, letters, photographs, legal documents, and other objects handed down through families and others to spotlight the perspective of the African American eyewitness in American history. This exhibition is designed to document and preserve oral history and memory of African American citizens.

The Museum has created a first-of-its-kind public education initiative designed to teach the fundamentals of collecting and preservation to individuals and special interest communities such as churches, universities, and social organizations. In a related effort the Museum offers workshops and instructional materials on genealogical research and recording oral histories.

The Museum provides an array of programs for students and teachers including the *Anacostia Museum Academy*. Created in 1999 to offer a summer cultural and collections-based learning program for children in partnership with churches in Southeast Washington, the Museum will expand the *Academy* program to a year-round program during out-of-school hours. The Museum will continue its commitment to teacher training with a summer teachers' workshop designed to introduce new and more effective ways of teaching African American history to students in grades K-12. Another resource for educators, students, and researchers is the Web-based On-Line Academy, featuring virtual lectures, detailed information on significant items in the Museum's collection, and background on past and current exhibitions.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (3 FTEs and \$338,000)

- Achieve 10% increase in visitation to the Museum
- Install and present three major exhibitions: *Jubilee: African American Family and Community Celebrations*, *Close Up in Black*, and *Sunday Best*
- Install two exhibitions focusing on recent additions to the collections

Expand a national outreach effort (1 FTE and \$110,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$110,000)

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

Develop and bring first-class educational resources to the nation (7 FTEs and \$558,000)

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

Improve the stewardship of the national collections (6 FTEs and \$406,000)

- Add two collections in one of the following categories: Archives, Art, Family History, or Community History
- Continue digitization of collections; increase accessibility by 10%

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (1 FTEs and 150,000)

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

Modernize the Institution's financial management systems and functions (1 FTEs and \$92,000)

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

Recruit, hire, and retain a diverse workforce and promote equal opportunity (1 FTE and \$47,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$79,000)

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

NONAPPROPRIATED RESOURCES – Nonappropriated resources will support the implementation of programmatic activities including the Anacostia Museum Academy, a film festival associated with the exhibition *Close Up In Black*, the exhibition preparation for *Sunday Best* and *I, Too, Sing America*. A citizens group, *The Leadership Circle*, has been identified and is at work developing resources to support collections development and care.

CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	19	1,934	13	1,317	7	2,023	0	0
FY 2004 ESTIMATE	18	1,930	11	983	18	4,000	0	39
FY 2005 ESTIMATE	18	1,936	11	983	11	2,350	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	11	1,065	11	1,066	0	1
Develop and bring first-class educational resources to the nation	4	638	4	642	0	4
Improve the stewardship of the national collections	2	163	2	164	0	1
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	1	64	1	64	0	0
Total	18	1,930	18	1,936	0	6

BACKGROUND AND CONTEXT

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

To achieve the Smithsonian's goal of Increased Public Engagement, the Center will continue its annual production of the Smithsonian Folklife Festival on the National Mall. This museum of living cultural heritage is very popular with the public and the media. In 2002 for example, the Silk Road Festival drew a record number of visits—over 1.3 million. The proposed 2005 Festival programs are on the U.S. Forest Service, Native American Basketry, Latino Music, and Oman. In 2004, the Center will also take on the added responsibilities of working with the World War II Memorial Commission to organize a high-quality public event involving hundreds of thousands of veterans and their families to mark the Memorial's dedication, and working with the National Museum of the American Indian to produce their opening ceremonies festival. Both these programs will likely involve ongoing work into FY 2005.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions (11 FTEs and \$1,066,000)

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

Develop and bring first-class educational resources to the nation (4 FTEs and \$642,000)

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

Improve the stewardship of the national collections (2 FTEs and \$164,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$64,000)

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

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and fund raising assistance. Donor/sponsor designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival, Save Our Sounds, Global Sound and several educational training programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries, direct and indirect costs. In 2003, over \$9.8 million was raised in outside revenue, grants and contracts.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	0	0	0	0	0	0	0	0
FY 2004 ESTIMATE	0	0	0	0	0	0	0	0
FY 2005 ESTIMATE	27	5,000	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	0	0	12	2,681	12	2,681
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results oriented	0	0	8	872	8	872
Complete major construction projects now underway	0	0	4	1,068	4	1,068
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	0	0	3	379	3	379
Total	0	0	27	5,000	27	5,000

BACKGROUND AND CONTEXT

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

complexity, and promise of the American experience, and serve as a national forum for collaboration on African American history and culture for educational and cultural institutions.

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

For FY 2005, the estimate includes an initial program request of 27 FTEs and \$5,000,000 to begin recruitment and selection of initial personnel; formation of planning and coordination teams to begin developing plans for exhibitions, public programs, education, research, collections acquisition, technology and capital fund raising; implementation of a site selection evaluation process; and development of a capacity for administrative and financial management. As authorized in P.L.108-184, these resources are requested to remain available until expended.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, initial activities will focus on the formation and establishment of a planning and coordination structure to develop an agenda and project schedule to define exhibition emphasis, direction, and composition; define collections identification and acquisition strategy; to identify and establish collaborative efforts with other museums, historically black colleges and universities, historical societies, educational institutions, African American religious organizations, and other organizations and individuals that promote the study or appreciation of African American life, art, history, and culture; and to develop a strategic public relations plan and initial materials for publication about the new Museum.

To achieve Enhanced Management Excellence, staff will focus on developing operating plans including annual operating budgets; purchasing needed equipment, supplies, and contractual support; preparing personnel actions and vacancy announcements to hire new Museum staff; and performing environmental impact and traffic analyses on potential building sites.

The goal of Greater Financial Strength will be addressed by organizing a capital campaign office and developing a fundraising strategy and

implementation plan for the identification of prospects and major gift sources.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (12 FTEs and \$2,681,000)

- Recruit and hire museum program planning staff and management coordination staff
- Establish planning committees and develop strategic and conceptual plans in the areas of exhibitions, public programs, collections and research, and outreach
- Develop a strategic public relations plan with the general public and other constituencies to broaden knowledge about the Museum
- Acquire and outfit office space

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$872,000)

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

Complete major construction projects now underway (4 FTEs and \$1,068,000)

- Hire a consulting firm to perform required environmental, traffic, and usage analyses for identified building sites
- Review analyses submitted by contractor to determine most advantageous site
- Prepare report of findings including a recommendation for building site, and submit to Board of Regents through Director, NMAAHC, and NMAAHC Council

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (3 FTEs and \$379,000)

- Recruit and hire a capital fundraising/campaign director and fundraising staff
- Organize and establish a capital campaign office
- Develop a strategic fundraising plan

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of \$5,000,000 and 27 FTEs. The increases are as follows:

- (+ \$3,553,000, + 20 FTEs) This increase will support the initial planning activities for the new museum in the areas of exhibitions, public programs, collections, and outreach. Extensive programmatic planning, in conjunction with facilities planning, will be necessary so that the Museum's programs and the eventual design of the museum building are compatible, and the new Museum will be able to achieve its intended mission. Planning will encompass the development of strategies for the identification, acquisition, and management of collections and archival materials for research; physical and thematic design, composition, and direction of exhibitions; design of a full range of public programs for a variety of audiences; establishing a program for outreach to a variety of constituencies, including different ethnic groups, schools, families, cultural and historical foundations, etc. This initial planning work is critical because it will establish the foundation for the programs and activities the NMAAHC will offer in the future.

Administrative staff will perform all necessary purchasing tasks to acquire supplies, equipment, and contractual services; develop budgetary estimates and budget justification material; perform accounting functions; process personnel actions including hiring and all other personnel actions; and provide legal advice and opinions. This additional staffing will become critical to the smooth functioning of operations as the staffing and workload for the new Museum increases each year.

- (+ \$379,000, + 3 FTEs) This increase will support the establishment of a fundraising/campaign office, including the recruitment and hiring of professional fundraising personnel who will develop a strategic fundraising plan and begin cultivation of donor prospects. Public Law 108-184 authorizing the establishment of the National Museum of African American History and Culture also authorizes the use of appropriated funds for fund raising.
- (+ \$1,068,000, + 4 FTE) This increase supports all activities necessary to determine the most advantageous site for the new museum. Funding for external support is included (\$500,000) to hire a private firm to perform environmental impact assessments, traffic analyses, and other tasks associated with selecting a site to build the new museum. Four FTEs are requested to provide professional supervision of the site

selection process, including the monitoring of the performance of the contract.

If the FY 2005 request is not allowed, the Smithsonian will be unable to begin planning for the NMAAHC. The Smithsonian Institution does not have sufficient resources in its base to undertake the establishment of a new museum. A significant amount of new funding is critical in order to begin initial planning, and future increases will be necessary to complete development of the NMAAHC.

NONAPPROPRIATED RESOURCES – Although a base of trust funds for the new museum does not currently exist, it is anticipated that a significant amount of donor/sponsor designated funds will be required to be raised to provide supplemental support to Federal funds for construction, and in the areas of collections acquisition, research, education, exhibitions, and outreach.

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

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	245	21,502	19	1,718	55	19,167	51	4,075
FY 2004 ESTIMATE	241	20,346	8	1,554	76	35,757	45	3,245
FY 2005 ESTIMATE	241	20,409	8	1,392	52	46,795	41	2,948

Note: These operating resources include the National Postal Museum

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	64	5,436	64	5,450	0	14
Strengthen the high caliber of Smithsonian research in support of public programs	59	4,262	59	4,270	0	8
Develop and bring first-class educational resources to the nation	44	4,076	44	4,086	0	10
Improve the stewardship of the national collections	28	2,344	28	2,352	0	8
Deliver the highest quality visitors' services	12	986	12	992	0	6
Enhanced Management Excellence:						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	17	1,663	17	1,673	0	10
Recruit, hire, and maintain a diverse workforce and promote equal opportunity	11	920	11	925	0	5
Total	235	19,687	235	19,748	0	61

BACKGROUND AND CONTEXT

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

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

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

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

Ladies and *The American Presidency* start and/or continue their tours throughout the country.

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

In FY 2005, the Museum will present a film, supported entirely through private funds, in the Carmichael Auditorium, multiple times daily, that will reflect chapters in America's history based on monuments and historical sites throughout the Washington, DC metropolitan area.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (64 FTEs and \$5,450,000)

- Open *Price of Freedom* permanent exhibition
- Open temporary exhibitions on racing cars and polio
- Complete design and begin demolition and construction for the permanent American history introductory exhibition *America's Stories*

- Begin demolition of Flag Hall in preparation for the reinstallation of the Star-Spangled Banner

Strengthen the high caliber of Smithsonian research in support of public programs (59 FTEs and \$4,270,000)

- Complete research on two permanent and two temporary exhibitions
- Complete research on six public programs
- Establish websites for all major exhibitions opening in FY 2005
- Establish websites on two museum collections

Develop and bring first-class educational resources to the nation (44 FTEs and \$4,086,000)

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

Improve the stewardship of the national collections (28 FTEs and \$2,352,000)

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

Deliver the highest quality visitor's services (12 FTEs and \$992,000)

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

Enhanced Management Excellence

Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative (17 FTEs and \$1,673,000)

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

Recruit, hire and maintain a diverse workforce and promote equal opportunity (11 FTEs and \$925,000)

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

NONAPPROPRIATED RESOURCES – NMAH trust funds provide substantial support for core museum functions such as research, conservation, publications, exhibitions, fundraising, and acquisitions. In addition, major projects and programs significantly depend on trust fund support. In November, 2004, NMAH opened the new 26,000 square foot exhibition entitled *America On The Move*, supported in large part by a \$10,000,000 gift from General Motors.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	110	1	110	0	0
Expand a national outreach effort	1	110	1	112	0	2
Improve the stewardship of the national collections	4	350	4	350	0	0
Deliver the highest quality visitor services	0	51	0	51	0	0
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	38	0	38	0	0
Total	6	659	6	661	0	2

BACKGROUND AND CONTEXT

The National Postal Museum (NPM), through its collection and library, is dedicated to the preservation, study, and presentation of postal history

and philately. NPM uses research, exhibits, education, and public programs to make this rich history available to a wide and diverse audience.

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

For FY 2005, this portion of this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for the National Postal Museum.

MEANS AND STRATEGY

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

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

In FY 2005, NPM will continue to build and improve its working relationships with the philatelic community through information sharing and special collaborations. Through its affiliations and improved relations, NPM can further promote the Museum and its programs to a wide and diverse audience. Additionally, NPM will create a survey program to assess the quality of visitors' experience. NPM will dedicate resources to survey programs that focus on increasing the number of visitors and monitoring the quality of exhibitions and programs provided to the public.

The goal of Enhanced Management Excellence will be accomplished by modernizing NPM's information technology systems and infrastructure. NPM will replace and maintain network hardware and related computer systems that support both the administrative and programmatic needs of the Museum.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$110,000)

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

Expand a national outreach effort (1 FTE and \$112,000)

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

Improve the stewardship of the national collections (4 FTEs and \$350,000)

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

Deliver the highest quality visitor services (0 FTEs and \$51,000)

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

Enhanced Management Excellence

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

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

NONAPPROPRIATED RESOURCES – The United States Postal Service provides NPM an annual grant, which supports nearly seventy-five percent of the operational costs and core museum functions. These costs include salary and benefits for 39 FTEs, utilities, facility maintenance, exhibitions, research, education, and conservation. The Museum depends on additional funding from private donations to support its new exhibits and educational programs.

NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	287	27,666	5	1,905	6	2,355	0	16
FY 2004 ESTIMATE	360	38,133	4	2,802	11	8,178	0	0
FY 2005 ESTIMATE	358	32,169	1	383	11	1,837	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	48	4,995	50	4,018	2	-977
Expand a national outreach effort	49	5,043	54	6,458	5	1,415
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	1,076	8	1,065	0	-11
Develop and bring first-class educational resources to the nation	53	4,379	71	5,274	18	895
Improve the stewardship of the national collections	112	8,772	87	6,733	-25	-2,039
Deliver the highest quality visitor services	6	619	6	902	0	283
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	34	2,823	39	3,411	5	588
Modernize the Institution's information technology systems and infrastructure	17	4,251	20	2,776	3	-1,475
Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative	5	314	5	316	0	2
Execute an aggressive, long-range Smithsonian facilities program	18	4,962	18	1,216	0	-3,746
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	10	899	0	0	-10	-899
Total	360	38,133	358	32,169	-2	-5,964

BACKGROUND AND CONTEXT

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

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

For FY 2005, the estimate includes an increase of 7 FTEs and \$1,102,000; a redirection of collection move resources of 27 FTEs and \$2,536,000 to Mall Museum operations; a programmatic decrease of \$700,000 and 9 FTEs for development staff; and a decrease of \$6,843,000 for one-time costs associated with the opening of the Mall Museum. This estimate also reflects restoring the FY 2004 rescissions. Included in the Facilities Maintenance and Facilities Operations, Security and Support line items is an increase of 14 FTEs and \$739,000 for central support in the areas of building maintenance (3 FTEs and \$206,000) and security, custodial and horticultural activities (11 FTEs and \$533,000).

MEANS AND STRATEGY

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

and 3) outreach to Native communities, tribes and organizations, through technology, internships, seminars, and symposia.

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

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

In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, including through the Web, printed materials and collaborative activities with other groups and organizations. An example is the agreement with Scholastic Magazine, which will reach teachers in the classrooms throughout the U.S.

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

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

presentation of exhibits, public programming, and collection support. It will be a period of infrastructure development in support of full capacity NMAI operations at its three locations, and outreach activities to expand to audiences beyond these locations. Support for management activities such as human resources, budget, and procurement, as well as technology systems for the wide range of work underway to support the Museum's programs, will be implemented at all locations.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (50 FTEs and \$4,018,000)

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

Expand a national outreach (54 FTEs and \$6,458,000)

- Organize a Native Networks workshop to network NMAI film and video activities with Native media organizations and producers to serve 20 Native and media organizations from North, Central, and South America, and approximately 10 non-profit US media organizations
- Expand the use of the bilingual Native Networks Website to bring NMAI film and video information to the nation and the world (in English and Spanish)
- Develop a traveling Native Film Festival to be viewed in Native and non-Native communities
- Expand Fourth Museum outreach to two new Native communities in Latin America, specifically through participation in the Native Arts Program via visiting arts scholars

- Expand electronic initiatives through innovative educational Internet programming to reach 2–3 underserved and isolated Native communities throughout the Americas
- Continue to develop and administer a community services program plan and involve 10–15 new communities in program activities
- Present educational information in schools across the country for grades 4–8 via collaboration with *Scholastic Magazine*

Strengthen the high caliber of Smithsonian research in support of public programs (8 FTEs and \$1,065,000)

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

Develop and bring first-class educational resources to the nation (71 FTEs and \$5,274,000)

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

Improve the stewardship of the national collections for present and future generations (87 FTEs and \$6,733,000)

- Maintain excellent cold and cool storage facilities in Washington and New York for NMAI media collections and documentation of programs
- Replace/update Registration Collection Information System database

- Digitize 5,000 historical archival images
- Provide acid-free housing and new storage cabinets for 3,500 works of art on paper; and increase accessibility by digitizing collection for easier viewing
- Enforce comprehensive pest management controls to identify captured pests in the collections and take steps to decrease recurrences of infestation

Deliver the highest quality visitors' services (6 FTEs and \$902,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (39 FTEs and \$3,411,000)

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

Modernize the Institution's information technology systems and infrastructure (20 FTEs and \$2,776,000)

- Provide secure, reliable, and efficient technological systems meeting federal standards, with less than 1% downtime
- Replace the Storage Area Network at the Cultural Resources Center and expand staff access to digital media by 50%
- Finalize the migration of data contained in an internally-developed system for tracking registration information to a new commercially-developed collection information system, test the new system, and release the system for use to 30% more staff
- Train staff and increase by 30% use of various information systems
- Acquire a webcasting server to support distance learning and outreach activities
- Increase electronic newsletter subscriptions to 250,000 subscribers from a previous base of 25,000 members

- Provide an online Web-based electronic ordering capability for NMAI media resources through participation in the Office of the Chief Information Officer's Digital Repository effort

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

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

Execute an aggressive, long-range facilities program (18 FTEs and \$1,216,000)

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

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget the estimate includes an increase of 7 FTEs and \$1,102,000; a redirection of collection move resources of 27 FTEs and \$2,536,000 to Mall Museum operations; a programmatic decrease of \$700,000 and 9 FTEs for development staff; and a decrease of \$6,843,000 for one-time costs associated with the opening of the Mall Museum. The requested increase, programmatic decrease, and the redirection of resources together total 25 FTEs and \$2,938,000. These resources will be directed to the following:

- (+ \$437,000, + 2 FTEs) Personnel requested in this fiscal year will be instrumental in the Museum's ability to perform cost-effective modifications and additions to the galleries. Of this request, \$137,000 will support two positions (exhibit specialist and exhibit designer); \$300,000 is required to support day-to-day operations and rotate the community-curated sections in the three core galleries. In order for this program to succeed, the exhibits must rotate to allow a greater diversity and representation of Native peoples.
- (+ \$1,733,000, + 23 FTEs) This increase will support the planning, development, and implementation of interconnected educational and cultural programs, activities, and resources that NMAI will share with on-site visitors and constituents across the country and around the world.

Funding is requested for a Film and Video Center (\$249,000 and 3 FTEs) that will program media viewing/listening stations for the Resource Center; provide supervision for audiovisual technical support for the Public Programs Department's events and documentation projects; support Native American film and video scholarly research; and expand community outreach through off-site programs, including new Internet development and live radio broadcasting from the Mall Museum and the GGHC. The Film and Video Center will offer online information services and databases about Native film and video media to scholars, teachers, Native community members, and the general public. Requested funding for the Center will support an assistant manager, a program assistant and a Native film specialist.

Through NMAI's Cultural Arts programs, visitors will be provided the opportunity to experience the living arts, lives, and concerns of the indigenous peoples of the Western Hemisphere through performances, demonstrations, workshops, and spoken word programs. Programs for communities outside of the DC-area will be planned, as well as conferences and symposia that will include electronic links for distance-learning opportunities with Native American colleges and other community organizations and tribes. Funding is requested for two specialists to develop family and tribal programs and two coordinators to manage programs and participants (\$263,000 and 4 FTEs).

Funding for Fourth Museum outreach to native communities in Latin America (\$152,000 and 2 FTEs) will help NMAI strengthen expansion of existing Community Services programs - specifically the Native Arts Program, radio (content development for Latin American and Spanish speaking audiences), internships, museum workshops and technical assistance, and community Web development. The requested funding will support two program assistants.

Funding is requested to provide a comprehensive program of education resources for visitors (\$596,000 and 9 FTEs). Educational programs will offer first hand learning opportunities to diverse public audiences through participatory activities and demonstrations, gallery programs, classes and workshops, and interpretive materials. Native American Cultural Interpreters will lead interpretive gallery programs on a daily basis in the Mall Museum for school groups and museum visitors. To carry out these services seven days a week, an Interpretive Gallery program coordinator, a lead interpreter, one interpreter, and an administrative assistant are required. A reservations secretary will be

needed to handle reservations for the Mall programs and exhibits for school groups, non-school groups and VIP tours.

Theatrical programs produced by NMAI will address a variety of issues and events from Native perspectives such as stereotypes, Thanksgiving, and the Lewis and Clark Expedition. Two productions will be commissioned each year. These educational programs will run daily in the spring and fall. An interpretive theater administrative assistant will be needed to carry out the administrative functions in support of this operation.

The Potomac Center will be a hub of educational and demonstration activity at NMAI. The Potomac Center will open with a Native boat building exhibit and demonstration program. A Hawaiian Fishing Canoe, an Inuit Kayak, and a South American Aymara Totora-Reed boat will be under construction. Visitors will be able to talk with indigenous boat builders as they work. During the course of this two-year project, educational programs on related topics will be presented for the general public. Music, dance, storytelling, lectures, craft demonstrations and other cultural activities relating to boats, boat building and navigation will be presented in spaces throughout the Museum three days per month. This program will service approximately 8,000 visitors per day. An administrative assistant will be needed to carry out the administrative functions of the Potomac Center.

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

To support and maintain the demands for museum ephemera and press materials, funding is required to develop brochures, press packets, printed press releases, public service announcements (PSA), clippings, press tags, posters, media database, media website, press policies and media monitoring, and a daily calendar of events (\$188,000).

Funding for the Resource Center is needed to provide a daily online reference service to visitors about Native Peoples of the Western Hemisphere including Hawaii, and NMAI daily activities (\$285,000 and

5 FTEs). The Center will have 18 terminals available to the public and researchers for querying its databases. A variety of information including databases on socio-economic status of tribes, genealogy, Native American artists and authors, and census figures will be available online. Two cultural information specialists and three cultural specialists will be needed to carry out the ongoing and daily functions of the Resource Center.

- (+ \$180,000, + 2 FTEs) The requested funding is for two assistant archivists (one media and one photo) who will be responsible for the migration and integration of existing databases into the media access management database. They will conduct extensive ongoing historical research into provenance, intellectual copyright issues, and cultural property rights issues. Judicious evaluation of accessioned archival media is critical to the reliability of the archived collection.
- (+ \$330,000) The Museum is expecting approximately 12,000 visitors per day. In order to manage crowd flow and accommodate as many visitors as is possible in the building, NMAI plans to control crowds with advance passes, same-day passes and crowd-management assistants inside and at the entry plaza of the building. This request includes \$150,000 for nine six-month contracts for crowd-management assistants during over-capacity season (March-August); \$50,000 for a full-year contract with a ticketing service company for advance passes; and \$130,000 one-time funding for the following: uniforms for crowd-management assistants, signage for queue management, and ephemera announcing special programs at Opening (\$70,000), four additional three-month contracts for crowd-management assistants during the opening months when over-capacity crowds are expected (\$35,000), and set-up costs for same-day timed-passes, a crowd-management strategy used 9 months of the year during peak and over-capacity visitor operations (\$25,000).
- (+ \$230,000, + 4 FTEs) These resources will support the full range of management activities involved with the Mall Museum at full operational levels. Two procurement/travel specialists will keep pace with a growing demand for travel and purchases associated with the Museum opening and ongoing activities and maintenance of records for audit purposes. A personnel technical support person will ensure that the increased staff at NMAI are supported from a human resources perspective. A mail clerk will ensure that all mailroom functions are handled efficiently.

- (+ \$728,000, + 3 FTEs) The requested technology resources will enable NMAI to replace its Storage Area Network (SAN) with new equipment. NMAI's SAN provides much needed storage space for digital media collections including digital photo archives, some 600,000 images of collections objects, scans of NMAI's original catalogue cards, digital audio interviews for radio programming, and digital film and video resources generated by NMAI events. The SAN provides NMAI with the ability to reuse media resources for multiple purposes and will save time, effort, and financial resources. Of the requested amount, one-time funds (\$412,000) are required for the purchase of SAN equipment.

Also requested are one-time funds (\$60,000) for a webcasting server to support distance learning and electronic outreach initiatives to classrooms, community centers, and public audiences. Funding is also required for three FTEs (\$256,000) to provide technology guidance and professional support for all computer applications used by NMAI staff. The Inspector General recommended that NMAI strengthen technology management through its Information and Technology Resources unit.

- (-\$700,000, -9 FTEs) Beginning in FY 2005, NMAI's development efforts will be supported by trust fund dollars. NMAI has been soliciting private funds for over ten years and is now able to fund the activity without reliance on federal funds.

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

The area of public programs is not only an inherent part of NMAI's education, outreach, and exhibits supplementation, but is also an integral part of its plans to manage the vast numbers of visitors who will need to be accommodated within the space constraints of the building itself. NMAI anticipates that an additional 1.5 million visitors annually can be afforded a worthwhile museum experience through the prudent utilization of public programming to supplement the exhibit offerings. Exhibits support is essential to maintaining the three major galleries and the changing gallery (devoted to contemporary art) and to implementing a rotation of community-

curated exhibits as a key part of the commitment to include as many of the indigenous cultures of this hemisphere as possible in exhibit offerings and education programs. This effort will increase the Museum's impact through the sharing of its resources in the most expansive manner possible through the use of exhibits, education programs on site, and through collaborative efforts reaching teachers, the wide use of technology to provide "visitation" to the exhibits without being on site, and outreach to Native communities through training opportunities. Without these increases, these much needed and anticipated services would not be available either to meet public demand or to meet the responsibility for safeguarding the priceless artifacts entrusted to the Museum.

NONAPPROPRIATED RESOURCES – General trust funds provide support for salary and benefit costs of personnel. Donor/sponsor designated funds provide support for salaries and benefits for development staff; publications and special events for exhibition openings; and costs related to specific programs and projects, including educational programs, advertising, production of fundraising proposals, member-and donor-related special events, exhibition openings, and outreach activities.

ARCHIVES OF AMERICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	22	1,770	0	44	9	811	0	0
FY 2004 ESTIMATE	22	1,826	0	264	11	945	0	0
FY 2005 ESTIMATE	22	1,832	0	105	13	927	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	32	1	32	0	0
Expand a national outreach effort	6	430	6	430	0	0
Improve the stewardship of the national collections	9	844	9	847	0	3
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	2	244	2	247	0	3
Modernize the Institution's financial management systems and functions	2	137	2	137	0	0
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	2	139	2	139	0	0
Total	22	1,826	22	1,832	0	6

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

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

50th anniversary, AAA will collaborate with SITES to develop a traveling panel exhibition *Treasures from the Archives of American Art*, which will tell the story of American art from multiple perspectives through primary sources such as letters, diaries, photographs, sketchbooks, and the voices of artists from the Archives' Oral History Collection. In FY 2005, AAA will also develop plans and a production schedule for its new exhibition space in the Patent Office Building, as well as goals and benchmarks for evaluating exhibitions. Resources will continue to be devoted to presenting online versions of exhibitions to reach an even wider audience.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$32,000)

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

Expand a national outreach effort (6 FTEs and \$430,000)

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

Improve the stewardship of the national collections (9 FTEs and \$847,000)

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

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (2 FTEs and \$247,000)

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

Modernize the Institution's financial management systems and functions (2 FTEs and \$137,000)

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

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (2 FTEs and \$139,000)

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

NONAPPROPRIATED RESOURCES – AAA will focus on completing a successful 50th Anniversary Campaign with special events around the country intended to expand AAA's visibility and broaden AAA's sponsorship. Funds raised will be used to fund staff and programs such as publication of the Archives' *Journal*; processing and preservation of selected papers; documenting through oral interviews selected collections, such as the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America; and further development of AAA's digital imaging center.

ARTHUR M. SACKLER GALLERY/FREER GALLERY OF ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	67	6,123	0	420	49	7,756	0	0
FY 2004 ESTIMATE	60	5,719	0	304	49	8,435	0	0
FY 2005 ESTIMATE	60	5,737	0	304	49	8,679	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	16	1,310	16	1,312	0	2
Expand a national outreach effort	9	897	9	903	0	6
Strengthen the high caliber of Smithsonian research in support of public programs	10	1,122	10	1,130	0	8
Develop and bring first-class educational resources to the nation	6	464	6	460	0	-4
Improve the stewardship of the national collections	8	876	8	877	0	1
Deliver the highest quality visitor services	2	102	2	102	0	0
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	5	602	5	607	0	5
Modernize the Institution's information technology systems and infrastructure	4	346	4	346	0	0
Total	60	5,719	60	5,737	0	18

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia. The museums collect, study, exhibit, and preserve exemplary works of Asian art as well as works by Whistler and other American artists represented in Charles Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

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

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

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

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

Improvements in visitor services are expected during FY 2005, primarily as a result of additional surveys and improved signage and wayfinding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions as well as in the use of hand-held self-tour electronic guides. FSG will continue to focus on making its collections accessible to the public at large through its website. The focus of

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (16 FTEs and \$1,312,000)

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

Expand a national outreach effort (9 FTEs and \$903,000)

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

Strengthen the high caliber of Smithsonian research in support of public programs (10 FTEs and \$1,130,000)

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

Develop and bring first-class educational resources to the nation (6 FTEs and \$460,000)

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

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

Improve the stewardship of the national collections (8 FTEs and \$877,000)

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

Deliver the highest quality visitor services (2 FTEs and \$102,000)

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

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (5 FTEs and \$607,000)

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

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$346,000)

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

NONAPPROPRIATED RESOURCES – General trust funds are generated from memberships, museum shop sales, special events, unrestricted and restricted gifts and grants, and endowment income. The Freer Gallery of Art and the Arthur M. Sackler Gallery are highly dependent upon nonappropriated sources to fund the programs and support necessary to provide the quality of exhibitions, programs, and publications expected by visitors and scholars.

COOPER-HEWITT, NATIONAL DESIGN MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	34	3,125	22	2,503	4	2,488	0	12
FY 2004 ESTIMATE	40	3,088	32	3,057	2	3,300	0	0
FY 2005 ESTIMATE	40	3,097	32	3,149	2	2,862	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	7	485	7	487	0	2
Expand a national outreach effort	2	126	2	126	0	0
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	606	8	610	0	4
Develop and bring first-class educational resources to the nation	4	317	4	319	0	2
Enhanced Management Excellence:						
Modernize the Institution's financial management systems and functions	5	303	5	304	0	1
Modernize the Institution's information technology systems and infrastructure	1	98	1	98	0	0
Execute an aggressive, long range Smithsonian facilities program	13	1,153	13	1,153	0	0
Total	40	3,088	40	3,097	0	9

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

As part of its national outreach effort, Cooper-Hewitt plans to expand its City of Neighborhoods program to five venues outside the New York City area in FY 2005. This innovative program brings architects, educators, and planners together to extend the classroom into the community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K-12 students. The program's goal is to use design to promote community awareness and to involve young people in positive community change. The Museum also will offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program is also geared to K-12 and design educators, and draws a steadily increasing national audience each

year. Outreach will be further enhanced by a continued effort to lend major works to other venues within the United States.

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (7 FTEs and \$487,000)

- Mount two exhibitions involving items from popular culture

Expand a national outreach effort (2 FTEs and \$126,000)

- Provide at least one stimulating education program for the community

Strengthen the high caliber of Smithsonian scholarship in support of public programs (8 FTEs and \$610,000)

- Provide three public research catalogues for major exhibitions

Develop and bring first-class educational resources to the nation (4 FTEs and \$319,000)

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

Enhanced Management Excellence

Modernize the Institution's financial management systems and functions (5 FTEs and \$304,000)

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

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$98,000)

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

Execute an aggressive, long range Smithsonian facilities program (13 FTEs and \$1,153,000)

- Install and maintain new signage outside the Museum to heighten visibility for four exhibitions
- Undertake major refurbishment of public spaces and realignment of various functional areas within the Museum campus

NONAPPROPRIATED RESOURCES – General Trust funds are generated from membership, Museum shop sales, admissions, special events and unrestricted donations. These revenues support exhibitions, publications and general operating expenses. Donor/sponsored designated funds provide support for specific programs and projects.

HIRSHHORN MUSEUM AND SCULPTURE GARDEN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	62	4,621	1	629	2	2,932	0	0
FY 2004 ESTIMATE	49	4,039	1	836	3	4,284	0	0
FY 2005 ESTIMATE	49	4,053	1	734	3	4,600	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	24	2,062	24	2,068	0	6
Expand a national outreach effort	4	207	4	207	0	0
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	94	1	94	0	0
Improve the stewardship of the national collections	9	795	9	799	0	4
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	8	634	8	638	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	247	3	247	0	0
Total	49	4,039	49	4,053	0	14

BACKGROUND AND CONTEXT

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

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

Resources will be used to support scholarly research for the above named exhibitions, all organized or co-organized by Hirshhorn Museum and Sculpture Garden staff. Catalogues and other publications will enhance the Museum's exhibitions and public programs, serving as permanent documentation of the scholarly research performed.

With the anticipated completion in FY 2004 of renovated space dedicated for education and public programs, HMSG will offer its first full year of expanded programming to a larger number of schools and institutions of higher learning. The multi-purpose room adjacent to the Sculpture Garden will provide a flexible environment to accommodate up to 50 participants in workshops, small lectures, and training sessions where groups can learn about the Museum's collections and create projects of their own. Educational resources, including teaching materials and interactive activities, will also be available on the Web.

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

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (24 FTEs and \$2,068,000)

- Offer a range of cross-disciplinary public programs (dance, music, poetry, film) to engage a wide spectrum of constituents from diverse backgrounds and interests
- Increase attendance by 2% over the FY 2004 level
- Produce at least two major exhibitions with national tours and comprehensive publications for international distribution
- Produce at least one collaborative project (exhibition or public program) with other International Art museums

Expand a national outreach effort (4 FTEs and \$207,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$94,000)

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

Improve the stewardship of the national collections (9 FTEs and \$799,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (8 FTEs and \$638,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$247,000)

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

NONAPPROPRIATED RESOURCES — General trust funds provide support for salaries and benefits of administrative and development personnel, development activities, and exhibition- and program-related costs. Donor/sponsor designated funds provide support for specific exhibitions, programs, projects and events.

NATIONAL MUSEUM OF AFRICAN ART

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	43	4,272	1	308	1	393	0	0
FY 2004 ESTIMATE	48	4,217	2	526	0	796	0	0
FY 2005 ESTIMATE	48	4,234	2	536	0	775	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	18	1,560	24	2,203	6	643
Expand a national outreach effort	6	462	9	678	3	216
Strengthen the high caliber of Smithsonian scholarship in support of public programs	4	295	0	0	-4	-295
Develop and bring first-class educational resources to the nation	3	296	8	763	5	467
Improve the stewardship of the national collections	6	590	0	0	-6	-590
Deliver the highest quality visitor services	2	127	0	0	-2	-127
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	5	548	3	221	-2	-327
Modernize the Institution's financial management systems and functions	1	42	0	0	-1	-42
Modernize the Institution's information technology systems and infrastructure	1	128	2	199	1	71
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	0	0	1	91	1	91
Enhance the reputation of the Smithsonian by maintaining good relations with the news media, and with federal, state, and local governments	1	84	1	79	0	-5
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	1	85	0	0	-1	-85
Total	48	4,217	48	4,234	0	17

BACKGROUND AND CONTEXT

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

and forms that are familiar and unusual, all of which should provide a strong visual appeal to scholars and popular audiences.

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

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

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

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

NMAfA will continue to use digital technology to provide online cataloguing of the Warren M. Robbins Library and Eliot Elisofon Photographic Archives and access to the collection through the Museum's website. NMAfA will also continue to modify and incorporate new technology and techniques to make its website more appealing for visitors outside the Washington DC area and include information directed to audiences of all ages.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (24 FTEs and \$2,203,000)

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

Expand a national outreach effort (9 FTEs and \$678,000)

- Implement an interactive family educational component in *Treasures at the National Museum of African Art* in order to reach new and more diverse audiences
- Enhance the current website to increase virtual visitors by 20%

- Increase online cataloguing of library and archive holdings by 5% in order to increase audiences and increase accessibility to the collections for audiences outside the Washington, DC area
- Focus on literacy and learning with one educational initiative that is highlighted in *Inscribing Meaning* in order to enhance outreach to schools and community organizations in underserved, especially African American, communities in Washington, DC

Develop and bring first-class educational resources to the nation (8 FTEs and \$763,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (3 FTEs and \$221,000)

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

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$199,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, and innovative (1 FTE and \$91,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state and local governments (1 FTE and \$79,000)

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

NONAPPROPRIATED RESOURCES – General trust funds provide support for staff salary, benefits and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2005, including exhibition-related publications, educational programming and outreach. Corporate and foundation sponsorship provides support for the planning and implementation of exhibitions, including installation expenses, travel, and curatorial collaboration.

NATIONAL PORTRAIT GALLERY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	74	5,433	3	697	6	1,828	0	0
FY 2004 ESTIMATE	64	5,013	3	906	17	12,364	0	0
FY 2005 ESTIMATE	64	5,027	3	944	17	13,795	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other programs	21	1,697	21	1,702	0	5
Expand a national outreach effort	4	357	4	358	0	1
Strengthen the high caliber of Smithsonian research in support of public programs	7	583	7	584	0	1
Develop and bring first-class educational resources to the nation	7	448	7	450	0	2
Improve the stewardship of the national collections	11	665	11	667	0	2
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	13	1,019	13	1,022	0	3
Modernize the Institution's information technology systems and infrastructure	1	244	1	244	0	0
Total	64	5,013	64	5,027	0	14

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

Two traveling exhibitions will complete their national tours in FY 2005: *American Women, A Selection from the National Portrait Gallery*, composed of images of 60 prominent women from the permanent collection; and *Women of Our Time: Twentieth-Century Photographs*, focusing on women of achievement during the last century. As part of an international, multi-museum curatorial effort, NPG will participate in the creation and tour of a third traveling exhibition, *Retratos: 2000 Years of Latin American Portraiture*.

NPG will conclude the nationwide tour of the iconic Lansdowne portrait of George Washington with a major retrospective of the work of the portrait's artist, Gilbert Stuart. The *Stuart* exhibition is co-organized with the Metropolitan Museum of Art in New York and will open there in October 2004, and be shown in Washington, DC at the National Gallery of Art the

following spring. Stuart is the most successful and resourceful portraitist of America's early national period.

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

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

Over 2,000 research records will be added to the Gallery's Collections Information System and work will continue to enhance collections data and images. The Gallery will continue its significant contribution to the visual history of our nation through the distribution of photographic and digital images from its collection for use in books, videos, CDs, and other media. The Gallery's award-winning website will continue to present innovative programs to increase the number of visitors and enhance their experience. New Web exhibitions and educational outreach programs that feature historical events and ethnic diversity will be added.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (21 FTEs and \$1,702,000)

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

Expand a national outreach effort (4 FTEs and \$358,000)

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

Strengthen the high caliber of Smithsonian research in support of public programs (7 FTEs and \$584,000)

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

Develop and bring first-class educational resources to the nation (7 FTEs and \$450,000)

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

Improve the stewardship of the national collections (11 FTEs and \$667,000)

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (13 FTEs and \$1,022,000)

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

- Improve the management of NPG through increased staff communications, training, and reorganizations as appropriate

Modernize the Institution's information technology systems and infrastructure (1 FTEs and \$244,000)

- Work with OCIO to replace NPG computers in a timely manner in accordance with the Smithsonian's goal of modernized management systems

NONAPPROPRIATED RESOURCES – General Trust funds provide support to help defray costs of publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fundraising, management, and research. Donor/sponsor designated funds provide support for costs related to specific programs and projects including support of the NPG Director's Circle, and the Paul Peck Presidential Awards and Town Halls.

SMITHSONIAN AMERICAN ART MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	107	8,035	3	963	7	4,736	0	0
FY 2004 ESTIMATE	97	7,644	4	1,045	12	6,064	0	0
FY 2005 ESTIMATE	97	7,668	4	766	13	6,120	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	21	1,694	21	1,700	0	6
Expand a national outreach effort	4	284	4	284	0	0
Develop and bring first-class educational resources to the nation	24	1,931	24	1,935	0	4
Improve the stewardship of the national collections	29	2,307	29	2,314	0	7
Enhanced Management Excellence:						
Strengthen an institutional culture that is customer-centered and results-oriented	9	628	9	635	0	7
Modernize the Institution's information technology systems and infrastructure	5	420	5	420	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	380	5	380	0	0
Total	97	7,644	97	7,668	0	24

BACKGROUND AND CONTEXT

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

historic landmark buildings in Washington DC: the Patent Office Building (POB), closed for major renovation and due to reopen July 4, 2006, and the Renwick Gallery.

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

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

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

Beginning in 2000, when the POB closed for the renovation, the Museum circulated eight exhibitions of some of its finest art works throughout the U.S. in order to continue linking Americans to their heritage. These tours ended in 2003, and the objects returned to the Museum where they will be prepared for the reopening. The tours were replaced by *Highlights from the Smithsonian American Art Museum*, a new series of five exhibitions that will tour from 2003 to 2005. In 2004, the exhibition *George Catlin and His Indian* Gallery will also tour. To expand its national outreach, the Museum continues to publish the *American Art* journal three times annually, and is enhancing its website, which contains extensive information about SAAM's collections, programs, and exhibitions. The Museum's popular public online reference service—*Ask Joan of Art*—continues to respond to

art-related inquiries from American and international audiences. In addition to reaching out to the general public, SAAM reaches students in classrooms across the country through the use of new technology and distance-learning tools.

The Museum continues strategically to broaden its collection of 40,000 objects with significant acquisitions, and to move toward its goal of digitizing every object in the collection. In 2003, funds were made available from within the Institution to support an initiative to enhance the Museum's collection of Latino art, which will continue in 2004.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first-class exhibitions and other public programs (21 FTEs and \$1,700,000)

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

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

Expand a national outreach effort (4 FTEs and \$284,000)

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

Develop and bring first-class educational resources to the nation (24 FTEs and \$1,935,000)

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

Improve the stewardship of the national collections (29 FTEs and \$2,314,000)

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results-oriented (9 FTEs and \$635,000)

- Evaluate training needs of existing SAAM staff in order to allow ample time to prepare them for new or enhanced roles in POB

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$420,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$380,000)

- Finalize POB branding campaign, with NPG and the services of a marketing firm, in order to target the ultimate goal of 2 million visitors

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel, fund-raising, and other related costs. Donor/sponsor designated funds provide support for specific programs and projects. Exhibitions and education programs receive support from individuals, foundations, and corporations, a number of whom have given significant gifts toward SAAM's Capital Campaign.

NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	210	20,471	34	3,884	22	6,118	4	1,164
FY 2004 ESTIMATE	174	21,233	38	4,514	35	5,316	4	484
FY 2005 ESTIMATE	184	16,491	38	4,029	20	1,794	5	712

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	51	4,864	53	5,137	2	273
Expand a national outreach effort	4	667	12	977	8	310
Improve the stewardship of the national collections	53	7,687	53	3,838	0	-3,849
Deliver highest quality visitor services	7	595	7	619	0	24
Strengthened Scientific Research:						
Strengthen capacity in science research	2	241	2	306	0	65
Conduct focused scientific research programs that are recognized nationally and internationally	6	400	6	652	0	252
Develop the intellectual component of the collections by performing collections-based studies	23	2,456	23	2,450	0	-6
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	19	3,530	19	1,671	0	-1,859
Modernize the Institution's information technology systems and infrastructure	9	793	9	841	0	48
Total	174	21,233	184	16,491	10	-4,742

BACKGROUND AND CONTEXT

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

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

For FY 2005, the estimate includes a program increase of 10 FTEs and \$1,459,000 for full operations of the Udvar-Hazy Center and exhibit maintenance, and a decrease of \$4,279,000 for one-time costs to move and install artifacts at the Udvar-Hazy Center. The FY 2005 budget request includes a redirection of \$2,187,000 from this line item for security costs at the Udvar-Hazy Center to the Facilities Operations, Security, and Support line item in FY 2005 in order to centralize the administration of the Institution's security program. Additionally, this line item reflects restoring the FY 2004 rescissions.

MEANS AND STRATEGY

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

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

In FY 2005, NASM will focus on an integrated website and on-site visitor information feature for the Udvar-Hazy Center. This feature, currently called Flight Plan, will allow visitors to plan their visit on the Web, and to customize and extend their Museum experience—from pre-visit planning, to on-site Museum tours, to post-visit learning. Visitor services programs will also be expanded at the flagship building and Udvar-Hazy Center. Unique within the Smithsonian Institution system, NASM will offer an integrated visitor information/venue ticketing opportunity for visitors by providing time-ticketing for selected venues. In addition, the bus system supported by the Commonwealth of Virginia will provide transportation between the locations.

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

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

To reach diverse national audiences, NASM has an active loan program of more than 600 aviation and space artifacts and electronic

outreach efforts that result in more than 140 million hits on the website each year. In order to make information on the collection available to the public, the Museum intends to migrate collections information to a publicly accessible website. The curatorial databases that have been constructed contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means.

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (53 FTEs and \$5,137,000)

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

- Upgrade the *Apollo to the Moon* exhibit with revised graphics and improved information

Expand a national outreach effort (12 FTEs and \$977,000)

- Implement three educational programs and scholarly events relating to aviation, space history, and planetary science through involvement with school systems and in partnerships with outside organizations
- Prepare two new teaching posters, self-guided tour materials, docent-training materials and related Museum-based presentation materials
- Develop an expanded family and underserved audience educational program including family days, camp days, and special summer programs
- Develop an interactive educational program including Discovery Stations at the Udvar-Hazy Center
- Develop a strong distance-learning electronic outreach program through regularly broadcasted programming and webcasting by broadcasting events over the Internet

Improve the stewardship of the national collections (53 FTEs and \$3,838,000)

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

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

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

Strengthened Scientific Research

Strengthen capacity in science research (2 FTEs and \$306,000)

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

Conduct focused scientific research programs that are recognized nationally and internationally (6 FTEs and \$652,000)

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

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

- Collect at least three significant artifacts in space history and undertake their proper conservation, documentation, display, and interpretation
- Provide leadership among science/technology and aerospace museums by spearheading efforts to develop a National Standards and Collections Strategy and by raising awareness and support through the Mutual Concerns of Air and Space Museums Conference

Enhanced Management Excellence

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

- To provide state-of-the-art facilities support and manage facilities integration including prime and subsidiary contractors
- Maintain an excellent working relationship with NASM stakeholders including federal, state, local, and business constituencies by providing briefings at least annually

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

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

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of 10 FTEs and \$1,459,000 to support operations during the first full operational year at the Udvar-Hazy Center at Dulles, and for exhibits upgrades and maintenance. The budget estimate also includes a decrease of \$4,279,000 for one-time costs to move and install artifacts at the Udvar-Hazy Center. The increases are as follows:

- (+ \$90,000, + 1 FTE) Prior experience with a temporary on-staff program evaluator provided immediate visitor feedback on exhibit development, planned programs, and related offerings. Incorporating an in-house program evaluator/program analyst will ensure that visitor reaction is incorporated early into the planning process, reducing overall exhibit and educational development costs.
- (+ \$185,000, + 2 FTEs) This request will provide services for a crucial component of the education mission: to support school groups visiting the Museum. The Education Division needs an instructional designer to produce materials for classroom and museum use, and an annual

appointment for a teaching fellow who will improve educational materials and provide valuable in-service training to currently-practicing educators. The existing pre-visit materials are mostly out of stock and out of date with current teaching practices. For the Udvar-Hazy Center, new teaching posters for the classroom will provide background information for the teachers and classroom activities to prepare the students for a good learning experience in the Museum. In addition, new self-guided tour information will provide out of town visitors with a structure and focus for their visit. The instructional designer with professional writing and management experience will work with the teacher fellow and teacher advisors, who have current classroom experience, to develop the much needed instructional materials to support the thousands of students who visit each year.

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

include curriculum to support the programs. The funds will also provide for design support and tools needed to develop the interactive kiosks.

- (+ \$50,000) To keep pace with new space missions and stay current with the latest discoveries, the three science galleries at NASM must be upgraded with electronic displays. These displays will allow the Museum to quickly update the information presented in the galleries with the latest images or scientific discoveries. To achieve and sustain excellence in exhibitions and public programming in line with NASM's goals and national standards, exhibits must be constantly maintained and upgraded.

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

NONAPPROPRIATED RESOURCES – General trust funds provide support for research, education, exhibitions, and fund raising, including salaries and benefits. Donor/sponsor designated funds provide support for costs related to specific programs and projects. Fundraising is currently underway for Phase II of the Steven F. Udvar-Hazy Center, as well as future galleries. Government grants and contracts provide support and research for scientific activities.

NATIONAL MUSEUM OF NATURAL HISTORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	499	44,337	12	2,109	26	11,186	15	2,851
FY 2004 ESTIMATE	435	42,654	10	2,001	26	13,006	15	2,316
FY 2005 ESTIMATE	436	42,490	10	2,065	26	8,580	15	2,316

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	50	4,962	50	4,977	0	15
Expand a national outreach effort	58	5,149	58	5,166	0	17
Improve the stewardship of the national collections	158	14,345	159	15,090	1	745
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	143	15,478	143	14,528	0	-950
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	10	1,084	10	1,088	0	4
Modernize the Institution's information technology systems and infrastructure	12	1,223	12	1,227	0	4
Execute an aggressive, long-range Smithsonian facilities program	2	198	2	199	0	1
Ensure safety and protection of facilities, national collections, staff, visitors, and volunteers	2	215	2	215	0	0
Total	435	42,654	436	42,490	1	-164

BACKGROUND AND CONTEXT

The mission of the National Museum of Natural History (NMNH) is to investigate, document, and understand the natural world and the role of humans in it. Building upon its unique collections and associated data, field research stations, specialized laboratories, and internationally recognized team of scientists, research associates, federal agency partners, and fellows, the Museum provides fundamental research information to a wide array of constituencies ranging from federal agencies to the public. The Museum's particular strengths are in the following three areas: formation and evolution of Earth and other planets, discovering and understanding life's diversity, and understanding human diversity and cultural change. The Museum's research provides new insights, authenticity, and relevance to broader national and international science agendas looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

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

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

The FY 2005 budget estimate includes an increase of 1 FTE and \$700,000 to support ongoing collections care and a one-time decrease of \$1,000,000 to the Repatriation Program. This line-item also reflects restoring a portion of the FY 2004 rescissions.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to convert outdated offerings into a stimulating program of integrated, multidisciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In

FY 2005, NMNH is committed to continue progress on renovating its permanent halls and offering new temporary exhibitions each year. NMNH will complete design for the renovation of one major permanent exhibition, the Ocean/Marine Hall, totaling 24,000 square feet of exhibition space. The temporary exhibitions planned for 2005 include *Metraux: From Field Work to Human Rights*, *Ancient Microworlds*, *the Globalization of Rastafari*, and the *Korean Gallery*. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The excitement and effectiveness of NMNH exhibitions and presentations can be seen in their popularity with family audiences. In FY 2003, NMNH hosted nearly 6 million visits.

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

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

To meet the goal of Strengthened Scientific Research in FY 2005, NMNH will build upon its strategic plan and focus on initiatives related to new insights in geology/paleobiology, systematics, evolutionary biology, ecology and their relationship to biodiversity, and anthropology. The Museum's life sciences programs will be reorganized to better concentrate on important and timely research areas and de-emphasize others. Research at the Museum will be underpinned by the development of vibrant informatics tools that add value to science and policymakers by tying research findings

to documentation of the Museum's unique collections. Publications will have a more integrated quality, bringing insights from all viewpoints of the Museum on pressing national and international topics.

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (50 FTEs and \$4,977,000)

- Complete design for the renovation of the Ocean/Marine Hall, a total of 24,000 square feet of exhibition space
- Open temporary exhibitions *Ancient Microworlds* and *Metraux: From Field Work to Human Rights*, fulfilling the commitment to change 15% of exhibition space annually
- Open the *Korean Gallery* and the new focus gallery, *Globalization of Rastafari*, in *African Voices*, fulfilling the commitment to renovate 3500 square feet of exhibition space and make the most current NMNH anthropological research available to the public
- Continue planning, development, and production of 4 separate 2 – 4,000 square foot exhibits for the ongoing program, *Forces of Change*, a collaboration with NOAA, NSF, and NASA

Expand a national outreach effort (58 FTEs and \$5,166,000)

- Broadcast 4 science lecture series to 1.5 million students across the nation and hold 4 teacher training seminars
- Prepare and distribute 50,000 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2005

- Produce middle and high school curricula called *Human Evolution: Fossil and Archaeological Evidence*, which would include electronic field trips to Smithsonian field sites in Kenya and China
- Upgrade the existing Arctic Studies Center website to provide additional educational programs for Alaskan and circumpolar archaeology and ethnology, including community archaeology programs in Labrador
- Increase the distribution of the free educational publication, *AnthroNotes: A National Museum of Natural History Publication for Educators* to 15,000 teachers and anthropologists across the country

Improve the stewardship of the national collections (159 FTEs and \$15,090,000)

- Implement a revised collections management policy for the Museum to reflect current best standards and practices
- Complete incorporation of the Ullrich Collection, a unique collection of an order of insects (over 125,000 specimens) with particular strength in the Eurasian, Southeast Asian, and Egyptian faunas, improving the Museum's geographic coverage of biodiversity specimens
- Complete electronic digitization of the valuable botany type specimen collection as well as the reference collections of Antarctic marine invertebrates, and make them universally available via the World Wide Web
- Initiate an archaeobiology collections improvement project aimed at developing an archaeobiology database and addressing storage and recording concerns
- Develop decompression plans and begin rehousing the amphibian and reptile collections
- Update inventory of DNA collections, initiate pilot DNA barcoding project, and assess results from samples that were preserved using different strategies to recommend best practices for future DNA preservation and recovery
- Initiate migration into the Electronic Museum (Emu) of transaction management records that document acquisition, accession, and custody of NMNH's collections as well as borrowed collections
- Make 1,125,000 records of paleobiological, entomological, vertebrate zoological, and anthropological collections and associated data available via the Web
- Publish the *Environment, Origins and Population* volume of the Department of Anthropology's award-winning twelve-volume series, *Handbook of the American Indian*. The new volume presents an interdisciplinary review of research addressing Human Origins, Plants and Animal Resources, Skeletal Biology, and Human Biology.

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (143 FTEs and \$14,528,000)

- Implement the Museum's strategic plan, linked to the Smithsonian-wide Science Enterprise plan, focusing on the three themes below
- Theme II: The Formation and Evolution of Earth and Similar Planets*
- As a partner in the NASA Astrobiology node at the Carnegie Institution of Washington, investigate secondary mineral assemblages in Martian meteorites that affect the physical and chemical conditions near the surface of the planet
 - Conduct chemical and visual studies of Ocean Drilling Program samples to reveal the distribution of ocean temperatures during the warmest period in earth history, about 100 million years ago
 - Study the history of coral reef development in the Caribbean and New Guinea to determine the vulnerability of these ecosystems to climate change
 - Using a multi-year, multi-organization NSF award, conduct fourth year of testing and modeling of the consequences of greenhouse warming 55 million years ago

Theme III: Discovering and Understanding Life's Diversity

- Determine deep evolutionary relationships in plants, spiders, and birds in NSF-funded Tree of Life collaborative projects in order to produce a robust phylogeny of all the deepest (oldest) lineages within a particular group of organisms, and provide a predictive framework for diverse applications, including biological diversity studies
- Continue ongoing fieldwork in Mongolia to study the cultural survival of the reindeer herders of northern Mongolia in terms of climate change and lichen pasture changes as they relate to the survival of the reindeer herds
- Continue collaborative studies of deep-sea invertebrates in the Gulf of Mexico region, including exploration of poorly-known areas such as cold seeps and petroleum seeps, which are home to a diverse and exotic fauna
- In collaboration with STRI, continue comprehensive study of biology of invertebrate fauna associated with Caribbean coral reefs and complete at least ten significant scientific papers
- Continue inventory, catalog, webpages, and/or manual of Central American insects with particular focus on the Costa Rican fauna of ground beetles, shore flies, and skipper butterflies
- Continue molecular studies of introduced avian malaria in Hawaii and throughout the world

- Conduct second year of field and laboratory work on dinosaur paleobiology
- Document the prehistoric ecological changes on the Hawaiian islands and in the Caribbean that are responsible for mass extinctions of birds, and track bird migrations
- Continue molecular studies of various endangered mammals in Asia, especially on the Indian subcontinent, such as wolves, elephants, and Gir Forest lions

Theme IV: Study of Human Diversity and Culture Change

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

Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (10 FTEs and \$1,088,000)

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

Modernize the Institution's information technology systems and infrastructure (12 FTEs and \$1,227,000)

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

Execute an aggressive, long-range Smithsonian facilities program (2 FTEs and \$199,000)

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

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (2 FTEs and \$215,000)

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

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a programmatic increase of 1 FTE and \$700,000 to support ongoing collections care and a one-time programmatic decrease of \$1,000,000 to the Repatriation Program. The programmatic changes follow:

- (+700,000 + 1 FTE) This increase is to address long-term needs for improving and enhancing the ongoing responsibility to maintain the Museum's unique national collections. A conservator will assess and develop plans for conserving deteriorating biological and geological collections as well as exhibited items, and will work with existing collections staff to implement strategies for improved conservation across the Museum. Contract labor will be used where appropriate. Conservation issues related to the planned move of the fluid collections to Pod 5 will be addressed through assessments, development of conservation plans and strategies, and oversight of procedures regarding such conservation problems as failing containers, evaporated fluids, and failing specimen and container labels. NMNH proposes to address the increasing demands for genetic information by piloting DNA sequencing technology (i.e., "bar coding") that rapidly screens and identifies the specimens on the basis of their genetic information. Contract labor will rapidly sequence targeted collections, including wet collections, for identifying genetic material from key species. This bar coding technology will provide important research information that also has a public component and will be critical to our future management of collections and associated data. Additionally, special supplies and services will be purchased to support the need to safely transport fluid-preserved collections as part of NMNH's active loan program (for example, in FY 2002, 877 outgoing loans of 257,374 specimens were made). Contract labor will assist existing staff with decompressing collections that will remain at NMNH, effectively and efficiently using space so that collections items will no longer be severely compressed and inaccessible for research and routine curatorial inspections. The requested increase will also support critically needed archival supplies and equipment, including cabinetry. Outsourced services will be focused on improved collections processing and care of fossil, skeletal, skin, and plant specimens.
- (-\$1,000,000) The Institution proposes a one-time decrease of \$1,000,000 to the National Museum of Natural History repatriation program. This is an extremely important program established in 1991 to implement the requirements of the National Museum of the American Indian Act of 1989. The Act established the right of Native American and Native Hawaiian peoples to determine the disposition of culturally

affiliated human remains and funerary or sacred objects in the Smithsonian's collections. Since inception, NMNH has repatriated approximately 3,700 skeletal remains and 88,000 associated objects to 48 Native communities. However, for the past several years, due to hiring and contracting delays, NMNH has not fully utilized its annual appropriation in a timely fashion. Therefore, a one-time decrease of \$1,000,000 is possible with minimum impact on the underlying program. The Institution intends to request the restoration of these funds in future budgets.

If the FY 2005 request is not allowed, NMNH will continue to fall behind in its mandated responsibility to care for and make readily available its unique national collections to researchers and a wide range of other users. This in turn will affect the Museum's ability to achieve the objective of providing the public with enhanced access to our collections in a more timely way and to ensure that the collections entrusted to NMNH are cared for in an effective and responsible manner.

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of administrative personnel, development and business activities, and other program-related costs. The Museum raises funds from private sources to support research, public programs and administrative functions. This includes raising funds for special events to promote new exhibitions and educational initiatives, and public outreach through the news media. Donor/sponsor designated funds are critical to supporting exhibition hall renovation, such as the major gift to build the new *Kenneth E. Behring Family Hall of Mammals*, which opened in November 2003. Another example is the Hunterdon endowment which provides all operating support for the Smithsonian Marine Station in Fort Pierce, Florida. The endowment also supports research in the biodiversity, life histories, and ecology of marine organisms in the coastal waters of Florida by almost 50 scientists each year, including staff from NMNH, SERC, STRI and collaborators from universities across the country. Funding from the Rasmuson Foundation will support sharing of the Museum's Alaskan collections through public access, exhibitions, and indigenous partnerships. The Museum was awarded 62 competitive grants, contracts, and funds transfers in FY 2003 (37 new grants and 25 continuation of previously awarded multiyear grants), totaling \$7.1 million (\$4.9 million in new awards and \$2.2 million from continuation of previously awarded grants) to support research in a number of areas, many to enrich the information available on the Museum's valuable biological collections for use by other agencies, and to support education and exhibition projects, including funding to begin the design of a new Oceans Hall.

NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	315	24,229	2	532	19	3,374	5	1,040
FY 2004 ESTIMATE	196	16,601	2	554	24	2,622	5	899
FY 2005 ESTIMATE	201	17,824	2	529	24	2,581	5	195

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	141	12,026	146	13,140	5	1,114
Strengthen the high caliber of Smithsonian scholarship in support of public programs	12	861	12	883	0	22
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	21	1,475	21	1,513	0	38
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	22	2,239	22	2,288	0	49
Total	196	16,601	201	17,824	5	1,223

BACKGROUND AND CONTEXT

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

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

For FY 2005, the estimate includes a program increase of 5 FTEs and \$827,000 to improve the infrastructure for animal health management and an increase of \$195,000 for necessary pay for existing staff funded under this line item. Additionally, this line item reflects restoring the FY 2004 rescissions.

This line-item also reflects, beginning in FY 2004, a decrease of 49 FTEs and \$2,384,000 to reflect the transfer of police officers at NZP to the Facilities Operations, Security, and Support line-item pending submittal and approval of the Institution's reprogramming request to centralize management of the Smithsonian's security workforce.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NZP will continue to devote significant resources to its animal exhibits and the care of the animals in the Zoo—as both are essential for the overall health and

safety of the animal collection—as well as to ensuring a high-quality visitor experience. A major portion of the NZP staff and budget will continue to be used to provide state-of-the-art medical care, nutrition, health, security, and welfare for all NZP animals, as well as safety for staff, visitors, and volunteers.

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

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

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

and outside colleagues, and to provide opportunities in professional development. Such training contributes to placing the Smithsonian Institution at the center of international scientific advancement.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (141 FTEs and \$12,026,000)

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

Strengthen the high caliber of Smithsonian scholarship in support of public programs (12 FTEs and \$861,000)

- Ensure scientific participation in the design and planning of NZP's animal exhibits by having at least one scientist as a contributing member of the core exhibits planning team
- Include references to Smithsonian research in all exhibits opened in FY 2005
- Widely distribute information from NZP research studies and accomplishments via the media and websites and through at least 6 public presentations by NZP scientists
- Continue training potential young scientists from the USA and abroad by conducting at least five courses in conservation biology and/or reproductive sciences

- Support educator/scientific linkages that promote the conservation of biodiversity by offering at least one teacher training workshop at the Front Royal facility and two teacher fellowships for educators from disadvantaged communities in Africa

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (21 FTEs and \$1,475,000)

Theme III: Discovering and Understanding Life's Diversity

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

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (22 FTEs and \$2,239,000)

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

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a programmatic increase of 5 FTEs and \$827,000 to improve the infrastructure for animal health management, including pest control, veterinary staff, animal enrichment and exhibit staff, and animal records system upgrades. These increases are designed to meet defined needs of the NZP as outlined in the 2002–2003 USDA and American Zoo and Aquarium Association (AZA) inspection reports. The programmatic increases follow:

- (+ \$166,000, + 1 FTE) This increase is for Integrated Pest Management (IPM) throughout the Zoo's 163-acre park and 29 buildings. Pest management at NZP is critical to the health of Zoo animals as well as the safety of visitors. The National Institutes of Health and Smithsonian horticultural consultants have conducted an in-depth assessment of the entire park and recommend establishing a full time IPM Officer position. Funding includes salary and benefits for a GS-12 entomologist and new supplies needed to help reduce the spread of West Nile Virus, which has a major impact on birds and may also affect other species. In addition, an outside contract will be required to carry out some pest control services.
- (+ \$356,000, + 2 FTEs) This increase is for coordinated animal enrichment activities to improve and enhance zoo animal environments and welfare within the context of their behavioral biology, natural history, and personal history and stimulate their natural behaviors for foraging, hunting, and breeding. The recent AZA accreditation report cited NZP for not having a coordinated enrichment program. NZP requires an Enrichment Coordinator (Animal Behaviorist, GS-12) to plan and coordinate enrichment activities at both Rock Creek and Front Royal facilities and an Exhibit Fabricator (GS-11) to improve animal habitats by fabricating artificial tree and rockwork for both animal enrichment and overall exhibit appearance. Funding will also support visits to other zoos and attendance at professional zoological conferences to gain experience from the latest husbandry and enrichment models for the zoological community.
- (+ \$230,000, + 2 FTEs) This increase is to improve medical care for Zoo animals. Based on information from numerous zoos across the country, NZP has the lowest ratio of clinical veterinarians to animals. Because of funding restraints and heavy clinical schedule, veterinarians work 10–11 hour days, 5-6 days a week. Support staff to maintain and service valuable hospital equipment is inadequate at times. As the Zoo revitalizes its animal collection, funding for one GS-13 veterinarian and one GS-9 biological technician is needed. Funds are also needed to cover the cost of medicine for the animals, as well as travel for veterinarians to participate in professional meetings or research projects.

- (+ \$75,000) This increase is to support the development of a modern Zoological Information Management System (ZIMS). NZP uses ISIS (an international non-profit membership organization with 600 member zoos and aquaria) software modules to access histories, treatments, locations, and other data critical to the management, husbandry, and health of its animals. The current system is obsolete and hard to use, due to older technology, and is made up of separate systems for specimen and clinical records. ZIMS will provide a global, integrated, comprehensive, real-time, Web-based specimen and collection information system.

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

NONAPPROPRIATED RESOURCES – General trust funds support salaries and benefits of personnel, general support, outreach, and acquisitions. Donor/sponsor designated funds support costs related to specific programs and projects, such as conservation, research, and training. A large percentage of these funds will also supplement federal funding for renovating and modernizing the Zoo. Government grants and contracts support research. NZP education, visitor services, and volunteer programs are funded almost exclusively with nonappropriated funds.

SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	118	20,691	104	13,298	17	3,878	301	92,252
FY 2004 ESTIMATE	124	21,532	104	15,659	19	3,144	301	107,600
FY 2005 ESTIMATE	124	21,601	104	15,659	19	3,144	301	107,600

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Develop and bring first-class educational resources to the nation	5	790	5	795	0	5
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	115	20,042	115	20,161	0	119
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	1	365	1	308	0	-57
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	1	159	1	160	0	1
Recruit, hire, and retain a diverse workforce and promote equal opportunity	2	176	2	177	0	1
Total	124	21,532	124	21,601	0	69

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

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

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

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Develop and bring first-class educational resources to the nation (5 FTEs and \$795,000)

- Present up to 20 educational talks and/or workshops, that are informed by SAO research, at national, state, and local meetings and education conferences
- Support and evaluate the performance of the traveling exhibition, *Cosmic Questions: Our Place in Space and Time* as it travels through various museums across the country. The evaluation method currently in use analyzes visitor numbers, visitors' feedback, host venue staff feedback, and media reviews
- Carry out MicroObservatory operations--a telescope network--to reach 100 participating schools and take 20,000 images; these numbers represent a 50% increase over FY 2003 levels

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (115 FTEs and \$20,161,000)

Theme I: The Origin and Nature of the Universe

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

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

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

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$308,000)

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

instruments by increasing the overall online data-storage capacity to 75 Terabytes

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (1 FTE and \$160,000)

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

Recruit, hire and retain a diverse workforce and promote equal opportunity (2 FTEs and \$177,000)

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

NONAPPROPRIATED RESOURCES – General trust funds provide some of the support for research, fellowships, and business expenses. Overhead from grants and contracts provides partial support for salaries and benefits of personnel involved in overhead functions and for general overhead operations.

SMITHSONIAN CENTER FOR MATERIALS RESEARCH AND EDUCATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	25	3,410	0	60	0	93	0	29
FY 2004 ESTIMATE	29	3,498	0	15	0	24	0	8
FY 2005 ESTIMATE	29	3,510	0	15	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	5	740	5	742	0	2
Strengthen the high caliber of Smithsonian scholarship in support of public programs	1	86	1	87	0	1
Improve the stewardship of the national collections	6	597	6	599	0	2
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	17	2,075	17	2,082	0	7
Total	29	3,498	29	3,510	0	12

BACKGROUND AND CONTEXT

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

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

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

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

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (5 FTEs and \$742,000)

- Add new (30%) and revised (20%) information to the Web and respond to more than 1,000 inquiries
- Offer 5 workshops and 3 internships/fellowships to conservators

Strengthen the high caliber of Smithsonian scholarship in support of public programs (1 FTE and \$87,000)

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

Improve the stewardship of the national collections (6 FTEs and \$599,000)

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (17 FTEs and \$2,082,000)

Theme III: Discovering and Understanding Life's Diversity

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

Theme IV: The Study of Human Diversity and Culture Change

- Maintain 4 materials research projects on ancient and modern

technologies of inorganic objects, e.g. metals, glasses, and ceramics

- Test environmental factors that affect artists' materials and other materials, and test models that will allow prediction of these effects (more than 200 analyses)
- Develop one aqueous varnish coating system that will meet expected future solvent emission guidelines, and 1 protocol for assessing the stability of existing coatings on such objects as musical instruments
- Develop three protocols for decontamination of objects and buildings
- Systematically study the biological, chemical, and mechanical degradation kinetics of three materials found in collections and how they are affected by the climatological factors of temperature, ambient moisture, shock, and vibration

NONAPPROPRIATED RESOURCES – General trust funds provide support for research and education activities. Donor/sponsor designated funds and grants provide support for costs related to specific programs and projects in research, education, and outreach. The Samuel H. Kress Foundation continued to support the archaeological conservation training program.

SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY2003 ACTUAL	40	3,290	5	381	17	887	45	4,413
FY 2004 ESTIMATE	35	3,039	6	643	10	831	50	3,563
FY 2005 ESTIMATE	35	3,048	6	380	10	270	50	3,563

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	6	0	6	0	0
Develop and bring first-class educational resources to the nation	1	74	1	74	0	0
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	26	2,348	26	2,357	0	9
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	5	440	5	440	0	0
Modernize the Institution's financial management systems and functions	3	171	3	171	0	0
Total	35	3,039	35	3,048	0	9

BACKGROUND AND CONTENT

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

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

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC will redesign its website to provide more information to the public. On-site education will focus on approximately 10,000 students and increasing minority participation. SERC will expand its highly successful distance learning programs (36 million participants in FY 2004) and develop a series of video conferences and a national electronic field trip focused on prominent environmental themes. In addition, SERC will plan for a major regional on-site training academy for high school students. SERC outreach also includes lecture series, workshops, and expert consultation for the public, teachers, natural resource managers, and public officials. To train the next generation of environmental scientists and managers, SERC conducts a nationally recognized professional training program for university interns, graduate students, postdoctoral fellows, and visiting scientists, with a particular focus on developing careers of underrepresented minorities.

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

participant in the development of the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in the use of Smithsonian long-term field stations to assess ecological patterns and processes. Over its 38-year history, SERC has built a reputation for world-class research, producing many articles that are rich in data and multi-disciplinary and integrative in analysis.

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (0 FTE's and \$6,000)

- Redesign SERC's website to provide greater information to the public
- Evaluate the navigational structure and ease of use of the new website and refine the site to readily deliver the most useful information for intended audiences including technological enhancements of streaming video and interactive modules
- Increase and enhance the content provided on the site through regular (minimum monthly) updates to the homepage for public and media audiences in the form of dynamic, engaging current stories that describe

SERC's scientific projects, results, and impacts. Incorporate these stories into laboratory subpages to provide them with dynamic content for a public audience

- Improve and increase SERC staff ability to update site content directly and provide easier access to critical data bases
- Increase underrepresented minorities including African American, Latino, and Asian communities in training programs, on-site visits, and distance learning programs to 30% participation, in order to increase diversity of audiences served in the Washington, DC area

Develop and bring first-class educational resources to the nation (1 FTE and \$74,000)

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

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (26 FTEs and \$2,357,000)

Theme III: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in seven areas (species composition and population dynamics, estuarine water quality, flow of nutrients, invasive species, atmospheric increase in CO², ultraviolet radiation, and biocomplexity of mangrove forest ecosystems)
- Enhance highly successful environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources at approximate level of \$2.5–3.0 million per year on land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 50–70 articles in

peer-reviewed journals and books based on SERC's original environmental research

- Continue to link and coordinate SERC research through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories, and Association of Ecosystem Research Centers), and with governmental agencies such as U.S. Coast Guard, U.S. Fish and Wildlife Service, and NOAA
- Provide advice and counsel to state and national legislatures on environmental issues in SERC's areas of expertise
- Train the next generation of ecologists and environmental scientists and natural resource managers by sustaining SERC's high-quality professional training program, and awarding 40 undergraduate internships, supporting 10 graduate students, and 5 postdoctoral scientists, with emphasis on underrepresented minorities to achieve approximately 25% minority participation

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (5 FTEs and \$440,000)

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

Modernize the Institution's financial management systems and functions (3 FTEs and \$171,000)

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

NONAPPROPRIATED RESOURCES – General trust funds provide support for fundraising and intern/fellowship programs. Donor/sponsor designated funds provide critical operating support related to specific programs and projects in research, public education, and professional training. The bulk of SERC's research programs are supported by government grants and contracts.

SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	247	12,327	13	935	24	4,608	13	1,336
FY 2004 ESTIMATE	242	11,141	15	840	28	3,000	12	1,400
FY 2005 ESTIMATE	242	11,176	15	770	28	2,700	12	1,260

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	5	221	5	222	0	1
Expand a national outreach effort	4	147	4	149	0	2
Strengthened Scientific Research:						
Strengthened Capacity in Scientific Research	24	1,227	24	1,230	0	3
Conduct focused scientific research programs that are recognized for their relevance quality and performance	96	4,904	96	4,918	0	14
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results oriented	81	3,908	81	3,919	0	11
Modernize the Institution's information technology systems and infrastructure	5	188	5	190	0	2
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors and volunteers	27	546	27	548	0	2
Total	242	11,141	242	11,176	0	35

BACKGROUND AND CONTEXT

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

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

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

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

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

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

one of their hydrologists with long-term studies on tropical soils to also strengthen this continuing effort.

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling first class exhibitions and other public programs (5 FTEs and \$222,000)

- Increase public awareness on natural history of the Tropics, by providing content and guidance for five galleries in Panama's new Biodiversity Museum, a Smithsonian affiliated museum designed by architect Frank Gehry, scheduled to open in 2006
- Expand public understanding of both the scientific method and diversity of natural environments in the tropics, through high-quality public programs at three STRI sites, offering visitors a first-hand experience in these topics
- Engage lay audiences with STRI research through a monthly public lecture series and at least one book targeted to them

Expand outreach effort to share SI resources with larger and more diverse audiences (4 FTEs and \$149,000)

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

Strengthened Scientific Research

Strengthened capacity in scientific research (24 FTEs and \$1,230,000)

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

Conduct focused research programs that are recognized for their relevance, quality and performance (96 FTEs and \$4,918,000)

Theme III: Discovering and Understanding Life's Diversity

- Provide relevant and new knowledge on tropical ecosystems and its relation to human welfare by investigating the past, present and future of tropical biodiversity through research in behavioral ecology, molecular evolution, forest ecology, plant physiology, canopy biology, paleoecology and archeobiology
- Foster through an interagency agreement with the USGS an innovative and pioneering soils research program in order to bring to the forefront scientific understanding of this process that supports tropical ecosystems
- Increase understanding of marine environments, their diversity, threats and conservation needs and opportunities in the tropical eastern Pacific and Caribbean, within the framework of the Marine Science Network
- Share research results with the scientific community worldwide by publishing at least 80 scientific papers in peer-reviewed journals
- Offer scientists the opportunity to test research hypotheses by maintaining long term forests dynamics plots network in 14 countries throughout Africa, Asia and Latin America
- Facilitate tropical research for at least 500 visiting scientists and students, working in STRI facilities, including projects funded by National Science Foundation and National Institutes of Health
- Promote collaboration with other SI research units by providing incentives for comparative biodiversity projects with a tropical component

Enhanced Management Excellence

Strengthen an institutional culture that is customer-centered and results oriented (81 FTEs and \$3,919)

- Increase internal customer satisfaction (STRI staff and visitors) with administrative support resulting from the adoption of ERP system for financial, budget, procurement and human resources management. This new system will increase administrative efficiency by streamlining procedures. Training of key support staff to ensure a proper use is required
- Increase efficiency of visiting scientists and students registration process by offering time-reducing on-line application and registration system

Modernize the Institution's information technology systems and infrastructure (5 FTEs and \$190,000)

- Increase information sharing within the institution by improved connectivity within and between STRI facilities through the local area network system
- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as on-line transactions via the STRI Intranet

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors and volunteers (27 FTEs and \$548,000)

- Increase staff involvement in response to emergency preparedness plan by offering training courses at five STRI facilities
- Bring all STRI facilities to compliance with security standards in order to ensure safety and protection of staff, visitors, volunteers as well as collections, infrastructure and equipment

NONAPPROPRIATED RESOURCES – General Trust funds provide support and salaries for a small percentage of STRI employees involved in research, public outreach and fund raising. Donor/sponsor designated funds support specific programs and projects, such as the global network of 17 sites monitoring 10% of all tree species in the tropics and projects related to reforestation initiatives. Government grants and contracts, such as the International Cooperative Biodiversity Group administered by STRI, support innovative research in areas such as the biomedical sciences, as well as scientific training and capacity building.

OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ESTIMATE	83	8,546	51	4,556	12	3,734	1	1,482
FY 2004 ESTIMATE	89	9,278	56	4,221	10	3,193	8	1,373
FY 2005 ESTIMATE	90	10,106	55	4,123	18	4,308	4	810

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	51	5,136	51	5,153	0	17
Develop and bring first-class educational resources to the nation	26	2,431	26	2,437	0	6
Strengthened Scientific Research:						
Strengthen capacity in science research	0	870	0	1,626	0	756
Develop the intellectual component of the collections by performing collections-based studies	4	248	4	249	0	1
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	3	312	3	313	0	1
Modernize the Institution's financial management systems and functions	5	281	6	328	1	47
Total	89	9,278	90	10,106	1	828

BACKGROUND AND CONTEXT

Through a coordinated national outreach program, the Institution expands its presence across the nation and exposes the entire country to the rich heritage of the American people. The Smithsonian's outreach activities support community-based cultural and educational organizations around the

country; ensure a vital, recurring, and high-impact Smithsonian presence in all 50 states through the provision of traveling exhibitions and a network of affiliations; increase connections between the Institution and targeted audiences (African American, Asian American, Latino, Native American, and new American); provide kindergarten through college-age museum education and outreach opportunities; enhance K-12 science education programs; facilitate the Smithsonian's scholarly interactions with students and scholars at universities, museums, and other research institutions; and publish and disseminate books related to the research and collections strengths of the Institution.

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

For FY 2005, the estimate includes an increase of 1 FTE and \$800,000 for the fellowships and scholarly research awards programs. Additionally, this line item also reflects restoring a portion of the FY 2004 rescissions.

MEANS AND STRATEGY

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

Smithsonian Traveling Exhibition Service – To achieve the goal of Increased Public Engagement, SITES is directing its resources to develop *Smithsonian Across America: A Celebration of National Pride*. This mobile museum will feature Smithsonian artifacts from the most iconic (presidential portraits, historic American flags, Civil War records, early automobiles, the Edison light bulb, inaugural gowns, and astronaut uniforms) to the simplest items of everyday life (family quilts, prairie schoolhouse furnishings, historic lunch boxes, multi-lingual storefront and street signs). A mobile museum exhibit can visit up to three venues per week in the course of a year, increasing by 150 the number of outreach locations to which SITES shows can travel annually. In addition, a mobile museum is able to frequent locations where people live, work, and recreate. By establishing an exhibit presence in settings like these, SITES will not only increase its annual visitor participation by 1 million, but also advance a key Smithsonian performance

objective: to develop exhibit approaches that address underserved audiences and populations not always affiliated with mainstream cultural institutions.

The Smithsonian's commitment to public engagement and underserved audiences is strengthened by SITES' Museum on Main Street (MoMS) program, which circulates exhibitions to rural communities across the country. In FY 2005, an exhibit about America's diverse musical traditions will join six MoMS shows already on the road, increasing from 33 to 43 the number of states included in the program and adding 26 small towns to the 410 that will have hosted a MoMS exhibition so far.

Ensuring a vital Smithsonian exhibit presence nationally at a time when the fiscal stability of community cultural institutions is extremely unpredictable challenges SITES in FY 2005 to deliver to its 10,000-museum client base high-quality programs at affordable costs. To that end, SITES will reconfigure six large-scale installations into more manageable, less costly exhibit presentations. SITES also will partner with national, state, and local organizations to leverage their own programmatic assets and visibility.

In partnership with ten science centers and planetariums across the country, SITES will tour *Exploring the Universe*, a presentation of the National Air and Space Museum's Exploring the Universe gallery. To meet the demand among smaller history and African American museums for an exhibition commemorating the Brown vs. Board of Education Supreme Court ruling, SITES will extend throughout FY 2005 its panel version tour of the National Museum of American History's exhibition on that subject. An exhibition on Roberto Clemente will be recreated from a critically acclaimed, large-scale art installation in Puerto Rico. SITES' exhibition will be supplemented by artifacts partnerships with national Hispanic organizations. *Our Journeys, Our Stories* is about the contributions of 100 Latino leaders who have influenced every sphere of American life. The affordability of the show guarantees that Latino cultural centers will participate in the tour as actively as mainstream art museums. The National Building Museum and National Park Service are the partnering entities for two other exhibitions in SITES' FY 2005 program: *Do It Yourself: The How-To of Home Improvement and Spanning Engineering Culture* and *America's Historic Covered Bridges*. Several exhibit tours will be extended by popular demand. The most important of them is *The American Presidency*, whose original itinerary could not accommodate multiple exhibitor requests.

Smithsonian Affiliations – The mission of Smithsonian Affiliations is to build a strong, national network of museums in the United States in order to establish strong, vital relationships with communities throughout the country. By working with both emerging and well-established museums of

diverse subject areas and scholarly disciplines, Smithsonian Affiliations is building a partnership of museums through which audiences and visitors everywhere will be able to share in the great wealth of the Smithsonian while building capacity and expertise in local museum professionals.

Pilot educational programs will be developed over the next two years with the objective of fostering ongoing collaborative opportunities in the future. Coupled with this effort is a pilot program which will explore new museum volunteer opportunities for professionals in every walk of life.

Smithsonian Center for Education and Museum Studies – SCEMS learning experiences include publications, websites, professional development, and internships. In FY 2005, SCEMS will produce websites and publications that meet learning and professional standards and disseminate them broadly. SCEMS will produce the central Smithsonian education website (www.SmithsonianEducation.org) for educators, families and students to reach a projected audience of 3.5 million visitors. The central website is designed to increase access to all Smithsonian education websites, publications, field trips, professional development, lesson plans, interactive activities and products. SCEMS will publish and distribute to all elementary and middle schools in the United States a teacher magazine with content based on Smithsonian research and collections and lesson plans aligned with national standards, reaching 82,000 schools. To support all of SCEMS learning experiences, professional development opportunities will be offered to educators and museum professionals in Washington DC, at Smithsonian Affiliate sites, and through distance learning, with a projected total audience of 1 million. SCEMS will manage the Institution's internship program, providing authentic learning experiences for 600 college students. The purpose of all of these efforts is to improve teaching and learning by providing authoritative, relevant, and inspiring resources to the nation.

To identify audience needs, create content, and extend the Smithsonian's reach, SCEMS will forge external partnerships with national education and museum organizations. The Center will sustain ongoing partnerships with the U.S. Department of Education, the American Association of Museums, the College Board, the National Writing Project, the International Literacy Network, the National Association of Elementary School Principals, and membership organizations for teachers of history, art, and science. SCEMS will provide leadership for internal collaborations including the Smithsonian Council of Education Directors, Smithsonian Heritage Steering Committee, and Smithsonian Internship Council. SCEMS will survey these partners to monitor and improve its effectiveness as a leader in museum education.

SCEMS is committed to researching the role, value, and impact of museum education through in-depth case study. In 2005, SCEMS will analyze and publish the results of a three-year pan-Institutional evaluation of the impact of a teacher professional development program to improve the teaching of American history. The study will address how the program changed teacher content knowledge, attitudes towards teaching history, methods of teaching history, and understanding of the historical process. The results will be shared with all Smithsonian offices for the purpose of improving the quality of Smithsonian teacher training.

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

Office of Fellowships – To achieve the Institution’s goal of Strengthened Scientific Research, OF will increase the number of fellowships and grants offered through the Smithsonian Fellowship Program and Scholarly Studies Program, and offer appointments of up to two years to postdoctoral fellows. The Fellowship and Scholarly Studies Programs, which infuse the Smithsonian with new ideas and approaches to research, are crucial to the intellectual health and continued advancement of the Institution. This is the number one priority in the Science Commission’s report.

To meet the goal of Enhanced Management Excellence, the Office of Fellowships will increase its effectiveness in attracting the best applicants to the fellowship program. Targeted recruitment and marketing strategies will be employed to attract to the best candidates to the Fellowship Program. All application materials, deadlines, notifications, and financial management systems will be reviewed to ensure compliance with federal procedures and regulations. Working with Smithsonian units, an analysis of existing review panels/committees, evaluation procedures, and ranking of applications and proposals will be undertaken.

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (51 FTEs and \$5,153,000)

- Develop one multi-year national tour of a mobile museum exhibit to increase by 150 the number of outreach locations to which SITES shows can travel and by 1 million the number of visitors to the exhibitions
- Complete and launch one multi-year, national tour for rural communities of an exhibit about American musical traditions, to increase by 26 small towns and 10 states the number of locations that participate in the MoMS program
- Book and exhibit the MoMS show in a minimum of 6 high-traffic, general public settings, such as schools, state fair pavilions, public festivals, conventions, civic commemorations, and mixed-used shopping mall and transportation terminals, to increase the involvement of large and diverse population groups in Smithsonian exhibit programs
- Complete and launch multi-year, national tours of *Roberto Clemente, Our Journeys, Our Stories, and Brown vs. Board of Education* to address the subject matter interests and museum communities of culturally diverse audiences
- Partner with a minimum of 5 Smithsonian units and 5 outside organizations/associations to produce and circulate 6 alternative format versions of expensive, large-scale installations to maintain high-quality program offerings at affordable prices
- Enact a minimum of 3 measures to increase SITES' revenue stream through consultant services, extended exhibit tours, and on-line exhibit bookings to reduce as fully as possible the rental fee burden on exhibitors in the field
- Expand the Smithsonian Affiliations network into an additional 11 states and some additional targeted regions, thereby creating a local Smithsonian presence in every state and in most major communities in the country

Develop and bring first-class educational resources to the nation (26 FTEs and \$2,437,000)

- Produce and publish a teacher magazine based on Smithsonian research collections and distribute to schools in all 50 states, reaching 82,000 schools
- Produce and manage www.SmithsonianEducation.org, a central education website for educators, families, and students, to achieve 3,500,000 visitors in 2005
- Train 1,000,000 educators and museum professionals through workshops offered in Washington DC, and via distance learning

- Manage the Smithsonian internship program, providing 600 college students with placements, training, and enrichment opportunities
- Publish 50 new titles a year that are well-written by the best authors and experts in disciplines that reflect institutional interests and strengths aimed at three distinct market groups; academic, general readership, and youth
- Increase the number of ethnically diverse students participating in effective science programs based on NSRC products and services
- Significantly expand national outreach programs to ethnically and culturally diverse school districts through the work of the National Science Resources Center's three centers of excellence
- Engage 125 school districts – representing an additional 5% of the United States K-8 student population – bringing the impact of the NSRC's work from 20% to 25% of the nation's youth
- Continue to develop and bring first-class educational resources to the nation by forging partnerships with school systems, educators, education and museum professional associations and others to expand opportunities for development and dissemination of Smithsonian-based education resources

Strengthened Scientific Research

Strengthen capacity in science research (0 FTEs and \$1,626,000)

- Award 20 additional meritorious fellowships and scholarly studies awards

Develop the intellectual component of the collections by performing collections-based studies (4 FTEs and \$249,000)

- Publish in print a minimum of 10 publications a year in the Contributions and Studies Series Program which report on the scientific, technical, and historical research conducted by Smithsonian staff and their professional colleagues, as well as on the collections of the various Smithsonian museums
- Expand the reach of these studies by making available on the Smithsonian Institution Press website all of the abstracts in the program

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (3 FTEs and \$313,000)

- Conduct satisfaction surveys of internal and external partnerships, analyze results, and address performance deficiencies
- Complete a three-year outcomes-based evaluation of a major pan-Institutional program to improve the teaching of U.S. history, analyze results, and address performance deficiencies

- Ensure that Affiliates needs are met in conformance with Institutional policy, by establishing a working methodology that is customer-friendly and results in the collection of accurate data
- Modernize the Institution's financial management systems and functions (6 FTEs and \$328,000)***
- Review current policies and procedures to improve efficient and effective programmatic and financial management of fellowships, grants and other academic appointments throughout the Institution
 - Analyze data on Fellowship Alumni to provide an effective mechanism to increase communications, feedback, distribution of news about the Smithsonian, newsletters, and conferences

FY 2005 REQUEST – EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net increase of 1 FTE and \$800,000 to support the Institution's fellowship and grant programs of research. These funds are requested to remain available for two years. An office assistant position will support the additional administrative functions such as travel of review panels, scheduling review meetings, responding to programmatic questions, and other administrative issues as a result of the increase to these programs. Adding multi-year postdoctoral fellowships and increasing the support for internal research grants are essential. Adding support for both programs will continue to promote projects that are highly innovative, increase collaboration with other research institutions, and result in publications and exhibitions. The Fellowship and Scholarly Studies Programs, which infuse the Smithsonian with new ideas and approaches to research, are crucial to the intellectual health and continued advancement of the Institution. This is the number one priority in the Science Commission's report.

If the FY 2005 request is not allowed, the Office of Fellowships will not be able to continue to support the quality and quantity of research at the Smithsonian. The competitive edge to attract the best scholars and students will no longer exist. Without the training of the next generation of scholars and the collaboration with scientists and scholars from around the world, the Smithsonian's status as one of the leading research institutions in the world will be diminished.

NONAPPROPRIATED RESOURCES – General trust funds provide support to defray the costs of staff salaries and benefits, fundraising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor designated funds provide support for costs related to specific projects and programs.

COMMUNICATIONS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	15	1,284	20	2,058	0	0	0	0
FY 2004 ESTIMATE	15	1,454	22	2,242	0	0	0	0
FY 2005 ESTIMATE	15	1,457	22	2,242	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	4	498	4	499	0	1
Deliver the highest quality visitor services	5	424	5	425	0	1
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	1	50	1	50	0	0
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented.						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.	5	482	5	483	0	1
Total	15	1,454	15	1,457	0	3

BACKGROUND AND CONTEXT

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

programs to advance the Institution's objectives and acquaints the public with research, exhibitions, public programs, and other activities of the Smithsonian by working with the news media and by issuing materials for staff and the public.

The Visitor Information and Associates' Reception Center seeks both to broaden the public's knowledge, appreciation, and enjoyment of the Smithsonian and to facilitate and promote participation in its programs and activities. VIARC advances the goal of Strengthened Scientific Research through the provision of behind-the-scenes volunteers who assist staff in performing their research.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the Office of Public Affairs is directing its resources to nationwide mass-media publicity and to expanding relationships with minority communities through targeted radio and print advertising and publication of visitors' brochures and a newsletter devoted to scientific research. OPA publishes a monthly newspaper and a biweekly newsletter for employees to keep them informed about other Smithsonian staff and their projects. VIARC also advances this goal by disseminating information on public programs, exhibitions, events, and collections. This is accomplished through content responsibility for four segments of the Smithsonian website (Visitor Information, Events, Exhibits, and Encyclopedia Smithsonian); seven-day year-round operation of the Smithsonian Information Center; recruitment, training, scheduling, and supervision of volunteer and staff information specialists at museum information desks; operation of public inquiry mail and telephone information services; and outreach to the local, national, and international tour and travel industry.

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

To meet the goal of Enhanced Management Excellence, the Office of Communications responds to all media inquiries in a timely manner with accurate, concise information and initiates story ideas to the media about Smithsonian exhibitions, research, and programs.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (4 FTEs and \$499,000)

- Increase by 10% contacts with radio stations (in English and Spanish), weekly newspapers, alternative weeklies, and newsletters that serve traditionally underserved audiences

Deliver the highest quality visitor services (5 FTEs and \$425,000)

- Continue to provide accurate and timely information on events, activities, and exhibitions through 14 information desks and the Telephone Information desk
- Update visitor information database at least once daily
- Recruit 110 new volunteers to accommodate the new visitor information desk at the National Museum of the American Indian and normal volunteer attrition
- Keep the VIARC sections of the Smithsonian website updated and accurate

Strengthened Scientific Research

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

- Recruit approximately 550 Behind-the-Scene Volunteers in FY 2005 to assist Smithsonian units in performing research

Enhanced Management Excellence

Maintain mutually beneficial relations with the news media and with federal, state, and local governments (5 FTEs and \$483,000)

- Respond to all media inquiries with accurate, concise information within 24 hours
- Increase by 10% the alerts of positive stories to the press of all kinds of events at the Smithsonian, from behind-the-scenes research to new acquisitions
- Organize approximately 25 events specifically for journalists
- Publish a monthly employee newspaper and a biweekly staff newsletter

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and other related costs. In addition, these funds provide general support for information dissemination, outreach, publications, and general operations.

INSTITUTION-WIDE PROGRAMS

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	3	5,826	0	0	0	0	0	0
FY 2004 ESTIMATE	0	6,118	0	0	0	0	0	0
FY 2005 ESTIMATE	0	6,138	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Expand a national outreach effort	0	1,170	0	1,174	0	4
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	1,685	0	1,690	0	5
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	0	3,263	0	3,274	0	11
Total	0	6,118	0	6,138	0	20

BACKGROUND AND CONTEXT

In 1993, Congress approved and permitted the Smithsonian to reallocate funds to create two Institution-wide funding programs: one to support the units' needs for state-of-the-art research equipment, and the other to address information technology needs across the Institution systematically. In FY 1995, the Institution first received funds to support the development of a third Institution-wide program, this one for Latino initiatives, including research, collections acquisitions, exhibitions, and educational programming.

Institution-wide programs consist of the following pools: Latino Initiatives pool, Research Equipment pool, and Information Resources Management (IRM) pool.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the Latino Initiatives pool continues to support research, collections, public and educational programs, and exhibitions. These activities will generate and advance knowledge and understanding of the contributions of Latinas and Latinos to U.S. history, culture, arts, music, and science at a national level. The budget request includes \$1,174,000 for these initiatives. These funds are dispersed annually to Smithsonian units on a competitive basis, with an emphasis on projects with the potential to attract matching and, ultimately, sustaining funds from nonappropriated sources.

The goal of Strengthened Scientific Research will be addressed by providing funds from the Research Equipment pool to purchase state-of-the-art equipment to perform cutting-edge scientific research or for equipment required to carry out historical research and conservation projects. The Research Equipment pool continues to be essential for the science units and research departments of the museums to replace outdated research equipment with new technology or to replace standard equipment that is broken or has outlived its usefulness. The budget request includes \$1,690,000 for research equipment. The federal base is often leveraged with external support, multiplying the funds available.

In FY 2005, the goal of Enhanced Management Excellence will be addressed primarily by focusing Information Resources Management pool resources on upgrades and enhancements to the Smithsonian's information technology infrastructure, enhancements to the applications and data content of Collections Information Systems in the museums, and making the data content available to the public via the Web.

Finally, the budget estimate includes \$3,274,000 for the IRM pool. In FY 2005, the Institution proposes to continue to use \$1,846,000 of this amount to support the Managed Information Technology Infrastructure initiative, which is justified under the Administration line item. Annual performance goals related to this portion of the IRM pool funds are also included there.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Expand a national outreach effort (0 FTEs and \$1,174,000)

- Co-produce programs that will benefit audiences in Washington DC as well as affiliate museums nationwide through partnerships with community organizations and the affiliate museums
- Continue to establish baseline data to determine if underserved audiences are being reached in FY 2005 by Latino-pool funded initiative

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (0 FTEs and \$1,690,000)

- Replace, upgrade, and acquire cutting edge technology to support the Smithsonian's research mission and four scientific themes, and to address problems and recommendations identified in the 2003 Science Commission Report
- Increase the capacity to digitize and make available a wide range of archival documents, including photographs, and increase access to these documents to researchers around the world via the Web
- Increase capability to perform research in the arts such as the study of carbon pigments and Chinese jade and analysis of bronze samples, as well as conservation of collections

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (0 FTEs and \$3,274,000)

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

OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	32	2,585	2	28	0	0	0	0
FY 2004 ESTIMATE	35	2,626	2	232	0	10	0	1
FY 2005 ESTIMATE	35	2,635	1	175	0	40	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	31	2,303	31	2,311	0	8
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	4	323	4	324	0	1
Total	35	2,626	35	2,635	0	9

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, OEC will expand its project management capability to ensure a more coordinated, full-service, and cost-effective approach to exhibit production. Of equal importance will be the expansion of OEC's consultation and exhibition planning services in

order to improve pan-Institutionally the exhibition planning and development process. In addition, OEC will outsource more production-oriented work, increase the amount of unique work done in house, and broaden its collaborations with other Smithsonian units. To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost reimbursement process is fair, reasonable, and sound and will measure progress through feedback from customers.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

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

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

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

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

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

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

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (31 FTEs and \$2,311,000)

- To improve the exhibition planning process at the Smithsonian Institution, expand OEC consultation and exhibit planning services by 10% over FY 2002 levels
- Expand and improve project management capability and resources by 10% over FY 2003

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (4 FTEs and \$324,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at all staff meetings
- To better serve the needs of the public, actively support the diversity goals of the Institution, aiming to increase diversity workforce initiatives, including internships, by 10% over FY 2002 levels

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and associated costs and for Smithsonian Community Committee activities.

MAJOR SCIENTIFIC INSTRUMENTATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	0	3,369	0	0	0	0	0	0
FY 2004 ESTIMATE	0	4,939	0	0	0	0	0	0
FY 2005 ESTIMATE	0	4,000	0	0	0	0	0	0

STRATEGIC GOALS: STRENGTHENED SCIENTIFIC RESEARCH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Scientific Research:						
Conduct focused scientific research programs that are recognized nationally and internationally	0	4,939	0	4,000	0	-939
Total	0	4,939	0	4,000	0	-939

BACKGROUND AND CONTEXT

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

To meet the goal of Strengthened Scientific Research, SAO uses its multi-year funding from the Major Scientific Instrumentation line item to develop large-scale instrumentation projects that enable Smithsonian scientists to remain at the forefront of their fields. Currently funded through this line item are two SAO projects: the development of an array of submillimeter telescopes (Submillimeter Array, SMA) and its instrumentation on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona. Because of the magnitude of the costs and the time required to

fabricate major new instruments and to reconfigure existing ones, the Institution requests funding for these projects to be available until expended.

For FY 2005, this budget estimate includes a programmatic decrease of \$1,000,000. Additionally, this line-item reflects restoration of the FY 2004 rescissions.

MEANS AND STRATEGY

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

FY 2005 base resources will be used to continue work on additional sets of receivers for the SMA, to enable us to move closer to completion of the complement of six sets per telescope. These receivers are necessary to allow observations with the SMA at key frequencies and to allow polarization measurements, both of which provide critical information on properties of the low-temperature universe. In addition, the resources will be used to incorporate two nearby telescopes, the James Clerk Maxwell Telescope (JCMT) and the Caltech Submillimeter Observatory (CSO) telescope into the array, which will significantly enhance the sensitivity, resolution and imaging speed of the array.

During FY 2003 and the first three months of FY 2004, the full power of the converted MMT's wide-field optics became available for scientific research. The first three new instruments were brought into operation at the MMT to utilize this power: Hectospec (a moderate resolution optical spectrograph fed by 300 optical fibers), Hectochelle (a high-resolution optical spectrograph fed by Hectospec's fibers), and Megacam (a powerful wide-field camera). Observations with these extraordinary instruments will result in a first round of scientific results and papers by the end of FY 2004.

FY 2005 base resources will also be used to continue the development of two key instruments for the converted MMT: Binospec and MMIRS. Binospec is a wide field optical spectrograph that will allow scientists to study how galaxies have evolved over 75 percent of the universe's lifetime. MMIRS is a powerful infrared camera and spectrograph that will allow

scientists to penetrate the obscuring dust that veils star-forming regions in our own galaxy and distant galaxies. Understanding how stars form throughout time and space is a key goal of modern astrophysics, which is the key to understanding our origins.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Strengthened Scientific Research

Conduct focused scientific research programs that are recognized nationally and internationally (0 FTEs and \$4,000,000)

Theme I: The Origin and Nature of the Universe

- For the SMA, commission one fully operational prototype receiver to cover the 800-950 GHz band. When implemented on all telescopes of the SMA, this coverage will provide access to the highest radio frequency band available from Mauna Kea where the SMA will achieve its highest resolution. This band contains numerous spectral lines of great importance to the understanding of the astrochemistry of the interstellar medium
- For the SMA, construct the necessary instrumentation to allow the JCMT and CSO to participate with the SMA to form a ten-station array
- For the MMT, complete the design of Binospec to a level sufficient to conduct a critical design review in preparation for the construction phase
- For the MMT, complete the design of MMIRS to a level sufficient to conduct the preliminary design review

FY2005 REQUEST – EXPLANATION OF CHANGE

For FY 2005, this budget estimate includes a programmatic decrease of \$1,000,000.

The FY 2005 budget funded at \$4 million will allow the SMA to commission one fully operational prototype receiver to cover the 800-950 GHz band, and will provide for the construction of the necessary instrumentation to allow the JCMT and CSO to participate with the SMA to form a ten-station array. It will also provide for completion of the design of Binospec and MMIRS for the MMT. (See above.)

With a reduction of \$1,000,000 from the FY 2004 funding level, SMA's set of six receivers for the 800-950GHz band will be delayed until late FY 2006. Binospec construction will also be delayed one-year from the initial planning date.

MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	34	2,473	0	0	0	0	0	0
FY 2004 ESTIMATE	28	1,657	0	0	0	0	0	0
FY 2005 ESTIMATE	28	1,663	0	0	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Improve the stewardship of the national collections	28	1,657	28	1,663	0	6
Total	28	1,657	28	1,663	0	6

BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections storage facility for the National Museum of Natural History's irreplaceable national collections as well as housing important collections of the National Museum of American History. Located in Suitland, Maryland, this facility houses more than 31 million objects. MSC accommodates collections storage for three general types of media: collections storage in cabinets, open shelving for biological specimens in alcohol, and high bay storage for very large objects such as totem poles, boats, meteorites, and large mounted mammals.

The facility also houses laboratories for molecular systematics, conservation, and other specialized research. The MSC staff provides administrative, shipping, and receiving services; collections management services including preservation and logistics; and safety and pest control.

The staff also oversees security operations, including access to collections, maintains strict environmental standards for equipment supporting collections and collections cleaning services required for the proper storage of museum collections, and provides computer support services for administrative, research, and collections management data needs.

For FY 2005, this line-item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line-item.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to provide more reliable environmental conditions by properly maintaining equipment and upgrading facilities to meet laboratory requirements for conservation needs. Further, in FY 2005, funds will be used to prepare collections stored in alcohol and other fluids for relocation from the Natural History Building (NHB) on the Mall to MSC and to relocate to MSC dry collections related to these fluid collections.

Included in the Smithsonian's FY 2005 Facilities Capital request is \$8 million to construct MSC's Pod 5 to safely store the Museum's valuable biological collections currently stored in alcohol in NHB.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (28 FTEs and \$1,663,000)

- Prepare the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids for relocation from the Natural History Building to the Museum Support Center. These collections total 11,175 specimens
- Ensure the safety of staff and collections by addressing all recommendations from annual Management Evaluation and Technical Reviews
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers) and pest control practices
- Improve accessibility of collections for researchers by enhancing electronic access through upgraded infrastructure such as wireless computer access, imaging, communications and electronic conference capabilities

- Continue to enhance transportation services to improve accessibility of collections, and improve shipping and receiving procedures to better integrate services between NHB and MSC

SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	20	1,609	2	149	2	177	0	0
FY 2004 ESTIMATE	23	1,643	2	140	1	181	0	0
FY 2005 ESTIMATE	23	1,649	2	140	1	186	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Strengthen the high caliber of Smithsonian scholarship in support of public programs	8	566	8	566	0	0
Improve the stewardship of the national collections	13	842	13	848	0	6
Enhanced Management Excellence:						
Modernize the Institution's information technology systems and infrastructure	2	235	2	235	0	0
Total	23	1,643	23	1,649	0	6

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and a steward of the national collections.

To achieve the goal of Increased Public Engagement, SIA will ensure institutional accountability; enhance public appreciation of a great national treasure; and serve the Smithsonian community, scholars, and the general public by appraising, acquiring, and preserving the records of the Institution and related documentary materials; establishing policies and providing guidance for management of the national collections; offering a range of

reference, research, and records services; and creating products that promote understanding of the Smithsonian and its history.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

In FY 2005, SIA will be focused on moving staff and collections from the Arts and Industries Building, which will be closed, to a new location. See Facilities Capital account for further discussion of this project.

In addition to this major activity, SIA will continue efforts to provide online access to research information; collaborate fully with units—such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Services (SCEMS), and the Affiliations Program—that serve broad external audiences; and set standards and provide support for the Smithsonian collections management community, in support of Increased Public Engagement.

SIA will also solidify the ongoing operation of a conservation laboratory initiated in FY 2003 to meet the conservation needs of the Smithsonian archival community. Resources will also be dedicated to presentations and publications that focus on the Institution's history as well as focused activity to capture and preserve electronic records (such as websites and email) that are key sources of Institutional information today and Smithsonian history tomorrow.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Strengthen the high caliber of Smithsonian scholarship in support of public programs (8 FTEs and \$566,000)

- Make readily available information about the world and life of the Smithsonian's first Secretary by publishing volume 10 and completing 50% of the text editing for volume 11 of *The Papers of Joseph Henry*
- Conduct a minimum of 6 public presentations on Smithsonian history drawn from SIA's collections to reveal to local, non-scholarly audiences the wealth of information in the Smithsonian Archives
- Support the Smithsonian Center for Education and Museum Studies' (SCEMS) efforts to reach teachers and non-Smithsonian

museum professionals by providing at least 1 instructor for 2 annual SCEMS workshops

- Give at least 6 lectures on Smithsonian history through the Affiliations Program and The Smithsonian Associates
- Increase by 5% the records in the Smithsonian Legal History database, the Smithsonian Image database, the History of the Smithsonian Bibliography, and the Smithsonian Chronology to enhance online access to Institutional information

Improve the stewardship of the national collections (13 FTEs and \$848,000)

- Manage risk, assure Institutional accountability, and ensure efficient use of office space by conducting surveys and creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and Office of Protection Services
- Provide greater public access to information about SIA's holdings by completing the digitization and placement online of all SIA finding aids and add 200 new records to Smithsonian Research Information System
- Assist a minimum of five units with revisions of their Collections Management Policy

Enhanced Management Excellence

Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$235,000)

- Ensure the future availability of records in electronic form (including email, collections information systems, word-processed documents, and digital images) through development of a fully operational preservation system
- Develop a pan-Institutional information system to capture routine collections management data and support the central Performance Management Information System

NONAPPROPRIATED RESOURCES – SIA will support three positions in FY 2005 using non appropriated resources. The Joseph Henry Papers Project includes two historians supported by grant funds, which are needed to assure the timely completion of Volume 11, the last in the series for this documentary editing project. Donor funds support a paper conservator who is establishing a cooperative conservation treatment and assessment service for all Smithsonian archival repositories. In addition, discretionary funds include reimbursements for copies of records and small honoraria.

SMITHSONIAN INSTITUTION LIBRARIES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	100	7,531	11	1,115	1	302	0	0
FY 2004 ESTIMATE	111	8,704	10	849	1	2,081	0	0
FY 2005 ESTIMATE	111	8,732	10	920	1	471	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	1	64	1	64	0	0
Expand a national outreach effort	2	138	2	138	0	0
Strengthen the high caliber of Smithsonian scholarship in support of public programs	20	1,636	20	1,641	0	5
Improve the stewardship of the national collections for present and future generations	65	4,991	65	5,008	0	17
Strengthened Scientific Research:						
Strengthen capacity in science research	0	0	1	64	1	64
Develop the intellectual component of the collections by performing collections-based studies	12	1,018	11	958	-1	-60
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	7	571	7	573	0	2
Modernize the Institution's financial management systems and functions	2	146	2	146	0	0
Modernize the Institution's information technology systems and infrastructure	1	58	1	58	0	0
Ensure that Smithsonian workforce is efficient, collaborative, committed, and innovative	1	65	1	65	0	0
Recruit, hire, and retain a diverse workforce and promote equal opportunity	0	17	0	17	0	0
Total	111	8,704	111	8,732	0	28

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) was established to support the research, curatorial and exhibition activities of the Smithsonian by providing and organizing pertinent information sources. To that end SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL anticipates the need for information appropriate to the Institution's priorities and fills inquiries from the government, universities, researchers, and the public worldwide. SIL exhibits and interprets its collections and sponsors educational activities for a broad audience through public programs and publications.

For FY 2005, this line item reflects restoring a portion of the FY 2004 rescissions. The Institution is not seeking additional programmatic funding for FY 2005 for this line item.

MEANS AND STRATEGY

In FY 2005, SIL will address the Smithsonian goal of Increased Public Engagement by providing high-quality, timely information services directly to the Smithsonian community and the public from libraries located in museums and research institutes and through the Internet. SIL continues to be the primary vehicle for providing journals and other critical information to Smithsonian researchers. SIL staff will build and refine collections with a focus in FY 2005 on service to the National Air and Space Museum Udvar-Hazy Center, the Center for Latino Initiatives and the National Museum of the American Indian (NMAI) Mall Museum. SIL will continue to maintain exchanges of books and journals with more than 4,000 institutions worldwide and borrow and lend books as a substitute for buying crucial titles.

The Libraries' online catalog is accessible through the Smithsonian Institution Research and Information System (SIRIS). SIL will enhance its collections information system by adding records to SIRIS for newly acquired titles, holdings data on backfiles of journals, and serials check-in records for currently received issues. SIL will continue a vigilant program of collection maintenance through binding, general collections repair, microfilming, and photocopying.

In FY 2005, SIL will share national treasures with the public through its ongoing program of well-regarded book exhibitions, lectures, and symposia. SIL will open an exhibition on book illustration, *Picturing Words*. SIL's traveling exhibition entitled *Doodles, Drafts and Designs*, is scheduled to travel to 12 venues during 2005. This exhibition will make a small segment of SIL's trade literature collection better known. Both the Baird and Dibner Scholarship

programs will aid SIL in building collaborations with scholarly programs both in the Institution and elsewhere.

SIL will increase electronic content, such as digitized scientific-instruments trade literature and online exhibitions to the public through its websites, *SIL on Display* and *Galaxy of Knowledge*. SIL intends to continue reviewing user satisfaction with its website and will implement enhancements accordingly.

To achieve the goal of Strengthened Scientific Research, SIL will retain information in science as a priority in FY 2005. SIL has already shifted spending within collections management in an attempt to sustain its outstanding collections in support of scientific research. SIL will continue to support science by providing state of the art reference services, administering the Scientific Translations publications program, acquiring new electronic resources, organizing Web resources in the sciences and training researchers to use electronic resources efficiently and effectively.

The expansion of online tools—such as the electronic *Biologia Centrali-Americana* and the electronic *United States Exploring Expedition* begun in 2002—will continue to give scientists the documentation they have sought for their research and will bring to light underutilized resources for scientific research.

SIL provides centralized administrative support so each library can focus on service to its clientele. In FY 2005, staff will actively seek to achieve Enhanced Management Excellence by building increased diversity of the library workforce, implementing a new integrated library system, expanding digital production and reviewing SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (1 FTE and \$64,000)

- Open one new exhibit to increase knowledge of the contribution that Smithsonian publications have made to the publishing of scientific illustrations
- Establish base and develop targets for attendance at exhibitions and programs

Expand a national outreach effort (2 FTEs and \$138,000)

- Increase by 25% the usage of SIL website and length of user sessions and add 10 new projects to the website to advance knowledge of and access to SIL collection
- Expand the sharing of SI resources throughout the country through establishing 2 new affiliations for traveling exhibitions and loaning at least 6 objects
- Produce 10 online projects (including virtual exhibitions, programs and educational resources) which will enhance SILs websites, *SIL on Display* and *Galaxy of Knowledge*

Strengthen the high caliber of Smithsonian scholarship in support of public programs (20 FTEs and \$1,641,000)

- Complete the establishment of the full range of library services for the NMAI Mall Museum and the Center for Latino Initiatives
- Hold annual Dibner and Baird public lectures and publish the Dibner lecture to present research based on SIL collections to a broad audience

Improve the stewardship of the national collections (65 FTEs and \$5,008,000)

- Improve access to SIL's unique special collections through increased cataloging of trade literature collections and art libraries' vertical files by 10% more than FY 2004
- Increase access to SIL's collection by adding holding information to SIRIS on backfiles of journals by an additional 25% of collection holdings, with 50% of libraries completed by the end of FY 2005
- By reorganizing technical services, increase productivity in acquisitions, cataloging, and preservation by 5% over the FY 2004 level

Strengthened Scientific Research

Strengthen Capacity in Science Research (1 FTE and \$64,000)

- Complete portal to Geographic Information System (GIS) resources that was begun in FY 2004
- By organizing and providing links to the Internet by at least 10% above the FY 2004 level, increase access to electronic science resources

Develop the intellectual component of the collections by performing collections-based studies that enhance existing databases, create new databases, and increase the potential of the collections for future scientific and public use (11 FTEs and \$958,000)

- Enhance electronic *Biologia Centrali-Americana* through full text conversion to allow full-text searching and linking to at least 5 external databases

- Expand electronic *US Exploring Expedition* to increase knowledge of an important 19th century scientific expedition and related collections through addition of links from the text to museum collections objects

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (7 FTEs and \$573,000)

- Provide remote access to licensed databases for Smithsonian staff after resolution of security issues
- Respond to issues raised in FY 2004 survey given to library patrons
- Implement additional features of automated inter-library loan services including direct online patron requests, automatic notification of receipt and overdue materials, and seamless interface to bibliographic databases for borrowing and lending

Modernize the Institution's financial management systems and functions (2 FTEs and \$146,000)

- Expand the use of the purchase card by making its use mandatory for routine supplies, equipment, shipping, interlibrary loan and some categories of library materials
- Train staff on new Enterprise Resource Planning system modules as they are implemented by SI

Modernize the Institution's information technology systems and infrastructure (1 FTE and \$58,000)

- Enter more than 6,000 manual records into SIRIS to complete conversion of serial check-in records to online records
- Implement Z39.50, a broadcast searching protocol, to accommodate automatic searching of the SIRIS catalog using Research Library Group Inter-Library Loan Manager software

Ensure that the Smithsonian's workforce is efficient, collaborative, committed and innovative (1 FTE and \$65,000)

- Develop outcome measures and establish targets for baseline training for staff

Recruit, hire, and retain a diverse workforce and promote equal opportunity (0 FTE and \$17,000)

- Improve diversity of staff, by increasing qualified African-American and Hispanic application pool for vacancies in SIL by 5%

NONAPPROPRIATED RESOURCES – General trust funds help defray costs of providing information services to the trust-funded units and support exhibitions, publications, public programs and fundraising. Designated funds from donors support specific projects and programs such as the SIL/Dibner Library Resident Scholar Program, the Baird Society Scholar Program, lectures and publications, both print and electronic. Income from endowment funds supports acquisitions and preservation activities.

ADMINISTRATION

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ESTIMATE	291	63,566	190	23,210	1	913	0	0
FY 2004 ESTIMATE	344	64,537	194	25,235	1	1,494	0	0
FY 2005 ESTIMATE	344	66,616	194	25,557	1	517	0	0

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

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling first-class exhibitions and other public programs	6	506	6	512	0	6
Expand a national outreach effort	9	709	9	716	0	7
Improve the stewardship of the national collections	11	866	11	876	0	10
Deliver the highest quality visitor services in SI museums	1	170	1	170	0	0
Strengthened Scientific Research:						
Provide focus for the Institution's science resources	8	1,155	8	1,158	0	3
Enhanced Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	73	8,171	73	8,188	0	17
Modernize the Institution's financial management systems and functions	25	2,302	25	2,312	0	10
Modernize the Institution's information technology systems and infrastructure	106	37,958	106	39,940	0	1,982
Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative	62	9,121	62	9,153	0	32
Recruit, hire, and retain a diverse workforce and promote equal opportunity	11	1,138	11	1,142	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	449	5	451	0	2
Complete major construction projects now underway	22	1,571	22	1,575	0	4
Greater Financial Strength:						
Secure the financial resources needed to carry out the Institution's mission	5	421	5	423	0	2
Total	344	64,537	344	66,616	0	2,079

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary; the Deputy Secretary/Chief Operating Officer; and the Under Secretaries for Science and Art; as well as the central administration activities of human resources, diversity, government relations, financial management, information management, contract management, and legal services.

For FY 2005, the estimate includes a net increase of \$2,079,000 (no FTE increases). This net increase reflects programmatic increases totaling \$5,588,000 for various information technology initiatives; an increase of \$565,000 to restore partially the FY 2004 rescissions; and decreases totaling \$4,074,000. The decreases represent reductions associated with non-recurring FY 2004 costs associated with consolidation of application servers (-\$247,000) and the ERP program (-\$3,676,000), and a reduction in non-discretionary communications costs (-\$151,000).

MEANS AND STRATEGY

The Institution will employ appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and are key to performing the Smithsonian's mission of connecting Americans to their history and heritage, and promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by attracting, recruiting, and retaining leaders possessing superior talent.
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Modernize human resource management processes and systems to support responsiveness to employee and employer needs.
- Employ state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement modules of a commercial Enterprise Resource Planning (ERP) system.
- Continue to make improvements in the network security infrastructure; implement a robust Web infrastructure that makes use of Web content

management and portal functions and is integrated with security and backup recovery infrastructure and continue a 4-year replacement cycle for desktop workstations.

- Maintain and upgrade the Institution's telecommunications infrastructure to provide reliable, cost-effective voice and data communications systems in support of the Smithsonian missions and continue to modernize the Institution's aging telephone systems.
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort.
- Facilitate accomplishment of the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (6 FTEs and \$512,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities

Expand a national outreach effort (9 FTEs and \$716,000)

- Establish dialogue with all Smithsonian unit and museum directors to develop and expand public programs highlighting Latino Collections, and increase by 50% online information concerning Latino research, programs, and educational opportunities
- Improve the outreach database and associated reporting structures so that it provides the capability for input and output from all outreach units in the Institution
- Increase outreach through multiple means, from enriching databases and current public programs to Web-based initiatives, depending on audience trends and needs

Improve the stewardship of the national collections (11 FTEs and \$876,000)

- Maintain the collection of over four million historical images and the support of all Smithsonian collection managers in the documentation of their collections for preservation and research purposes

Deliver the highest quality visitor services in the Smithsonian museums (1 FTE and \$170,000)

- Conduct a series of visitor studies and case studies of major exhibitions. Assist the Under Secretary for Art international art museums with surveys of visitors and development of marketing

goals, strategies, and specific activities aimed at increasing visitorship

Strengthened Scientific Research

Provide focus for the Institution's science resources (8 FTEs and \$1,158,000)

- Continue implementing the Science Commission recommendations as endorsed by the Board of Regents
- Develop and produce a five-year strategic plan for the four scientific themes as recommended by the Science Commission

Enhanced Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (73 FTEs and \$8,188,000)

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflects best business practices, exploits modern technology, and is responsive to unit needs
- Incorporate results-based assessments into the Institution's strategic and financial decision-making processes
- Improve responsiveness to Institutional units, including responding to training needs
- Strengthen management services in support of the Institution's mission including initiatives included in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, ten best museum and/or research practices
- Establish, meet, and exceed standard tasks and time frames for major construction and major exhibition design and fabrication of projects consistent with best business practices

Modernize the Institution's financial management systems and functions (25 FTEs and \$2,312,000)

- Support implementation of the Enterprise Resource Planning financial modules by identifying requirements and documenting reengineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits

Modernize the Institution's information technology systems and infrastructure (106 FTEs and \$39,940,000)

- Relocate the Institution's primary data center and network infrastructure
- Implement high availability firewall zones and intrusion detection services to reliably identify authorized users and screen out intruders
- Continue to provide extended service hours for the network operations center and help desk
- Replace 25 percent of the Institution's desktop workstations
- Continue deploying additional Enterprise Resource Planning System modules. The modules remaining to be implemented are: budgeting, contracts, grants and billing, HR personnel processing, basic benefits, awards, unit personnel processing, training administration, Equal Employment Opportunity complaint tracking, employee relations, and labor relations
- Implement a robust Web Infrastructure that makes use of Web content management and portal functions and is integrated with security and backup recovery infrastructure
- Replace telephone systems at the Museum Support Center, National Zoo, Cooper-Hewitt National Design Museum, Cultural Resources Center, Heye Center, Archives of American Art, Garber Center, Anacostia Museum, Smithsonian Marine Station, North Capital Street building, Smithsonian greenhouses, Fullerton and Newington warehouse facilities, and for the staff now in the Arts and Industries Building at a new location

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, and innovative (62 FTEs and \$9,153,000)

- Build a cooperative environment among all Smithsonian staff through increased communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population using modern techniques and best practices
- Implement the Workforce Restructuring Plan Institution-wide in order to effect organizational changes designed to streamline and leverage the Institution's workforce

Recruit, hire, and retain a diverse workforce and promote equal opportunity (11 FTEs and \$1,142,000)

- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and woman-owned businesses

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$451,000)

- Increase contacts initiated by the Institution by 10 percent
- Complete major construction projects now underway (22 FTEs and \$1,575,000)***
- Perform all contract management activities that support major capital facilities projects and exhibitions, including pre-contract, contract negotiation, and post-contract award activities, and warranty and contract close-outs

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (5 FTEs and \$423,000)

- Annually present and justify federal budget submissions to OMB and Congress

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a net programmatic change of \$2,079,000. The Smithsonian is requesting program increases of \$5,588,000 for the Enterprise Resource Planning System, to improve network security, and to implement a robust Web infrastructure. These increases are described in greater detail in the following paragraph. These increases are offset by reductions totaling \$4,074,000. The reductions represent one-time FY 2004 costs that will not recur in FY 2005 associated with implementation of financial and personnel ERP modules (-\$3,676,000) and consolidation of the Institution's applications servers (-\$247,000), plus a reduction of \$151,000 in the Communications account. Finally, the budget estimate includes an increase of \$565,000 to restore partially the FY 2004 rescissions.

Details supporting the request for \$5,588,000 in programmatic increases follow:

- (+ \$3,687,000) This increase is required to implement the procurement management system (\$637,000), to operate and maintain deployed ERP modules (\$2,903,000), and to support Travel Manager (\$147,000).
- (+ \$165,000) The increase is needed to upgrade the Smithsonian network security to ensure that it will continue to operate without interruption should there be a hardware or software failure or if a system component is compromised, and that it can reliably identify authorized users and screen out intruders.

- (+ \$1,736,000) To eliminate multiple, incompatible, and unsupported Web infrastructure initiatives, funding is requested to design and establish a Web and digital asset management infrastructure for the Institution, integrate it with the security and backup recovery infrastructure, and make use of Web content management and portal functions.

If the FY 2005 request is not allowed, the Smithsonian will be unable to adequately address known information technology security issues. The Institution will not be able to implement high availability firewall and intrusion detection systems or strong authentication software and hardware. Without these enhancements, the security infrastructure contains several critical components with a single point of failure. This increases risk to an unacceptable level. All application servers, data bases, internal and external mail services, communications, and general IT operations could be compromised. Strong authentication software and hardware is required to address specific IG security audit findings.

Additionally, the Institution will be unable to establish the infrastructure to support Web content management, delivery, and portal functions, such as e-commerce and integrate it with the security, backup, and recovery infrastructure. The Institution will continue the practice of individual units acquiring their own set of distinct web applications and managing them on a piecemeal basis, each having its own under-funded, dedicated operations and IT support. The duplicated and fragmented design, and long term development and maintenance make this approach far more costly to implement, operate, and maintain. This type of environment also compromises quality, security, and backup and recovery.

Finally, without these requested resources, the Smithsonian will be unable to implement the Enterprise Resource Planning System procurement management and budgeting modules; to complete the implementation of human resource management modules; and to operate and maintain previously deployed financial and human resources modules. As a result, the Institution would continue its current labor-intensive, manual processes.

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and other related costs. General trust funds also are used to support administrative activities, including fundraising. Donor/sponsor designated funds provide support for costs related to programs and projects such as scientific research. For example, the Seward Johnson endowment fund is used to improve basic support and strengthen important research efforts carried out at marine stations and for research opportunities in oceanographic research.

FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	266	14,969	0	35	0	0	0	0
FY 2004 ESTIMATE	359	39,605	0	400	0	52	0	0
FY 2005 ESTIMATE	362	39,943	0	400	0	16	0	0

STRATEGIC GOALS: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
Execute an aggressive, long-range Smithsonian facilities program	348	36,040	351	36,348	3	308
Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers	11	3,565	11	3,595	0	30
Total	359	39,605	362	39,943	3	338

BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation and repair activities which encompass the upkeep of property and equipment. The Office of Facilities Engineering and Operations (OFEO) is responsible for maintenance and repair of an infrastructure consisting of more than 450 buildings and structures sited on 19,000 acres (90 acres landscaped and/or hardscape) utilizing 38 miles of perimeter fencing and over 100 lane miles of roads.

The National Research Council (NRC) asserts that 2–4 percent of the aggregate replacement value of facilities (in prime condition) is an appropriate amount to budget for routine maintenance and repair. An FY 2003 assessment estimates the Smithsonian's current replacement value to be approximately \$4.4 billion. Applying the NRC criteria and the results of comprehensive

facilities' assessments of Smithsonian properties, suggests that the Smithsonian may want to increase its routine maintenance and repair funding in future years to protect its aging infrastructure.

For FY 2005, the estimate includes a program increase of 3 FTEs and \$206,000 to further facilities maintenance efforts at the National Museum of the American Indian (NMAI). Additionally, this line-item reflects restoring a portion of the FY 2004 rescissions.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, the Office of Facilities Engineering and Operations has initiated an aggressive long-range Smithsonian facilities maintenance and revitalization program within existing funding levels, using a Reliability Centered Maintenance (RCM) approach. RCM is a Federal Facilities Council recommended maintenance philosophy that incorporates the logical and cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices.

The FY 2004 appropriation provided additional funds to support annual fire safety requirements and maintenance of the Smithsonian's facilities. The FY 2005 budget sustains current maintenance levels which cover critical maintenance requirements but does not allow the Institution to maximize the benefits gained from completion of RCM implementation, nor be able to build on the initial benefits of maintenance integration accrued last year towards reversing the effects of many years of under funding maintenance across the Institution. Maintenance backlogs, already at unacceptable levels, will grow and significantly increase the future costs of repair as well as subsequent capital needs. The Smithsonian will not be able to provide adequate maintenance services to elevators and escalators, and will increase the potential for mold and microbe proliferation, indoor air quality problems, "Sick Building" syndrome, and loss of energy.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (351 FTEs and \$36,348,000)

- **Develop a maintenance organization and budget to achieve world-class cultural and scientific facilities**
 - Benchmark with recognized world-class operation and maintenance organizations
 - Develop measures to show benefits if additional funding resources are available

- Establish a baseline of customer requests for assistance and survey customers to measure satisfaction with service
- **Provide clean, attractive, well-maintained facilities**
 - Develop work processes and document results for interdepartmental offices
 - Publish comprehensive operation and maintenance handbook
 - Maintain the percentage of proactive versus reactive maintenance work
 - Maintain or increase percent of time building temperature and humidity levels are within the normal band
 - Reduce the number of HVAC sensor points out of service
- **Acquire a more effective tool for creating contract packages to improve timely delivery of goods and services**
 - Evaluate possible use of interagency contracts

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (11 FTEs and \$3,595,000)

- Advise museum staffs on appropriate security measures and devices for exhibit cases. Ensure no thefts occur to the exhibits due to deficient security control designs
- Ensure that appropriate physical security controls and measures (i.e., security alarms) are designed and maintained for facilities and property entrusted to the Smithsonian. Ensure that these control measures are designed and maintained such that once installed, they work as designed and intended

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes an increase of 3 FTEs and \$206,000 to introduce processes to ensure optimal (lowest) life-cycle costs for the current plant and provide partial staffing and funding required for full-scale maintenance of the new National Museum of the American Indian. The requested increase will provide for salaries and benefits for one HVAC mechanic, one electrician and one plumber (\$201,000 and 3 FTEs), and contractual support (\$5,000).

If the FY 2005 request is not allowed, newly installed systems at the National Museum of the American Indian will be inadequately maintained and fail long before their design life. Existing facilities maintenance staff dedicated to other facilities will have to assume the additional workload, compromising the Smithsonian's facilities maintenance efforts.

NONAPPROPRIATED RESOURCES – Trust funds support salaries and benefits, and additional support for maintenance costs.

FACILITIES OPERATIONS, SECURITY, AND SUPPORT

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2003 ACTUAL	1,013	117,161	20	4,804	7	379	0	0
FY 2004 ESTIMATE	1,753	141,813	19	4,498	7	405	0	0
FY 2005 ESTIMATE	1,819	146,994	19	5,055	7	410	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement:						
Offer compelling, first-class exhibitions and other public programs	8	671	8	689	0	18
Enhanced Management Excellence:						
Execute an aggressive, long-range Smithsonian facilities program	590	86,096	592	87,717	2	1,621
Ensure safety and protection of Smithsonian facilities, National Collections, staff, visitors, and volunteers	1,155	55,046	1,219	58,588	64	3,542
Total	1,753	141,813	1,819	146,994	66	5,181

BACKGROUND AND CONTEXT

Facilities Operations, Security, and Support (OSS) operates, maintains, and secures the Smithsonian's physical infrastructure under the direction of the Office of Facilities Operations and Engineering (OFEO). OFEO's mission is to provide and safeguard a quality-built environment that enables staff to increase and diffuse knowledge and add to the enjoyment of visitors. To help achieve the Institution's goal of Increased Public Engagement, OFEO will improve the Smithsonian's facilities as part of the progress being made

towards world-class cultural and scientific facilities as measured by pre-defined industry standards.

OSS integrates OFEO operational aspects and provides support for activities such as custodial work, snow removal, pest control, refuse collection and disposal, grounds care and landscaping, environmental operations and record keeping, fire protection, security services, and central utility plant operations. Also included are personnel costs necessary to support facilities planning, architectural/engineering design planning and specification services, as well as related support services such as mail, transportation, and the payment of utilities and central rent. Centralized facilities management allows for consistent services and business processes throughout the Smithsonian and contributes to the Institution's goal of Enhanced Management Excellence.

For FY 2005, the estimate includes a net increase of 66 FTEs and \$4,720,000 for programmatic increases. The request includes a redirection of \$2,187,000 from the National Air and Space Museum to this line item for security costs at the Udvar-Hazy Center in FY 2005 in order to centralize the administration of the Institution's security program. The request also includes, beginning in FY 2004, an increase of 49 FTEs and \$2,384,000 to reflect the transfer of police officers from the National Zoological Park to OSS. This transfer requires submittal and approval of a reprogramming request in FY 2004 and will allow for centralized management of the Smithsonian's security workforce along with a common management structure, security policies, and consistent training. Additionally, this line item reflects restoring a portion of the FY 2004 rescissions.

MEANS AND STRATEGY

FY 2005 resources will enhance the ability of OFEO to meet its stewardship responsibilities by focusing efforts and resources on facilities operations and security. To achieve the Institution's goal of Increased Public Engagement, resources are used to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, resources are focused on satisfying the ongoing operational requirements of Smithsonian facilities to ensure that they continue meeting programmatic requirements. OFEO will continue to devote resources to implement and upgrade security measures at Smithsonian facilities. Requested resources will continue to address the heightened security measures necessary to address elevated risks such as those identified in the Smithsonian's May 2002

Composite Risk Assessment report. The FY 2005 budget sustains current revitalization efforts in the Facilities Capital program but does not allow OSS to effectively support additional projects which are requested in the Facilities Capital Program. More demand will be placed on existing staff to support administrative activities for increasing revitalization efforts, resulting in delays to planning, design and management projects.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions and other public programs (8 FTEs and \$689,000)

- Present the biennial Orchid Show in concert with the U.S. Botanic Garden, the National Museum of Natural History, and the National Zoological Park
- Continue design and development of the exhibition *Adolf Kluss: From Germany to America, Shaping a Capital City Worthy of a Republic* in conjunction with the City Museum of Washington, Goethe Institute, Heilbronn Archives, Sumner School Museum and Archives, and the National Building Museum
- Present four academic lectures and tours relating to the history of the oldest Smithsonian facilities to increase public knowledge

Enhanced Management Excellence

Execute an aggressive, long-range Smithsonian facilities program (592 FTEs and \$87,717,000)

- Integrate facilities management and related activities across the Smithsonian to improve operational efficiency and effectiveness, cost control, quality control, and accountability
- Develop performance metrics to document baseline standards for response times and quality service
- Improve the overall cleanliness and operation of public restroom facilities in response to public concerns

Ensure safety and protection of Smithsonian facilities, national collections, staff, visitors, and volunteers (1,219 FTEs and \$58,588,000)

- Balance safe and effective physical security measures in response to the threat conditions with an appropriate level of public access to the national collections while providing optimal protection for the collections, staff, and visiting public
- Provide increased security patrols recommended in the security threat and vulnerability assessment for the National Zoological Park

- Ensure that electronic screening operations at the National Museum of Natural History (NMNH) are enhanced to eliminate or reduce the likelihood of hand-carried weapons and explosives being brought into the Museum
- Update and maintain the Institution's disaster management plan and individual museum/facility disaster plans through programmed table-top disaster management exercises and emergency drills

FY 2005 REQUEST—EXPLANATION OF CHANGE

The FY 2005 budget estimate includes a programmatic increase of \$2,533,000 and 66 FTEs as follows:

- (+ \$533,000, + 11 FTEs) Included here but justified under the National Museum of the American Indian line item are resources to support security and operational activities at the new Museum, including
 - \$107,000 and 2 FTEs to support custodial and horticultural requirements
 - \$426,000 and 9 FTEs to introduce support for one-half of the security force requirements necessary for the Mall museum. The one-half balance will be met by reassigning other guards on an overtime basis.
- (+ \$2,000,000, + 55 FTEs) This increase is requested to provide necessary security staff and related requirements to support the increased security needs of the Smithsonian, including
 - \$949,000 and 34 FTEs to support the phased hiring of 34 security officers to perform electronic visitor screening at the NMNH. The Institution will request full funding for these 34 FTEs in FY 2006.
 - \$851,000 to fully fund FTEs requested in FY 2004 for phased hiring of security officers at the National Air and Space Museum and the National Museum of American History.
 - \$200,000 to fund contractor costs for the management of disaster management drills and table-top exercises, assisting individual museums and the Institution as a whole to prepare to respond in the event of a disaster
 - 21 FTEs to allow for the conversion of the National Postal Museum's (NPM) security services personnel, who are currently paid in accordance with the federal grant and contract agreement signed with the United States Postal Service, to federal status. Approval of this request will allow NPM's security function to be managed consistent with other Institution museums/facilities, resulting in uniform management and increased security flexibilities among Smithsonian activities. It also ensures equitable compensation for the security staff and helps stabilize the NPM guard force that historically has experienced a high turnover rate. The request includes FTEs for 12

security guards, three control room operators, three sergeants, two lieutenants, and one security manager. OSS will fund salaries and benefits and support costs from within its base resources.

If the FY 2005 request is not allowed, the Institution will face considerable increased risk by delaying recommended and much-needed security improvements as well as operational requirements. The Smithsonian may not be able to adequately respond to recommended measures to reduce the impact of security threats or terrorist activities. Without the resources to fully fund existing security staff and provide nominal support for NMAI, security officers may have to be reassigned from smaller museums resulting in compromised security throughout the Smithsonian. If disaster preparedness funding is not provided, the Institution will not be prepared to respond effectively to potential disasters. If FTEs are not provided to convert the NPM security workforce, security levels will be reduced at Smithsonian activities to absorb the NPM requirement, resulting in increased assumption of risk levels and decreased security measures. Additionally, the NPM security force will likely remain understaffed due to the high turnover rate, which may create an unacceptable level of security risk at this high-profile location.

NONAPPROPRIATED RESOURCES – General trust funds provide support for salaries and benefits of personnel and other related costs. Donor/sponsor designated funds provide support for costs related to programs and projects such as horticulture research. Government grants and contracts provide support for special initiatives and conferences.

FACILITIES CAPITAL

FY 2003 Appropriation	\$98,779,000
FY 2004 Appropriation	\$107,627,000 ¹
FY 2005 Estimate	\$128,900,000

¹Includes 0.646% rescission contained in the FY 2004 Interior and Related Agencies Appropriations Act and the 0.59% rescission contained in the FY 2004 Omnibus Appropriations Act.

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective

Performance Objective	FY 2004		FY 2005		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence:						
Complete major construction projects now underway	10	9,935	6	8,990	-4	-945
Execute an aggressive, long-range Smithsonian facilities program	32	97,692	32	119,910	0	22,218
Total	42	107,627	38	128,900	-4	21,273

BACKGROUND AND CONTEXT

The Facilities Capital program underpins all the Institution's programs by providing safe and appropriate space. The Office of Facilities Engineering and Operations (OFEO) has the responsibility to keep this space functioning in good repair. In order to accomplish this mission, OFEO must ensure that deterioration in aging Smithsonian facilities is arrested, that necessary revitalization goes forward, and that required expansion and/or construction of new facilities conforms with modern building, life-safety, and environmental codes, with minimal disruption to Smithsonian programs, staff, and visitors.

The professional engineering study *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in September 2001, outlines the requirement to invest \$1.5 billion in revitalization of Smithsonian facilities over the next decade. The National Academy of Public Administration study of July 2001 confirmed the magnitude of the problem. Without an aggressive and sustained program of revitalization, the Institution will fail to provide for the safety of its visitors and

staff and honor its commitment to stewardship of the artifacts and facilities with which it has been entrusted. Through a major investment in revitalization, the Smithsonian can move beyond today's never-ending crises of breakdown maintenance and declining facilities performance to embrace a more comprehensive and long-term stewardship of its facilities.

MEANS AND STRATEGY

The FY 2005 request for the capital program represents an increased investment in the goal of Enhanced Management Excellence. With funding in the capital program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections and make incremental progress toward returning and keeping Smithsonian facilities fully functional within the decade ahead.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the Smithsonian and position it for the 21st century. It is a compilation of scores of architect-engineer consultant investigations and hundreds of internal condition assessments. The facilities requirements known at this time fall into two major areas: capital revitalization and construction, and routine maintenance and repair. Adequate funding to meet both requirements is essential to sustaining the viability of the Institution's physical plant.

In the Facilities Capital Program, revitalization activities address the causes of advanced deterioration and resulting decline in the Institution and avoid crippling failures in building systems that can result in lost data and damage to collections or hazardous conditions for visitors and staff. Over the next decade, the Smithsonian must spend more than \$1.5 billion for restoration, renovation, and modernization of its facilities. Fulfilling the Smithsonian's mission will also require construction of new facilities off the Mall, mainly to meet collections needs at the Institution's Suitland, Maryland, site.

Funding for routine maintenance and repair is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of its facilities and the investment in revitalization.

The Institution plans to utilize these combined resources over the next decade to arrest the downward spiral of deterioration, with the result being safe, code compliant and functional facilities to support Smithsonian programs.

STRATEGIC GOALS AND FY 2005 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Complete major construction projects now underway (6 FTEs and \$8,990,000)

- Complete 40% of the construction of Phase I of Pod 5 at the Museum Support Center
- Oversee the breaking-in period of the National Museum of the American Indian Mall Museum, ensuring that all necessary corrective actions are taken

Execute an aggressive, long-range Smithsonian facilities program (32 FTEs and \$119,910,000)

- Complete 80% of the revitalization of the Patent Office Building
- Complete 75% of construction of Asia I project at the National Zoological Park
- Initiate construction of Asia II project at the National Zoological Park
- Complete Phase I and 40% of Phase II of the core space revitalization at the National Museum of American History, Behring Center
- Complete 40% of the total revitalization of the National Museum of Natural History
- Make progress toward meeting NAPA's recommendation to complete 35% design of projects in FY 2007 prior to requesting funding

FY 2005 REQUEST

The Institution requests \$128,900,000 and 38 FTEs for Facilities Capital in FY 2005 for Revitalization and Construction, plus the Planning and Design needed to support these efforts. The request represents an increase of \$21,273,000 over the FY 2004 appropriation and a decrease of 4 FTEs. The reduction of FTEs is due to anticipated completion of the National Museum of the American Indian Mall Museum in the fall of 2004. The Institution will retain one of the 5 FTEs originally provided for this project to provide construction management through the end of the first quarter of FY 2005.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2005, and the related future program requirements through FY 2009.

SMITHSONIAN INSTITUTION

Facilities Capital Program FY 2005 - FY 2009

CATEGORY	Received ¹⁾					Congress Request	Future Program ²⁾					
	Prior	FY 2001	FY 2002	FY 2003	FY 2004		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Outyears
REVITALIZATION												
<i>Major Projects</i>												
Arts & Industries Building	3.2	4.0	6.0			25.0	12.3	47.0	38.0	39.0	58.0	
Freer Gallery											10.0	
Hirshhorn Museum											20.0	
Museum Support Center									10.0		20.0	
National Air and Space Museum											55.0	
National Museum of American History	1.4 ³⁾				3.4	10.0	28.0	3.5			45.0	
National Museum of Natural History	65.7	10.7	12.0	10.0	3.0	7.0	30.0	33.0	30.0	29.0	52.0	
National Zoological Park Revitalization	4.1	4.2	4.9	7.0	23.7	19.5	33.4	23.9	21.9	37.0	110.4	
Patent Office Building	16.6	17.0	15.0	25.0	47.4	44.4						56.0
Quadrangle												23.0
Renwick Gallery												21.0
Silver Hill Facility												75.0
Smithsonian Castle	0.5	0.5										13.8
Anti-Terrorism Protection							13.5	11.6	7.4	5.3		
<i>Other Revitalization Projects</i>		21.1	30.0	21.2	12.0	6.0	17.5	24.4	29.2	29.2	ONGOING	
SUBTOTAL	91.5	57.5	67.9	63.2	89.5	111.9	134.7	143.4	136.5	139.5	559.2	
CONSTRUCTION												
NMAI Mall Museum	73.3		30.0	15.9								
NMNH, Museum Support Center Pod					9.9	8.0	10.1					
SAO, VERITAS Site Improvements						1.0						
SAO, Hilo Base Building		4.5										
NZP, Kids Farm Exhibit		5.0										
SUBTOTAL	73.3	9.5	30.0	15.9	9.9	9.0	10.1	0.0	0.0	0.0	ONGOING	
FACILITIES PLANNING & DESIGN	0.0	0.0	0.0	8.3	8.2	8.0	18.7	18.2	20.9	15.8	ONGOING	
TOTAL REQUEST	164.8	67.0	97.9	87.4	107.6	128.9	163.5	161.6	157.4	155.3	ONGOING	

¹⁾ FY 2003 estimate has been adjusted for comparison purposes with the budget and outyear estimates under the restructured Facilities Capital account. Revitalization includes resources requested in RR&A less \$11.4 M for maintenance and minor repair projects to be requested in the S&E account in FY 2004. The FY 2003 appropriation included \$82.9M for Repair, Restoration and Alteration of Facilities, \$15.9M in Construction for the National Museum of the American Indian, Mall Museum.

²⁾ The outyear program is based on the approved FY 2005 budget level and does not reflect the requirements as described in *Smithsonian Institution Museums and Facilities: Critical Assessment*, based on NAPA's 2001 report which recommended funding in the range of \$200 - 250 million annually throughout the planning period in order to complete the required

³⁾ Final increment of the HVAC replacement project completed in the late 1990s.

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This category provides funds for the cyclical replacement of major building systems and equipment and major renovation projects required for the preservation of the buildings, costing over \$5 million. It primarily addresses the major replacement requirements for HVAC, electrical, and other utility systems at the older buildings where systems are nearing the end of their service lives. Work also encompasses modifications to ensure compliance with life-safety and ADA codes, restore historic features, and modernize the buildings to support current program requirements.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Patent Office Building	Restore Patent Office Building	44,400
National Zoological Park	Revitalization	19,500
	<i>–Asia Trail II: Elephants (14,500)</i>	
	<i>–Replace Roofs and Skylights (2,000)</i>	
	<i>–Upgrade Utility and Fire Protection Infrastructure (3,000)</i>	
National Museum of American History, Behring Center	Revitalize NMAH, BC Public Space	10,000
National Museum of Natural History	Continue Revitalization	7,000
Arts and Industries Building	Close Building and Relocate Staff and Collections	25,000
SUBTOTAL		105,900

Other Revitalization Projects

Projects in this category correct extensive and serious facilities deficiencies to materially extend the service life of systems costing between \$500,000 and \$5 million. Unlike the major revitalization projects, however, these projects are smaller in scale, and usually involve capital repair or replacement of individual systems or components.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Multiple Locations	Personnel	3,000
Multiple Locations	Miscellaneous projects under \$500,000	3,010
SUBTOTAL		<u>6,010</u>

GRAND TOTAL	111,910
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PROJECT TITLE: Restore Patent Office Building
INSTALLATION: Patent Office Building
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars): 44,400

PRIOR YEAR FUNDING:

Construction	96,877	
Facility Planning and Design	14,741	
Relocation Expenses	<u>9,440</u>	
	121,058	<u>121,058</u>
	Total	165,458 *

* This amount does not include the estimated \$50 million for Phase II (courtyard cover), which will be paid with privately raised funds.

BUILDING BACKGROUND:

Originally designed to highlight America's great spirit of invention, this stone neoclassical structure is a National Historic Landmark. Begun in 1836 to house the U.S. Patent Office and completed in 1867, the building was converted to museum use in 1964.

Until it was closed in 2000, the 332,000-square-foot building housed the National Portrait Gallery, which celebrates major figures in American history and culture, and the Smithsonian American Art Museum, dedicated to the arts and artists of the United States from colonial times to the present. Average annual visitation for both museums prior to closure was 430,000. Projected annual visitation to the renewed landmark is two million.

PROJECT JUSTIFICATION:

Before the Institution began revitalizing the building, it's mechanical and electrical systems were more than 30 years old and broke down frequently. The inefficient two-pipe heating, ventilation, and air conditioning system could not meet the heating and cooling loads in the building. Air circulation was insufficient, humidity control was limited, and condensation was a major problem. The cooling tower leaks and the chiller plant contained chlorofluorocarbons (CFCs), which must be phased out to meet environmental laws.

The electrical distribution system was overloaded, inadequate, and unsafe. Clearances around transformers did not meet current code requirements. Switchgear, panel boards, and distribution networks were deteriorated and obsolete. Replacement parts were no longer available.

Other utility systems were also seriously deteriorated, including fire protection, plumbing, steam distribution, and communications systems. Some of the fire alarm system wiring was original to the building and contributed to system malfunctions. The building's elevators broke down frequently, thereby reducing public access. The building's façade had been damaged by acid rain and air pollution, the window frames were deteriorated and failing, and several interior surfaces had been severely damaged by leaks and condensation. The building's main entrances and most restrooms were not accessible to persons with disabilities and did not meet current codes and standards. Asbestos was present throughout the building.

PROJECT DESCRIPTION:

Create an accessible main entrance and improve accessibility throughout the building. Replace mechanical and electrical equipment, including boilers, pipes, air handling units, chillers, pumps, electrical transformers and substations, and fire pumps with new energy-efficient equipment. Install a new air distribution and control system, supply and return air grilles, and temperature and humidity controls by zone. Replace the cooling tower and change the location and mounting configuration to eliminate leaks. Repair exterior masonry, replace windows, restore elevators, and improve functionality of the building by providing accessible restrooms adjacent to each lobby and in event spaces. Remove or abate hazardous materials such as asbestos and CFCs. Convert administrative space to public space. Relocate some mechanical and electrical equipment to new space beneath the courtyard so that the adjacent space can be used for public programming, including a 346-seat auditorium. Restore interior finishes after installation of new systems and other construction.

The Institution also plans to construct a glass enclosure over the building's courtyard, a catering kitchen for foodservice, a visible art conservation laboratory and a museum store. This work may occur concurrently, but will be funded from private sources.

Funding for the interior restoration was spread over FY 2003 to 2005 with project execution using a multi-year contract. In FY 2003, the Institution awarded a multi-year contract for this purpose. Congress appropriated \$25 million in FY 2003 and \$47.4 million in FY 2004 for this work.

The \$44.4 million requested in FY 2005 will complete the funding required for the revitalization. This amount will also continue to pay for construction management staff (about 5 FTE).

PROGRESS TO DATE:

The roof and gutters have been replaced and the interior has been demolished. Cleaning the exterior stone and replacing the windows is currently 90 percent complete.

The main restoration effort, to revitalize the interior of the building, began in 2003 and is approximately 8% complete as of December 2003. Final completion is anticipated in March 2006. The planned opening date is July 4, 2006.

P.L. 108-72, signed on August 15, 2003, authorizes the Institution to construct a covering over the courtyard of the Patent Office Building, using privately raised funding. The current estimate of this phase of the project, which includes the covering of the courtyard, is \$50 million. Design competition invitations were issued in October 2003, and the Institution plans to select the winner in the spring of 2004, to allow completion of the enclosure in time for the public opening of the building.

IMPACT OF DELAY:

A FY 2005 appropriation of \$44.4 million is necessary to avoid extension of the construction time and a dramatic increase in the overall construction costs of the project. The building has been closed to the public, including school groups, educators, and scholars, since January 2000 and will remain so until the full amount of the request is received to complete the entire renovation project.

PROJECT TITLE: National Zoological Park Revitalization
INSTALLATION: National Zoological Park
LOCATION: Washington DC

ASIA TRAIL II

FY 2005 COST ESTIMATE (Thousands of Dollars):

Initiate construction	14,500
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PRIOR YEAR FUNDING:

Facility Planning and Design	5,255
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FUTURE YEAR FUNDING (FY 2006):

Complete construction	<u>48,500</u>
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Total	68,255 *
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* This amount does not include an estimated \$12 million in privately raised funds.

BUILDING/SITE BACKGROUND:

The National Zoological Park in Washington DC, a National Historic District, was built in the 1890s and was expanded in the 1930s.

The National Zoological Park is more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment is deteriorating. Many of the largest creatures—lions, tigers, bears, elephants, giraffes, hippopotamuses, and rhinoceroses—are housed in the oldest areas. Yet families come to the Zoo primarily to see these species, sometimes called "charismatic mega-vertebrates." The sloth bear exhibit was built in the late 1890s, for example, and the Elephant House in the 1930s.

The Zoo's elephants are a very popular attraction, especially since the birth of the male Asian elephant Kandula in November 2001. The Elephant House is a stone structure in the heart of the Zoo's 167-acre site, and was designed to house and exhibit African mammals.

PROJECT JUSTIFICATION:

The National Zoo is a leader in elephant management and reproductive studies, both *in situ* and *ex situ*, but the elephant program has been severely stunted by inadequate space to have the animal numbers needed to create a multi-generational herd. Space is a major health and welfare issue for elephants. As ethical concerns are raised about how elephants are maintained in captivity, NZP must lead by example, providing a top-notch facility that shows how much it cares about elephants—enough to build a facility to ensure

their well being. Lack of exercise is believed to be a health issue and a cause for the high stillbirth and dystocia (difficult birthing) rates seen in *ex situ* elephant populations worldwide. Elephants in zoos also are prone to developing arthritis and have foot problems that are due, in large part, to a lack of space for proper exercise. The planned new elephant facility will provide space to ensure that the elephants get adequate exercise.

The Zoo's goal is to create a multi-generational elephant herd that will allow studying a population closer in structure to what is found in nature. The Zoo predicts that this will produce more accurate data while promoting the health and welfare of individuals held in captivity. The National Zoo will be one of only a few institutions committed to (or capable of) achieving this goal within the next 20 years. A multi-generational herd will encourage more normal behaviors and interactions among the elephants, and this will be documented with careful scientifically based research on behavior and hormonal analyses.

The standards of care for elephants in 1930 are not the same today. The current building is substandard for elephants. With the birth of the male elephant in November 2001, the urgency for moving towards NZP's goal of housing and exhibiting elephants as recommended by current zoological standards has increased. A male elephant needs more space, stronger housing, and the ability to separate the keeper and the elephant at all times. The current building and yards do not meet any of these requirements. Additionally, the building's mechanical and electrical systems are more than 50 years old and break down frequently. It is not possible to maintain acceptable water quality due the limitations of the pools and plumbing systems. The roof and skylights leak; this causes deterioration of internal surfaces and fixtures and unsafe conditions for the public, staff, and the animals.

PROJECT DESCRIPTION:

The National Zoo's renewal plan reorganizes and rebuilds the Zoo, grouping animals by geographic location. As its first major component, Asia Trail will create a compelling, Asian-themed path from the new Sloth Bear exhibit at the main entrance, to the renovated and expanded Panda House, with a series of Asian animals in between, and connecting to a new world-class Elephant Facility by the end of 2007. In FY 2004, the Zoo will begin a comprehensive update of the Rock Creek Master Plan as part of its overall strategic planning for integrated exhibitions, collections, and facilities. The Master Plan will guide implementation of future components of the renewal plan and will build off the success of Asia Trail.

The Asia Trail II project will provide a new facility for the long-range commitment to a fully integrated Asian elephant program that will advance

research and breeding of this highly endangered animal and will create modern exhibition space for the visitor to experience these endangered animals. This facility will allow the Zoo to house, breed, and continue important research on a multi-generational herd of up to eight adult Asian elephants. The proposed new facilities will provide adequate year round housing, new exhibit yards, laboratory and classroom space, safe primary containment, and heavily landscaped perimeters. An innovative elephant trek feature is designed to exercise the animals as well as offer sensory stimulus outside their daily routine. Large pools and multiple enrichment devices in the animals' enclosures will allow the elephants to exhibit behavior traits currently restricted by space limitations. For example, an adult elephant will be able to completely submerge in the largest pool. Accessible areas surrounding the elephant enclosures will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs.

Funds for this project will provide two new exhibit yards for elephants and renovate the existing Elephant House with increased interior holding space for cows, calves, and bulls. The project will be constructed in phases to accommodate the existing elephant herd at the National Zoological Park.

The total estimated cost for Asia Trail II is \$68.3 million, of which \$5.3 million has been funded to date to begin design, and \$12 million will be provided by fundraising activities to complete the project. The Institution is requesting \$14.5 million in FY 2005 to initiate construction. The resources are urgently needed in order to complete the facilities required to handle the male elephant before his sixth birthday in 2007.

PROGRESS TO DATE:

Program requirements have been developed in house, and conceptual design will be complete by February 2004. The Institution is currently negotiating with an architectural and engineering firm to complete design of Asia Trail II. An Environmental Assessment is in process and expected to be completed by March 2004.

IMPACT OF DELAY:

A delay would crush the Zoo's initiative to improve the quality of life for the Asian elephants, and place the elephant program at risk. Improved and strengthened elephant housing must be available by FY 2007, when the male elephant reaches age 6 and becomes dangerous to care for in the current facilities. Deferral of this project will require the Zoo to begin a search for a new home for the male elephant. Building system failures will accelerate, causing increased rates of failure in the mechanical, electrical, and plumbing systems at the existing Elephant House, which is a historically significant structure. Additionally, some of the most difficult and long overdue

accessibility issues at the National Zoo will be further delayed until this project is completed. Ultimately a delay will ripple into subsequent projects intended to bring the housing of other Zoo animals into compliance with U.S. Department of Agriculture and American Zoo and Aquarium Association standards, and to correct extensive infrastructure deficiencies throughout the National Zoological Park.

REPLACE ROOF AND SKYLIGHTS AT ELEPHANT, REPTILE, SMALL MAMMAL, AND APE HOUSES

FY 2005 COST ESTIMATE (Thousands of Dollars): 2,000

PRIOR YEAR FUNDING: 5,371

FUTURE YEAR FUNDING (FY 2006-FY 2007): 4,000

PROJECT DESCRIPTION:

Among the most significant facilities problems at the National Zoological Park are the leaking roofs, skylights, and facades of several major buildings: Elephant House, Small Mammal House, Reptile House, and Ape House. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. The Smithsonian has identified a roofing system that will enable replacement of the roofs now but can still be utilized when the buildings are fully restored later. The Smithsonian will use \$4 million added to the FY 2004 appropriation to begin replacement of the roofs. The Institution requests \$2 million in FY 2005 to continue the roof replacement project. Funding projected for future years will replace the remaining roofs in order of most urgent need.

UPGRADE UTILITY AND FIRE PROTECTION INFRASTRUCTURE

FY 2005 COST ESTIMATE (Thousands of Dollars): 3,000

PRIOR YEAR FUNDING: 1,443

FUTURE YEAR FUNDING (FY 2006-FY 2012): 5,300

PROJECT DESCRIPTION:

The current utility and fire protection infrastructure is totally inadequate to meet the needs of the Zoo and to protect and support its live animal collections. A 2001 site utility study identified \$7 million of water supply, storm-water management and drainage, sewer, contaminated water, electric, steam, and other utility and landscaping work needed at the National

Zoological Park in Rock Creek. The water supply issue is particularly critical, as the network that supplies the fire protection system does not provide adequate fire flow and water pressure. The system also leaks, further exacerbating the problem. The Institution requests \$3 million in FY 2005 to complete utility work needed in conjunction with the Asia Trail projects discussed previously and to upgrade the fire protection water supply. Additional fire alarm, smoke detection, and fire suppression systems will also be installed in critical areas of the Rock Creek and Front Royal facilities.

PROJECT TITLE: Revitalize NMAH, Behring Center Public Space
INSTALLATION: National Museum of American History, Behring Center
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction in Central Core	10,000
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PRIOR YEAR FUNDING:

Design	4,974	
Construct Package	<u>3,456</u>	
	8,430	8,430

FUTURE YEAR FUNDING

(FY 2006- 2007):

Completion construction in central core and west wing of building	28,000	
Building perimeter renewal	<u>3,500</u>	
	31,500	<u>31,500</u>
	Total	49,930

BUILDING BACKGROUND:

The National Museum of American History, Behring Center is a modern classical building built in 1964 as the Museum of History and Technology. The 752,000-square-foot building houses exhibitions that explore America’s technological, scientific, cultural, and political history. The collections include the Star-Spangled Banner that inspired Francis Scott Key and exhibitions on the American presidency and the First Ladies’ gowns. The annual visitation has ranged from 4–6 million.

The \$80 million gift from the Behring Foundation will allow the Museum to develop a series of thematic halls highlighting important aspects of American history and accomplishment. In 2002, the Blue Ribbon Commission recommended in its report to the Smithsonian Board of Regents that the Museum improve the architectural and aesthetic setting for exhibits, improve visitors’ substantive orientation, ensure appropriate balance of exhibit themes and content, increase the Museum’s reach, and enhance the prospect of effective implementation. In FY 2003, NMAH developed a set of exhibition goals, outreach objectives, and collecting plans, along with the design of a dramatic new public space revitalization, which will affect all three main exhibit floors totaling approximately 330,000 gross square feet.

PROJECT JUSTIFICATION:

The fire-detection and alarm system is outdated and requires excessive maintenance. The public rest rooms are outdated, do not meet code in fixture quantity, and are not fully accessible. In some areas, notably the second floor, the rest rooms are difficult for visitors to locate. Public circulation areas, amenities, lobbies, seating, telephones and secure coat-check facilities are worn and in disrepair. The elevators are not fully accessible and are not all on emergency power. The escalators are reaching the end of their useful life. Paths of emergency egress are not clearly defined, creating life-safety hazards for the public and staff. Fire-separation doors are a life-safety hazard and require excessive maintenance. Areas of rescue assistance are needed for persons with disabilities. Deficiencies in the mechanical system have caused extreme variations in building humidity. Steam-condensate piping and pressure reducing valve stations are in poor condition, and transformer vaults are not air conditioned, threatening power failures due to heat. Leaks from the mechanical system require constant maintenance and threaten irreparable moisture damage to the Museum collections. Site landscaping, hardscape, and special features, such as the west reflecting pool, are in disrepair, are safety hazards, and need renewal. In addition, the Museum lacks perimeter security barriers against terrorist attacks as well as a good screening system for visitors and vehicles.

PROJECT DESCRIPTION:

Replace the building's fire-alarm system with a new addressable fire detection and alarm system with expansion capacity. Relocate and expand the public restrooms to meet code requirements for accessibility and fixture count and the actual needs of visitors and special events. Restore public circulation and orientation areas. Upgrade elevators and escalators so they are safe, accessible, and in coordination with planned security improvements and the public space renewal. Provide capability for each elevator to operate on emergency power, and vertical transport between the first and second floors. Restore public paths of egress to emergency stairs and provide areas of rescue assistance. Re-engineer the life-safety strategy to eliminate deficient fire-separation doors. Improve Museum lighting and sound on the main public floors. Provide a new power-distribution system and correct the mechanical system, including air conditioning in the transformer vaults. Repair and refurbish site landscaping, paving, and original fountains. Construct a new pavilion at the south entrance on the Mall, to be funded through private sources.

All of the major revitalization work must be performed in conjunction with the Museum's plan to modernize its public programs. Implementation will therefore be phased to coincide with the exhibit renewal program. Completion of revitalization work in the east and central areas of the building is critical in

FY 2004 and FY 2005, as they are predecessors of donor-funded activities. The Behring-funded *Price of Freedom* exhibition is scheduled to open in November 2004, and the Star-Spangled Banner reinstallation exhibition is scheduled to open in June 2006. The Behring-funded *Introductory Exhibit* is scheduled to open in November 2006. These initiatives will be impacted without the timely construction of core visitor area amenities and support systems.

The Institution requests \$10 million in FY 2005 to begin construction in the central core of the building, including expanding the new addressable fire-detection and alarm system throughout the building; relocating and expanding the public restrooms to meet code requirements for accessibility with the proper fixture count for visitors and special events; restoring public circulation and orientation areas; upgrading elevators and escalators so they are safe, accessible, and in coordination with the public space renewal security improvements; restoring public paths of egress to emergency stairs and provision of areas of rescue assistance; re-engineering the life-safety strategy to eliminate deficient fire-separation doors; and correcting the mechanical system deficiencies that have caused extreme variations in the building humidity. The Smithsonian plans to request funding in future years to complete revitalization of the west wing of the building and the building perimeter work.

PROGRESS TO DATE:

The Concept Plan of this effort was completed in December 2002. Design was initiated with \$1 million in FY 2003, and will be completed using \$4 million provided in FY 2004. The \$3.4 million in revitalization funds provided in FY 2004 will begin work on the core systems on the east wing of the building, including upgrading escalators; upgrading fire detection and the alarm system at the Network Command Center; accessible restrooms on the 3rd floor; rescue assistance areas; and correcting life-safety/fire-protection deficiencies in the public space on the third floor east wing. Design for this package is now 35% complete, and construction will start in March 2004 (design-build work will start after review and approval of the 35% document), to allow the *Price of Freedom* exhibit to open as scheduled in November 2004. The Smithsonian plans to complete remaining design work to be ready to begin construction in the central core area in FY 2005.

IMPACT OF DELAY:

A deferral of the work planned for FY 2005 would delay the opening of the Behring-funded *Introductory Exhibit* as well as the *Star-Spangled Banner* reinstallation. Failure to open these exhibits in 2006 as planned would constitute a breach of the contract with the donor, leaving future installments of the donation at risk and damaging the credibility of the Institution with other potential donors. Potential system failures such as elevators, escalators, and

incomplete coverage of fire-protection and life-safety standards will pose threats to the safety of Museum visitors, staff, and collections. Equipment and systems at the end of their useful life will continue to fail at increasing rates, be more expensive to fix later, and demand excessive amounts of maintenance staff time.

PROJECT TITLE: Continue Revitalization
INSTALLATION: National Museum of Natural History
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction, Phase I of Permanent Exhibit Halls and Temporary Exhibits Space	7,000 *
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* Does not include \$3 million in FY 2005 request for Facilities Planning and Design to continue design of future work

PRIOR YEAR FUNDING:

Construction	89,052	
Facility Planning and Design	10,968	
Move	350	
Interim Repair	1,000	
	101,370	101,370

FUTURE YEAR FUNDING

(FY 2006–FY 2011)

Ongoing HVAC replacement and code Improvements	174,000 **
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Total	282,370
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** Does not include future requests for Facilities Planning and Design to complete design of revitalization project

BUILDING BACKGROUND:

The Natural History Building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is 1.3 million square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining 1 million square feet. The Museum typically hosts 9 million visitors annually, making it one of the most visited museums in the world. In 1997, Kenneth E. Behring donated \$20 million to the Museum for several projects, including the rotunda renovation, two education programs, and a new Mammal Hall.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems installed in the early 1960s are almost 40 years old and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental quality necessary for the display and curation of Museum collections.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is in the midst of a comprehensive renovation program in the National Museum of Natural History (NMNH) building that will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and the roof and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and storm-water systems and a hazardous-chemical control facility will be installed. The estimated total cost of the renovation of NMNH is \$282 million (not including future planning and design costs). To date, \$101.4 million has been provided.

The \$7 million requested for FY 2005 will allow completion of the second phase of the three-phased renovation project to improve visitor circulation and restore Halls 7, 8, 9, and 10, and HVAC-related renovations to Halls 23, 24, and 25 (Temporary Exhibits Space). The project's scope will include demolition of halls, installation of HVAC and other utilities, relocation and replacement of escalators, and restoration of the halls. The Institution plans to request funding in FY 2006 to complete work on this project and to reopen the halls.

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. Replacement of the roof and repair of the façade and skylights is approximately 99% complete and on schedule for an early 2004 completion. Installation of mechanical and electrical systems for the East and West wings and renovation of the East Wing 4th and 5th floors is substantially complete. Phase VI of the renovation and emergency power modification work is about 95% complete. The Phase IIC HVAC renovation of the 6th Floor West Wing was awarded in September 2003. The scope of work for this \$3.2 million project includes demolition, asbestos abatement, installation of HVAC and other utilities and renovation of the office and laboratory spaces.

The full renovation of Halls 13–16 is complete and opened in November 2003. The three federally funded projects, totaling over \$12 million (HVAC Renovation, Skylight/Attic Renovation, and Laylight Renovation) were coupled with the more than \$18 million of the Behring gift for design, fabrication, and installation of the new Mammals Exhibit.

The design is underway for the FY 2004–2007 renovation of Halls 7, 8, 9, 10 and 23, 24, 25 for the future \$18 million Ocean Exhibit which is being funded by NOAA. Demolition of Halls 23, 24, and 25 will begin when the halls

are closed in June 2004 for object removal. Halls 7, 8, and 10 will be closed in September 2004 for object removal and demolition.

IMPACT OF DELAY:

If funding were delayed, building systems would continue to deteriorate and fail, and visitors would increasingly find circulation more difficult. The environmental conditions required for the Museum's collections and the visiting public could not be maintained. In addition, the Museum's exhibit re-installation program would not be able to proceed according to the planned schedule, causing the continued prolonged closure of several important exhibition areas to the public.

PROJECT TITLE: Close and Relocate Staff and Collections
INSTALLATION: Arts and Industries Building (AIB)
LOCATION: Washington DC

FY 2005 COST ESTIMATE (Thousands of Dollars):

Relocate Staff and Collections	25,000
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PRIOR YEAR FUNDING:

Design	2,654
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FUTURE YEAR FUNDING (FY 2006–FY 2011)

Complete relocation of staff/collection	7,000	
Consolidation of OCIO and SIA staff/collections	5,300	
	12,300	12,300

Total	39,954**
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** Does not include a pre-35% design estimate of \$182 million required to restore the building, funds already provided for design of the restoration (\$13.2 million), or future funding required to complete of restoration project.

BUILDING BACKGROUND:

Designed to house the rapidly growing National Museum, the 198,000-gross-square-foot Arts and Industries Building (AIB) was completed in 1881. Built to house the U.S. National Museum, including objects given to the Smithsonian after the 1876 Centennial Exposition, the building presently houses temporary and traveling exhibitions, public facilities, administrative offices, the Discovery Theater for children, and the Smithsonian’s daycare center for infants and toddlers. The Smithsonian Institution Archives (SIA), including the papers of the first Secretary, Joseph Henry, the central Office of the Chief Information Officer (OCIO), and the headquarters of the Smithsonian Office of Protection Services (OPS) are the largest tenants of the building. About 430 Smithsonian employees occupy the building. One temporary exhibit in FY 2003 was the popular Orchid and Butterfly Garden. Average annual visitation is approximately 900,000.

PROJECT JUSTIFICATION:

The building’s current condition is extremely poor. Despite ongoing maintenance, roof leakage continues to cause further damage to the roof structure, other building components, paint, and plaster. Paint is peeling at an increasing rate, which in turn increases the risk of staff and visitor exposure to lead.

The persistent roof leaks and falling debris from the metal ceiling panels prompted the Smithsonian to commission an extensive independent survey and analysis of the condition of the AIB roof in 1998. Corrosion of the cast-iron trusses at that time was not severe, but the study recommended replacement of the roofing panels and covering "within two or three years" to lessen the risk of significant further corrosion. Following the snowfall over the Presidents' Day weekend in February 2003, a significant new leak appeared in the building, causing plaster to fall to the floor of the gallery in the North Hall. The roofs of two buildings in the metropolitan area, The B&O Railroad Museum in Baltimore and the O Street Market in Washington collapsed under the weight of the heavy snowfall. Both these buildings were built within five years of the construction of the AIB and employed very similar construction technologies. An emergency inspection of the AIB roof was performed by a structural engineer, temporary protection was erected, and a further evaluation of the roof was commissioned. The results of that study confirmed the need for action. The corrosion of the trusses continues to progress slowly, but has not yet progressed to the point that the trusses are likely to fail. The condition of the metal ceiling panels and plywood structural panels, however, has deteriorated to the point that portions "are in danger of falling to the floor below" in public and staff spaces. Although it is impossible to predict when, a partial failure of the roofing may occur at any time, with consequences including serious injuries to occupants and visitors and catastrophic damage to sensitive information infrastructure or archival records. The 2003 structural survey report recommended that "... a permanent roof repair/replacement program be implemented within two years in order to ensure the safety of the museum patrons." To ensure the health, safety and welfare of staff, visitors, and collections, the Smithsonian has closed the building to the public as of January 11, 2004, and has concluded that staff and collections must vacate the building by mid-2005. This will require the relocation of all staff, collections, and other activities now housed in the building.

The last major renovation of the building systems took place in the 1970s. The HVAC, electrical and plumbing systems and equipment are now nearly 30 years old and break down with increasing frequency. Temporary repairs to building systems are increasingly ineffective, expensive, and hazardous, due to the presence of lead-based paint and asbestos throughout the building.

PROJECT DESCRIPTION:

Relocation plans for AIB occupants have been developed under various scenarios including existing Smithsonian space and leased space, balancing programmatic efficiency and cost. In addition to offices, several specialized spaces must be relocated, including collections (archives, requiring heavy floor-loading), public programs (the AIB exhibition program and Discovery Theater),

the infant/toddler day care center, and the Institution's entire central computer center and support spaces. The FY 2005 budget request includes \$25 million to relocate AIB occupants to both permanent and temporary (should the renovation project go forward) owned and leased space. To complete the move of collections and equipment from the A&I Building, another \$7 million will be required in FY 2006. An additional cost of \$5.3 million is included in FY 2006 to consolidate the Smithsonian Institution Archives (SIA) and the Office of the Chief Information Officer (OCIO) from various remote and local locations into the new, permanent location(s). This consolidation will take advantage of this unique opportunity to eliminate a number of operating inefficiencies for both units. Currently, OCIO staff and equipment are located in several different buildings, requiring daily travel time between sites even for routine tasks. SIA collections are located in a number of geographical locations, which hampers comprehensive treatment and use of the materials by staff and scholars.

PROGRESS TO DATE:

Planning has been underway for the relocation of collections, programs, and occupants since the decision was made to close the building. Design for the relocated Discovery Theater and Smithsonian Early Enrichment Center has begun with the in-house services of staff architects and engineers. The FY 2005 request is needed to implement the construction, space fit-out, and move of collections and occupants by the end of 2005. Ultimately, the total move and relocation costs vary depending on the final scenario approved for rehabilitation of existing Smithsonian space, leased space, and/or otherwise acquired space. Design and construction costs for "mothballing" the historic structure are currently being developed.

The Smithsonian has completed the design of the AIB restoration project to approximately the 50% stage, and a final \$5 million is estimated in FY 2006 to complete design. The estimated cost of the total renovation of the Arts and Industries Building is estimated preliminarily to be about \$182 million, and is currently programmed as a new start in FY 2007. The Institution plans to seek funding in the future for the revitalization project. The Bill authorizing establishment of a National Museum of African American History and Culture included AIB as one of the possible locations of the Museum. Until the site is chosen, additional work on AIB renovation will be put on hold.

IMPACT OF DELAY:

The Arts and Industries Building must be closed for compelling safety reasons. If funding is not approved, cuts to other critical programs across the Institution would be required to obtain necessary resources to close the building and relocate its occupants and contents, with significant adverse impact to programs and facilities.

PROJECT TITLE: Personnel
INSTALLATION: Multiple Locations
LOCATION: Smithsonian-wide

<u>FY 2005 COST ESTIMATE (Thousands of Dollars):</u>	3,000 *
<u>PRIOR YEAR FUNDING (FY 2004):</u>	3,000
<u>FUTURE YEAR FUNDING (FY 2006):</u>	3,100

* Additional construction management staff is budgeted for the Patent Office Building renovation project, the National Museum of American Indian Mall Museum project, and the Pod 5 project, and are included in the descriptions of those projects.

PROJECT DESCRIPTION:

This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 27 FTEs will be funded from this request. The permanent staff of 22 construction management engineers will cost approximately \$2.5 million in FY 2005. The engineers directly supervise construction contractors on site performing revitalization work, exhibits construction, and other modifications in Smithsonian buildings to be sure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as Contracting Officer's Technical Representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists providing support to all aspects of the procurement process for acquiring the necessary contract services to execute the capital program. These five positions will cost approximately \$500,000 in FY 2005 and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the capital program.

CONSTRUCTION

Projects in this category represent an investment in the continuing vitality of all Smithsonian programs. The creation of the Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall testify to the vigorous spirit of public outreach that will bring more visitors in touch with their national collections. Furthermore, advances in science demand new locations for research and plant expansion to sustain increasingly complex research requirements. The Institution is also committed to providing appropriate, safe, and secure storage and care facilities for its extensive and valuable collections.

<u>Location</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Construct Pod 5	8,000
Smithsonian Astrophysical Observatory	VERITAS Construction	<u>990</u>
TOTAL		8,990

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, MD

FY 2005 COST ESTIMATE (Thousands of Dollars):

Site work and construction	8,000
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PRIOR YEAR FUNDING:

Facility

Planning and Design	2,400	
Initiate construction	<u>9,876</u>	
	12,276	12,276

FUTURE YEAR FUNDING (FY 2006): 10,100

Total 30,376

BUILDING BACKGROUND:

The design and construction of Pod 5 is a high priority safety and security project. The Smithsonian has the world's largest collection of animal and botanical specimens preserved in alcohol, including a unique "type" collection of fishes that is the world-wide standard against which all fish species are compared. The irreplaceable collection of the National Museum of Natural History (NMNH) is at risk of total loss because the containers of highly flammable alcohol (flash point of approximately 70° F) are stored in spaces at the NMNH building on the Mall that do not meet fire-code standards. In addition, the events of September 11, 2001, have put a higher level of emphasis and increased necessity on proceeding with this project.

PROJECT JUSTIFICATION:

Currently, approximately 365,000 gallons of alcohol preserves these collections in six locations in the building. This includes 3,000 gallons of alcohol and other flammable liquids that are stored in rooms beneath the Museum's entrance and steps leading from the National Mall. These collections fill three entire levels of the West Wing, as well as portions of two others. In many aspects the spaces that house these alcohol-stored collections do not comply with National Fire Codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for fire fighters. The fire codes limit the size of such rooms to 500 square feet. All of the Museum's collection storage rooms far exceed this size, with several exceeding 15,000 square feet. The codes require flammable liquid storage rooms to have liquid-tight floors and spill-proof containment or drainage, but the Museum's rooms do not. A major spill, or a fire involving the application of lots of water, will spread liquids to adjacent areas and lower floors. The codes require such rooms to be separated from adjacent spaces by fire-rated construction, and to be provided with

adequately designed ventilation and fire suppression systems. The walls, floors, and ceilings throughout this building are riddled with holes that would allow a fire to spread, the ventilation systems are inadequate, and the fire systems could easily be overtaxed. The current alcohol storage within the building puts the entire landmark structure, the collections, Smithsonian staff, and the visiting public at risk. Alcohol-stored collections, in hundreds of thousands of glass and metal storage containers, will be moved to Pod 5.

PROJECT DESCRIPTION:

The project will add approximately 100,000 gross square feet of space, including a new storage pod, laboratory and administrative support space, and a utility and access connector to the Museum Support Center. The new addition will house the alcohol collections from NMNH, as well as the scientific and curatorial staff working with those collections. The new pod will contain three levels of storage. The height of the pod will be determined based upon the requirement to provide appropriate space above and around the containers to provide adequate ventilation. The design of Pod 5 will accommodate existing shelving systems utilized by the Museum, as well as new compactor systems that are suitable for use with this kind of collection. The new pod is in accordance with the approved master plan for the Suitland campus.

The Institution received \$9.9 million in FY 2004 to begin construction using a multi-year contracting mechanism. The \$8 million requested for FY 2005 will allow the Smithsonian to continue construction. These resources include 5 FTEs beginning in FY 2004 for construction management staff to supervise the construction contract. The Institution plans to seek the remaining \$10.1 million in FY 2006 to complete the facility.

PROGRESS TO DATE:

The Institution has awarded a design contract, and design is underway. The contract calls for delivery of final design documents by the end of May 2004. The current schedule indicates award of the construction contract in the fourth quarter of 2004, and construction completion in 2007.

IMPACT OF DELAY:

In order to improve safety for staff, visitors, and the collections themselves, it is essential to provide code-compliant, secure storage for the collections preserved in alcohol as soon as possible. The National Museum of Natural History and its staff, visiting public, and collections remain at risk with the alcohol collections inadequately protected within the building on the Mall.

PROJECT TITLE: VERITAS Construction
INSTALLATION: Smithsonian Astrophysical Observatory (SAO)
LOCATION: Kitt Peak National Observatory, Arizona

FY 2005 COST ESTIMATE (Thousands of Dollars):

Construction 990

PRIOR YEAR FUNDING: 0

FUTURE YEAR FUNDING (FY 2006): 0

Total 990

BUILDING BACKGROUND:

The Very Energetic Radiation Imaging Telescope Array System (VERITAS) observatory represents a dramatic step forward in the study of extreme astrophysical processes in the universe. The field of ground-based gamma-ray astronomy has been revolutionized by the power of the atmospheric Cherenkov imaging technique. This technique was developed by the Smithsonian Whipple Observatory Gamma-Ray Collaboration. The VERITAS observatory will advance our understanding of the origin of cosmic rays, the nature of galactic jets, the density of the background infrared radiation, and the magnetic fields within supernova remnants. External reviews of VERITAS have been uniformly very positive. The latest, carried out for the National Science Foundation and the Department of Energy in December 2002, concluded that VERITAS has high intellectual merit and should have a broad impact on the scientific community and society in general, that VERITAS will address a rich and compelling list of science goals, and that it will occupy a central place in the high energy astrophysics of the next decade, leveraging the results expected from NASA's Gamma-Ray Large Area Space Telescope (GLAST) and other high energy missions, and forging strong connections with the wider astrophysics community.

The VERITAS site is expected to be in Horseshoe Canyon, Arizona, at the Kitt Peak National Observatory. Prior to the Kitt Peak selection, Montosa Canyon was the candidate site, but it was changed because of funding availability from the supporting agencies and the time requirement with regard to VERITAS being operational prior to the launch of the GLAST spacecraft. The initial project cost for four of the seven telescopes will be approximately \$17 million. This cost is being shared with the U.S. Department of Energy (DOE), the National Science Foundation (NSF), two funding agencies from other countries, and ten United States and international research and academic institutions.

PROJECT JUSTIFICATION:

SAO astronomers have been pioneers in ground-based gamma-ray observation technology. Discoveries made at the SAO F. L. Whipple Observatory in Arizona form the basis for the development of VERITAS. It was originally planned that the Smithsonian's share of the cost of the facilities necessary to support and operate the telescope array would be used for site improvements at Montosa Canyon. However, the need to move the project to a different site, and the fact that the site improvements must be done before FY 2005, result in this request to use the \$990,000 included here to construct the control building for the project. Funding for site improvements and to construct the base support buildings will be included in NSF budget request.

PROJECT DESCRIPTION:

The completed array will consist of seven, 40-foot-aperture telescopes placed at the corners and center of a hexagon with 280-foot long sides. Each large reflector will have a sophisticated camera at its focus. The initial project involves completion of four telescopes, with the remaining three to be added at a later time to complete the array. The project includes construction of site infrastructure improvements, foundation piers, support structures and a central control building. The cost of the project is being shared by the project partners. The Smithsonian's share is to construct a control building for which the Institution requests \$990,000 in FY 2005.

PROGRESS TO DATE:

The design will be completed in FY 2004 and construction will begin in FY 2005, with building occupancy anticipated for May 2005.

IMPACT OF DELAY:

DOE, NSF, and other partners are making significant contributions in support of the project. A delay in funding the construction would cause the loss of valuable ground-based gamma-ray research. Specifically, and most importantly, the critical scientific need for VERITAS and the GLAST spacecraft to observe extreme physical processes simultaneously would be compromised.

FACILITIES PLANNING AND DESIGN

Feasibility studies, needs assessment, and design for capital projects are required before work can take place. Resources in this category include all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging and research activities, similar to Department of Defense and NASA. The funding will allow development of project baselines, including costs, scope, and schedule, prior to receiving funding to perform the work.

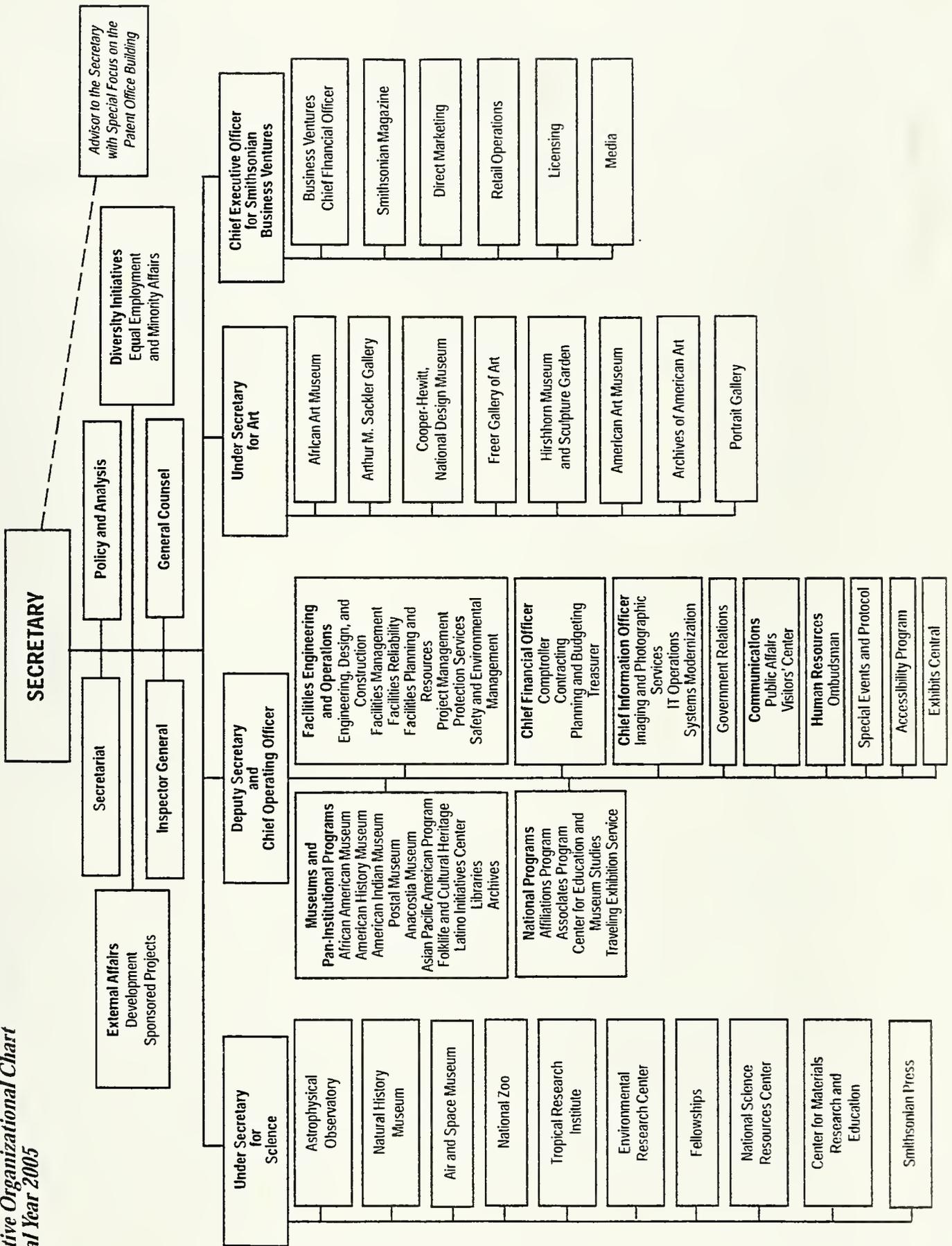
In order to plan and design ahead of capital program execution, funding of about 10% of the following year's program is required each year. The funding requested for FY 2005 will provide necessary planning and design to at least the 35% stage for most projects included in the planned FY 2007 program, and will complete design for projects planned for FY 2006. This will move the Institution closer to meeting NAPA's recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The specific components of the request for FY 2005 include the following:

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Museum of Natural History	Continue Design of Revitalization	3,000
National Zoological Park	Update Rock Creek Master Plan	2,000
Multiple Locations	Miscellaneous Facilities Planning and Design	3,000
TOTAL		8,000

If resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range capital program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality over the next decade.

SMITHSONIAN INSTITUTION
*Prospective Organizational Chart
 for Fiscal Year 2005*



**VISITS TO THE SMITHSONIAN
FY 1999–FY 2003**

<u>MUSEUM</u>	<u>FY 1999</u>	<u>FY 2000</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>
MALL					
SI Castle	1,854,903	1,836,963	1,857,990	1,611,325	1,126,752
A&I Building	742,415	868,171	1,167,490	938,107	841,019
Natural History	7,076,380	9,489,272	9,100,091	6,049,472	5,568,532
Air and Space/Silver Hill	9,410,872	9,008,608	9,831,447	7,568,384	10,800,305
Freer Gallery	364,305	347,607	306,065	392,380	308,839
Sackler Gallery	213,276	224,151	192,296	212,197	163,251
African Art	245,786	234,295	214,775	179,789	166,271
Ripley Center	333,537	502,334	555,183	267,011	249,819
American History	5,680,001	6,261,715	5,798,993	3,994,498	2,720,327
Hirshhorn	795,646	951,570	731,453	687,118	625,580
OFF MALL					
American Art/ Portrait Gallery ¹	362,854	176,881	0	0	0
Renwick	125,910	146,071	149,777	141,018	173,818
Anacostia ²	25,794	3,302	0	27,339	28,353
Cooper-Hewitt	108,579	150,786	136,329	142,196	141,545
American Indian ³	587,546	498,316	413,470	316,763	290,220
National Zoo	2,682,283	2,360,876	2,807,353	2,162,500	1,724,228
Postal	461,743	450,483	400,478	317,155	300,318
TOTAL	31,071,830	33,511,401	33,663,190	25,007,252	25,229,177

¹Closed to the public January 2000 through present.

²Closed to the public December 1996 through January 1998, September 1998, and December 1999 through February, 2002.

³Includes the George Gustav Heye Center, which opened in 1994, and the Cultural Resources Center, which opened in April 2000.

TRUST FUNDS

In addition to support provided by federal appropriations, the Institution receives trust funds to expand and enrich its programs. The following provides an overview of all sources of funding.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, designated funds restricted by the donor or sponsor, and government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts; to fluctuations in visitor attendance; and to the volatility of the economy, which directly affects the return on the endowment and donor giving, as well as restaurant, mail order, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table provides a summary of the sources of trust operating funds.

(Dollars in Millions)	FY 2003 Actual	FY 2004 Estimate
General Trust	55.8	53.4
Donor/Sponsor Designated	93.5	84.5
Government Grants & Contracts	108.4	104.1
Total Available for Operations	257.7	242.0

SOURCE AND APPLICATION OF TRUST FUNDS - The following sections describe the sources of each category of trust funds as well as a general description of their application.

General Trust Funds - The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, mail order, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogs, and other publications; and admission fees. Projected sources of FY 2004 general trust funds total \$53,400,000. These funds are used to support administrative programs such as central management, legal counsel, accounting, personnel, contracting, and budget, as well as education, research and public programs, scholarly studies, and exhibitions.

Donor/Sponsor Designated Funds - Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2004 are projected to total \$84,500,000. Generally, these funds support a particular exhibition or program, are used to manage the Smithsonian collections, and/or support research projects.

Government Grants and Contracts - Various government agencies and departments provide grants and contracts for projects that only the Smithsonian can conduct because of its expertise in a particular area of science, history, art, or education and because of its ability to respond quickly to certain needs. For FY 2004, government grants and contracts are projected to be \$104,100 000. Of this amount, \$87,100,000 is provided for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

APPROPRIATION LANGUAGE AND CITATIONS

The Act of August 10, 1846, 9 Stat. 102-106, 20 U.S.C. §§ 41-70, established the Smithsonian Institution "for the increase and diffusion of knowledge," and provided the organizational structure for the Institution's administration. The mission of the Smithsonian Institution has remained unchanged throughout its 158-year history, although additional authority for many of the Institution's programs and operations has been enacted over the years. Those statutes, along with the Smithsonian charter, are cited below as the authority for the Smithsonian Institution FY 2004 appropriation language, except where specific authorizing language has been included in the wording of the appropriation itself.

Appropriation: Salaries and Expenses

1. For necessary expenses of the Smithsonian Institution, as authorized by law, including research in the fields of art, science, and history;

20 U.S.C. §§ 50, 53a, 69, 75b(b), 76bb(c), 77a, 78, 80a(a), 80m, 80q-1(b)(1),(3) provide that (1) "...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be so arranged and classified...as best to facilitate the examination and study of them..." (2) "Appropriations are authorized for...the making of solar observations at high altitudes..." (3) "The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation anthropological researches among the American Indians and the natives of lands under the jurisdiction or protection of the United States..." (4) "The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States and of the artists who created such portraiture and statuary." (5) "The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art..." (6) "The national air and space museum shall...provide educational material for the historical study of aviation and space flight." (7) "The Secretary of the Smithsonian Institution is authorized to cooperate with any State, educational institution, or scientific organization in the United States for continuing paleontological investigations..." (8) "It shall be equipped with a study center for scholarly research into the meaning of war, its effect on

civilization, and the role of the armed forces..." (9) "...the Board may...conduct programs of research and education (in the Museum of African Art)..."(10) The purposes of the National Museum [of the American Indian] are to (1) advance the study of Native Americans, including the study of language, literature, history, art, anthropology, and life...(3) provide for Native American research and study programs.

2. development, preservation, and documentation of the National Collections;

20 U.S.C. §§ 50, 50a, 59, 69, 75e, 76c, 76cc(a), 77a, 80a, 80m, 80q-1(b)(2), 81 provide that (1) "...all objects of art and of foreign and curious research, and all objects of natural history, plants, and geological and mineralogical specimens...shall be delivered to such persons as may be authorized by the Board of Regents to receive them, and shall be so arranged and classified...as best to facilitate the examination and study of them..." (2) "The Smithsonian Institution is authorized to include in its estimates of appropriations such sums as may be needful for the preservation and maintenance of the John Gellatly art collection." (3) "All collections of rocks, minerals, soils, fossils, and objects of natural history, archaeology, and ethnology...when no longer needed for investigations in progress shall be deposited in the National Museum." (4) "The Secretary of the Smithsonian Institution is hereby authorized...to continue independently or in cooperation...the excavation and preservation of archaeological remains." (5) "...the Board may - (1) purchase, accept, borrow, or otherwise acquire portraiture, statuary, and other items for preservation, exhibition, or study." (6) "...the Regents are authorized...to acquire (by purchase or otherwise) and sell contemporary works of art or copies thereof..." (7) "There is established in the Smithsonian Institution a Board of Trustees...which shall have the sole authority (i) to purchase or otherwise acquire...works of art for the Joseph H. Hirshhorn Museum and Sculpture Garden..." (8) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (9) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (10) "...the Board may purchase, accept, borrow or otherwise acquire additional works of art or any other real or personal property for the Museum (of African Art); preserve,

maintain, restore...or otherwise hold any property of whatsoever nature acquired..." (11) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..." (12) "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized to transfer to it any living specimens, whether of animals or plants, in their charge, to accept gifts for the park...to make exchanges of specimens..."

3. presentation of public exhibits and performances;

20 U.S.C. §§ 75b(b), 76c(b), 76bb(c), 77a, 80a(a), 80m(a), 80q-1(b) provide that (1) "The Gallery [National Portrait Gallery] shall function as a free public museum for the exhibition and study of portraiture and statuary..." (2) "In order to encourage the development of contemporary art and to effect the widest distribution and cultivation in matters of such art, the Regents are authorized to...conduct exhibitions..." (3) "The Joseph H. Hirshhorn Museum and Sculpture Garden...shall be used for the storage, exhibition, and study of works of art..." (4) "The national air and space museum shall...collect, preserve, and display aeronautical and space flight equipment of historical interest and significance..." (5) "...the Smithsonian Institution shall collect, preserve, and exhibit military objects of historical interest and significance." (6) "...the Board may...display...any property of whatsoever nature acquired (for the Museum of African Art)..." (7) "The purposes of the National Museum [of the American Indian] are to...(2) collect, preserve, and exhibit Native American objects of artistic, historical, literary, anthropological, and scientific interest..."

4. collection, preparation, dissemination, and exchange of information and publications;

20 U.S.C. § 53a provides that "Appropriations are authorized for the...preparation of manuscripts, drawings, and illustrations for publication."

5. conduct of education, training, and museum assistance programs;

20 U.S.C. § 65a provides "The Director of the National Museum under the direction of the Secretary of the Smithsonian

Institution shall - (1) cooperate with museums and their professional organizations in a continuing study of museum problems and opportunities, both in the United States and abroad;... (3) prepare and distribute significant museum publications; (4) perform research on, and otherwise contribute to, the development of museum techniques....”

20 U.S.C. § 77a provides that “The national air and space museum shall...provide educational material for the historical study of aviation and space flight.”

20 U.S.C. § 79a provides that “The purpose of setting aside such an area [Barro Colorado Island] is to preserve and conserve its natural features...thus providing a place where duly qualified students can make observations and scientific investigations for increase of knowledge, under such conditions and regulations as may be prescribed by the Smithsonian Institution.”

20 U.S.C. § 79e provides that “There are authorized to be appropriated annually...such sums as are necessary for the administration of [the Canal Zone Biological Area] for the maintenance of laboratory or other facilities...”

The Panama Canal Treaty and ancillary agreements vest in the Smithsonian Tropical Research Institute responsibility to serve as custodian of the Barro Colorado Nature Monument. The Panama Canal Act of 1979, Public Law 96-70, as amended, implements the provisions of the Panama Canal Treaty.

20 U.S.C. § 80m(a) provides that “...the Board [of Regents] may... (3) conduct programs of research and education (in the Museum of African Art)....”

6. maintenance, alteration, operation, lease (for terms not to exceed thirty years), and protection of buildings, facilities, and approaches;

20 U.S.C. §§ 53a, 76g, 76ee, 79b, 80m, 81 provide that respectively, (1) “Appropriations are authorized for the maintenance of the Astrophysical Observatory and...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere...” (2) “There are authorized to be appropriated annually such sums as may be necessary to maintain and administer the Gallery [National Portrait Gallery]...” (3) “There is

authorized to be appropriated...such additional sums as may be necessary for the maintenance and operation of such [Hirshhorn] [M]useum and [S]culpture [G]arden." (4) "The Smithsonian Institution shall...be responsible for the construction and maintenance of laboratory and other facilities on the area provided for the use of students authorized to carry on studies within the confines of the area..." (5) "...the Board may...preserve, maintain...any property of whatsoever nature acquired (for the Museum of African Art)..." (6) "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the said Zoological Park for the advancement of science and the instruction and recreation of the people." Public Law 101-512 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991 extended the maximum term for leases from ten years to thirty years.

7. not to exceed \$_____ for services as authorized by 5 U.S.C. 3109;

5 U.S.C. § 3109 provides that "When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services."

8. up to 5 replacement passenger vehicles;

31 U.S.C. § 1343 provides that "(b) An appropriation may be expended to buy or lease passenger motor vehicles only-- (1) for the use of--...or, (2) as specifically provided by law."

9. purchase, rental, repair, and cleaning of uniforms for employees,

5 U.S.C. § 5901 provides that "(a) There is authorized to be appropriated annually to each agency of the Government of the United States,...on a showing of necessity or desirability, such sums as may be necessary to carry out this subchapter. The head of the agency concerned...shall-- (1) furnish to each of these employees a uniform at a cost not to exceed \$400 a year...or (2) pay to each of these employees a allowance for a uniform not to exceed \$400 a year..."

40 U.S.C. § 193t provides that "The special police provided for in section 193n of this title [Smithsonian Institution]...may be furnished, without charge, with uniforms and such other

equipment as may be necessary for the proper performance of their duties...”

10. of which not to exceed \$_____ for the instrumentation program, collections acquisition, exhibition reinstallation, the National Museum of the American Indian, and the repatriation of skeletal remains program shall remain available until expended; and of which \$_____ for fellowships and scholarly awards shall remain available until September 30, 2005,

Wording added by the Congress in Public Law 100-446 making appropriations for the Department of the Interior and related agencies for the fiscal year 1989 to permit the Institution to establish no-year funding within the Salaries and Expenses account for the development of major scientific instrumentation. Public Law 101-512 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1991 also allowed no-year funding to be used for purchases for museum collections; the design, production, and reinstallation of museum exhibitions; the operating costs associated with the new National Museum of the American Indian; and the repatriation of skeletal remains. Public Law 108-108 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2004 established two-year funding for fellowships and scholarly research awards.

31 U.S.C. § 1301(c) provides “An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears.”

11. and including such funds as may be necessary to support American overseas research centers and a total of \$_____ for the Council of American Overseas Research Centers:

Wording added by the Congress in Public Law 99-190 making appropriations for the Department of Interior and Related Agencies in 1986. Public Law 100-446 making appropriations for the Department of the Interior and Related Agencies for the fiscal year 1989 modified reference to add specific dollar sum to be provided to the Council of American Overseas Research Centers.

12. Provided, That funds appropriated herein are available for advance payments to independent contractors performing research services or participating in official Smithsonian presentations:

31 U.S.C. § 3324 provides that "(b) An advance of public money may be made only if it is authorized by-- (1) a specific appropriation or other law..."

13. Provided further, That the Smithsonian Institution may expend Federal appropriations designated in this Act for lease or rent payments for long term and swing space, as rent payable to the Smithsonian Institution, and such rent payments may be deposited into the general trust funds of the Institution to the extent that federally supported activities are housed in the 900 H Street, N.W. building in the District of Columbia: Provided further, That this use of Federal appropriations shall not be construed as debt service, a Federal guarantee of, a transfer of risk to, or an obligation of, the Federal Government: Provided further, That no appropriated funds may be used to service debt which is incurred to finance the costs of acquiring the 900 H Street building or of planning, designing, and constructing improvements to such building.

Wording added by the Congress in Department of the Interior and Related Agencies Appropriations Act, 2000, as enacted by section 1000(a)(3), Division B of the Consolidated Appropriations Act, 2000 (Public Law 106-113, approved November 29, 1999).

Appropriation: Facilities Capital

1. For necessary expenses of repair, revitalization, and alteration of facilities owned or occupied by the Smithsonian Institution, by contract or otherwise, as authorized by section 2 of the Act of August 22, 1949 (63 Stat. 623),

Act of August 22, 1949 (63 Stat. 623), 20 U.S.C. § 53a, provides that "Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere..."

20 U.S.C. § 81 provides that "The National Zoological Park is placed under the direction of the Regents of the Smithsonian Institution, who are authorized...to administer and improve the

said Zoological Park for the advancement of science and the instruction and recreation of the people.”

Department of the Interior and Related Agencies Appropriations Act, 2004, (Public Law 108-108) established the Facilities Capital appropriation. The appropriation includes activities formerly financed through the Repair, Restoration and Alteration of Facilities appropriation and the Construction appropriation.

2. and for construction,

20 U.S.C. § 53a provides that “Appropriations are authorized...for repairs and alterations of buildings and grounds occupied by the Smithsonian Institution in the District of Columbia and elsewhere...”

3. including necessary personnel,

Wording added by Congress in Department of Interior and Related Agencies Appropriations Act, 2003, (Public Law 108-7) for clarification.

4. to remain available until expended,

31 U.S.C. § 1301 provides “An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation ... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears.”

5. of which not to exceed \$ _____ is for services as authorized by 5 U.S.C. 3109:

5 U.S.C. § 3109 provides that “When authorized by an appropriation or other statute, the head of an agency may procure by contract the temporary (not in excess of 1 year) or intermittent services of experts or consultants or an organization thereof, including stenographic reporting services.”

6. Provided, That contracts awarded for environmental systems, protection systems, and repair or restoration of facilities of the Smithsonian Institution may be negotiated with selected contractors and awarded on the basis of contractor qualifications as well as price:

Wording added in fiscal year 1984 to allow for negotiations with the most competent firms for restoration and renovation work where it can be certified that such work must be performed to meet the special needs of historic structures, the protection of collections, or public safety.

7. Provided further, That balances from amounts previously appropriated under the headings "Repair, Restoration and Alteration of Facilities" and "Construction" shall be transferred to and merged with this appropriation,

Wording added by Congress in Department of the Interior and Related Agencies Appropriations Act, 2004, (Public Law 108-108) to allow for consolidation of prior year available balances from the Institution's capital accounts.

8. and shall remain available until expended.

31 U.S.C. § 1301(c) provides "An appropriation in a regular, annual appropriation law may be construed to be permanent or available continuously only if the appropriation... (2) expressly provides that it is available after the fiscal year covered by the law in which it appears." Wording added for clarification.

Adjustments to FY 2004 Funding (in thousands of dollars)

Unit	FY 2004		Permanent		FY 2004	
	Congressional		Reprogramming		Congressional	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
MUSEUMS AND RESEARCH CENTERS						
<i>American Museums</i>						
Anacostia Museum/Ctr for African American History & Culture	22	1,884	0	0	22	1,884
Center for Folklife and Cultural Heritage	18	1,930	0	0	18	1,930
National Museum of African American History and Culture	0	0	0	0	0	0
National Museum of American History, Behring Center	241	20,182	0	164 ¹¹	241	20,346
National Museum of the American Indian	360	38,133	0	0	360	38,133
<i>Art Museums</i>						
Archives of American Art	22	1,826	0	0	22	1,826
Arthur M. Sackler Gallery/Freer Gallery of Art	60	5,719	0	0	60	5,719
Cooper-Hewitt, National Design Museum	40	3,088	0	0	40	3,088
Hirshhorn Museum & Sculpture Garden	49	4,099	0	(60) ¹²	49	4,039
National Museum of African Art	48	4,510	0	(293) ¹³	48	4,217
National Portrait Gallery	64	4,925	0	88 ¹⁴	64	5,013
Smithsonian American Art Museum	97	7,644	0	0	97	7,644
<i>Science Museums and Research Centers</i>						
National Air and Space Museum	174	21,233	0	0	174	21,233
National Museum of Natural History	436	42,786	(1)	(132) ^{15,6}	435	42,654
National Zoological Park	245	18,492	(49)	(1,891) ^{16,7,8,9}	196	16,601
Smithsonian Astrophysical Observatory	124	21,532	0	0	124	21,532
Smithsonian Center for Materials Research and Education	29	3,498	0	0	29	3,498
Smithsonian Environmental Research Center	34	2,875	1	164 ¹⁵	35	3,039
Smithsonian Tropical Research Institute	242	11,141	0	0	242	11,141
Total Museums and Research Centers	2,305	215,497	(49)	(1,960)	2,256	213,537

Adjustments to FY 2004 Funding

(in thousands of dollars)

Unit	FY 2004		FY 2004	
	Congressional Appropriation FTEs	\$000	Permanent Reprogramming FTEs	Congressional Appropriation Adj. FTEs
PROGRAM SUPPORT AND OUTREACH				
Outreach	89	9,278	0	89
Communications	15	1,370	0	15
Institution-wide Programs	0	6,118	84	0
Office of Exhibits Central	35	2,626	0	35
Major Scientific Instrumentation	0	4,939	0	0
Museum Support Center	28	1,657	0	28
Smithsonian Institution Archives	23	1,643	0	23
Smithsonian Institution Libraries	111	8,704	0	111
Total Program Support and Outreach	301	36,335	0	301
TOTAL ADMINISTRATION				
	340	63,890	4	344
			2,3,4,10,11,12, 13,14	64,537
FACILITIES SERVICES				
Facilities Maintenance	359	40,115	0	359
Facilities Operations, Security and Support	1,708	140,074	45	1,753
			1,9,11,12,13, 14	141,813
Total Facilities Services	2,067	180,189	45	2,112
			1,229	181,418
OFFSETTING REDUCTION				
	0	(7,259)	0	0
GRAND TOTAL, SMITHSONIAN INSTITUTION	5,013	488,652	0	5,013
				488,652

Footnotes for FY 2004 Appropriation:

- \1 Transfer of \$164,000 from Facilities Operations, Security and Support to the National Museum of American History for salaries and benefits for transferred staff.
- \2 Transfer of \$60,000 from the Hirshhorn Museum and Sculpture Garden to Administration for personnel costs.
- \3 Transfer of \$293,000 from the National Museum of African Art to Administration for personnel costs.
- \4 Transfer of \$88,000 from Administration to the National Portrait Gallery for expenses for Director.
- \5 Transfer of 1 FTE and \$164,000 from the National Museum of Natural History to Smithsonian Environmental Research Center for salaries and benefits for transferred staff.
- \6 Transfer of \$32,000 from the National Zoological Park to the National Museum of Natural History to support the Genetics Laboratory.
- \7 Transfer of \$310,000 from Facilities Maintenance to the National Zoological Park for graphics support.
- \8 Transfer of \$200,000 from Facilities Maintenance to the National Zoological Park for grounds improvement.
- \9 Transfer of 49 FTEs and \$2,384,000 from National Zoological Park to Facilities Operations, Security and Support for realignment of NZP Police pending submittal and approval of reprogramming request.
- \10 Transfer of \$84,000 from Administration to Communications to cover increased personnel costs.
- \11 Transfer of 1 FTE and \$115,000 from Facilities Operations, Security and Support to Administration for return of funds for retired employee.
- \12 Transfer of 1 FTE and \$106,000 from Facilities Operations, Security and Support to Administration to centralize information technology staff.
- \13 Transfer of \$20,000 from Facilities Operations, Security and Support to Administration to support special events scheduling.
- \14 Transfer of 2 FTE and \$225,000 from Facilities Operations, Security and Support to Administration for contract support for Capital Program.

SMITHSONIAN INSTITUTION LIBRARIES



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