



Smithsonian

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Smithsonian Institution
Fiscal Year 2007
Budget Justification to Congress

February 2006

SMITHSONIAN INSTITUTION
Fiscal Year 2007 Budget Request to Congress
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THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY

For 160 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge,” and over that time has become the world’s largest museum and research complex. The Smithsonian is the world’s largest and most respected provider of museum experiences, supported by authoritative scholarship to connect Americans to their cultural heritage, and an international leader in scientific research and exploration.

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

The Smithsonian takes its task of serving the American public very seriously, and last year we kept that commitment. During fiscal year 2005, millions of Americans enjoyed the enormous continuing success of the recently opened National Air and Space Museum’s Steven F. Udvar-Hazy Center in Chantilly, Virginia, and the National Museum of the American Indian on the National Mall. To great acclaim, numerous exhibitions opened, including: *The Price of Freedom: Americans at War* and *Whatever Happened to Polio?* at the National Museum of American History; the James S. McDonnell Space Hangar at the Udvar-Hazy Center; the display of *SpaceShipOne* at the National Air and Space Museum on the Mall; *Visual Music* and *Ana Mendieta* at the Hirshhorn Museum and Sculpture Garden; *The Allure of Pearls* at the National Museum of Natural History; and *Caravan Kingdoms: Ancient Yemen and the Incense Trade* at the Arthur M. Sackler Gallery. A baby boom at the National Zoo attracted unprecedented numbers of visitors, both to the Zoo and the Zoo’s website, to view nine baby cheetahs and the baby giant panda Tai Shan. The first National Powwow at the MCI Center in Washington, DC, also drew large crowds.

Our large and diverse collections of art continue to attract numerous visitors. Some of the greatest works of art in this country—or the world—are at the Smithsonian. The Smithsonian’s art museums, the Freer, the Sackler, the Hirshhorn Museum and Sculpture Garden, the National Museum of African Art, the Cooper-Hewitt, National Design Museum in New York City, the Smithsonian American Art Museum and its Renwick Gallery, and the National Portrait Gallery, collectively, are the third most visited art complex in the United States.

From one generation to the next, our commitment to “the increase and diffusion of knowledge” has raised new challenges. We are determined to meet them and to transform the Smithsonian into a modern, 21st century institution that serves all Americans across the country, wherever they may live.

The Smithsonian’s reputation rests on a strong foundation that enables us to continue with our great plans for the future. In 2006, we’ll not only open Phase I of the Asia Trail at the National Zoo, but will also reopen the third building built by the American people in their capital, the historic Patent Office Building (POB), which was originally constructed in 1836. In recognition of the Donald W. Reynolds Foundation’s enormous generosity in helping to restore this building, the Smithsonian American Art Museum and the Smithsonian’s National Portrait Gallery, and the specialized facilities that they will be using, will collectively be known as the Donald W. Reynolds Center for American Art and Portraiture. The Center will open this summer.

Looking ahead, with the January announcement of the site selected by the Smithsonian Board of Regents, we are making a reality of our 19th museum, the National Museum of African American History and Culture (NMAAHC), which the President and the Congress entrusted to the Smithsonian to expand and enhance our ability to serve the American people by telling vital stories that are a fundamental part of our nation’s experience. We are honored that it will become part of our family of museums, and eagerly anticipate the day the Museum first opens its doors to the public. We are already making progress; we have hired our first director of the NMAAHC and we have set up a sterling Advisory Council for it.

Another very important long-term project that we are focused on is the Ocean Science Initiative at our National Museum of Natural History, the largest natural history museum in the world. The keystone of this more than \$70 million project is an incredible exhibition—*Ocean Hall*, which is scheduled to open in 2008. A new endowed Chair for Ocean Science research and an Ocean Web Portal for educational outreach are the two other components of the program.

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

Although considerable progress has been made, the April 2005 report of the Government Accountability Office (GAO) makes it clear that the Institution has a well-documented and compelling need for dramatic increases in facilities revitalization and maintenance funding. The GAO indicates that \$255 million per year for the next 9 years, or a total of \$2.3 billion, is needed to fix and maintain the Institution's facilities.

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

The Smithsonian is a unique entity—an independent trust instrumentality—that depends on the federal Government for nearly 80 percent of its funding, including government grants and contracts. Ever mindful of and grateful for this support from the American public, the Smithsonian will continue working with both OMB and Congress to provide 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, and has numerous initiatives under way to advance financial management, use e-Government wherever possible, improve human capital planning and management, and more closely integrate budgeting with long-term performance goals.

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

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

discovery and understanding of the natural world, and our place in the universe.

The Institution is making great progress in revitalizing science, including having completed a five-year Science Strategy that sets ambitious but clear scientific goals for the first decade of the 21st century. However, diligence is needed to ensure that the Smithsonian does not fall behind other prestigious academic institutions in its ability to recruit, mentor and retain the "next generation" of promising young scientists, and to procure the cutting-edge research equipment that is fundamental to its basic scientific mission. Increased financial support is vital to ensure that the Smithsonian retains its place among the world's pre-eminent scientific institutions as a leader in scientific disciplines of national importance.

As mentioned, Phase I of Asia Trail at the National Zoo will be completed in 2006, and the Zoo has completed a strategic plan for the next ten years that will be implemented with leadership provided by the Zoo's newly hired director.

In the context of public service, the reach of everything the Smithsonian does, both the research and the museum activities, is expanded exponentially by websites and education and outreach programs.

The Smithsonian Institution Traveling Exhibition Service is the largest traveling exhibition service in the world, and reaches more than five million people across the country every year. We now have 50 exhibits on tour, which will go to about 250 locations in the country this year.

The Smithsonian's electronic outreach has been equally impressive. Our Web presence has expanded dramatically in a short period of time. Five years ago, we had half as many visits to our websites as physical visits to our museums. Now, visitation on the Web is more than 300 percent of our museum visitation, with nearly 110 million visits to our websites during FY 2005.

Furthermore, we have been engaged in a major national outreach program. We now have 144 affiliates in 40 states, Panama, Puerto Rico, and Washington, DC. In an attempt to present as many as possible of the Smithsonian's collections in storage to the American public, we lend impressive objects to these local organizations.

The Smithsonian agenda is ambitious but focused. Given these successes, concerns, and budget realities, the Smithsonian's first priority is funding to keep Institution's museums in operation, collections safe, and

research programs intact (i.e., covering mandatory costs). These costs include requirements for staff salaries and benefits, legislated pay raises, utilities, postage, and rent.

The Smithsonian's second priority is funding for security for the Institution's staff, visitors, collections, and facilities, and protection against terrorist actions. This request includes funds to provide the minimum security staffing for the reopening of the Patent Office Building.

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

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

Finally, the Institution's fifth priority is its new museums, and specifically the planning, fund raising, and management of the recently authorized National Museum of African American History and Culture. Funding for this activity is held at FY 2006 levels.

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

**SMITHSONIAN INSTITUTION
FY 2007 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2006 Appropriation</i>	<i>FY 2007 Request</i>
Salaries and Expenses	\$516,568,000	\$537,394,000
Facilities Capital	<u>98,529,000</u>	<u>107,000,000</u>
Total	\$615,097,000	\$644,394,000

For FY 2007, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$644 million. It includes \$537 million for Salaries and Expenses (S&E) and \$107 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

SALARIES AND EXPENSES

Mandatory Increases

Salaries and Related Costs (+ \$10,700,000) – The request funds a 3.44 percent pay raise for FY 2006 and a 2.2 percent pay raise for FY 2007. It also covers an increase for the Panamanian Social Security System and includes a decrease in the amount required for Workers' Compensation in FY 2007.

Non-pay Mandatory Items (+ \$9,089,000) – The Institution requests an increase to its Utilities, Postage, Rent, and other mandatory operating costs. Details are provided in the S&E section.

Program Changes

Security/Anti-Terrorism (+ \$2,000,000) – The Institution is requesting additional security guards to provide the minimum essential security force for the reopening of the Patent Office Building (POB).

NAPA-Driven Facilities Maintenance and Information Technology Needs (+ \$6,563,000) – The request supports improvements to the Smithsonian's facilities maintenance needs as recommended by the National Academy of Public Administration (NAPA) and validated by the Government Accountability Office (GAO). Funds are also requested for the necessary improvements of the Institution's financial system and for accounting and contract support.

Non-recurring Costs (-\$7,526,000) – This request includes reduction of FY 2006 one-time costs of the National Portrait Gallery and the Smithsonian American Art Museum, which are associated with the reopening of the POB.

CAPITAL PROGRAM

The request for the Facilities Capital Program (**\$107 million**) is critical to improve the deteriorating condition of some of the oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. Numerous independent entities have highlighted the poor state of Smithsonian facilities, including the GAO's April 2005 report, which stated that \$2.3 billion was needed over the next nine years to fix and maintain Smithsonian facilities. For FY 2007, this request continues revitalization work at the National Zoological Park (\$16 million), the National Museum of American History (\$13.5 million), and the National Museum of Natural History (NMNH) (\$25.4 million). It also includes funds to replace the electrical systems at the National Air and Space Museum (\$10 million) and to support the revitalization of other facilities (\$26.2 million). In addition, the request includes funds to complete construction of a new code-compliant storage facility at the Museum Support Center in Suitland, Maryland for NMNH's highly flammable collections (\$5.4 million), and funds to plan and design future projects (\$10.5 million). Specific details are provided in the Facilities Capital section of this request.

SMITHSONIAN INSTITUTION

**FY 2007 BUDGET REQUEST
BY APPROPRIATION ACCOUNT**

SALARIES AND EXPENSES	FTEs	Amount
FY 2006 Appropriation (pre-rescissions)	4,601	\$524,281,000
FY 2006 0.476% Rescission		-2,496,000
FY 2006 1.0% Rescission		-5,217,000
Total FY 2006 Appropriation		516,568,000
FY 2007 Changes		
<u><i>Mandatory Increases</i></u>		
Salaries and Related Costs		10,700,000
Utilities, Postage, Communications, and Rent		6,900,000
Transit Benefits		2,000,000
Audit Costs, GSA Disposal Program, Mandatory Training		189,000
<u><i>Program Changes</i></u>		
<i>Security Requirement</i>	43	2,000,000
<i>NAPA-Driven and IT Needs</i>		
Facilities Maintenance	26	5,000,000
Enterprise Resource Planning		1,363,000
Accounting and Contract Support	2	200,000
<i>Non-recurring Costs</i>		
National Portrait Gallery/American Art Museum		-7,526,000
FY 2007 Salaries and Expenses Request	4,672	\$537,394,000

FACILITIES CAPITAL	FTEs	Amount
FTEs in Base	38	
Revitalization:		
National Zoological Park		16,000,000
National Museum of American History		13,500,000
National Museum of Natural History		25,400,000
National Air and Space Museum		10,000,000
Other Revitalization Projects		26,200,000
Construction:		
Museum Support Center, Pod 5		5,400,000
Facilities Planning and Design		10,500,000
FY 2007 Facilities Capital	38	\$107,000,000

FY 2007 REQUEST, ALL ACCOUNTS	4,710	\$644,394,000
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**SMITHSONIAN INSTITUTION
SALARIES AND EXPENSES**

Summary of FY 2007 Change

	<u>FTEs</u>	<u>Amount</u>
FY 2006 Appropriation (pre-rescissions)	4,601	\$524,281,000
FY 2006 0.476% Rescission		-2,496,000
FY 2006 1.0% Rescission		-5,217,000
Total FY 2006 Appropriation		\$516,568,000
 FY 2007 Changes		
<i>Mandatory Increases</i>		
Legislated Pay Raises		10,700,000
Utilities, Postage, Communications, and Rent		6,900,000
Transit Benefits		2,000,000
Audit Costs, GSA Disposal, Mandatory Training		189,000
Total Mandatory Increases		\$19,789,000
 <i>Program Increases</i>		
Facilities Operations, Security, and Support		
Security Guards for Patent Office Building	43	2,000,000
Facilities Maintenance		
Critical Facilities Maintenance	26	5,000,000
Enterprise Resources Planning		1,363,000
Accounting and Contract Support	2	200,000
Total Program Increases		\$8,563,000
 <i>Non-recurring Costs</i>		
National Portrait Gallery/American Art Museum		-\$7,526,000
Total Non-recurring Costs		-\$7,526,000
 FY 2007 Request	4,672	\$537,394,000

SALARIES AND EXPENSES

FY 2005 Appropriation	\$489,035,000
FY 2006 Appropriation	\$516,568,000
FY 2007 Estimate	\$537,394,000

For FY 2007, the Institution requests \$537.4 million in the Salaries and Expenses account. Within the total increase requested, approximately 70 percent is attributable to mandatory costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority program requirements within the Institution. These increases are partially offset by non-recurring FY 2006 costs of -\$7,526,000.

SALARY AND RELATED COSTS — The Institution requests an increase of \$10,700,000 for higher projected salary and benefits costs in FY 2007 as described below. This request is limited to the unfunded portion and annualization of the 2006 pay raise, the proposed 2007 pay raise, and an increase for the Panamanian Social Security System costs. These increases are partially offset by a decrease for Workers' Compensation. The following is a line-item display of the pay required:

Salary and Related Costs:

▪ Unfunded 2006 pay raise (3.44% vs. 2.3%)	\$2,212,000
▪ Annualization of 2006 pay raise (1/4 year at 3.44%)	2,898,000
▪ 2007 pay raise (3/4 year at 2.2%)	5,652,000
▪ Panamanian Social Security System	295,000
▪ Workers' Compensation	<u>-357,000</u>
Total	\$10,700,000

- **Unfunded Portion and Annualization of 2006 Pay Raise (+ \$5,110,000)** — Funds the January 2006 pay raise at the legislated level (3.44% vs. 2.3%) and annualizes the January 2006 pay raise for the first quarter of FY 2007.
- **Proposed 2007 Pay Raise (+ \$5,652,000)** — Funds the anticipated 2.2 percent January 2007 pay raise for three-quarters of a year.
- **Panamanian Social Security Increase (+ \$295,000)** — Covers the higher employer contributions that are required by the change in Panamanian law, which was passed to address their financially troubled Social Security System. The law was signed by the President of Panama and became effective on January 1, 2006. The new law increases the contributions for both employers and employees.

- **Workers' Compensation (-\$357,000)** — Supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2007 is \$3,216,000, based on actual costs incurred from July 1, 2004 through June 30, 2005, as provided by the U.S. Department of Labor. With an amount of \$3,573,000 in its FY 2006 base, the Institution's budget is decreased by -\$357,000.

FY 2007 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2006 Unfunded/ Annualization	FY 2007 Pay Raise	Total
Anacostia Museum and Center for African American History and Culture	18	22	40
Center for Folklife and Cultural Heritage	27	26	53
National Museum of African American History and Culture	47	33	80
National Museum of American History, Behring Center	242	307	549
National Postal Museum	12	10	22
National Museum of the American Indian	323	366	689
Archives of American Art	32	28	60
Arthur M. Sackler Gallery/Freer Gallery of Art	66	73	139
Cooper-Hewitt, National Design Museum	36	43	79
Hirshhorn Museum and Sculpture Garden	55	57	112
National Museum of African Art	37	51	88
National Portrait Gallery	81	82	163
Smithsonian American Art Museum	137	135	272
National Air and Space Museum	279	255	534
National Museum of Natural History	599	633	1,232
National Zoological Park	293	282	575
Smithsonian Astrophysical Observatory	234	248	482
Smithsonian Center for Materials Research and Education	37	44	81
Smithsonian Environmental Research Center	61	50	111
Smithsonian Tropical Research Institute	171	161	332
Outreach	81	93	174
Communications	33	31	64
Office of Exhibits Central	43	45	88
Museum Support Center	12	23	35
Smithsonian Institution Archives	23	24	47
Smithsonian Institution Libraries	115	121	236
Administration	401	481	882
Facilities Maintenance	353	432	785
Facilities Operations, Security, and Support	1,262	1,496	2,758
Total Increased Pay Costs	5,110	5,652	10,762

UTILITIES, POSTAGE, COMMUNICATIONS, RENT, AND OTHER MANDATORY COSTS (+ \$9,089,000) — For FY 2007, the Institution requests a net increase of \$9,089,000 for utilities, postage, communications, rent, and other mandatory costs for increases in consumption, rate and inflationary increases, and project needs. The following table displays actuals and estimates from FY 2005 through FY 2007. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Communications, Rent, and
Other Mandatory Costs
FY 2005–FY 2007
(Dollars in Thousands)**

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Estimate	Change
Utilities:				
Electricity	19,739	23,410	23,762	352
Steam	6,452	6,737	7,453	716
Natural Gas	3,162	2,969	4,265	1,296
D.C. Gov't Water/Sewer	3,321	3,670	3,853	183
Other Water & Fuel	620	770	770	0
Subtotal, Utilities	33,294	37,556	40,103	2,547
Postage	1,652	1,866	2,071	205
Communications	9,868	9,668	9,668	0
Rent	11,350	15,379	19,527	4,148
Other	187	236	2,425	2,189
Total	56,351	64,705	73,794	9,089

- **Electricity (+ \$352,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless national collections. The FY 2007 estimate reflects a significant anticipated electricity rate increase (+ \$1,154,000). Also included are start-up costs and increased electricity usage for the Patent Office Building (POB) courtyard enclosure; Pod 5 at the Museum Support Center (MSC); the Smithsonian Astrophysical Observatory's (SAO) VERITAS control building in Arizona; newly leased space at 380 Herndon Parkway in Herndon, Virginia (+ \$238,000); and a two percent price increase for chilled water (+ \$35,000). These increases are offset by reductions in costs from the mothballing of the Arts and Industries Building (AIB); divestiture of the National Museum of the American Indian's (NMAI) Bronx facility in New York; lower than anticipated expenditures, especially at NASM's Udvar-Hazy Center and SAO's Hilo

base building in Hawaii (-\$1,019,000); and anticipated reimbursements (-\$56,000).

- **Steam (+ \$716,000)** — The Smithsonian uses steam for heating and humidification and to produce hot water in facilities on the Mall and in New York City. The estimate includes increases for an anticipated four percent rate increase above FY 2005 levels (+ \$319,000) and an adjustment to the base to cover an 18 percent rate increase by the General Services Administration (GSA) in FY 2005 that was not funded (+ \$704,000). These increases are offset by reductions from the mothballing of the AIB and conversion of the Renwick Gallery boiler system (-\$275,000), and anticipated reimbursements (-\$32,000).
- **Natural Gas (+ \$1,296,000)** — The Smithsonian uses natural gas for heating and generating steam. The FY 2007 estimate includes an anticipated four percent rate increase and resources to cover unforeseen price increases since 2004 that averaged 55 percent (+ \$866,000); start-up costs for Pod 5 at MSC and the enclosure of the POB courtyard (+ \$47,000); and to partially restore funding reduced by rescissions in the FY 2005 appropriations bill that is necessary to meet obligations and keep facilities running (+ \$410,000). These increases are offset by reductions from the divestiture of the NMAI warehouse facility in New York (-\$25,000) and anticipated reimbursements (-\$2,000).
- **D.C. Water and Sewer (+ \$183,000)** — The FY 2007 net estimate for water and sewer costs is based on cost projections by the District of Columbia Water and Sewer Authority (+ \$189,000), offset by anticipated reimbursements (-\$6,000).
- **Other Water and Fuel** — Funds provide water for satellite facilities in Maryland and Virginia and fuel oil for the Smithsonian. No increases are requested for Other Water and Fuel.
- **Postage (+ \$205,000)** — Funds provide for all domestic and international mail services. The increase will fund the anticipated six percent U.S. Postal Service (USPS) rate increase (+ \$115,000) and estimated leasing costs for new, secure digital meters and meter mail equipment for the Smithsonian's main postal facility (+ \$90,000). The USPS mandates that customers migrate to the new digital meters by the end of 2006.
- **Communications/Networks** — The Institution is not seeking an increase in FY 2007 for communications and networks.

- **Rent (+ \$4,148,000)** — The request includes increases to fund additional space requirements to house staff displaced by the closure of the AIB (+ \$1,850,000); additional collections storage requirements (+ \$1,537,000); annual rent escalations for existing leases (+ \$530,000); and property management services for leased space at 380 Herndon Parkway in Herndon, Virginia (+ \$231,000).
 - **Capital Gallery (+ \$1,850,000)** — Provides the balance required for one-half of the annual costs for leased space at Capital Gallery in Washington, DC. The Smithsonian's FY 2006 appropriation provided \$3 million for unidentified long-term leases to relocate Smithsonian offices housed in the AIB, which was closed to the public in January 2004. In FY 2005, the Smithsonian signed a 15-year, long-term lease for space at Capital Gallery to house most of the AIB staff. The request will provide full support for the Capital Gallery lease.
 - **Leased Storage Space (+ \$1,537,000)** — Provides for leased storage space at 9601 Apollo Drive in Landover, Maryland, and Iron Mountain, Pennsylvania. The request includes \$1,415,000 to provide for lease costs for collection storage space and production facilities (e.g., swing space for mock-ups, woodworking machine shops, frame-making, and mount-making for photography) for the Smithsonian American Art Museum (SAAM) and the National Portrait Gallery (NPG) at Apollo Drive. This lease is funded from the Facilities Capital account and will continue to be funded from this account throughout the renovation and reopening of the POB, until the end of FY 2006. The need for leased spaced at Apollo Drive will continue after the POB reopens to the public because the POB revitalization eliminated space for collections storage and production facilities in favor of public space. Therefore, FY 2007 Salaries and Expenses (S&E) funds are required for the lease.

The increase also includes \$122,000 to lease an additional 16,500 square feet of space at Iron Mountain Underground Storage. The additional space is needed by the Smithsonian Institution Archives (SIA) to consolidate critical records from warehouses in Virginia and Washington, DC, which require a high-quality storage environment. The additional leased space increases the total lease costs for Iron Mountain to \$264,000, of which \$142,000 is already in the Institution's federal central rent budget base. Therefore, funding is requested for an additional \$122,000.

- **Escalation (+ \$530,000)** – Provides for annual rent increases in accordance with the actual terms of current lease contracts. The escalation rate among the contracts averages between two and four percent.
- **Herndon Parkway (+ \$231,000)** – Provides for full service of the lease at 380 Herndon Parkway in Herndon, Virginia. The requested increase will provide additional funds for staff shuttle service and property management services, including maintenance and janitorial services. The Smithsonian's FY 2006 appropriation that provided resources to relocate Smithsonian staff from the closed AIB contained funding for the Herndon Parkway lease, utilities, and security services.
- **Other Mandatory Costs (+ \$2,189,000)** – The requested increase will provide funds for the following mandatory increases not listed above.
 - **Transit Benefits (+ \$2,000,000)** – Covers most of the estimated costs of implementing the legislated transit benefit program for the Smithsonian's federal employees.
 - **Administration (+ \$52,000)** – Enables the Office of Contracting to properly dispose of computers and other sensitive electronic equipment to GSA, in accordance with environmental regulations.
 - **Administration (+ \$20,000)** – Enables the Office of the Chief Financial Officer to support the federal portion of the annual audit of the Smithsonian's financial statement.
 - **Administration (+ \$117,000)** – Supports additional performance management training that will enable Smithsonian staff to better link individual performance to agency mission accomplishment.

SUMMARY OF PROGRAM CHANGES – The Institution requires funding for the following programs in FY 2007. Details are provided in the line-item narratives for each respective program.

- **Security/Anti-Terrorism (+ \$2,000,000, +43 FTEs)** – The increase provides for the minimum security staffing for reopening the POB, enabling the Smithsonian to implement a revised security strategy and ensuring security at the POB is commensurate with security at other Smithsonian facilities.

- **NAPA-Driven Facilities Maintenance and Information Technology Needs (+ \$6,563,000, +28 FTEs)** — This increase supports critical improvements required for the Smithsonian facilities program and information technology infrastructure as recommended by the National Academy of Public Administration (NAPA).
 - ***Facilities Maintenance (+ \$5,000,000, +26 FTEs)*** — Provides resources to continue to address the Institution’s critical maintenance needs. With this increase of \$5 million, along with the maintenance increase appropriated in FY 2006, the total facilities maintenance funding is increased to \$51 million. This level is well below the industry standard of 2–4 percent of the replacement value of the Institution’s buildings (\$94–\$188 million), as recommended by the Government Accountability Office’s April 2005 report.
 - ***Enterprise Resource Planning (ERP) (+ \$1,363,000)*** — Enables the Institution to continue the next increment of funding in the multi-year effort to replace its outmoded financial management system. The increase will complete the implementation of the accounts receivable and billing modules; upgrade the financials modules from version 8.4 to version 8.9; and fully implement a non-*PeopleSoft* time and labor solution.
 - ***Accounting and Contracting (+ \$200,000, +2 FTEs)*** — Provides critical funds to improve the quality of customer service in the areas of financial processing and accounts reconciliation, and contracts management and administration.
- **Non-recurring Costs (-\$7,526,000)** — For FY 2007, a decrease of \$7,526,000 in non-recurring FY 2006 costs have been identified, as follows:
 - ***Smithsonian American Art Museum (-\$4,231,000)*** — Returns one-time FY 2006 costs for the reinstallation and reopening of the POB.
 - ***National Portrait Gallery (-\$3,295,000)*** — Returns one-time FY 2006 costs for the reinstallation and reopening of the POB.

NO-YEAR AND TWO-YEAR FUNDING – The following table provides the FY 2007 Salaries and Expenses request for No-Year and Two-Year funding.

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

Salaries & Expenses	FY 2006 Appropriation	FY 2007 Request
No-Year Funds		
National Museum of African Amer. History & Culture	2,888	2,968
National Museum of Natural History:		
Exhibition Reinstallation	1,013	1,013
Repatriation Program	1,613	1,631
Major Scientific Instrumentation	3,886	3,886
Collections Acquisition	466	466
Total, No-Year	\$9,866	\$9,964
Two-Year Funds		
Outreach: Office of Fellowships	1,577	1,577
Reopening of Patent Office Building:		
National Portrait Gallery	3,295	0
Smithsonian American Art Museum	4,231	0
Total, Two-Year	\$9,103	\$1,577

FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2007 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 the institution's strategic goals and by the performance objectives under each goal, and specific annual performance goals are provided for each objective for which funding is requested.

To better meet the standards of success in the budget and performance integration initiative of the PMA, including streamlining the number of outcome-oriented goals and objectives in the Institution's strategic plan, and to more clearly demonstrate the relationship between dollars budgeted and results achieved, the Smithsonian has restructured its strategic and performance plans. This enables the Institution to align its program performance goals and objectives with the program categories used in the federal budget and the Institution's financial accounting system.

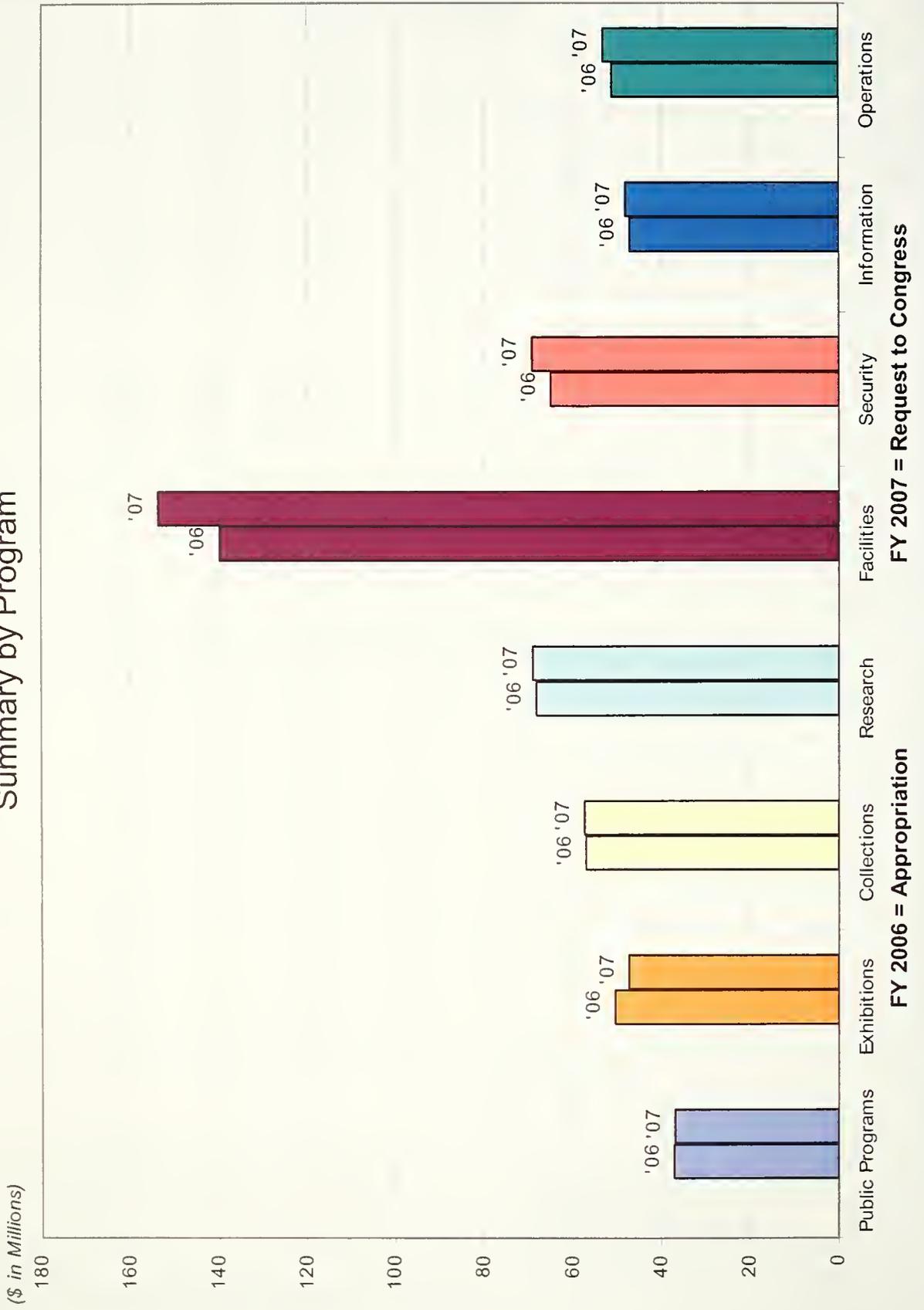
The following table summarizes the Institution's FY 2006 and FY 2007 estimates and the proposed changes by strategic goal, performance objective, and program category.

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

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	278	25,487	276	25,725	-2	238
Provide reference services and information	135	11,731	135	11,474	0	-257
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	503	50,599	506	47,703	3	-2,896
<i>Collections</i>						
Improve the stewardship of the national collections	575	57,135	574	57,759	-1	624
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	456	58,041	456	58,870	0	829
Ensure the advancement of knowledge in the humanities	87	10,304	87	10,520	0	216
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	26	2,261	26	2,316	0	55
Implement an aggressive and professional maintenance program	357	42,930	383	48,927	26	5,997
Improve the overall cleanliness and efficient operation of Smithsonian facilities	510	94,492	510	102,671	0	8,179
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	958	60,302	1,001	64,459	43	4,157
Provide a safe and healthy environment	50	4,781	52	5,206	2	425
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	177	47,267	177	48,306	0	1,039
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	205	19,641	200	20,856	-5	1,215
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	104	12,948	105	13,243	1	295
Modernize the Institution's financial management and accounting operations	101	11,463	101	11,723	0	260
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	35	3,115	38	3,314	3	199
Modernize and streamline the Institution's acquisitions management operations	41	3,550	42	3,797	1	247
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	3	521	3	525	0	4
Total	4,601	516,568	4,672	537,394	71	20,826

Smithsonian Federal Budget

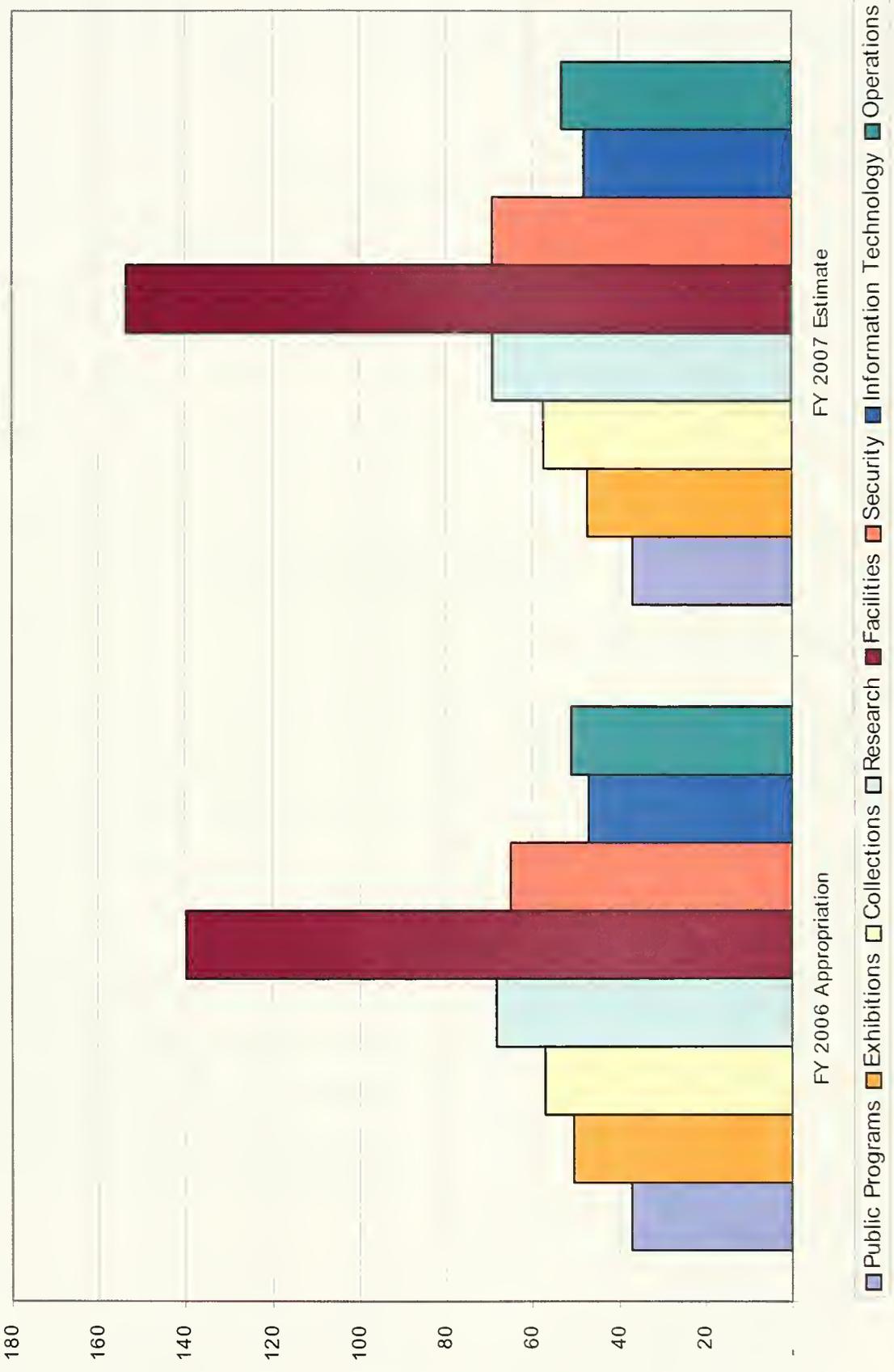
Salaries and Expenses Summary by Program



Smithsonian Federal Budget

Salaries and Expenses Summary by Program

(\$ in Millions)



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 2005 ACTUAL	16	1,897	0	10	0	99	0	60
FY 2006 ESTIMATE	21	1,908	2	350	0	270	0	45
FY 2007 ESTIMATE	21	1,948	2	350	0	270	0	45

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	10	794	8	662	-2	-132
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	346	4	523	2	177
<i>Collections</i>						
Improve the stewardship of the national collections	4	286	5	356	1	70
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	331	2	222	-1	-109
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	53	1	80	0	27
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	98	1	105	0	7
Total	21	1,908	21	1,948	0	40

BACKGROUND AND CONTEXT

The Anacostia Museum and Center for African American History and Culture is dedicated to the documentation and preservation of American

history and culture from an African American and community-based perspective.

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

The FY 2007 budget estimate includes an increase of \$40,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

In FY 2007, the Museum will increase the involvement of local public and private schools (grades K–12) and colleges and universities in all Museum activities. Recognizing the Museum's unique responsibility to youth development within the southeast Washington community and beyond, the Museum has developed pioneering out-of-school-time programming for children and youth. In collaboration with community partner institutions, the program provides participating children, ages 7–14, with direct access to collections and to the curatorial and professional staff of the Museum and the wider Smithsonian Institution. Outreach to high school students seeks to broaden the experiences and horizons of young people through experiences in cultural documentation and preservation, as well as docent and practicum opportunities. The Museum will expand internship opportunities for high school and college students, and will continue to be an educational and career-building resource for them.

The Teacher Training Institute, which explores current topics in African American history through Museum collections, will expand its outreach through distance-learning opportunities. These workshops will be

specifically designed to incorporate the use of local cultural and historical assets that enhance traditional in-school curricular activities.

In FY 2007, the Museum will continue to expand its regional community network through direct collaboration with partners in preservation and training, and with regional seminars designed to promote community action in cultural heritage preservation.

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

Another Community Historians Initiative, *Family Legacies*, will increase the capacity of families to preserve history and traditions through regionally-based family history workshops, Web-based resources, and a family history conference. These activities will lead to the development of materials for a future exhibition, scheduled for FY 2008, tentatively titled *Family Reunions: Preserving Traditions*.

In FY 2007, the Museum's exhibition *Anacostia: Yesterday, Today and Tomorrow* will explore community life in Anacostia from Native American habitation to the present. Also, the Museum will document the contribution of the school band tradition to children, families, and the community through the exhibition *Banding Together*. This exhibit will focus on how fostering values and discipline is a prerequisite to developing talent. It will also show how this creative outlet often becomes the key to opening educational and career opportunities. Local and regional high school and college bands will be invited to participate in developing the exhibit and related programs.

To increase public interest in and access to the Museum's permanent collection, rotating exhibitions (in four- to five-month intervals) of select items from the collection will be displayed in the John R. Kinard Gallery. An updated inventory of items in the collection was completed in 2006 and will be published in FY 2007. The inventory will be the resource used nationally to create teaching tools and reference guides that will be available online and in print.

The Museum will achieve the Institution's goal of Enhanced Management Excellence by improving customer service and responsiveness through a Web-based, direct feedback site specifically designed for local, regional, and national partner institutions, which will provide online reference

and consultation for solutions to problems and issues. It will also include links to the related Web sites of our cultural partners.

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$662,000)

- Expand the regional cultural heritage consortium into a new region, and bring together a network of community activists for training and a resources development program
- Conduct a heritage preservation training program
- Develop a regional exhibition project
- Convene a regional heritage partners' meeting and networking conference
- Expand *A Sacred Trust: Religious Archives* project network
- Convene a conference for family historians about preserving family history
- Conduct training and provide technical assistance for small and mid-size museums to enhance their capacity for community documentation and preservation
- Use the collections and expertise of the Museum's staff to directly engage children in a 12-month, after-school and summer program focused on learning their cultural heritage
- Train youth (ages 14–19) in cultural documentation and preservation at Anacostia Museum, and at the larger Smithsonian Institution, through a seven-week summer workshop
- Conduct in-service training for teachers, with a focus on new research in African American history that incorporates the use of the Museum's collections

Offer compelling, first-class exhibitions at Smithsonian museums and across the country (4 FTEs and \$523,000)

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

- Present an exhibition on the people who help shape and influence the development and social structure of communities
- Improve the stewardship of national collections (5 FTEs and \$356,000)***
- Acquire collections documenting community and family history
 - Create Web access to two community and family history collections
 - Publish an inventory of the Museum's permanent collection
 - Develop teaching tools and reference guides based on the resources in the permanent collection
 - Present rotating exhibits of select items from the permanent collection

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$222,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$80,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$105,000)

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

NONAPPROPRIATED RESOURCES—General trust funds support the salaries and benefits of the Museum Director and Director of Development. In FY 2007, the Director of Development will work with the Director to identify and solicit support for the Museum's new local, regional, and national initiatives.

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 2005 ACTUAL	16	2,053	14	1,691	9	1,917	0	15
FY 2006 ESTIMATE	18	2,108	10	1,208	9	1,059	0	0
FY 2007 ESTIMATE	18	2,161	10	1,031	4	1,250	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Develop and bring first-class educational resources to the nation	5	683	5	699	0	16
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	10	1,113	10	1,141	0	28
<i>Collections</i>						
Improve the stewardship of the national collections	2	164	2	170	0	6
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	70	0	70	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	78	1	81	0	3
Total	18	2,108	18	2,161	0	53

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 include the iconic songs and sounds of the American experience among its more than 3,000 published titles. The Center also produces educational websites, which make cultural materials and means of conserving cultural heritage available to students, teachers, communities, and specialists. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and to produce national celebration events.

The FY 2007 estimate includes an increase of \$53,000 for necessary pay for existing staff funded under 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, as well as with the communities served. In 2004, programs on Mid-Atlantic Maritime Communities, Haiti, and Latino Music drew more than 820,000 visitors. The Festival also produced the National World War II Reunion on the Mall for 375,000 visitors, and the opening of the National Museum of the American Indian for 575,000 visitors. The 2005 Festival featured programs on the U.S. Forest Service, Latino Music, Food Culture in the United States, and Oman, and drew 1,027,000 visitors. In 2006, programs will include Latino Music, Alberta, and Native American Basketry, and in 2007 will focus on the Mekong River region in Vietnam, as well as Virginia and Northern Ireland.

To bring Smithsonian educational resources to the nation, the Center will publish its recordings and disseminate them across the country. The Center will complete its tours of traveling exhibits, and by FY 2007 Center officials hope to have completed a film based on the Masters of the Building Arts Festival program available to the public. The Center will continue to shift resources toward the Web-based distribution of materials and lesson

plans to increase efficiency and broaden audiences. As part of this shift in 2005, the Center launched Smithsonian Global Sound, a project to enable the public and educational institutions across the country to access and download recordings and performances in the Center's digital collections.

To apply Smithsonian research to its work and collections, the Center will continue in 2007 to add to its documentary sound, photographic, and ethnographic collections, as well as to 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 possible, digitized. Ongoing digitization of the archival collections will continue throughout FY 2007.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Develop and bring first-class educational resources to the nation (5 FTEs and \$699,000)

- Generate more than one million visits to the Center's webpage
- Develop 10 educational features on the Center's webpage
- Produce and distribute nationwide at least 18 documentary recordings through Smithsonian Folkways Recordings
- Have the Smithsonian Global Sound website adopted by more than 100 university libraries as a resource for their students

Offer compelling, first-class exhibitions (10 FTEs and \$1,141,000)

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

Improve the stewardship of the national collections for present and future generations (2 FTEs and \$170,000)

- Generate for Smithsonian Collections 400 audio recordings, 200 videotapes, 5,000 images, and at least 100 narrative reports documenting contemporary, community-based, cultural traditions related to the Festival, Smithsonian Folkways Recordings, and other Center projects
- Conserve and preserve archival records and documentation for 15 of the Center's Festival programs and/or other projects

Enhanced Management Excellence

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (\$70,000)

- Coordinate with the central Smithsonian information technology (IT) system and continue to modernize the current tracking systems used for Festival and other project planning

Modernize the Institution's IT systems and infrastructure (1 FTE and \$81,000)

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

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel. Donor/sponsor-designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival, Smithsonian Global Sound, and several other educational programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and covers direct and indirect costs. In FY 2005, more than \$7 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 2005 ACTUAL	0	631	0	154	0	0	0	0
FY 2006 ESTIMATE	19	2,888	2	400	0	0	0	0
FY 2007 ESTIMATE	19	2,968	2	400	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	221	2	239	0	18
Provide reference services and information	2	177	2	195	0	18
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	361	2	371	0	10
<i>Collections</i>						
Improve the stewardship of the national collections	3	408	3	420	0	12
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	366	0	366	0	0
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	0	0	22	0	22
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	352	4	352	0	0
Modernize the Institution's financial management and accounting operations	2	319	2	319	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	163	1	163	0	0
Greater Financial Strength						
Secure the financial resources needed to carry out the Institution's mission	3	521	3	521	0	0
Total	19	2,888	19	2,968	0	80

BACKGROUND AND CONTEXT

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

For FY 2007, the budget estimate includes an increase of \$80,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities in the third year will include efforts to build alliances and collaborative partnerships with African American organizations, groups, and individuals to help generate support to build and develop the Museum, leverage resources, and share ideas. As public awareness of the Museum is limited, efforts to broaden knowledge will occur through print and electronic media, including the World Wide Web, national publications and magazines, African American and national history-related periodicals, news programs, and television and radio programs. This goal also will be accomplished by developing programs to tour collections and exhibits that engage and inspire audiences throughout the nation.

The following collaborative initiatives and activities to increase public awareness are being planned:

- Partnering with Folkways Recordings in an effort to repackage some of Folkways' 7,000 existing individual American music and spoken-word recordings. The proposed end product will consist of eight CDs of existing material and four new recordings with the NMAAHC name.
- *Beauty and the Sublime: African American Portraiture from 1840 to Now* (working title) is a collaborative exhibition project between the National Museum of African American History and Culture and the National Portrait Gallery (NPG). Featuring 80 African American portraits from the NPG's photography collection, this thematic exhibition will explore the history of photography and the changing roles of portraiture from the mid-19th century to the present day.

Portraits will include figures such as Marian Anderson, Muhammad Ali, Romare Bearden, George Washington Carver, W.E.B. DuBois, and Frederick Douglass.

- Working with members of the NMAAHC Council and the Scholarly Advisory Committee, NMAAHC will produce a series of lectures, performances, and exhibitions that will enable the Museum to collaborate and partner with various historical, educational, and cultural institutions across the country.
- The Museum will produce a traveling exhibition of the history of African American images using photographs from the National Portrait Gallery (NPG). This project will be completed in collaboration with the NPG.
- The NMAAHC will collaborate with the Smithsonian Center for Folklife and Cultural Heritage to produce a series of three evening concerts to take place at the 2006 Smithsonian Folklife Festival. The concerts will highlight African American music from the Gulf of Mexico region.
- As part of the initial planning for the Save Our African American Treasures initiative, the NMAAHC intends to collect and preserve the stories of African American elders through video-recorded interviews. This initiative will focus on national and regional figures, as well as groups of elders who can speak to specific topics.

Planning for the development of the Museum's future exhibitions, public and educational programs, and collections will continue. The development and enhancement of plans for the Museum's future exhibits which encompass four major collecting areas—African American art, African American history, images of African Americans in the media, and the history of African Americans in the performing arts—will be modified in line with existing staff resources. Plans for educational and public programming will encompass programs for adult and family audiences and will include lectures, concerts, public discussion forums, guided tours and gallery talks, dance and other performing arts, and film and media showings. In addition, media programs will use photographic collections, film, digital media, and sound recordings as the subject of exhibitions or special programs.

The identification of potential collections will continue as an ongoing pursuit, and the Museum will purchase collections to the extent that funds become available.

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

Fund raising will also continue at a slower rate than originally planned. NMAAHC will use its current federal fundraising resources to develop and harvest relationships with potential significant donors, build a reliable base of regular donors, and use advanced fundraising techniques to identify and cultivate sources of new and larger donations. The NMAAHC has an urgent mandate set forth in its enabling legislation that includes cultivating programmatic relationships with a wide range of communities and organizations throughout the United States, while also building a firm financial base of private and public funding. Enacting legislation mandates that the Smithsonian Institution pay 50 percent of building construction costs using its appropriated federal funds and 50 percent using non-federal resources. Substantial cultivation of donors, combined with substantial activities in public relations, will be required to achieve and sustain fundraising success in the future. As a result, it is essential that the NMAAHC have the staff, programmatic, and administrative resources to generate outreach initiatives and collaborations, assemble collections, plan and implement exhibitions, and develop its visibility as a new institution in a highly competitive arena.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$239,000)

- Establish affiliations and collaborative agreements with museums, educational institutions, and foundations
- Refine preliminary concepts and designs for public programs
- Develop at least one touring exhibition

Provide reference services and information to the public (2 FTEs and \$195,000)

- Develop concepts and proposals for education programs

Offer compelling, first-class exhibitions (2 FTEs and \$371,000)

- Refine preliminary concepts and designs for exhibitions

Improve the stewardship of the national collections (3 FTEs and \$420,000)

- Identify and purchase desired collections items

- Develop collections management strategy
- Begin developing collections information system

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$366,000)

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

Modernize the Institution's information technology systems and infrastructure (\$22,000)

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

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$352,000)

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

Modernize the Institution's financial management and accounting operations (2 FTEs and \$319,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and 163,000)

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

Greater Financial Strength

Secure the financial resources needed to carry out the Institution's mission (3 FTEs and \$521,000)

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

NONAPPROPRIATED RESOURCES—Nonappropriated resources will support funding for salaries and benefits for a director and associated support costs.

**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 2005 ACTUAL	190	19,861	8	1,723	54	12,270	29	3,454
FY 2006 ESTIMATE	200	20,236	7	1,768	41	11,156	24	2,972
FY 2007 ESTIMATE	200	20,807	7	1,740	41	9,669	23	3,009

Note: Operating resources include the National Postal Museum

NATIONAL MUSEUM OF AMERICAN HISTORY, BEHRING CENTER

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	36	3,015	36	3,104	0	89
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	60	4,289	60	4,412	0	123
<i>Collections</i>						
Improve the stewardship of the national collections	51	6,684	51	6,872	0	188
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	30	3,725	30	3,825	0	100
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	2	356	2	365	0	9
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	10	1,068	10	1,097	0	29
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	425	4	436	0	11
Total	193	19,562	193	20,111	0	549

BACKGROUND AND CONTEXT

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

For FY 2007, the estimate includes an increase of \$549,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The Museum will soon begin revitalization of the central public space section of the building which involves replacing the heating, ventilation, and air-conditioning systems, as well as improving life-safety and visitor amenities. If additional sufficient private funds are received, there would be more extensive renovations of the public spaces and the museum may close for visitors, but staff will continue to occupy the building.

During this period, staff will continue to plan and design future exhibits and programs, conduct off-site programs and performances, develop traveling exhibitions, install temporary exhibitions at other locations, and implement information technology and management initiatives. Additionally, staff will contribute to the deinstallation, packing, removal, maintenance, and reinstallation of exhibit components that are housed in areas scheduled for renovation.

If additional private funds are received, the visible results of the renovation will include: architectural changes featuring more natural and artificial lighting; a grand staircase connecting the first and second floors; improved signage and public circulation; increased horizontal and vertical sightlines; a new gallery for the conserved Star-Spangled Banner; a new Visitor Welcome Center; a new Hands-on-Science Center and Hands-on-History Room; new wall cases for collections displays; and the reopening of previously closed exhibitions.

During the renovation, the Museum will continue planning targeted educational programs to complement the reinstallation of the Star-Spangled Banner in Flag Hall. These programs will include a Flag Day Festival on the National Mall, new teacher resource materials, and a distance-learning program on the story of the poem that became our National Anthem.

The Museum will continue to plan programs to attract new and underserved audiences, including musical performances by the Smithsonian Jazz Masterworks Orchestra and the Smithsonian Chamber Music Society,

as well as programs for Jazz Appreciation Month. Certain programs will be conducted at off-site locations during the renovation period. Some of the Museum's cornerstone events will continue to center on Black History Month, Hispanic Heritage Month, and Asian Pacific American Heritage Month. The Museum will continue to expand and upgrade its popular website with new features on exhibitions, collections, and public programs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (36 FTEs and \$3,104,000)

- Prepare a new Welcome Center to help visitors plan their tours of the Museum and learn more about Museum collections
- Revise and plan for the re-launch of the handheld multimedia guide for self-guided tours, and plan to distribute 400 handheld guide units daily
- Refurbish and prepare to reopen the Hands-on-Science Center and Hands-on-History Room
- Plan to distribute Star-Spangled Banner educational materials to approximately 100,000 schools nationwide
- Plan for family activities related to the opening of the *Star-Spangled Banner* exhibition, including a family festival weekend, daily performances of the National Anthem, special tours, films, and hands-on activities, such as a daily folding of a replica Star-Spangled Banner
- Establish websites on all major exhibitions scheduled to open upon completion of the renovation
- Establish websites on the numismatics and lithography collections
- Continue planning for annual programs to commemorate Black History Month, Hispanic Heritage Month, and Asian Pacific American Heritage Month

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (60 FTEs and \$4,412,000)

- Prepare to open the new *Star-Spangled Banner* exhibition
- Prepare to reopen the renovated Museum with new wall cases lining the public spaces, so that collections can be exhibited outside of the traditional exhibition areas
- Plan for temporary exhibitions on the 400th anniversary of the Jamestown colony, the Abraham Lincoln bicentennial, and various photography exhibitions
- Continue development of the *On The Water* and *America's Stories* exhibitions, which are projected to open in 2008

Improve the stewardship of the national collections for present and future generations (51 FTEs and \$6,872,000)

- Implement appropriate collections preservation and documentation procedures to ensure that NMAH collections are appropriately cared for and are physically accessible to the broadest possible external audience and to staff
- Implement appropriate collections registration and documentation procedures to ensure that NMAH collections are legally and contextually documented, and that the related information is accessible to the broadest possible external audience and to staff
- Create new digital images of 6,000 objects and link these images to the Museum's *Multi-MIMSY* collections information database

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (30 FTEs and \$3,825,000)

- Complete research on the permanent exhibitions of *America's Stories* and *Land of Plenty*, which are projected to open in 2008
- Complete research on the *Abraham Lincoln Bicentennial* temporary exhibition and the *Jamestown 400th Anniversary* traveling exhibition
- Complete research on websites for all exhibitions scheduled to open upon completion of the renovation

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (2 FTEs and \$365,000)

- Validate all space requirements, using the process outlined in the approved Comprehensive Facilities Development Plan
- Reduce work-related accidents and illnesses by at least three percent

Modernize the Institution's information technology (IT) systems and infrastructure (10 FTEs and \$1,097,000)

- Complete re-engineering and installation of the network cable plant in the public spaces of the Museum, as part of the public spaces renovation program
- Implement a smart-card reader system in the network systems operations center to correct physical security access deficiencies

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$436,000)

- Evaluate the Museum's organizational structure and administrative staffing requirements, and initiate plan for internal recommendations

- Complete work on a career guide for the Museum’s curatorial staff, which will provide standards and guidelines for the professional development of present and future NMAH curators
- Complete at least two recruiting trips to minority colleges/universities
- Advertise 80 percent of open staff positions above grade GS-13 in media that will normally guarantee a widely diverse population of candidates
- Ensure that 100 percent of staff members attend diversity training programs

NONAPPROPRIATED RESOURCES—General trust funds support salaries and benefits for a small percentage of NMAH personnel, as well as general operating costs. Donor/sponsor–designated funds support research, planning, design, fabrication, installation, maintenance work, and educational programming related to both current and anticipated Museum exhibits, including the *Star-Spangled Banner*. Donor/sponsor–designated funds are the Museum’s primary means for developing and installing new exhibits. Donor–designated funds are also a key component to the renovation of the public spaces in the Museum.

NATIONAL POSTAL MUSEUM

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	162	2	167	0	5
<i>Collections</i>						
Improve the stewardship of the national collections	5	485	5	501	0	16
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	27	0	28	0	1
Total	7	674	7	696	0	22

BACKGROUND AND CONTEXT

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

For FY 2007, the estimate includes an increase of \$22,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the NPM is directing its resources to initiatives that will increase visitation to both the Museum and its website. In FY 2007, the NPM will open the second phase of the Benjamin K. Miller Philatelic Collection, the most extensive collection of U.S. postage stamps issued prior to 1925. The NPM also will begin installing the *National Collection* exhibition, the Museum's largest and most comprehensive philatelic display.

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

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

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

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$167,000)

- Open the second phase of the Benjamin K. Miller Philatelic Collection to attract collectors and philatelists
- Begin installation of the *National Collection* exhibition, the Museum's largest and most comprehensive philatelic display
- Open the newly renovated Duck Stamp Gallery
- Develop and install an exhibition that will recount the compelling story of the U.S. Postal Inspection Service
- Design and install one of seven new, permanent postal history exhibits
- Design and install the new, permanent *Airmail* exhibit

Improve the stewardship of the national collections for present and future generations (5 FTEs and \$501,000)

- Develop a comprehensive acquisition and deaccession strategy for the national philatelic and postal history collections
- Develop a comprehensive plan for processing, preserving, displaying, and imaging the philatelic and postal history collections
- Reduce the collections backlog by 20 percent to improve the accountability of the national collections
- Rehouse one major collection
- Implement part two of the plan to increase public access to the collections through the online collection information system, Arago

- Expand and enhance Arago by 1,000 records and images
- Maintain a state-of-the-art collections management system

Enhanced Management Excellence

Modernize the Institution's IT systems and infrastructure (\$28,000)

- Replace and maintain network hardware and related computer systems

NONAPPROPRIATED RESOURCES—General trust funds support salaries and benefits costs for a small percentage of Museum staff, as well as general operational expenses. Donor/sponsor–designated funds support new exhibits and educational programs. A fundraising initiative is currently under way for eight new exhibition galleries that will explore the history of the U.S. Postal Service (USPS). The Museum's largest source of funding, however, is and will likely remain the USPS. USPS grant funds make up nearly 75 percent of Museum core functions and operational costs. These include salaries and benefits, utilities, facility maintenance, exhibitions, research, and educational and conservation 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 2005 ACTUAL	278	34,630	3	1,728	16	5,014	0	58
FY 2006 ESTIMATE	325	30,470	2	1,758	18	4,661	0	26
FY 2007 ESTIMATE	325	31,159	2	1,757	18	3,354	0	25

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	71	5,397	71	5,397	0	0
Provide reference services and information to the public	55	4,561	55	4,530	0	-31
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	42	5,204	42	5,495	0	291
<i>Collections</i>						
Improve the stewardship of the national collections	59	5,471	59	5,555	0	84
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	10	1,193	10	1,193	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	16	1,150	16	1,164	0	14
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	29	3,014	29	3,063	0	49
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	38	4,110	38	4,392	0	282
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	370	5	370	0	0
Total	325	30,470	325	31,159	0	689

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, NMAI will focus its resources to support community-curated gallery rotations each year in the three core exhibits, and to present contemporary works of art to the public in a fourth gallery in the new Mall Museum. These exhibits, along with significant educational and public programming, are expected to attract an anticipated 3–4.5 million visitors annually. The offering of crafts demonstrations, educational presentations, seminars, and symposia throughout the building will not only ensure a meaningful visitor experience, but will help control crowd flow. Web content based on these programs will reach distant “virtual visitors” to the Museum, who may not be able to come to the East Coast but can avail themselves of technology and written materials developed at NMAI. Through its community-curated exhibitions and public programming, the Museum continues to present the contemporary voices of Native peoples to educate and inform the public while countering widespread stereotypes.

For FY 2007, the budget estimate includes an increase of \$689,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

present the variety and excellence of Native productions at both the Mall Museum and the GGHC.

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

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

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

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (71 FTEs and \$5,397,000)

- Support NMAI's Interactive Learning Center's interface to provide public access to electronic resources. Maintain public computing facilities in the Interactive Learning Center and the Resources Center work study areas and classrooms
- Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) that will educate the public about the history and significance of Native

cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances

- Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for 20 schools in the local and regional communities
- Develop and publish titles in the illustrated children's book series *Tales of the People*, and in the series for educators and young adults, *My World: Young Native Americans Today*
- Provide editorial support in the production of educational materials to inform the public about Native cultures
- Develop and publish books arising out of the Museum's scholarly symposia series
- Provide 364 interpretive gallery programs per year, and one major symposium annually
- Conduct 12 educational workshops annually

Provide reference services and information to the public (55 FTEs and \$4,530,000)

- Expand NMAI's website to provide in-depth content about exhibitions and events in New York and Washington, DC, as well as educational resources for teachers, and more information about NMAI's collections
- Increase the number of website visits by 15 percent
- Undertake electronic community-based outreach efforts to bring the Museum's collections resources in Washington, DC and New York to Native American communities
- Support staff use of a customer relationship management system to email electronic newsletters about the Museum to subscribers, with quarterly information, and to solicit participation in and contributions to Museum activities. Increase electronic newsletter subscriptions by 15 percent by providing more relevant and personalized information
- Provide an online, Web-based, electronic ordering capability of NMAI media resources through participation in the Office of the Chief Information Officer's digital repository effort (delayed from FY 2005 to FY 2006)
- Continue the Native American Film Festival, showcasing works introduced by film makers and community members, in order to gain higher visibility for NMAI with teachers, students, and scholars
- Provide daily information services about NMAI and Native peoples to the public, using technology-based capacity at the Resources Center

- Incorporate recordings and other media material from artists and presenters, which are related to NMAI's public programs, into the Resources Center; and collect program-related recordings, books, website information, etc., for incorporation into Resources Center delivery systems
 - Expand the Museum's Cultural Registry database and integrate it with the Museum's Contact Management System. Refine methodology and criteria for including Native cultural presenters (e.g., music, dance, literature, drama, storytelling, etc.) in the database; and determine the best methods for keeping the database current and for making information widely accessible
 - Develop non-commercial publications—in alternate text file formats, including Portable Document Format (PDF) and Print on Demand (POD)—to support the activities of various Museum departments (e.g., Public Programs, Cultural Resources, and Community Services) and promote outreach to the general public by augmenting awareness of Native American life and educating the public about the history and significance of Native cultures
 - Solidify Native Arts Program components of Visiting Artist, Community Artist, Community Arts Symposia, and Youth Mural programs. Maximize efforts by developing associated opportunities in the areas of community-based activities, exhibitions (both physical and virtual), public programs, and publications
 - Establish an effective Native Media Program including oral histories, radio production, and Web-casting, which ensures the delivery of compelling, relevant audio programming to audiences throughout the world
 - Develop an integrated plan for using technological tools to deliver connections and services to Native communities, including the formation of creative linkages to existing NMAI resources
 - Continue to maintain high visibility in the press to ensure positive reviews in the local, national, international, and Indian country media
 - Focus programming in Indian Country in North, South, and Central Americas
 - Manage ongoing and proactive external affairs, including public relations and media programs to enhance the Museum's visibility nationally, internationally, and throughout Indian Country
- Offer compelling, first-class exhibitions and other public programs (42 FTEs and \$5,495,000)***
- Rotate communities into the three permanent galleries (each approximately 300 square feet)

- Install one major exhibition in the 8,500-square-foot Changing Gallery on the Mall
- Continue exhibition planning/curatorial/design with communities for the FY 2008 community rotation. This includes script development, design finalization, and object selection of up to 150 objects per community
- Initiate exhibition planning/management/design with communities for the FY 2009 community rotation. Include initial contact with community, travel to site for meetings, preliminary script development, and community visits to the Cultural Resources Center for object viewing and preliminary selection
- Install three exhibitions of contemporary art in the Changing Gallery at GGHC, including the *Collection Survey* exhibition
- Design and fabricate the NMAI *Fritz Scholder* exhibit, scheduled to open in FY 2008 at both the GGHC and on the Mall
- Provide a year-round exhibition program at the GGHC for three major galleries, including the Pavilion (with an education focus) and the Photo Corridor Gallery, and offering daily cultural interpreter programs, major monthly programs, and a major film festival. Projects for FY 2007 include *Ways of Knowing*, preparation for the *Scholder* exhibit, and a major film festival
- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
- Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Produce the third bi-annual Powwow for the general public
- Use the Museum's collections to produce various print products (e.g., books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Provide technical support for exhibits and public programs, interactive kiosks, and the Preparation Theatre; replace and repair outdated equipment; and ensure that 95 percent of the kiosks are available for public access 95 percent of the time
- Continue to produce and provide print pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be

available in alternate formats, including Braille and Web access, and will be evaluated by the department responsible for them

- Evaluate visitor services to ensure an effective orientation and ticketing process for public audiences at NMAI
- Increase the GGHC's community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations

Improve the stewardship of the national collections for present and future generations (59 FTEs and \$5,555,000)

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

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (10 FTEs and \$1,193,000)

- Conduct pilot program for film and video resource materials at tribal colleges
- Present educational information in schools across the country for grades 4–8 via collaboration with *Scholastic Magazine*

- Produce a directory of Native film makers
- Research publications and media products, and use them to produce educational resource materials in connection with the Museum's public programs

Enhanced Management Excellence

Execute an aggressive, long-range facilities program, with increased emphasis on maintenance and revitalization (16 FTEs and \$1,164,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (29 FTEs and \$3,063,000)

- Ensure that NMAI technical staff works locally (in New York, Maryland, and Washington, DC) to provide secure, reliable, and efficient systems, meeting federal standards, with less than one percent downtime
- Arrange for information and technology specialists to work closely with NMAI staff to analyze business processes and determine where efficiencies in scale can be achieved through application of information and technology tools. NMAI technology staff will train and support staff's effective use of various information systems to support Museum-based applications such as electronic signage, welcome desks, visitor passes, group reservations, public programs, distance education, community services events, and digital resources

Strengthen an institutional culture that is customer centered and results oriented (38 FTEs and \$4,392,000)

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

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (5 FTEs and \$370,000)

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

performance review, and provide a venue for Native American recruitment effort

NONAPPROPRIATED RESOURCES—General trust funds provide support for salary and benefit costs for the Museum Director. 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 2005 ACTUAL	21	1,854	0	145	13	1,136	0	0
FY 2006 ESTIMATE	20	1,791	0	103	17	1,461	0	0
FY 2007 ESTIMATE	20	1,851	0	96	17	1,461	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	13	0	19	0	6
Provide reference services and information	6	383	6	395	0	12
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	57	2	59	1	2
<i>Collections</i>						
Improve the stewardship of the national collections	8	810	7	820	-1	10
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	0	0	0	14	0	14
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	274	2	282	0	8
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	131	1	135	0	4
Modernize the Institution's financial management and accounting operations	2	123	2	127	0	4
Total	20	1,791	20	1,851	0	60

BACKGROUND AND CONTEXT

The mission of the Archives of American Art (AAA) is to collect, preserve, and make available primary sources that document the history of the visual arts in the United States, as well as to foster research and connect the public to a uniquely American cultural heritage. With more than 15 million items, the AAA is the world's largest and most widely used resource on the history of art in America.

To achieve the Institution's goal of Increased Public Engagement, the AAA continues with its ambitious five-year program, begun in 2005, to digitize a significant portion of its more than 50-year accumulation of resources. The project will give the collections their greatest research availability. AAA's newly redesigned website will deliver unprecedented access to new digital files, online exhibitions, subject-focused guides, and reference services. Through exhibitions in Washington, DC and New York City, a first-ever traveling exhibition, and a lecture series, the AAA will reach new audiences as never before.

The goal of Enhanced Management Excellence will be met by continuing to improve internal financial and organizational controls, and devoting more resources to staff training.

The FY 2007 estimate includes an increase of \$60,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, the AAA is directing its resources to mounting compelling exhibitions in its Lawrence A. Fleischman Gallery of the AAA in the Patent Office Building (POB). These include: the inaugural exhibition, *Treasures from the Archives of American Art*, July 4–October 28, 2006; *Exquisite Surprise: The Papers of Joseph Cornell*, November 2, 2006–February 23, 2007 (to complement the Smithsonian American Art Museum's concurrent exhibition *Joseph Cornell Navigating the Imagination*); *Jervis McEntee and the Tenth Street Studios*, March 1–June 29, 2007, celebrating the completion of the Archives' project to digitize McEntee's five-volume diary; and *Wish You Were Here, Artists on Vacation*, July 5–October 26, 2007.

Development of handheld, kiosk, and website content will optimize the visitor's experience of the exhibitions and reveal the interrelationships among

the AAA's resources and the collections of the Smithsonian American Art Museum, the National Portrait Gallery, and other Smithsonian museums.

During FY 2007 the AAA will continue its second year of gallery talks focusing on AAA's exhibitions in the POB. In addition, to reach an even wider audience, the AAA will present an educational program-lecture series in collaboration with the Smithsonian Institution Traveling Exhibition Service (SITES) to complement their traveling exhibition, *More Than Words: Illustrated Letters from the Smithsonian's Archives of American Art*. Through this series of talks, and by devoting resources to presenting online versions of its exhibitions, and continuing to lend documents to exhibitions in museums and other institutions around the world, AAA continues to widen its audience and give people a greater understanding of the history of the visual arts in the United States.

The Archives is negotiating with publisher HarperCollins on an agreement to publish a book of photographs of artists in their studios, in which each photograph is paired with a letter, diary, or other archival document to highlight the meaning of the photographs in an archival context.

In FY 2007, approximately 50 collections representing 500 linear feet of papers of painters, sculptors, critics, and collectors will be processed, resulting in new, fully searchable finding aids added to the AAA's website. Of these, 25 will be digitized using state-of-the-art equipment, and in combination with digitization for reference, exhibitions, loans, and special projects, nearly 325,000 digital files will be produced. The increase in digitization will be due to AAA's five-year digitization project funded by the Terra Foundation for American Art, which also supports the development of the AAA's website to accommodate the expanded collection and other information. The newly redesigned, content-managed website will be the central launching site to engage the public with timely release of information and increasingly interactive access to AAA's website reference services section. In addition, the AAA will continue the steady increases in visits to its website by adding finding aids to processed collections, thousands of images representing digitized collections and microfilm, and oral history interviews conducted for the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America; interviews of American art dealers funded by The Widgeon Point Charitable Foundation and the Art Dealers Association of America; and interviews of women in the arts funded by ArtTable.

The Terra Foundation will also enable the AAA to build on its existing Web-based, online system for delivering subject-focused guides to its collections by adding a *Guide to Photography Related Collections at the*

Archives of American Art. This guide will enhance access to more than 200 archival collections and oral history interviews that shed light on essential research on photographers; the artistic photography movement; techniques; the art market; collecting, buying, and selling of photographs and art; the provenance of individual works of art; and art movements. This project will support the SI Photography Initiative to further engage and inspire diverse audiences.

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

The goal of Enhanced Management Excellence will be addressed by continuing to devote resources to perform internal organization audits on processes and functions, ensure compliance with all federal and Smithsonian policies and procedures, and ensure proper management of funds. Staff training remains a priority to give staff the necessary tools to meet new technological needs.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

- Develop an educational program-lecture series in collaboration with SITES, to complement SITES traveling exhibition *More Than Words: Illustrated Letters from the Smithsonian's Archives of American Art* and reach a wider national audience
- Develop program gallery talks that focus on current exhibitions in the Lawrence A. Fleischman Gallery of the Archives of American Art, to raise public awareness and visibility of the Archives

Provide reference services and information to the public (6 FTEs and \$395,000)

- Expand public access to AAA's vast collection to increase website and in-person visits through continuation of the Terra Foundation for American Art's five-year program to digitize collections, which will:
 - Add 325,000 new digital files through online finding aids and a public interface to AAA's Digital Collections Database

- Increase by one the number of online guides by adding a *Guide to Photography Related Collections at the Archives of American Art*
- Increase by 30–50 the number of online finding aids
- Increase by 50 the number of online oral history interviews done for the Nanette L. Laitman Documentation Project for Craft and Decorative Arts in America, and other new grant and gift-related projects
- Enhance the AAA’s website with improved content management capabilities to attract more visitors and enhance their level of engagement with the Archives’ programs

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$59,000)

- Design, fabricate, and install three exhibitions to premiere in the Lawrence A. Fleischman Gallery of the Archives of American Art at the POB; two of the exhibits will collaborate with other SI units
- Develop and implement a survey of public responses to the AAA’s exhibitions in the Lawrence A. Fleischman Gallery, to assess and improve exhibition design
- Integrate handheld devices, kiosks, and related technologies into exhibition design in the Lawrence A. Fleischman Gallery

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$820,000)

- Address critical processing and preservation activities identified in AAA’s continuing systematic survey of all unprocessed collections
- Enhance Collection Information Systems to ensure proper collections documentation, and to support increasingly complex workflow that encompasses acquisition, physical and legal control, processing, preservation, digitization, and Web access

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (\$14,000)

- Develop a publishing agreement with HarperCollins for a book that will focus on AAA resources and encourage research at the AAA

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (2 FTEs and \$282,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$135,000)

- Conduct a survey of supervisors to assess employee skills and training needs to strengthen workforce capabilities

Modernize the Institution's financial management and accounting operations (2 FTEs and \$127,000)

- Continue to integrate and monitor internal spending plans for all funds to the monthly expense plans
- Perform one to two internal audits to ensure compliance with internal controls

NONAPPROPRIATED RESOURCES—General trust funds provide support for publication of *AAA Journal*, and fund raising, including salaries and benefits. Donor/sponsor-designated funds provide support for costs related to specific programs and projects for exhibits, collections acquisition, and collections care (such as AAA's digitization program funded by the Terra Foundation for American Art).

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 2005 ACTUAL	49	5,422	0	63	50	6,789	0	0
FY 2006 ESTIMATE	57	5,548	0	75	56	9,887	0	0
FY 2007 ESTIMATE	57	5,687	0	75	56	9,887	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	875	8	897	0	22
Provide reference services and information	8	688	8	705	0	17
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,453	15	1,490	0	37
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,165	14	1,194	0	29
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	490	4	503	0	13
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	240	3	246	0	6
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	637	5	652	0	15
Total	57	5,548	57	5,687	0	139

BACKGROUND AND CONTEXT

The Freer Gallery of Art and the Arthur M. Sackler Gallery (FSG) celebrate the artistic traditions of Asia. The museums are widely regarded as one of the world's most important and active centers for the collection, exposition, and study of Asian art. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by James McNeill Whistler and other American artists represented in Charles Lang Freer's original gift. The combined resources of the museums are directed toward programs that advance understanding of the arts of Asia and of the museums' collections.

To achieve the goal of Increased Public Engagement, FSG will continue to maintain momentum in hosting exhibitions of international importance and complementary public programs, as well as expand the number and range of exhibitions and object loans offered to other museums and cultural and educational institutions across the nation and internationally. Associated with these activities, there will be a continued emphasis on scholarly research and an increased Web presence.

To meet the goal of Strengthened Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects, as well as strengthen the contributions of FSG research to exhibitions and public programs and to international guidelines for the care and preservation of Asian works of art.

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

For FY 2007, the estimate includes an increase of \$139,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

FY 2007 marks the short-term culmination of this strategy, with the presentation of three major international exhibitions that represent, in scale and diversity, the most ambitious public programming in the history of FSG.

Among the major exhibitions is *Bible and Book: The Earliest Scriptures*, an unprecedented display of the earliest biblical codices from the most important collections in the world—including the British Library and the Vatican—and the Freer’s own collection, which includes Freer’s centennial purchase of early biblical codices that to this day remain the single most important collection of their kind outside Europe. The exhibition will provide a context that emphasizes the West Asian origins of Christian scriptures. The exhibition, *Book of Omens: The Falnama*, continues the FSG’s tradition of presenting rich, in-depth considerations of major manuscripts from the Asian world. This interdisciplinary exhibition focuses on the most unusual of Safavid royal manuscripts, which to date have not been widely studied despite their extreme importance. The culmination of FSG’s FY 2007 exhibition schedule, *Encompassing the Globe: Portugal and the World in the 16th and 17th Centuries*, will bring together approximately 300 works of art that examine the interaction of Portuguese/European visual culture with Portugal’s Asian, African, and Brazilian colonial ventures. Unprecedented in its scope and presentation of cultures and historical periods, this exhibition will be the high mark of the FSG’s past five years’ effort at enhancing the scholarly and public profile of its exhibition program.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, FSG will continue to develop a network of museum partners, often where collections and/or areas of expertise are lacking. The *Asia in America* program showcases the holdings of important American institutional collections of Asian art through an ongoing series of exhibitions presented at the Sackler, which will strengthen ties with other cultural institutions throughout the nation and with local audiences of program participants. FSG’s *Point of View* program will continue to cast a wide net for new scholarly viewpoints, particularly those of young scholars. In this series, objects from the FSG’s collection will be presented in highly focused, engaging installations so as to concentrate the audience’s attention and contribute to dialogue about Asian art.

To provide greater access to high-quality educational resources, FSG will be looking more carefully at state, county, and municipal-mandated educational programming to ensure that FSG’s programs are curriculum-based. In addition, FSG will devote more effort to developing long-lasting teaching materials based on the FSG’s world-renowned collection, and placing more educational resources on the FSG website to make it the

premier online resource in the United States for information on the arts of Asia.

In the area of collections management, FSG plans to increase public access to the collections through digital technology, and to ensure data integrity in the digital collections management system. FSG will implement recommendations from the current space allocation studies, thereby promoting efficient use of storage space and access to the collection by scholars and the public. Plans have been prepared to increase storage in the library, which is much used by the public, scholars, and staff, to avoid off-site storage for a major part of the collection.

Improvements in visitor services are expected during FY 2007, primarily as a result of continuing visitor surveys and improved signage and way-finding. FSG expects to survey visitors to determine their interest in the use of increased technology in exhibitions, as well as in the use of handheld, electronic, self-guided tours. FSG will continue to focus on making its collections accessible to the public through its website. The website will offer an expanded number of objects for viewing and research by national and international audiences. FSG is also studying several of the Sackler galleries to determine if they could accommodate a future orientation center.

To achieve the goal of Strengthened Research, FSG will continue to devote resources to its internationally renowned conservation department and laboratory. Research work in the analysis, study, conservation, and long-term preservation of Asian art objects and materials of Asian art will help guarantee that objects from FSG's collections and many other museums remain accessible to future generations. In FY 2007, curators and researchers will study and publish new research on the collections, including the recent gift of Japanese prints from the Robert O. Muller collection, ancient Chinese art donated by Dr. Paul Singer, the extensive collection of ancient Chinese jades, and the major collection of early biblical manuscripts. In addition, work on the first of five volumes about the Freer's collection of Song and Yuan paintings is due to be reviewed, edited, and published in FY 2007. FSG also plans to offer at least one symposium for serious art collectors, where curators will offer their expertise in analyzing the nature and provenance of collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the collections. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers in the Asian art world, FSG also will begin a planned program to modernize its equipment inventory through upgrades, enhancements, or replacement of outdated equipment.

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$897,000)

- Increase the number of attendees at family programs by 10 percent over FY 2006
- Develop plans for a self-guided tour for the permanent collection by the end of FY 2007
- Use the FY 2006 visitor survey results to implement at least two recommended improvements in visitor services

Provide reference services and information to the public (8 FTEs and \$705,000)

- Develop one new curriculum based on state-mandated guidelines and distribute the curriculum to schools by the end of FY 2007
- Increase by 5 percent the number of website visitors over FY 2006
- Increase by 10 percent the number of FSG objects available for viewing on the website over FY 2006

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,490,000)

- Mount three major exhibitions to increase visitation from FY 2006 attendance
- Increase the number of displays and rotations, emphasizing recent additions to the permanent collections
- Provide family-friendly educational programming for each major exhibition
- Place FSG objects in at least two non-FSG exhibitions at other institutions in FY 2007

Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,194,000)

- Initiate at least one new fellowship or scholarly award in FY 2007
- Raise the profile of the Conservation Department through a 5 percent increase in publications from FY 2006
- Complete conservation on at least 100 FSG objects

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$503,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (3 FTEs and \$246,000)

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

Modernize the Institution's financial management and accounting operations (5 FTEs and \$652,000)

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

NONAPPROPRIATED RESOURCES—General trust and donor/sponsor-designated 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 2005 ACTUAL	32	2,895	16	2,826	12	3,114	0	23
FY 2006 ESTIMATE	39	2,979	17	2,560	13	3,512	0	0
FY 2007 ESTIMATE	39	3,058	17	2,600	13	3,600	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	238	3	246	0	8
Provide reference services and information	1	90	1	94	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	403	4	381	0	-22
<i>Collections</i>						
Improve the stewardship of the national collections	9	855	9	963	0	108
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	153	3	153	0	0
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	11	525	11	528	0	3
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	204	2	210	0	6
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	0	1	96	1	96
Modernize the Institution's financial management and accounting operations	5	449	4	322	-1	-127
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	62	1	65	0	3
Total	39	2,979	39	3,058	0	79

BACKGROUND AND CONTEXT

The Cooper-Hewitt, National Design Museum (CHNDM), located in New York City, is the only museum in the nation dedicated exclusively to historic and contemporary design. Its collection is international in scope and encompasses 250,000 objects representing 23 centuries of design, from China's Han Dynasty (200 B.C.) to the present. The Museum presents compelling perspectives on the impact of design on daily life through active educational programs, exhibitions, and publications.

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

For FY 2007, the estimate includes an increase of \$79,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, CHNDM will concentrate its resources on maintaining a world-class exhibition program that will attract diverse audiences and prove unique in its balancing of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2007 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. The major exhibition will be the *National Design Triennial*. Smaller surveys of design will include the *Eugene Thaw Model Collection* and *Samplings*. In conjunction with these exhibitions and design surveys, the Museum will offer a series of public programs, such as workshops, studio visits, international conferences, and study tours, to engage and inspire the general public as well as professional, youth, and educator audiences.

As part of its national outreach effort, CHNDM plans to expand its "City of Neighborhoods" program in three to five venues outside the New York City area in FY 2007. This innovative program brings architects, educators, and planners together to extend the classroom into the

community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K–12 students and for after-school programs. The program’s goal is to use design to promote community awareness and to involve young people in positive community change. The Museum will also continue to offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program, which celebrated its eleventh anniversary in 2005, is also geared to K–12 and design educators, and draws a steadily increasing national and international audience each year. Outreach will be further enhanced by a continued effort to lend major works to other venues in the United States and abroad.

Resources will continue to support exhibition-related scholarly research in order to create the most innovative and educational exhibitions for the public to view. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2007. Catalogues also may be published for the *National Design Triennial* exhibition, depending on whether private publication funding can be secured.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2007 through greater use of technology. In particular, the Museum plans to devote resources for increasing the accessibility of its educational programs through video and the Internet. This will include components of the “City of Neighborhoods” and Summer Design Institute programs to support the growing network of program participants and to make program resources available to broader audiences.

To improve the stewardship of the national design collection, the Museum will catalogue and put an additional 3,000 objects in the electronic collections information system and on the Web by the end of FY 2007. In addition, the Museum will continue to support an on-site graduate program on the history of decorative arts, which will enable students and scholars to have access to objects. The Museum will also continue to respond to requests for exhibition loans. In FY 2007, a process will be implemented to ensure that objects will receive required conservation prior to being moved into renovated climate-controlled storage, as well as when objects require constant attention to maintain their stability.

To achieve the goal of Enhanced Management Excellence, the Museum expects to conduct a review of on-site and off-site storage, redesign CHNDM’s website to create a world-class online resource for design education, and streamline financial systems to improve the efficiency of the procurement process. In addition, the Museum will continue to publicize its

offerings online, as well as in the *Cooper-Hewitt National Design Journal* and in the Museum's spring and fall program brochures.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$246,000)

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

Provide reference services and information to the public (1 FTE and \$94,000)

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

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (4 FTEs and \$381,000)

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

Improve the stewardship of the national collections for present and future generations (9 FTEs and \$963,000)

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

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$153,000)

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

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (11 FTEs and \$528,000)

- Conduct reviews of on-site and off-site storage

- Provide maintenance of the facility and upkeep of the grounds while making continued progress in improving the level of cleanliness

Modernize the Institution’s information technology (IT) systems and infrastructure (2 FTEs and \$210,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$96,000)

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

Modernize the Institution’s financial management and accounting systems (4 FTEs and \$322,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$65,000)

- Produce the *Cooper-Hewitt National Design Journal* and the Museum’s spring and fall program brochures that publicize the offerings of the Museum

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/sponsor-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 2005 ACTUAL	43	4,004	2	1,033	4	3,495	0	9
FY 2006 ESTIMATE	53	3,994	2	959	9	4,567	0	0
FY 2007 ESTIMATE	53	4,106	2	983	9	6,945	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	690	8	709	0	19
Provide reference services and information	4	296	4	304	0	8
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	18	1,173	18	1,205	0	32
<i>Collections</i>						
Improve the stewardship of the national collections	7	455	7	468	0	13
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	367	3	378	0	11
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	574	6	590	0	16
Modernize the Institution's financial management and accounting operations	3	192	3	199	0	7
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	247	4	253	0	6
Total	53	3,994	53	4,106	0	112

BACKGROUND AND CONTEXT

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

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

For FY 2007, the estimate includes an increase of \$112,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, HMSG will direct resources to research, preservation, and collection display activities that will enhance public access to its collections. Activities will include exhibitions at HMSG and on tour, loans of objects to other institutions, publications based on scholarly research, educational resources and events based on the collections, and an increased Web presence. The Museum will continue to develop innovative interpretive models for working with the permanent collections through installations that feature new groupings and juxtapositions of more familiar works. Public programming will use dance, music, and other cultural resources to draw new audiences and develop a broader understanding of the visual arts based on the collections. The *Directions* series of exhibitions by contemporary and lesser-known artists will provide a wide range of stimulating experiences for repeat and first-time visitors alike. Significant exhibitions during FY 2007 will include a

contemporary group sculpture show, as well as a major, year-long exhibition about film and video at the advent of the 21st century.

The Hirshhorn will continue to tour the exhibition of *Hiroshi Sugimoto*, which will open at the Modern Art Museum of Fort Worth in the fall of 2006. The Museum will also continue to loan art to other institutions, giving visitors in other cities and countries the opportunity to see portions of the national collection.

In addition, HMSG will use resources to support scholarly research during the planning and execution phases of Museum projects. During FY 2007, these projects will include installations of the permanent collection, the sculpture show, the film and video project, and *Directions* exhibits, as well as collection catalogues and other publications that will enhance the Museum's exhibitions and public programs and serve as permanent documentation of the scholarly research performed.

HMSG will continue developing a variety of public programs, including educational resources that reach a wide audience through schools and institutions of higher learning. The Museum will pilot educational partnerships with local colleges and universities and Washington-area middle and high schools.

Current information about the HMSG collections and digital images will continue to be made available to the public via the website. In addition, the Museum will expand distribution of its free online newsletter to subscribers and educational resources, including teaching materials and interactive programs, to attract more visitors to the Museum and the Smithsonian. The *Hirshhorn Calendar*, a quarterly publication, will be updated in its content and design to serve a broader audience.

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

Trust funds will supplement federal resources to provide support for HMSG's external affairs activities, which will focus on fund raising,

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (8 FTEs and \$709,000)

- Offer at least two teacher workshops, one on the permanent collection and one on an exhibition, to reach a wide spectrum of students of diverse backgrounds and interests in the visual arts
- Offer at least two family hands-on activities that focus on the permanent collection and/or an exhibition, and that provide insight for constituents of diverse backgrounds into the visual arts

Provide reference services and information to the public (4 FTEs and \$304,000)

- Produce a new handout on the Museum's permanent collection
- Produce at least 10 public programs, including a series of lectures, music performances, film, etc.
- Improve visitor services by providing floor plans and other way-finding aids
- Maintain attendance at FY 2006 levels

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (18 FTEs and \$1,205,000)

- Produce at least five art rotations as part of a year-long event celebrating the national collections
- Initiate at least one collaborative project with another museum that is focused on international modern and contemporary art

Improve the stewardship of the national collections for present and future generations (7 FTEs and \$468,000)

- Improve access to the permanent collections by reorganizing the sculpture and painting collections both onsite and offsite and completing storage reorganization of works on paper
- Improve access to the permanent collections by adding 500 new images and/or expanded collections records on the Museum's website and art database

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$378,000)

- Present original research on the permanent collections at two professional meetings, in at least five collection-featured art exhibition rotations, five lectures and artist talks, and in three new brochures or other publications designed to feature the permanent collections

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (6 FTEs and \$590,000)

- Develop short-, mid-, and long-range goals for the Museum so that planning and execution of programs can proceed more efficiently, despite having fewer resources

Modernize the Institution's financial management and accounting processes (3 FTEs and \$199,000)

- Complete development of financial reporting formats and data to help managers and supervisors better manage their staff and resources, and to enable trustees to more clearly understand the Museum's financial situation

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$253,000)

- Work to establish relationships with the Congressional Arts Caucus, Congressional Humanities Caucus, and Senate Cultural Caucus to expose its members to contemporary art issues related to public support for the arts
- Maintain FY 2006 level of contacts, mailings, and outreach to local, national, and international news media

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

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 2005 ACTUAL	34	4,245	1	345	0	259	0	0
FY 2006 ESTIMATE	37	4,196	2	362	0	172	0	0
FY 2007 ESTIMATE	37	4,284	2	461	0	172	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	9	978	9	998	0	20
Provide reference services and information	2	210	2	223	0	13
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,594	15	1,620	0	26
<i>Collections</i>						
Improve the stewardship of the national collections	4	480	4	489	0	9
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	114	1	117	0	3
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	3	472	3	481	0	9
Modernize the Institution's financial management and accounting operations	2	280	2	286	0	6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	68	1	70	0	2
Total	37	4,196	37	4,284	0	88

BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, NMAfA is dedicating resources to digital technology, with an emphasis on the Museum's website, online educational resource materials, and access to the Museum's object and photographic collections. The Museum also is focusing resources on the implementation of five temporary exhibitions in FY 2007, as well as planning and preparations for three exhibitions scheduled to open in FY 2008. NMAfA is continuing to produce engaging educational programs and activities that accompany these exhibitions and expand community outreach.

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

For FY 2007, the estimate includes an increase of \$88,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in larger and more diverse audiences. Through enhanced navigation features and multimedia applications, additional image/catalogue databases on the Museum's redesigned website will provide greater access to collections, including an online resource guide for the Eliot Elisofon Photographic Archives, and to

exhibitions. Web stations throughout the Museum will also provide interactive opportunities and virtual tours to enhance the visitor experience.

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

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

In addition, NMAfA will continue to use digital technology for online cataloguing of the Museum's art collection and the Eliot Elisofon Photographic Archives, and will expand maintenance and care of the collection. Digital access will facilitate research and study by students, teachers, scholars, and the general public.

In FY 2007, five new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting traditional and contemporary art of various media from virtually the entire African continent. *African Art from the New Orleans Museum of Art* is an exhibition of approximately 85 traditional works of art from one of the major public collections of African art in the United States. A Smithsonian collaborative effort, *Portugal and the World*, is a multi-exhibition project organized by the Arthur M. Sackler Gallery, which presents a selection of traditional African objects from major national and international collections that reflects the influence of Portuguese culture in Africa. With approximately 90 works dating from ancient to modern times, *Inscribing Meaning: The Power of African Scripts* presents the ingenuity and creativity of African artists who incorporate script and graphic forms of communication into a wide range of artworks. A catalogue accompanies this exhibit, which will travel to UCLA's Fowler Museum of Cultural History in the fall of 2007. The new triennial exhibition, *Treasures*, highlights distinctive works of art from NMAfA and U.S. private collections, with the signature publication "Treasures Folio" accompanying this show. Fifth is the inaugural exhibit of the Walt Disney-Tishman African Art Collection, which will highlight masterpieces of that

collection. Many of the objects will be seen together for the first time in twenty years, and a catalogue will accompany the exhibit.

NMAfA will also direct resources toward planning, design, and preparation of three exhibitions scheduled to open in FY 2008. *The Art of Being Tuareg: The Blue People of the Sahara*, organized by the Cantor Arts Center of Stanford University, is the first such comprehensive survey of the Tuareg culture. *Thinking with Animals*, a young-audience-oriented exhibition, provides an introduction to how Africans perceive and organize their world by using animals as symbol and metaphor. A family guide is planned to accompany this exhibit and interactive stations for young audiences will be installed in the exhibit galleries. *African Cosmos* looks at how the celestial universe affects diverse cultures and is used as a source for learning and teaching in Africa.

In FY 2007, NMAfA will implement annual reviews and updates of its revised policy for collections management and care while deaccessioning efforts continue to reduce the number of objects in the collections.

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

Accountability will be achieved by integrating NMAfA and Smithsonian performance goals into the performance plans for all staff. In addition, financial management responsibilities will be incorporated into the performance plans of all department heads. The Museum will also continue to enhance its relations with the media by expanding the number of its contacts with media representatives and outlets.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (9 FTEs and \$998,000)

- Enhance the current website to increase the number of virtual visitors by 20 percent
- Implement regular annual visitor surveys to measure overall

- satisfaction with visitors' experiences at the Museum
- Achieve 85 percent favorable responses in visitor surveys for exhibitions and public programs
- Schedule at least two ad hoc meetings with community advisory groups and docents to provide input in planning exhibitions and public programs
- Present at least six types of public programs (such as lectures, films, and workshops) with broad appeal to expand audiences of adults and children
- Increase participation in community outreach programs by 10 percent
- Present at least six adult and eight family public programs that incorporate current research in African art and culture

Provide reference services and information to the public (2 FTEs and \$223,000)

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

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,620,000)

- Present three major exhibitions with broad appeal to attract more diverse audiences, including children and adults, and target schools, educators, and collectors
- Secure 30 loans of significant works of African art from domestic and international private and public collections for display at NMAfA
- Complete 95 percent of the planning and design for three exhibitions, including one targeting young audiences, scheduled to open in early FY 2008

Improve the stewardship of the national collections for present and future generations (4 FTEs and \$489,000)

- Implement a revised collections management and care policy, with annual reviews for necessary updates
- Deaccession five percent of objects designated as leaving the collection

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$117,000)

- Implement the Museum's five-year IT plan that integrates all IT functions for administration, collections management, exhibitions, and public access, with annual upgrades performed as needed

Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$481,000)

- Implement the annual update of the Museum's three- to five-year public program plan
- Modify staff performance plans to conform to the performance goals of the Museum and the Institution

Modernize the Institution's financial management and accounting operations (2 FTEs and \$286,000)

- Implement a financial plan for Museum-wide tracking and reporting of revenue and expenses by department, and project on a monthly schedule in accordance with Smithsonian standards
- Incorporate financial management responsibilities into the performance plans of all department heads

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

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

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 2007, including exhibition-related publications, educational programming, and outreach. Corporate and foundation sponsorship provides support for the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, 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 2005 ACTUAL	58	5,292	2	618	4	1,238	0	0
FY 2006 ESTIMATE	64	8,532	3	677	10	4,978	0	0
FY 2007 ESTIMATE	64	5,400	3	703	10	1,945	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	713	8	725	0	12
Provide reference services and information	6	796	6	530	0	-266
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	11	1,466	11	944	0	-522
<i>Collections</i>						
Improve the stewardship of the national collections	19	2,443	19	1,508	0	-935
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	621	4	369	0	-252
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	1	979	1	123	0	-856
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	12	1,170	12	1,035	0	-135
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	344	3	166	0	-178
Total	64	8,532	64	5,400	0	-3,132

BACKGROUND AND CONTEXT

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting men and women who have made significant contributions to the history, development, and culture of the people of the United States, and the artists who created such portraiture. Congress established the NPG to be the pinnacle of national recognition, and the Gallery will continue to ensure that its collections honor the American people.

To achieve the goal of Increased Public Engagement, the NPG will evaluate its installations and programming for the July 2006 reopening of the Patent Office Building (POB), and will examine its plans to identify strengths and weaknesses and correct any deficiencies.

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

The goal of Enhanced Management Excellence will be achieved by using marketing results to direct improvements that meet the needs and expectations of visitors and stakeholders. With the achievement of fulfilling its mandate to successfully reopen the POB in FY 2006, the NPG will use FY 2007 to prepare an exhibition and educational programming outline for the future.

The FY 2007 estimate includes a net reduction of \$3,132,000. This amount includes a reduction of \$3,295,000 received in FY 2006 for the nonrecurring costs of reinstallation and reopening of the POB, and an increase of \$163,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

The National Portrait Gallery's 2006 inaugural exhibitions for the reopening of the Patent Office Building will be replaced with new shows ranging from the 4,000-square-foot *Treasures from the National Portrait Gallery, London*, to a photography show with 75 images of American women of the 20th century. Due to their fragile nature, most of the works on paper displayed in the Portrait Gallery's permanent collection installation, numbering around 300 objects, will be rotated off view, and new collection items will be matted and framed to replace them.

The long-awaited opening of the POB's 21st century addition of the covered courtyard will be celebrated with special programming and events to commemorate the occasion.

Planning will commence for the second Outwin Boochever Portrait Competition to be held in FY 2009. The competition is a nationwide endeavor that enables artists—both known and unknown—to submit their works to compete for a portrait commission, a cash award, and an opportunity to participate in an exhibition of selected painted and sculpted works. The NPG will also oversee the 2006 portrait commission competition and the winning portrait will be presented to the public.

The fifth annual Peck Presidential Awards for "Service to a President" and "Portrayal of a President" will be announced in the fall of 2006, and the winners will participate in a session designed as an educational forum to further high school students' understanding of the presidency and of those who have held, served, and portrayed that office. In FY 2006, the planning, nomination, and selection of the winners for the 2007 awards will be determined.

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

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture

(8 FTEs and \$725,000)

- Award two Peck Presidential Medals, one for "Service to the Presidency" and one for "Portrayal of the Presidency"
- Present two town hall sessions, with participation by the winners of the Peck Presidential Medals, to promote high school students' understanding of the presidency
- Present the Edgar P. Richardson symposium on American portraiture and biography
- Publish four issues of *Profile*, the Gallery's publication, to increase national awareness of NPG programs and research, with each issue including a special pull-out section featuring NPG's upcoming programs
- Recruit and train two new corps of volunteers—gallery educators and teen ambassadors—to facilitate interactive programs throughout the Museum
- Design 25 education programs and 150 presentations for school and community audiences
- Have the curatorial departments present five Open House Collection Storage programs to provide opportunities for the public to view collection objects not on display
- Build on existing relationships with scholars, both inside and outside the Smithsonian, to develop collaborative ventures for the future, including public programs and exhibitions

Provide reference services and information to the public (6 FTEs and \$530,000)

- Update the NPG website to include virtual tours of current exhibitions, an enhanced collection database, and program information
- Publish an NPG biographical reference volume that will introduce the public to the NPG collection and its emphasis on biography
- Produce a high-quality illustrated book on photographer Zaida Ben-Yusuf that will appeal to scholars and the museum-going public
- Write, edit, and publish up to 10 flyers and brochures and 500 labels for new exhibitions and programs
- Continue to provide individual responses to public inquiries about individual portraits and biographies

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (11 FTEs and \$944,000)

- Install a major exhibition of *Treasures from the National Portrait Gallery, London*
- Install seven smaller exhibitions that will reflect the Gallery's mission to exhibit portraits of individuals who have made significant contributions to American history or culture or who have expanded knowledge of American portraiture
- Replace with new objects 300 works on paper in the permanent collection currently on view in public galleries

Improve the stewardship of the national collections for present and future generations (19 FTEs and \$1,508,000)

- Ensure adherence to current Museum practices by conducting an inventory to track the collection and update 600 object records
- Acquire portraits of significant Americans when available, particularly from under-represented populations
- Conduct condition reports on 300 paper objects that will go on view to the public, and survey paper objects that will be removed from view to check for any damage which may have occurred during display
- Conduct conservation treatments for collection objects that require treatment
- Assess the new visible Conservation Lab in the POB to improve conditions for conserving the collection and programming for the public

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (4 FTEs and \$369,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (1 FTE and \$123,000)

- Manage and refine IT capabilities that will enhance the visitor experience and increase visitation
- Train and cross-train staff on various Smithsonian software programs and systems
- Manage services to secure reliable and efficient technological systems to meet federal standards, with less than one percent downtime

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$1,035,000)

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$166,000)

- Conduct robust publicity and media campaigns at national and local levels to announce the opening of the POB's covered courtyard and the Portrait Gallery's exhibitions, programs, and special events

FY 2007 REQUEST – EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net decrease of \$3,132,000. Included is an increase of \$163,000 for necessary pay for existing staff funded under this line item, and a reduction of \$3,295,000 received in FY 2006 to prepare the renovated Patent Office Building for its reopening to the public in July 2006.

NONAPPROPRIATED RESOURCES—General trust funds provide support to help defray costs of publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fund raising, 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.

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 2005 ACTUAL	93	7,992	4	668	21	5,150	2	173
FY 2006 ESTIMATE	103	12,224	5	777	24	11,191	2	192
FY 2007 ESTIMATE	103	8,265	5	679	19	5,993	2	192

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	22	1,919	22	1,800	0	-119
Provide reference services and information	2	124	2	126	0	2
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	21	5,692	21	1,721	0	-3,971
<i>Collections</i>						
Improve the stewardship of the national collections	32	2,324	32	2,378	0	54
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	306	3	320	0	14
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	571	7	595	0	24
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	337	4	343	0	6
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	89	1	93	0	4
Modernize the Institution's financial management and accounting operations	3	198	3	211	0	13

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	7	604	7	616	0	12
Modernize and streamline the Institution's acquisitions management operations	1	60	1	62	0	2
Total	103	12,224	103	8,265	0	-3,959

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), reopening in July 2006 after six years of renovation, and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Increased Public Engagement, SAAM devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and services to the public. The remainder is dedicated to research and effectively managing the Museum's resources in the pursuit of Enhanced Management Excellence.

The FY 2007 estimate includes a net reduction of \$3,959,000. This amount includes a reduction of \$4,231,000 received in FY 2006 for the nonrecurring cost of reinstallation and reopening of the POB and an increase of \$272,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In this first year after reopening, SAAM will take full advantage of expanded spaces and new facilities to share the history and culture of the nation with the public. The renovated historic landmark POB will house newly installed collections and exhibitions to attract old friends and new, revitalizing membership and patron programs. Increased exhibition spaces, a restaurant, and shops will provide visitors with a broader menu of choices and encourage more frequent return visits to the Museum. The Lunder Conservation Center will provide a window on collections care, and the Luce Foundation Center for American Art will make an additional 3,500 collection objects accessible in densely installed glass cases. Innovative wireless handheld technology will draw the lifelong learner to mine a rich vein of content on SAAM collections and American culture in general. A 350-seat auditorium will host a vastly expanded range of public programming that

includes lectures and films as well as music, theater, and dance performances. Completion of a glass atrium over the courtyard will create a grand, year-round gathering space for premier events.

At the Renwick Gallery, the Museum will continue to present exhibitions and rotations of its permanent collection of American crafts, and encourage visitation with a lively range of public programs.

National outreach will include tours of SAAM's *Eadweard Muybridge* and *William H. Johnson* exhibitions, expanded distance learning and national education programs, continuation of SAAM's popular online reference service, Joan of Art, and increased data and images available on the Web. Staff research on collections and related topics will be accessible through publications, lectures, the Internet, and other Museum programs. A marketing and media campaign will promote the Museum's collections and programs to a broad general audience.

Challenging financial times require vigilant management of resources, improved business practices, and expanded partnerships. Ongoing implementations and enhancements of ERP modules will make information sharing more efficient and effective. SAAM staff will stay involved in the ERP development process to ensure that record keeping, reporting, and workflow benefit to the greatest extent possible.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (22 FTEs and \$1,800,000)

- Plan and produce successful expanded public programs for SAAM and the Renwick, making full use of the new auditorium and other facilities
- Develop educational programs for the Lunder Conservation Center to increase public awareness and knowledge of art conservation
- Make effective use of SAAM and SI collections and scholarship in education programs
- Maintain and improve SAAM's national education program by partnering with organizations nationwide to fulfill a need for quality curriculum and educational resources using visual arts in core disciplines
- Make effective use of technology in education programs and include Web presence in National Education Program and other distance-learning programs

- Continue development of SAAM research databases, providing information to scholars, educators and the general public
- Publish catalogues and other high-quality publications related to SAAM's mission, collections and/or exhibitions to disseminate research findings and educate the general public on the importance of art in the American experience
- Publish three issues of the journal *American Art* to further scholarly research in the field of American art
- Continue curatorial and other staff participation in national conferences, symposia, and programs to share SAAM knowledge and expertise
- Continue internship and fellowship programs
- Implement new programming plans for enclosed courtyard
- Implement improved visitor services

Provide reference services and information to the public (2 FTEs and \$126,000)

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

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (21 FTEs and \$1,721,000)

- Plan, prepare, and produce eight exhibitions for POB, including: *Joseph Cornell, Half Collection, Muybridge in Central America, Saul Steinberg, American Art Forum, Sean Scully, Asher Durand, Earl Cunningham*, and two Renwick exhibitions, *Ruth Duckworth*, and *JRA 25th Anniversary*
- Develop more interpretive elements for the Luce Foundation Center, adding to and refreshing content accessible on the hand-held devices and computer kiosks
- Extend exhibitions outside of the Washington, DC area through traveling exhibitions such as *Muybridge*, and *Wm. H. Johnson* and loans of SAAM collections
- Increase curatorial support
- Continue implementation of wireless technology for interpretive elements in galleries

Improve the stewardship of the national collections for present and future generations (32 FTEs and \$2,378,000)

- Protect the physical safety of the collections to ensure the longevity of the collections and preserve our cultural heritage
- Provide secure and environmentally sound storage and display of collections, following established collection management policies
- Conserve and maintain objects according to professional ethics and standards of the American Institute for Conservation of Artistic and Historic Works

- Secure major artworks, revising acquisitions priority list to collection gaps, goals, and opportunities
- Maintain accurate, accessible, and useful information on collection objects, including cataloguing, location tracking, and digital imaging
- Enhance collections accessibility with digital photography and information for online retrieval, creating digital records for all new acquisitions, expanding biographical information and maintaining access to database from multiple SAAM locations and applications
- Maintain and improve website infrastructure and content to share collections information and images with a larger audience than can see the collections in person

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (3 FTEs and \$320,000)

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

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (7 FTEs and \$595,000)

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

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$343,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$93,000)

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

Modernize the Institution's financial management and accounting operations (3 FTEs and \$211,000)

- Monitor financial transactions through monthly reviews, reconciliation, and reports to management, thereby ensuring proper use of funds

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (7 FTEs and \$616,000)

- Publicize SAAM and Renwick exhibitions, events, and programs to local and national media to ensure the widest possible awareness of Museum collections and resources
- Successful placement with general media and craft publications of Renwick activities
- Implement the POB brand for SAAM and the National Portrait Gallery (NPG) to target the ultimate goal of attracting two million visitors

Modernize and streamline the Institution's acquisitions management operations (1 FTE and \$62,000)

- Process and monitor procurement activity at SAAM efficiently, thereby ensuring appropriate and effective use of funds

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a net decrease of \$3,959,000. Included is an increase of \$272,000 for necessary pay for existing staff funded under this line item, and a reduction of \$4,231,000 received in FY 2006 to prepare the renovated POB for its reopening to the public in July 2006.

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 educational programs receive support from individuals, foundations, and corporations, a number of which 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 2005 ACTUAL	168	16,005	32	4,160	22	3,423	11	4,408
FY 2006 ESTIMATE	174	16,248	31	4,727	37	3,428	5	3,768
FY 2007 ESTIMATE	174	16,782	31	4,727	37	3,428	5	3,738

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	10	847	10	928	0	81
Provide reference services and information	7	619	7	638	0	19
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	47	4,835	47	4,958	0	123
<i>Collections</i>						
Improve the stewardship of the national collections for present and future generations	53	3,838	53	3,952	0	114
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	8	958	8	988	0	30
Ensure the advancement of knowledge in the humanities	23	2,450	23	2,526	0	76
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	801	7	837	0	36
<i>Management Operations</i>						
Strengthen an Institutional culture that is customer centered and results oriented	19	1,900	19	1,955	0	55
TOTAL	174	16,248	174	16,782	0	534

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 2007, the NASM will be fully operational as one Museum with multiple locations: the National Mall Building; the Udvar-Hazy Center; and the Garber facility. NASM provides access to the nation's aviation and space history to an average of 6–10 million on-site visitors per year, as well as, tens of millions of virtual visitors through its broadcast and Webcast educational programming.

For FY 2007, the budget estimate includes an increase of \$534,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Education — The National Mall Building manages critically important Docent and Volunteer Educational programs. Every year, NASM's 550-plus docents and volunteers offer thousands of tours, including those with general overview, specialty, and education-oriented themes. Other volunteers staff our Discovery Station Program, offering touchable artifacts and hands-on activities. In FY 2005, NASM served more than 150,000 visitors through the Discovery Station Program, and NASM's docents and volunteers contributed more than 66,000 hours of service to the Museum.

The National Mall Building's highly interactive and popular *How Things Fly* Gallery and Explainers Program served 100,000 visitors in 2005, with regularly scheduled theater demonstrations on the principles of flight. The Education Program also hosts several family-oriented events and related programming during the year, which include various activities tied to a specific theme for one all-day Saturday event. These events educate and inspire parents to become more involved in cultivating an appreciation in their children of aviation, space exploration, science, and history, and to commemorate important events in air, space, and science. Recently, Family Days have included the Wright Brothers in December, African American Pioneers of Aviation Day in February, Kite Day in March, and an Astronomy Day.

The Education Program supports special lectures and events held at the National Mall Building, with live and archived Webcasting, supplemental informational handouts, problem sets and related materials, and Discovery Station programming tied to the lecture themes. Annual weekday educational events have celebrated larger-scale national observances. These include Mars Day, held in July each year, and Space Day, held in May, to commemorate President Kennedy's historic space challenge to the nation. Space Day is a collaborative effort among NASM, the National Aeronautics and Space Administration (NASA), and Lockheed Martin. It provides an opportunity for students and families to experience space-related programming. On Space Day, students and teachers across the nation will be able to connect to a live broadcast from the Udvar-Hazy Center. In 2005, NASM sponsored its first Be a Pilot Family Day/Aviation Day at the Udvar-Hazy Center.

As a national facility and regional destination, the Udvar-Hazy Center has a unique opportunity to work with the region and the Commonwealth of Virginia to support educational and cultural programs. Educational programming is divided into four components, each addressing a specific educational need that meets regional and national standards of learning, or educational program requirements, or that provides outreach to underserved audiences. The Udvar-Hazy Center's successful "Aerospace Educator in Residence" program enables regional school systems to provide classroom educators to work with students on scientific and historical programs. During the past year, the Udvar-Hazy Center hosted nearly 11,000 students in inquiry-based, standards-aligned educational programming during an eight-month period in our classrooms or on the floor of the Museum. An expanded Discovery Station program at the Udvar-Hazy Center provides visitors with the unique opportunity to "Stop", "Look", and "Discover" historical materials, tools, and models related to specific artifacts and themes. National Electronic Outreach focuses on school-based distance learning. These programs continue to grow, with demands for more frequent programs.

According to audience assessments, the element audiences would most like to see is interactive exhibits based on NASM's collections. This technology is well represented in the National Mall Building's *How Things Fly* Gallery. In the future, other interactive exhibits may include a Space Shuttle Training simulator and Mission Control simulator, an interactive Spacelab module, or an aircraft training simulator. During FY 2005, NASM continued to hold its popular lecture series, with Gene Krantz as the John Glenn lecturer and Burt Rutan as the Lindbergh lecturer. The Exploring Space and General Electric Aviation free lecture series continue to draw capacity crowds. The introduction of online registration for the lecture series has greatly increased attendance.

NASM is working on public programming for self-guided tours, providing specialized content to meet the needs of different audiences. After a successful test program in FY 2004, NASM installed the first, functional, self-guided interactive tours at the Udvar-Hazy Center. The first test guides were conducted in FY 2005, and based on visitor reaction, will be expanded in FY 2006 and FY 2007 to the National Mall Building.

Exhibits — NASM's primary activities are aimed at meeting the goal of Increased Public Engagement. In the fall of 2005, NASM installed two very important artifacts. At the National Mall Building, *Space Ship One*, the spacecraft that reached space twice in a two-week period, was installed in the Milestones of Flight Gallery between the *Bell X-1*, the plane that broke the sound barrier, and the *Spirit of St. Louis*. At the Udvar-Hazy Center, NASM installed *Global Flyer*, the first aircraft to fly around the world non-stop with a single pilot.

In March 2007, NASM will install *In Plane View*, an artistic rendering of aircraft. This is the first installation before the exhibit goes on tour. It will replace *Fly Now*, another NASM traveling art exhibit that highlights aviation travel posters of the 1920–1950s.

In April 2007, NASM will open *America by Air*, the first renovation to the National Mall Building's Hall of Air Transportation since NASM's opening in 1976. Of special interest will be the Boeing 747 cockpit that is open to visitors and the model of an Airbus A320 cockpit that demonstrates its "Fly by Wire" technology. NASA will support the gallery by providing regular updates on the latest advances in aviation.

To recognize the 50th anniversary of Sputnik's launch and the birth of the space age, NASM will open a new exhibit in October 2007. In addition, the Museum will continue planning the next two galleries, *Exploring the Planets* and *Human Space Exploration in the Shuttle/Space Station Era*. Other galleries will be evaluated for upgrades, and installation of new artifacts at the Udvar-Hazy Center will continue throughout FY 2007.

NASM is also supporting the National Museum of American History by housing some of its exhibits during its FY 2006–2007 renovation. At this time, we are discussing whether to host *Treasures of the National Museum of American History*.

Visitor Services — In FY 2007, NASM will continue to expand its integrated website and on-site visitor information for the National Mall Building and Udvar-Hazy Center. This feature will enable 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. Our work with regional tourism organizations continues to expand, with NASM providing a major anchor to regional programs.

Visitor Services programs will continue at the National Mall Building and Udvar-Hazy Center. The NASM Visitor Services model is being implemented by other Smithsonian Institution museums and emulated as a best practices model at other federal agencies, including the FBI and the National Museum of the Marine Corps. In addition, the bus system supported by the Commonwealth of Virginia will be in its third year of providing transportation between the locations. During peak seasons, the bus service operates at near-maximum capacity. Our brightly colored, wrapped buses are an attraction, with visitors posing beside the SR-71 and Bell X-1 buses. To notify visitors of the latest information, we have installed an AM information radio station, 1660 WKWH. NASM is grateful to the Virginia Department of Transportation for its continued support and installation of the new road signs advertising our radio station.

Collections, Curatorial and Scientific Research — 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 270 million hits on its website each year. To make information on the collections available to the public, the Museum is migrating collections information to a publicly accessible website. The curatorial databases contain extensive information on the history and provenance of each artifact, and the best way to offer more of this in-depth information to the public is through electronic means. NASM's electronic access enables more people to access its archival operations, resulting in more archival information requests from the public.

To achieve the goal of Strengthened 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. NASM continues to work with the excellent data provided by the Mars Surveyor 2004/2005 missions. During FY 2007, NASM scientists will work on the Mars High-Resolution Camera mission and its related data. If successful with the NASA grant process, NASM will help lead the \$300 million Mars Radar mission. Work will begin on the Mars Radar mission in FY 2006 and continue into FY 2007.

With a substantial portion of the NASM aviation and space artifacts installed at the Udvar-Hazy Center, the Collections Program will focus more resources on restoring the balance of the national collections.

Management — To achieve the goal of Enhanced Management Excellence, NASM has developed a single infrastructure to support the National Mall Building and the Udvar-Hazy Center. NASM relies on contracted facilities management, information technology, security, bus service, and parking for the Udvar-Hazy Center. NASM has found its current contracting solution to be a workable alternative for operating a remote site where the Museum cannot draw on central Smithsonian support services.

NASM will continue to manage SI-wide technology projects, including the migration to a single email system and the potential move toward a consolidated file and print server program.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (10 FTEs and \$928,000)

- 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. One poster and self-guided tour will focus on the new *America by Air* exhibit in our Hall of Air Transportation
- Develop expanded family and underserved audience educational programs, including Family Days and special summer programs, with a focus on our new *America by Air* exhibit
- Expand our "Teachers in Residence" program to attract more students to the Udvar-Hazy Center
- Continue an interactive educational program that includes Discovery Stations at the National Mall Building and Udvar-Hazy Center
- Expand development of a strong distance-learning electronic outreach program, through regularly broadcasted programming and Webcasting events over the Internet
- Expand our Webcasting capabilities through the Fairfax County school system

Provide reference services and information (7 FTEs and \$638,000)

- Develop the Plan-Your-Visit, Web-based interactive concept, enabling visitors to plan their visits online before arriving at the Museum
- Expand Visitor Services programs by offering new self-guided tour programs at the National Mall Building

- Support other Smithsonian Institution museums and other federal agencies implementing Visitor Services programs
- Offer compelling, first-class exhibitions (47 FTEs and \$4,958,000)***
- Complete and open the National Mall Building *America by Air* exhibit
 - Complete and open the *In Plane View* exhibit in the National Mall Building art gallery
 - Prepare the 50th anniversary exhibit on Sputnik and the entry into the space age
 - Plan upgrades to the *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
 - Develop a major new exhibit on the history, technology, and operations of the Space Shuttle and the International Space Station
- Improve the stewardship of the national collections (53 FTEs and \$3,952,000)***
- Continue collections management by focusing resources on artifact restoration in addition to artifact installation at the Udvar-Hazy Center

Strengthened Research

Strengthen capacity in science research (8 FTEs and \$988,000)

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

Ensure the advancement of knowledge in the humanities (23 FTEs and \$2,526,000)

- 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

Modernize the Institution's information technology systems and infrastructure (7 FTEs and \$837,000)

- Provide state-of-the-art information on the collections by adding additional documentation of 30 artifacts and upgrading the collection information system as NASM continues its move to the Udvar-Hazy Center
- Lead the migration of the Smithsonian Institution's email system to Microsoft Exchange/Outlook

Strengthen an institutional culture that is customer centered and results oriented (19 FTEs and \$1,955,000)

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

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. Fund raising is currently under way for Phase II of the Steven F. Udvar-Hazy Center, as well as for NASM's future galleries. Government grants and contracts provide support for research and other 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 2005 ACTUAL	389	42,631	6	2,042	30	6,218	20	4,781
FY 2006 ESTIMATE	426	43,314	9	2,199	28	6,409	19	6,426
FY 2007 ESTIMATE	426	44,546	9	2,199	28	6,409	19	6,426

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	57	5,145	57	5,292	0	147
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	49	4,958	49	5,099	0	141
<i>Collections</i>						
Improve the stewardship of the national collections for present and future generations	152	15,018	152	15,445	0	427
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	141	15,375	141	15,813	0	438
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	299	3	307	0	8
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	213	2	219	0	6
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	12	1,223	12	1,257	0	34
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,083	10	1,114	0	31
Total	426	43,314	426	44,546	0	1,232

BACKGROUND AND CONTEXT

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

The Museum's stewardship of its collection of more than 126 million natural science specimens and artifacts is at the core of its mission. This collection, the largest of its kind, is an unparalleled resource for collections-based research on the diversity of life on Earth, including plants, animals, fossils, minerals, and human artifacts. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide. In addition, these resources are actively, collaboratively, and jointly used by the Departments of Defense, Commerce, Agriculture, and Interior, who have staff housed in NMNH facilities.

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

The FY 2007 budget estimate includes an increase of \$1,232,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with a stimulating program of integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2007, NMNH is committed to continued renovation of its permanent halls and presentation of new temporary exhibitions each year. NMNH will complete 100 percent of the design and script for the *Ocean Hall* exhibit and 35 percent of the fabrication/construction, keeping on schedule with a September 2008 opening of the 23,000 square feet of permanent exhibition space. This is the largest renovation of public space at the Museum in 40 years. The temporary exhibitions planned for 2007 include: *Orchids, Yard to Nation; Written in Bone; Metraux: From Fieldwork to Human Rights*; and the longer term exhibit on Korea. This will fulfill the Museum's commitment to change 15 percent of available exhibit space annually. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The excitement and effectiveness of NMNH exhibitions and presentations can be seen in their popularity with family audiences. In FY 2005, NMNH hosted more than five million visitors.

In FY 2007, 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 2007, NMNH will develop and broadcast four science video lectures/electronic field trips to 100,000 students in more than 15 states, in cooperation with local school districts and television studios; increase the number of teacher training manuals available on the NMNH website by 50 percent; prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2007; and continue to upgrade the website to provide additional educational programs.

The Museum's collections serve as the foundation of NMNH research and exhibits. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations, while also supporting their use for critical ongoing research. Consistent with the guidance provided in the joint OMB-Office of Science and Technology Policy memo on FY 2007 research and development budget priorities, dated July 8, 2005, NMNH will strengthen its commitment to stewardship of the federal scientific collections that play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. The

Museum's commitment to conducting research on and ensuring proper stewardship of the collections, in partnership with its affiliated federal agencies (such as the Departments of Defense, Commerce, Agriculture, and Interior), will be expanded to fulfill this guidance.

In FY 2007, NMNH will focus on adding more specimens into its electronic catalogue for scientists, the Research and Collections Information System (RCIS), and work toward making these invaluable and unique assets available via the Internet to national and worldwide researchers, policy makers, and the public. NMNH also will begin migrating records from the in-house Transaction Management (TM) system into the KE Electronic Museum (EMu), a commercial application software for museums, which is used by NMNH for the RCIS. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan. Further, NMNH will complete the initial phase of a Museum-wide collections assessment that prioritizes collections care projects and provides current information about the status of the collections; provides conservation treatments to botanical collections affected by mercuric chloride, fossil collections in need of physical stabilization, and skeletal vertebrates in need of rehousing; and continues updating an inventory of DNA collections and assessing results from a pilot project that informs policies on the most effective conservation strategies for these tissue collections in a way that supports their accessibility to the wider scientific community.

To achieve the goal of Strengthened Research in FY 2007, NMNH will build upon its updated strategic plan linked to the Smithsonian Science Plan, and focus on initiatives related to new insights in geology, paleobiology, systematics, evolutionary biology, ecology and its relationship to biodiversity, and anthropology. Increasing the number of digitized specimens will enable researchers to leverage the knowledge inherent in the diverse collection to address many of today's pressing issues regarding invasive species, disease vectors, and the impact of humans on biodiversity and climate. Smithsonian publications will have a more integrated quality, synthesizing insights from all viewpoints of the Museum on pressing national and international topics.

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

In FY 2007, the goal of Enhanced Management Excellence will be addressed in part by supporting construction of a new facility to rehouse collections preserved in alcohol, currently located on the Mall, into a state-of-the-art research, conservation, and collections storage facility at the Museum Support Center (MSC) in Suitland, Maryland. This facility will ensure that the alcohol-preserved collection will continue to be available for research in a facility that meets fire and safety codes. Additional focus in FY 2007 for the Natural History Building on the Mall will be the ongoing renovation of major building systems and improving security in the building.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (57 FTEs and \$5,292,000)

- Broadcast four science video lecture series to 100,000 students in more than 15 states, and increase the number of teacher training manuals available on the NMNH website by 50 percent
- Prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2007
- Increase the distribution of the electronic educators' newsletter by 50 percent to a total distribution of 15,000 educators
- Produce middle-school and high-school curriculum packages on *Human Evolution: Fossil and Archaeological Evidence*, which would include virtual field trips to Smithsonian field sites in Kenya and China

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (49 FTEs and \$5,099,000)

- Complete 100 percent of the design and script for the *Ocean Hall* exhibit and 35 percent of the fabrication/construction, keeping on schedule for a September 2008 opening of the 23,000 square feet of exhibition space. This is the largest renovation of public space at the Museum in 40 years
- Open the *Korea Gallery*, fulfilling the Museum's commitment to renovating the Anthropology Halls and featuring the anthropology research of NMNH. The *Korea Gallery* is a long-term exhibition focusing on the cultural arts of Korea, and developed in collaboration with several museums in Korea
- Open the temporary exhibitions *Orchids, Yard to Nation; Written in Bone*; and *The Human Journey*, a new introductory exhibit on anthropology, fulfilling NMNH's commitment to change 15 percent of available exhibition space annually

- Open *Metraux: From Fieldwork to Human Rights*, fulfilling the Museum's commitment to dedicate 5,000 square feet to making the most up-to-date NMNH anthropological research available to the public

Improve the stewardship of the national collections for present and future generations (152 FTEs and \$15,445,000)

- Complete removal of more than 2,000 objects from four existing anthropology exhibits at NMNH, inventory this material, and provide conservation treatment for at least 15 percent of the items prior to returning them to storage, in preparation for the new *Ocean Hall*
- Continue making records of paleobiological, botanical, entomological, zoological, and anthropological specimens and objects and associated data universally available on the Web
- Continue image digitization of selected plant collections
- Begin migrating records from the in-house TM system into the RCIS, using EMu, a commercial application software for museums. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan
- Begin digitization of some of the 50 million additional paper records and link text-based information to images, video, and audio recordings to make available to scientists and the public a wealth of resources (e.g., photographs, art, sounds, field notes, and publications) that describe and explain the diversity of life, culture, and Earth processes
- Complete the initial phase of a Museum-wide collections assessment that prioritizes collections care projects and provides comparable, current information about the status of the collections
- Develop a Museum-wide collections storage case replacement plan that is coordinated with other major Museum activities and supports spending decisions and fundraising plans
- Provide conservation treatments to botanical collections affected by mercuric chloride, fossil collections in need of physical stabilization, and skeletal vertebrates in need of rehousing
- Initiate a long-term housing and curation plan for the anthropological moving images collections
- Continue updating inventory of DNA collections and assessing incremental results from pilot project that informs on the most effective conservation strategies for these tissue collections and supports their accessibility to the wider scientific community
- Continue to implement the congressional directive of repatriating skeletal remains and associated objects

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture. Use NMNH's unique, publicly-accessible collections, research facilities, and staff to inform, educate, and inspire a diverse audience (141 FTEs and \$15,813,000)

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

The Formation and Evolution of Earth and Other Planets

- Conduct research on asteroid differentiation and geochemical consequences for carbon, and alteration in Martian meteorites
- Analyze prebiotic materials in the first samples returned from a comet by a NASA spacecraft
- Use a multi-year collaborative grant from the National Science Foundation (NSF) to continue testing and modeling of the consequences of global greenhouse warming 55 million years ago
- Continue to examine drilling cores in Tanzania for evidence of the tropical marine temperatures at low latitudes during the polar cooling that led to the first Cenozoic Era buildup of the Antarctic ice sheet

Discovering and Understanding Life's Diversity

- Continue studies of the large-scale evolutionary relationships among birds, plants, spiders, and ants as part of collaborative research projects in the NSF-funded Tree of Life initiative. The primary goal of the Tree of Life initiative is to produce a robust phylogeny of all oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies
- Continue and expand project on barcoding of birds
- Continue exploring the diversity of various groups of vertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups
- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is being done in collaboration with NOAA and Texas A&M University at Corpus Christi
- Continue molecular-phylogenetic and population-genetic studies of and develop checklists for identification and inventories for various plant families, with an emphasis on plants in the Pacific, northern

South America, the Caribbean, Southeast Asia, and specific marine environments

- Continue biodiversity surveys of freshwater and estuarine rainforest habitats in Vella Lavella, Gizo, New Georgia, Rendova, and Guadalcanal Island
- Conduct research into the recovery of therapeutic uses of plants in classical antiquity for possible integration into contemporary research on natural medicines

Understanding Human Diversity and Cultural Change

- Initiate a program, as part of the Endangered Language Program, to preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media
- Organize a scientific symposium on *Life and Death in the Colonial Chesapeake*, linked to the temporary exhibit *Written in Bone: Life and Death in the Colonial Chesapeake*
- Organize an international arctic research symposium as part of the Fourth International Polar Year (2007 - 2008)
- Continue ongoing collaborative fieldwork by staff from the Anthropology and Botany Departments, studying the cultural survival of the reindeer herders of northern Mongolia in relation to climate and pasture changes
- Complete manuscript submissions for Volume 16 of *Handbook of North American Indians, "Technology and Visual Arts"*
- Continue research into the spread of the earliest humans from Africa and Asia, with funding from the NSF
- Conduct research into how and when human beings first processed and cultivated cereal grains, illuminating how the human species went from being primarily hunter-gatherers to becoming farmers

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition to support the Smithsonian mission (3 FTEs and \$307,000)

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

Provide a safe and healthy environment to support Smithsonian programs (2 FTEs and \$219,000)

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

Modernize the Institution's information technology (IT) systems and infrastructure (12 FTEs and \$1,257,000)

- Maintain desktop support and application server support for NMNH functions
- Work with resources provided by central Smithsonian IT office to replace desktop computers on four-year cycle
- Ensure that 100 percent of users of the Enterprise Resource Planning (ERP) system have compatible hardware and software to support all transactions

Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,114,000)

- Train 100 percent of staff responsible for financial, budget, procurement, and human resources transactions to implement the ERP as it is deployed
- Recruit, hire, and train staff to perform core administrative functions
- Implement the NMNH strategic plan and annual performance activities, and ensure that these efforts are linked to the Smithsonian Science Strategic Plan

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 securing 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, in addition to supplying a significant portion of the base funds needed to run the NMNH research station at Carrie Bow Cay in Belize. 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, the Smithsonian Environmental Research Center, the Smithsonian Tropical Research Institute, and collaborators from universities across the country. Researchers in the Departments of Mineral Sciences and

Paleobiology continue to receive significant amounts of funding from NASA, in the form of matching funds toward upgrades in equipment that allow NMNH researchers to analyze smaller and smaller particles of extraterrestrial matter, and in the form of support for a variety of research programs dealing with subjects ranging from Antarctic meteorites to the geology of Meishan, China, where evidence for the greatest extinction in the history of life can be studied. The Museum was awarded 91 grants and contracts in FY 2005, totaling \$10,861,996. These funds support both cutting-edge research and exhibitions, and demonstrate international collaboration in addition to cross-agency collaboration on shared projects and issues. Funds have been received from NOAA for the new *Ocean Hall* slated to open in late FY 2008; from NSF for research on environmental dynamics and the evolution of human adaptability, as well as research on the prehistory of the indigenous Sami people in northern coastal Sweden; and from the U.S. Air Force and the U.S. Department of Transportation to support the bird/aircraft strike hazard program that provides critical data to the FAA and other agencies on the types of birds that can get caught in airplane engines.

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 2005 ACTUAL	206	18,279	2	585	19	3,373	2	607
FY 2006 ESTIMATE	222	19,972	3	536	19	5,348	4	900
FY 2007 ESTIMATE	223	20,652	3	536	16	4,954	4	950

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	242	2	247	0	5
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	117	9,394	117	9,696	0	302
<i>Collections</i>						
Improve the stewardship of the national collections	52	5,751	50	5,573	-2	-178
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	29	2,001	30	2,183	1	182
Enhanced Management Excellence						
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	208	4	525	2	317
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	5	779	5	792	0	13
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	15	1,597	12	1,247	-3	-350
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	0	0	100	0	100
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	0	0	3	289	3	289
Total	222	19,972	223	20,652	1	680

BACKGROUND AND CONTEXT

The mission of the National Zoological Park (NZIP) is to be the nation's zoo, providing leadership in the following areas: animal care, conservation science, and education; maintaining the highest standards for animal care and management; undertaking world-class scientific research and applying cutting-edge technology and scientific knowledge to the pressing challenges of conservation; and engaging, entertaining, and educating the public with innovative exhibitions and programs inspiring people to share our commitment to wildlife conservation.

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

To meet the goal of Strengthened Research, NZIP will continue to develop strategic partnerships that support scientific outreach and our programs in veterinary medicine, reproductive sciences, and conservation biology. Under the Smithsonian Strategic Science Plan, the Zoo will pursue focused research on life's diversity, including partnership-based and multi-disciplinary studies of extinction-prone species and their habitats. To this end, a renowned researcher on migratory bird ecology and one of the world's leading researchers on West Nile virus is being transferred from the Smithsonian Environmental Research Center (SERC) to the Migratory Bird Center at NZIP (1 FTE and \$105,000) to create a world-class center for avian ecology and conservation.

To achieve the goal of Enhanced Management Excellence, the Zoo will emphasize integrated pest management, information systems modernization, and enhancing the skills of staff and managers to increase their effectiveness. Inspections conducted by the United States Department of Agriculture (USDA) and the American Zoo and Aquarium Association (AZA), and the National Academy of Sciences (NAS) report, noted improvements needed in pest management, preventive care for our animals, and maintenance.

For FY 2007, the request includes a total increase of \$680,000, which includes \$575,000 for necessary pay for existing staff funded under this line item and 1 FTE and \$105,000 transferred from SERC for the migratory bird program.

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—recognizing that both are essential for the overall health and safety of the animal collection—as well as to ensure a high-quality visitor experience. A major portion of the NZP staff and budget will continue to be used to provide state-of-the-art medical care, nutrition, husbandry, and environments for all NZP animals.

Animal exhibits will continue to be improved, using the strategy of customizing or tailoring exhibit spaces that reflect the specific needs of the animal species, particularly their overall welfare and behavioral needs. Behavioral biology and the natural history of animal species will be incorporated into the exhibits to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment, support behavioral, nutritional, or reproductive studies, and provide Zoo visitors with an inspiring and educational experience. Staff continue to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. In FY 2005, the website attracted 13.5 million visitors, an increase of 4.5 million since 2004. Two broods of cheetah cubs and our new panda cub have proven to be extraordinarily popular for webcam watchers around the world—including American soldiers in war-torn Iraq.

Numerous aging or failed exhibit areas are being revitalized as NZP continues renovating and modernizing the Zoo. In FY 2007, we will assess the success of Asia Trail I, which opens in the summer of 2006. We provided programmatic guidance to design and begin construction of a new elephant "wing" for our historic facility. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and the news media.

To achieve the goal of Strengthened Research, the NZP will continue to address significant scientific and conservation issues of key species and critical habitats by studying animals in the field and in captive environments. In the context of the Smithsonian Institution Science and NZP Strategic

Plans, we will implement the NZP Science Plan to enhance the integration of science with exhibits, the animal collection, educational programs, and the overall facilities master plan. For example, scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and population of numerous different endangered species—such as the Asian elephant—in captivity and in the wild. Studies such as these help improve the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. NZP will continue to share this research with a wide range of scholars, university researchers, and field biologists, and to include scientific participation in exhibit planning, educational programs, and media opportunities. NZP will continue to invite students and outside colleagues to collaborate in efforts to increase our capacity for scientific research and science-based professional training programs. Such training contributes to placing the Smithsonian Institution at the forefront of conservation-based training.

The avian ecology program at SERC and the National Zoo's Migratory Bird Center have increasingly collaborated on a broad range of ornithology science problems, including: the impacts of urbanization on birds, the effects of global climate change on migratory birds, and infectious diseases such as West Nile virus and avian malaria. Such collaboration capitalizes on scientific expertise and maximizes research output. To further enhance research conducted in this field, 1 FTE and \$105,000 associated with avian ecology research at SERC will be realigned to the National Zoo. The consolidated resources will provide the base for a world-class center for avian ecology and conservation.

To achieve the goal of Enhanced Management Excellence, NZP will continue a customer-centered and results-oriented management style. NZP will aggressively execute its strategic and long-range renewal plans and continue its modernization and improvement programs in the areas of animal nutrition, including food distribution, pest management, training, records management, and information technology. In addition, NZP maintains its around-the-clock infrastructure support operation for animal exhibits which ensures the safety and well-being of the collection, visitors, facilities, and staff. The Zoo's master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, and visitor amenities to help prioritize facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$247,000)

- Re-establish curatorial internships
- Re-establish clinical nutrition residency
- Coordinate all education programs offered by NZP and Friends of the National Zoo (FONZ) to families, children, school groups, and teachers to ensure that they are science-based and reach new audiences, particularly in the District of Columbia and other local school districts. In FY 2005, our educators and interpreters interacted with 1.3 million visitors

Offer compelling, first-class exhibitions at the Smithsonian and across the nation (117 FTEs and \$9,696,000)

- Assess the new Asia Trail I exhibit that will open in the summer of 2006
- Begin construction of a new wing on the Zoo's historic elephant facility
- Improve graphics and signage and the overall park presentation, concentrating on the visitor experience in improving cleanliness, amenities, access, and comfort
- Upgrade and increase the number of the Zoo's popular animal webcams, to improve service, based on Web visitor surveys that show which webcams generate the most visitor interest
- Increase the animal collections by 8–10 percent with an aggressive breeding program and acquisitions from outside sources for new species not currently in the collection, following the collection plan that integrates the Zoo's science and education goals with exhibition and facility planning
- Assess the feasibility of opening portions of the Front Royal facility to the public on a full cost-recovery basis for scheduled periods throughout the year as part of the master planning process
- Incorporate at least two videos and one live webcam feed from the field into public exhibitions and the public website at www.nationalzoo.si.edu
- Continue the exhibit improvement program to renovate and upgrade existing exhibits, landscapes, and animal habitats, including effective creative interpretation of our science and conservation messages in these areas

Improve the stewardship of the national collections (50 FTEs and \$5,573,000)

- Continue monthly preventive medical exams for appropriate animals at both the Rock Creek Zoo and the collection at the Front Royal Conservation Research Center
- File and retain 100 percent of animal care records in accordance with standards implemented in July 2004

- Continue to meet the nutritional needs of the collection through routine monitoring of diets and improved quality control of daily feedings
- Continue to update and maintain the animal diet database to exceed AZA and other appropriate standards
- Conduct annual reviews of all animal diets, food storage, handling and preparation methods, diet presentation, and record keeping associated with nutrition management of the collections
- Continue to centralize commissary operations, including establishing a computerized resource management system
- Assess the opportunity for improving forage production at the Front Royal facility as a full-cost-recovery operation, yielding higher quality forage over a longer growing season

Strengthened Research

Engage in research and discovery focused on discovering and understanding life's diversity (30 FTEs and \$2,183,000)

- Expand strategic partnership in science by establishing the George Mason University/NZP conservation biology program
- Work with federal agencies, universities, and nongovernmental organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, comparative nutrition, reproductive biology, conservation genetics, and wildlife management
- Provide training to diverse audiences such as government agency and nongovernment agency staff in the United States and internationally, as well as undergraduate students, graduate students, postdoctoral fellows and veterinary residents, and conservation field workers (e.g., staff in parks)
- Serve as expert technical advisors to recovery programs for threatened species such as the California condor, black-footed ferret, desert tortoise, Mexican wolf, and Pacific island birds, with input from the Fish and Wildlife Service on U.S. priorities, and formal partnership with four other U.S. breeding centers: The Wilds (Ohio); White Oak (Florida); Fossil Rim (Texas); and the Zoological Society of San Diego (California)
- Provide leadership in advancing the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management, with priorities established by the NZP Science Plan
- Increase our collections-based research on Asian elephants, giant pandas, kori bustards, and cheetahs

- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral fellows and 30 graduate students annually in reproductive sciences and conservation biology
- Establish a Smithsonian-wide Center for Conservation Biology, and collaborate with partners in the National Ecological Observatory Network (NEON) to establish a Mid-Atlantic Regional Ecological Observatory (MAREO) funded by the National Science Foundation
- Increase integration of Zoo and field-based research to improve the overall impact of our conservation and education programs
- Continue to integrate science at NZP with the animal collections, exhibits, and education, especially through the planning and implementation of the Asia Trail project. Asia Trail serves as a model for science integration, as evidenced through visitor surveys
- Continue *in situ* and *ex situ* research on surveillance of wildlife health, disease, emerging infectious diseases, and the interfaces between wildlife, domestic animals, and human health, a federal research priority area. A major effort is under way to develop a surveillance team among several zoos and other agencies as a “first alert” system to track avian flu. Such research will be enhanced by the collections data available through the Zoological Information Management System (ZIMS)

Enhanced Management Excellence

Provide a safe and healthy environment to support Smithsonian programs (4 FTEs and \$525,000)

- Continue Zoo-wide integrated pest management at the Rock Creek facility, in partnership with qualified contractors

Modernize the Institution’s information technology systems and infrastructure (5 FTEs and \$792,000)

- Continue to act as a ZIMS Center of Excellence that will provide direction to the zoological community for using ZIMS. Continue beta testing new modules and upgrading ZIMS to provide leadership in animal electronic record keeping
- Monitor implementation of security protocols, including regular password changes, to reduce risk of penetration by hackers

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$1,247,000)

- Implement an aggressive NZP strategic plan in concert with the overall Smithsonian Institution and NZP Science Plans, by meeting all monthly goals
- Provide programmatic input to prioritize NZP facilities projects and support master planning efforts

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

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

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$289,000)

- Enhance the Zoo's national and international exposure by promoting the Zoo's success stories in science, animal care, and education through regular news releases, photo releases, interviews, and press briefings to local and national news outlets and through live interviews with Zoo staff on network news programs such as The Today Show, CNN American Morning, and the CBS Early Show
- Increase the Zoo's credibility with the news media by meeting journalists' needs and requests in a timely, efficient, and productive manner

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes a total increase of \$680,000 which includes \$575,000 for necessary pay for existing staff and 1 FTE and \$105,000 transferred from SERC for the migratory bird program.

NONAPPROPRIATED RESOURCES—General trust funds support salaries and benefits of personnel, general operational support to ensure adequate animal care, science outreach activities, and animal acquisitions. Donor/sponsor-designated funds support costs related to specific programs and projects, such as conservation studies, research, and professional training. A large percentage of these funds will also supplement federal funding for renovating and modernizing the Zoo. Private donations for the Asia Trail project contribute to a portion of construction costs and support all exhibit interpretive design and implementation. Government grants and contracts support research on animal nutrition and reproduction and habitat studies of endangered species. NZP education, visitor services, and volunteer programs are funded almost exclusively by FONZ.

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 2005 ACTUAL	113	21,938	107	17,519	7	3,859	267	94,954
FY 2006 ESTIMATE	119	22,349	107	17,634	7	1,741	267	111,812
FY 2007 ESTIMATE	119	22,831	107	17,634	7	1,741	267	111,812

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Provide reference services and information	5	801	5	818	0	17
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	110	20,542	110	20,986	0	444
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	559	0	571	0	12
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	447	4	456	0	9
Total	119	22,349	119	22,831	0	482

BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to conduct research to increase understanding of the origin and evolution of the universe and to communicate this information to the scientific community through publications; to students through our connections to Harvard University and universities across the nation; and to the public via open presentations. SAO is the largest and most diverse astrophysical institution in

the world. It has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to astrophysical problems; and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are gathered at our premier facilities: the Submillimeter Array (SMA) in Hawaii; the newly converted 6.5-meter Multiple Mirror Telescope (MMT) and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; and by a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-Ray Observatory), and at locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory.

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

The FY 2007 budget estimate includes an increase of \$482,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Strengthened Research, SAO scientists make extensive use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's relationship with the Harvard College Observatory). In addition, SAO scientists and engineers are contributing to the construction of the Very Energetic Radiation Imaging Telescope Array System (VERITAS) in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe and questions about the

formation and evolution of Earth and similar planets—two of the four science themes on which the Science Commission recommended the Smithsonian concentrate.

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

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

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Provide reference services and information to the public (5 FTEs and \$818,000)

- Develop innovative techniques for the rapid public dissemination of new scientific results and ideas that originate at SAO
- Make up to 20 educational presentations at national, state, and local meetings and conferences

- Complete and/or maintain educational websites for teachers, educators, and the general public. Create interactive museum kiosks. Produce and distribute 12,000 professional development DVDs for astronomy educators. Complete the distribution of 20,000 "Private Universe" DVDs to educators and the public. Process registrations for 800 school sites participating in professional development provided by the SAO-operated Annenberg/CPB Channel
- Present up to five workshops or papers at educational research or practitioner conferences
- Support and evaluate the performance of the traveling exhibition, *Cosmic Questions: Our Place in Space and Time*, as it travels through various museums across the country
- Carry out MicroObservatory telescope network operations to reach 100 participating schools and record 20,000 images

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (110 FTEs and \$20,986,000)

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

missions; and through theoretical and computational simulations of astrophysical processes

- Develop new scientific instrumentation that enables previously impossible astronomical investigations
- Develop and disseminate new computational tools to enable novel astrophysical research

Enhanced Management Excellence

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

- Participate in the implementation of the Enterprise Resource Planning system

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$456,000)

- Continue to inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and internal policies and procedures through quarterly town meetings and SAO-wide electronic messages, as necessary
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process
- Increase targeted recruitment of applicants in under-represented categories so as to increase the size of diverse candidate pools. Increased targeted recruitment efforts will help SAO reach its goal of hiring qualified minorities and qualified individuals with disabilities
- Continue to recruit qualified women and to increase targeted recruitment activities in this area
- Continue SAO's policy, to the maximum extent practicable, of purchasing from small or disadvantaged businesses, veteran-owned, small or service-disabled, veteran-owned businesses, HUBZone small businesses, and women-owned small businesses

NONAPPROPRIATED RESOURCES—General trust funds come primarily from overhead charged on grants and contracts. SAO uses these funds to support administrative functions approved in the Indirect Cost Budget submitted to the Defense Contract Audit Agency and the Office of Naval Research, as required by OMB Circular A-122, Cost Principles for Nonprofit Organizations. Donor/sponsor-designated funds come primarily from restricted gifts from individuals, foundations, and corporations, which are earmarked for particular purposes; restricted endowment funds; and non-government grants and contracts. Government grants and contracts come mostly from Government agencies for research in areas of SAO's expertise. SAO often conducts this research in cooperation with both governmental and academic institutions in the United States and abroad.

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 2005 ACTUAL	24	3,098	0	13	0	24	0	1
FY 2006 ESTIMATE	24	2,859	0	10	0	35	0	0
FY 2007 ESTIMATE	24	2,940	0	10	0	3	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	320	2	258	0	-62
Provide reference services and information to the public	1	105	1	111	0	6
<i>Collections</i>						
Improve the stewardship of the national collections	9	1,030	9	1,040	0	10
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	7	747	7	840	0	93
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	561	4	591	0	30
Modernize the Institution's financial management and accounting operations	1	96	1	100	0	4
Total	24	2,859	24	2,940	0	81

BACKGROUND AND CONTEXT

The Smithsonian Center for Materials Research and Education (SCMRE) is a multi-disciplinary center for materials analysis, independent and collaborative support for all Smithsonian units' scientific research, and conservation development to preserve museum objects, collections, and related materials of cultural or scientific importance. It serves as a unique resource for scientific and technical support to Smithsonian museums. Its outreach and educational programs serve a broad audience that includes the general public.

To achieve the goal of Increased Public Engagement, SCMRE will provide education and advanced technical studies and conservation technologies for all Smithsonian museums and collections, with a goal of becoming the center for preservation, conservation, and exhibition support. In pursuit of Strengthened Research, SCMRE will focus on applied research on art, anthropological, and historical objects to provide context for curators, researchers, art historians, and conservators. SCMRE's basic materials research program has successfully examined the properties of many materials, with products that have been applied to preservation of art-in-transit, generalized museum objects and specimens, collections environments, and building envelopes. We will concentrate on disseminating the findings of the materials research program. To achieve the goal of Enhanced Management Excellence, SCMRE's management group will ensure that the strategic goals of the unit are supported by the unit's budgetary and human resources, and by the facilities and instrumentation.

For FY 2007, the budget estimate includes an increase of \$81,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SCMRE will aim its outreach and educational programs at conservators and other collections care providers by offering colloquia, symposia, and workshops, as well as distance-learning opportunities. The Center's technical information office will continue serving 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 the Center's research and education programs. In

collaboration with other Smithsonian units and other institutions and affiliates on the national and international levels, SCMRE will offer public programs to present the results of SCMRE research, heighten awareness of the problems of preserving cultural heritage, and gain information about the nature and scope of problems that our constituencies encounter.

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

To achieve the goal of Strengthened Research, SCMRE will provide increased technical and research assistance to the science units and art history technical studies, and analyses to the art and history museums. SCMRE will facilitate and support collaborative research projects, such as the preservation of natural history collections, including the development of protocols to handle collections contaminated with hazardous materials and to improve fluid storage media and treatment of various classes of biological specimens. In addition, SCMRE will disseminate the results of its long-term basic materials research program through its website, publications, hosted symposia, presentations, invited seminars, and lectures.

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (2 FTEs and \$258,000)

- Host four interns/Fellows to advance the knowledge and skills of conservation and museum science graduate and postdoctoral students

- Offer 10 or more lectures, training seminars, or workshops to advance the knowledge and skills of professionals in the museum community
- Offer seven presentations or programs directed toward general audiences to advance their knowledge and interest in conservation and conservation science

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

- Increase the number of webpage hits by 10 percent by updating and adding new information to the SCMRE website to enhance the guidelines and other information readily available to general audiences
- Respond to more than 500 inquiries annually

Improve the stewardship of the national collections (9 FTEs and \$1,040,000)

- Respond to requests for analytical services, treatment assistance, and consultations from eight units within the Smithsonian
- Provide assistance on 20 requests for analytical services, treatment assistance, and consultations for other Smithsonian units
- Produce eight conservation-related professional publications, including unique, peer-reviewed papers, invited chapters, or full-length proceedings

Strengthened Research

Engage in research and discovery (7 FTEs and \$840,000)

- Produce two publications per scientific research staff, in the form of unique, peer-reviewed papers, invited chapters, or full-length proceedings
- Support or host an international symposium on an area of research expertise
- Respond to requests for technical studies and analytical services from eight units within the Smithsonian
- Respond to 40 requests and complete 20 projects providing technical studies and analytical services to other Smithsonian units
- Provide more than 400 analyses/year for other Smithsonian units
- Support the National Museum of Natural History project on identifying alternatives to alcohol for long-term storage of some natural history specimens

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$591,000)

- Focus conservation and science research following SCMRE's strategic plan, and link these efforts to Institution-wide science planning processes
- Maintain an excellent working relationship with SCMRE stakeholders, including Smithsonian museums and research centers, by providing briefings at least annually
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a merit-based process

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

- Train staff responsible for financial, budget, procurement, and human resources transactions on the Institution's Enterprise Resource Planning system

NONAPPROPRIATED RESOURCES—General trust funds support research and outreach 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 continues 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
FY 2005 ACTUAL	34	3,210	5	640	7	1,021	54	5,433
FY 2006 ESTIMATE	35	3,113	6	587	11	851	56	5,500
FY 2007 ESTIMATE	34	3,119	6	587	11	851	58	5,650

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	93	1	94	0	1
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	27	2,472	26	2,475	-1	3
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	380	4	381	0	1
Modernize the Institution's financial management and accounting operations	3	168	3	169	0	1
Total	35	3,113	34	3,119	-1	6

BACKGROUND AND CONTEXT

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

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

The FY 2007 budget estimate includes an increase of \$111,000 for necessary pay for existing staff funded under this line item and a redirection of 1 FTE and \$105,000 to the National Zoological Park to support the migratory bird program.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, SERC has redesigned its website to provide greater information to the public. On-site education will focus on serving approximately 10,000 students and increasing minority participation. SERC will expand its highly successful distance-learning programs (estimated at 20 million participants in FY 2005) and develop a series of videoconferences and a national electronic field trip focused on estuaries and species invasions biology. In addition, SERC will continue the Student Training in Aquatic Research (STAR) 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 emphasis on developing careers of under-represented minorities.

To achieve the goal of Strengthened 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 at four ecological levels (i.e., global change, landscape ecology, ecology of coastal ecosystems, and

population and community ecology), and has developed unique, long-term and experimental data sets on environmental change. SERC also participates in developing the Smithsonian's unique Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using Smithsonian long-term field stations to assess ecological patterns and processes. During its 40-year history, SERC has built a reputation for world-class research, producing many publications that are rich in data and multi-disciplinary and integrative in analysis.

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

The avian ecology program at SERC and the National Zoo's Migratory Bird Center have increasingly collaborated on a broad range of ornithology science problems, including the impacts of urbanization on birds, the effects of global climate change on migratory birds, and infectious diseases such as West Nile virus and avian malaria. Such collaboration capitalizes on scientific expertise and maximizes research output. To further enhance research conducted in this field, 1 FTE and \$105,000 associated with avian ecology research at SERC will be realigned to the National Zoo. The consolidated resources will provide the base for a world-class center for avian ecology and conservation.

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

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (1 FTE and \$94,000)

- Evaluate and enhance, if appropriate, the quality of on-site environmental education programs offered to schoolchildren, teachers, natural resource managers, and the general public, to more effectively communicate current research findings and field methods used by Smithsonian scientists
- Develop and implement training workshops for parents and professional educators, which support state and national science learning objectives in the environmental sciences
- Conduct approximately 100 video conferences and at least one electronic field trip to interpret SERC's environmental research for students, teachers, and the general public

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (26 FTEs and \$2,475,000)

Theme: Discovering and Understanding Life's Diversity

- Increase knowledge of human impacts in coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in nine areas: species composition and population dynamics; estuarine water quality; ecosystem alteration and restoration; flow of nutrients; effects of toxic trace elements; invasive species; atmospheric increase in CO₂; ultraviolet radiation; and the 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 an approximate level of \$6 million per year on land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, transport of toxic trace elements and nutrients, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts in coastal ecosystems and ecological change by publishing 60 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research, through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories, National Ecological Observation

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

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$381,000)

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

Modernize the Institution's financial management and accounting operations (3 FTEs and \$169,000)

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

NONAPPROPRIATED RESOURCES—General trust funds provide core administrative support for SERC as well as 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 scientific research program of more than \$5 million is 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 2005 ACTUAL	252	12,499	14	1,356	50	4,256	12	1,497
FY 2006 ESTIMATE	248	11,489	13	966	54	2,872	9	1,211
FY 2007 ESTIMATE	248	12,116	13	966	54	2,971	9	1,200

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	5	255	5	269	0	14
Provide reference services and information	4	172	4	182	0	10
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	119	6,283	119	6,625	0	342
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	404	7	426	0	22
Implement an aggressive and professional maintenance program	25	918	25	968	0	50
Improve the overall cleanliness and efficient operation of Smithsonian facilities	15	395	15	417	0	22
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	23	655	23	691	0	36
Provide a safe and healthy environment	6	220	6	232	0	12
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	278	4	293	0	15

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	12	408	12	430	0	22
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	8	714	8	753	0	39
Modernize the Institution's financial management and accounting operations	17	582	17	614	0	32
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	205	3	216	0	11
Total	248	11,489	248	12,116	0	627

BACKGROUND AND CONTEXT

The Smithsonian Tropical Research Institute (STRI) is the principal U.S. organization dedicated to discovering and understanding biological diversity in the tropics and its relevance to human welfare. The innovative and long-term research conducted by STRI scientists and collaborators makes critical contributions to the science themes presented in the Smithsonian Institution's "Science Matters" strategic plan. STRI's "Forces of Change" research seeks to understand the role that tropical environments play in global climate change. STRI has developed a new tropical soils science program to complement outstanding research strength in forest ecology and tropical plant physiology. This program furthers understanding of how the global carbon cycle is impacted by massive conversion of tropical landscapes from old-growth forests to impoverished agricultural land. STRI scientists are also productive contributors to the focal research area "Encyclopedia of Life," and new discoveries each year expand our understanding of tropical biodiversity and its importance to our well-being. STRI research in the "Biology of Extinction" and "Human-Environmental Interactions through Time" strategic areas has highlighted the role that the Central American isthmus has played in human history, as well as the impact of expanding agriculture and logging in the Amazon Basin.

STRI plays a critical role for the U.S. Government and the Smithsonian by maintaining world-class research facilities in Panama where each year more than 800 resident and visiting scientists can easily access diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument, which is the only mainland tropical reserve under U.S. stewardship. STRI's marine facilities on both the Atlantic and Pacific coasts of Panama facilitate comparative oceanographic and coastal zone studies of both oceans, and the Institute's marine and terrestrial facilities measure the environmental health of critical ecosystems, particularly tropical rainforests and coral reefs. In

view of the increased interest in tropical medicine by Panamanian and U.S. medical research organizations, STRI's expertise in ecological research is sought increasingly for studies of tropical diseases such as malaria and hanta. Because of its excellent research staff and superb facilities, STRI has developed an outstanding reputation for providing essential training to students and professionals who conduct tropical research, and for increasing the public's understanding of tropical biodiversity and its importance for humans.

To achieve the Institution's goal of Strengthened Research, STRI will provide research scientists and visiting researchers and students with access to habitats and world-class facilities where innovative research on diverse tropical environments and cultures can be advanced. To achieve the goal of Increased Public Engagement, STRI will interpret its research for diverse audiences through its public programs, and has recently increased its commitment to disseminating its findings through the Internet and other media. The goal of Enhanced Management Excellence will be addressed by continuing to provide superbly maintained facilities and instrumentation necessary to meet research requirements, and by strategic planning to support researchers seeking enhanced knowledge of tropical environments.

For FY 2007, the budget estimate includes a program increase of \$332,000 for necessary pay for existing staff funded under this line item and \$295,000 for mandated increases in Panamanian social security.

MEANS AND STRATEGY

To maintain its leadership in tropical research, STRI provides basic support for its staff scientists to conduct projects that contribute to two of the four science themes presented in the Smithsonian Science strategic plan: "Discovering and Understanding Biological Diversity" and "Human Diversity and Cultural Change," and to all six research areas within these themes. The theme of "Discovering and Understanding Biological Diversity" will be advanced as STRI continues to lead in the fields of tropical forest ecology, plant physiology, canopy biology, and tropical evolution. STRI biologists are making fundamental discoveries about tropical nature, and are using this information to understand such things as plant defense systems that yield new chemical compounds of potential use in treating cancer and HIV. STRI archaeologists and social anthropologists strongly support the strategic science theme of "Human Diversity and Cultural Change," and will continue to study how different peoples survived and flourished in fragile, endangered tropical environments. By drawing on their knowledge of the history and development of tropical regional economies and social formation, STRI scientists have contributed critical information and insight about the future of the Amazon, including predictive models that establish the rates of

Amazonian deforestation under alternative development plans 20 years into the future.

STRI's focus on soils in tropical landscapes will substantially improve the ability of the United States to forecast fluctuations in carbon dioxide emission rates that influence the world's climate. Given the rapid rate of forest loss in the tropics, the rate of carbon moving in and out of tropical soils is probably the most important missing variable in models that aim to predict the future of global climate change. By building on current programmatic strengths at STRI in forest ecology and tropical plant physiology, the Smithsonian Institution can maintain its leadership in tropical environmental science, and help ensure that global change models are informed by the best possible quantitative data regarding carbon flux in tropical soils and forests.

The goal of Enhanced Management Excellence will be achieved by continuing to modernize administrative processes and by bringing STRI programs into compliance with modern safety standards. One such example is in Gamboa, where for the last 80 years STRI has conducted research in facilities rented from the U.S. or Panamanian Governments. These out-of-date facilities house laboratories and dormitories that currently support important research on ecologically guided drug discoveries, global climate change, and reforestation with native species, which require laboratories constructed to ensure safe scientific practices. The site also serves as an outdoor laboratory for researchers and as a training ground for students and fellows, primarily from U.S. universities, who come to STRI during various stages of their academic careers.

STRI will address the goal of Increased Public Engagement by offering high-quality public programs that increase our understanding of the diversity of life in the tropics and its relevance to global processes. New information about the tropics will be disseminated to the public through the Smithsonian science website, as well as through targeted seminars and symposia for news media and decision makers.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (5 FTEs and \$269,000)

- Engage and inspire diverse audiences in a lifelong exploration and understanding of science through high-quality public programs and products, such as the Smithsonian Biodiversity Series, which provides information on tropical biodiversity and cultures

Provide reference services and information (4 FTEs and \$182,000)

- Provide reference services and information to the public through the STRI library and the Smithsonian website

Strengthened Research

Engage in research and discovery focused on biological diversity and human culture (119 FTEs and \$6,625,000)

- Continue studies on tropical soils chemistry of relevance to climate change models and complete soils map of Barro Colorado Island
- Conduct studies on animal behavior and environmental monitoring, which contribute to science priority themes, using scientific research computing capabilities such as automated animal tracking methods and Geographic Information Systems (GIS)
- Publish at least 200 scientific papers in peer-reviewed journals to share research results with the scientific community worldwide on the origins, maintenance, and loss of tropical biodiversity
- Facilitate tropical research for at least 750 visiting scientists and students working in STRI facilities, including projects funded by the National Science Foundation and National Institutes of Health, to increase our understanding of the distribution, interactions, and evolution of tropical organisms and their relevance to human health and global climate change
- Offer scientists opportunities to test research hypotheses on tropical forests, and disseminate the basic information needed to restore degraded areas and provide enhanced environmental services
- Strengthen the Smithsonian Marine Science Network collaborative projects on marine environments, such as on coral reefs and mangroves in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities
- Build inter-unit collaboration through joint appointments (with staff, collaborators, and postdoctoral Fellows)
- Support the work of terrestrial paleoecologists studying changes in tropical communities over geologic time frames, and determine conditions that lead to the depletion of tropical forests
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Develop improved understanding of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (7 FTEs and \$426,000)

- Review all STRI facilities and develop plans which integrate educational and research needs, and which also meet current safety and laboratory standards

Implement an aggressive and professional maintenance program (25 FTEs and \$968,000)

- Continue structural assessment of STRI facilities to ensure their continued safe and effective use for tropical research and education
- Continue staff training to implement the reliability centered maintenance program throughout STRI facilities

Improve the overall cleanliness and efficient operation of Smithsonian facilities (15 FTEs and \$417,000)

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

Provide world-class protection for Smithsonian facilities, staff, visitors, and volunteers (23 FTEs and \$691,000)

- Introduce new patrolling procedures and electronic surveillance of the Barro Colorado Nature Monument to increase protection of the area against poachers
- Expand existing electronic security system to remote facilities such as Bocas del Toro Research Laboratory

Provide a safe and healthy environment (6 FTEs and \$232,000)

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

Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$293,000)

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

Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$430,000)

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

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (8 FTEs and \$753,000)

- Evaluate performance appraisal system and make necessary changes to ensure its effectiveness in reinforcing the Institution's strategic vision and goals

Modernize the Institution's financial management and accounting operations (17 FTEs and \$614,000)

- Improve financial management by providing all internal clients with accurate and timely transaction records and reports

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$216,000)

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

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 percent of all tree species in the tropics, and projects related to reforestation initiatives. Donor-designated support includes an endowed staff position in tropical paleoecology that studies past climates and environments in the tropics, postdoctoral positions that study the relationship between brain size and behavioral complexity, and postdoctoral fellowships in tropical marine biology which are based at STRI's Bocas del Toro field station. Government grants and contracts, such as the Panama International Cooperative Biodiversity Group (ICBG) administered by STRI, support innovative research in areas such as the biomedical sciences, as well as scientific training.

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 2005 ACTUAL	62	8,975	42	4,182	15	3,809	4	540
FY 2006 ESTIMATE	64	9,341	37	5,153	16	4,572	3	977
FY 2007 ESTIMATE	64	9,515	37	4,623	14	2,633	3	922

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	11	1,069	11	1,082	0	13
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	41	4,618	41	4,733	0	115
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	5	2,288	5	2,310	0	22
Ensure the advancement of knowledge in the humanities	0	620	0	620	0	0
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	6	676	6	698	0	22
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	70	1	72	0	2
Total	64	9,341	64	9,515	0	174

BACKGROUND AND CONTEXT

Smithsonian Across America is the outreach strategy of the Institution, seeking to link its national collections, research, and educational resources to Americans across the country. Its aims are to 1) enhance widespread

research-based knowledge of science, history, and art; 2) broaden the audiences who share in America's cultural heritage; and 3) provide opportunities for scholars and educators to further increase and diffuse knowledge.

In FY 2005, outreach programs served millions of Americans, thousands of communities, and hundreds of institutions in all 50 states, through loans of objects, traveling exhibitions, and sharing of educational resources via publications, lectures and presentations, training programs, and websites. Smithsonian outreach programs work in close cooperation with Smithsonian museums and research centers, as well as with 144 affiliate institutions and others across the nation.

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

The FY 2007 budget estimate includes an increase of \$174,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

Smithsonian Institution Traveling Exhibition Service — Following the Smithsonian's FY 2007 Performance Plan goal to increase public engagement, SITES ensures that its annual program offerings capture the vitality of all Smithsonian collections and research disciplines. In FY 2007, SITES exhibitions will feature such engaging topics as America's sports icons, planet Earth as seen from space, the Muppets, Chinese jades, and Latino music.

SITES in FY 2007 has an especially pivotal role at the Smithsonian because it will be creating and touring exhibitions that will guarantee access to collections that would otherwise be hidden away in storage. As renovations begin at the National Museum of American History (NMAH), for example, SITES will tour some of that Museum's most important exhibitions, including *For Which It Stands*, the much-anticipated exhibit about our nation's flag. Collections that explore American military history, the role of First Ladies, and historic bicycles are a sampling of the other NMAH exhibitions that will be on the road through SITES in FY 2007.

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

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

In the 11 years since SITES launched its groundbreaking Museum on Main Street (MoMS) program, rural America has become a defining force in setting the national agenda. Nowhere is civic pride in the Smithsonian more visible than when small-town USA opens a MoMS exhibit. In FY 2007, *New Harmonies: Celebrating American Roots Music* will open in five states, effectively doubling the number of exhibitions in the program, bringing MoMS to 438 communities nationwide.

Smithsonian scientists conduct groundbreaking research every day. Yet translating the excitement of their discoveries presents unique challenges for traveling exhibitions. Reversing a downward trend in the total number of science shows that SITES offers annually is an FY 2007 priority. Armed with the results of its FY 2005–2006 survey of science centers, SITES will begin implementing a series of five projects that integrate the best of Smithsonian research with the latest exhibit techniques.

Smithsonian Affiliations — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the dissemination of Smithsonian artifacts and expertise to communities across America. By working with emerging and well-established museums of diverse sizes, subject areas, audience bases and scholarly disciplines in diverse locations, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with all affiliated organizations to increase their audiences, expand their professional capacities, and gain greater recognition in local communities.

We have recently completed a series of conferences designed to build multi-cultural alliances within the Smithsonian Affiliations program. The conferences, supported in part by a gift from AARP, are enabling us to bring Affiliate staff together in various regional settings to develop a national museum resource base, and begin the collaborative process that will result in a national speakers list, multiple traveling exhibition opportunities, and a wide variety of museum educational programs. Pilot educational programs will be developed over the next two years, with the objective of fostering ongoing collaborative opportunities on a wide-ranging basis in the future.

Smithsonian Center for Education and Museum Studies — The mission of the Smithsonian Center for Education and Museum Studies is to increase the Smithsonian's impact as an educational organization by leading Institution-wide initiatives, creating networks, and offering programming. In FY 2007 we will build a long-term alliance with state education officials that will be the basis for developing new Smithsonian educational resources and ensuring their broad dissemination and use. The Center will implement a national outreach strategy to increase the number of states with educators who use Smithsonian education resources.

The use of distance-learning technologies will be increasingly central to the Center's outreach activities. In FY 2007, we will expand a website designed to feature teacher-developed educational resources drawn from the Smithsonian collections. SmithsonianSource.org will incorporate the work of several Smithsonian education departments and broadly represent the Smithsonian's holdings. In addition, after researching audience needs and assessing current capabilities and strengths, we will develop a coherent and integrated plan for distance learning throughout the Institution.

The foundation for these initiatives is a new system the Center has developed to standardize and aggregate information about educational activities across the Institution. In addition to its use within the individual Smithsonian units, these data will be used to create focused Institution-wide programming and fundraising initiatives for education.

Office of Research Training and Services — The Research Training and Services programs are key to ensuring that the Smithsonian achieves its goal of Strengthened Research because they train the next generation of scientists. One of the best ways to ensure the intellectual health and continued development of the Institution is to provide the opportunity for talented young scholars and scientists to use the Smithsonian's vast collections and accumulated knowledge, and to be mentored by some of the world's leading scholars. These programs, in turn, are equally important for ensuring that these collections and this knowledge continue to grow in ways

that enhance the prescient vision of the U.S. Congress when it accepted James Smithson's gift to America for the increase and diffusion of knowledge.

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

National Science Resources Center — The NSRC develops science education materials to help maintain the country's pre-eminence in scientific research. The NSRC uses strategies based on research that incorporates best practices and leverages change by developing strategic partnerships with corporations, foundations, and Government organizations to achieve the goals and mission of the Smithsonian Institution. Through these strategies, the NSRC strives to increase the number of ethnically diverse students who participate in effective science programs based on NSRC products and services. This program is transitioning from federal to trust-funded support.

Smithsonian Institution Press — One of the foundations of science is the dissemination of scientific findings, so that other researchers can benefit from new discoveries. Through the Contributions and Studies Series Program, continuously published since 1875, SIP publishes research conducted by Smithsonian staff. The federal funds will support the publication of the first-class science results and widened public distribution to libraries, universities, and other organizations. The program publishes monographs in several subject areas, including anthropology, botany, earth sciences, marine sciences, paleobiology, zoology, folk life, air and space, history, and technology. Further, federal resources will underpin the publishing of scholarly books written by Smithsonian staff, or books closely related to Smithsonian collections.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (11 FTEs and \$1,082,000)

- Provide educational programming for an audience of 500,000 people through public programs and distance learning
- Provide professional development for an audience of 3,000 museum and classroom educators, through workshops, special events, and learning institutes
- Manage the Smithsonian internship program, providing 600 college students with internship placements, training, and enrichment opportunities
- Publish a teachers' magazine based on Smithsonian research collections, and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Maintain www.SmithsonianEducation.org, a central education website for teachers, families, and students; <http://intern.si.edu>, a central website for intern applicants and current interns; <http://museumstudies.si.edu>, a resource site for museum professionals and museum studies students; and www.SmithsonianSource.org, a complex, Institution-wide multimedia website. These websites will reach 2 million visitors in FY 2007

Offer compelling, first-class exhibitions and other public programs at Smithsonian museums and across the nation (41 FTEs and \$4,733,000)

- Arrange tour of 10 exhibitions from NMAH to guarantee public access to national collections while the Museum is under renovation
- Arrange tour of three exhibitions about the African American experience to introduce the public to the resources of the Smithsonian's new National Museum of African American History and Culture as plans for that Museum evolve
- Introduce three new exhibitions that honor and celebrate the cultural heritages of Latinos, Asian Pacific Americans, Native Americans, and new immigrant groups in the United States
- Add 50 small towns to the number of locations that participate in the MoMS program, and launch one new MoMS exhibition for rural America
- Launch the first of five new interactive science exhibits that share Smithsonian research with the nation, and incorporate complementary programs tied to national curriculum standards

Strengthened Research

Engage in research and discovery (5 FTEs and \$2,310,000)

- Support a robust, scholarly publishing program focused on the Contributions and Studies Series Program and research conducted by scientists in the different SI museums and units
- Publish eight publications a year in the Contributions and Studies Series Program
- Expand the reach of these studies by making all of the abstracts in the Contributions and Studies Series Program available on the SI Press website
- Establish an editorial board to oversee a centrally managed competitive proposal process for scholarly publications and books

Ensure the advancement of knowledge in the humanities (\$620,000)

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

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (6 FTEs and \$698,000)

- Convene programs for Smithsonian staff that will foster a learning community focused on educational topics
- Conduct a formal evaluation of a sample of SCEMS programming
- Ensure effective management practices of all fellowship awards and appropriate financial reporting to SI units and external organizations

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$72,000)

- Convene an Institution-wide committee as well as working groups to foster collaboration and promote diverse public programming

NONAPPROPRIATED RESOURCES—General trust funds provide support to defray the costs of staff salaries and benefits, fund raising, exhibition design and production, publications, materials, outside specialists, and contractual services. Donor/sponsor-designated funds cover 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 2005 ACTUAL	17	1,520	19	2,305	0	3	0	0
FY 2006 ESTIMATE	24	2,078	19	2,422	0	0	0	0
FY 2007 ESTIMATE	24	2,142	19	2,422	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	196	2	204	0	8
Provide reference services and information	10	728	10	754	0	26
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	2	196	2	204	0	8
<i>Collections</i>						
Improve the stewardship of the national collections	1	174	1	177	0	3
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	1	51	1	52	0	1
Enhanced Management Excellence						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	8	733	8	751	0	18
Total	24	2,078	24	2,142	0	64

BACKGROUND AND CONTEXT

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

coordinates public relations and communications in conjunction with museums, research centers, and offices to present a consistent and positive image of the Institution. The office develops programs to advance the Institution's objectives, and acquaints the public with research, exhibitions, public programs and other activities of the Smithsonian by working with the news media and issuing materials for staff and the public.

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

SPS enhances public access to the Smithsonian Institution through the free distribution (for educational use) of images, sale of images to publishers, and support of traveling exhibitions. In addition, SPS supports exhibits at the four major museums and at research centers SI-wide. Smithsonian Photographic Services produces images for exhibits and exhibit catalogues, brochures, posters, websites, and advertising. SPS maintains a collection of more than three million historical images, and provides support to SI collection managers in the documentation of collections for preservation and research.

The FY 2007 budget estimate includes an increase of \$64,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the OPA directs its resources to national mass-media publicity and relationships with minority communities through targeted radio and print advertising. The OPA publishes the *Smithsonian Year* annual report, visitors' brochures, and a newsletter devoted to scientific research. It also publishes a monthly newspaper and a biweekly newsletter to keep employees informed about Smithsonian staff and their projects and events at the Institution.

VIARC advances this goal by disseminating information about public programs, exhibitions, events, and collections. VIARC has content responsibility for four segments of the Smithsonian websites (i.e., 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 industries. VIARC oversees approximately 6,000 volunteers throughout the Smithsonian.

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

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

To achieve Enhanced Management Excellence, 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. SPS maintains a collection of more than three million historical images and supports all SI collection managers in the documentation of collections for preservation and research.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (2 FTEs and \$204,000)

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

Provide reference services and information to the public (10 FTEs and \$754,000)

- Develop and maintain an integrated plan for communications, advertising, and marketing for the Institution to reach both general and target audiences
- Continue the Institution's targeted outreach campaign to traditionally underserved audiences through radio stations (in English and Spanish), weekly newspapers, alternative weeklies, newsletters, and posters
- Recruit approximately 125 new volunteers to address volunteer attrition at the Visitor Information units information desks
- Continue to provide accurate and timely information about Smithsonian events, activities, and exhibitions through 15 information desks and the telephone information desk in the Castle
- Update the visitor information database at least once daily

- Maintain and update VIARC's content on the Smithsonian website to ensure the timeliness and accuracy of information
- Provide documentary photographic coverage of historically significant activities such as VIP visits and opening events

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (2 FTEs and \$204,000)

- Provide support for exhibits at the four major museums and at research centers SI-wide
- Produce photographic images for exhibit catalogues, brochures, posters, websites, advertising, and for use in exhibits

Improve the stewardship of the national collections for present and future generations (1 FTE and \$177,000)

- Maintain the collections of more than three million historical images, and support all Smithsonian collections managers in the documentation of their collections for preservation and research purposes

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (1 FTE and \$52,000)

- Recruit approximately 700 Behind-the-Scene volunteers in FY 2007 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

Enhanced Management Excellence

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (8 FTEs and \$751,000)

- Respond to all media inquiries in a timely manner with accurate, concise information, generally within 24 hours
- Initiate positive stories to various media, including stories about exhibitions, research, facilities, new acquisitions, and staff
- Organize events specifically for journalists
- Publish a monthly employee newspaper, *The Torch*, and 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 2005 ACTUAL	1	6,114	0	0	0	0	0	0
FY 2006 ESTIMATE	0	6,515	0	0	0	0	0	0
FY 2007 ESTIMATE	0	6,953	0	0	0	0	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	1,140	0	1,140	0	0
<i>Collections</i>						
Improve the stewardship of the national collections	0	1,909	0	1,909	0	0
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	1,641	0	1,641	0	0
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	1,825	0	2,263	0	438
Total	0	6,515	0	6,953	0	438

BACKGROUND AND CONTEXT

In 1993, Congress approved the Smithsonian's reallocation of 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 systematically address information technology needs throughout the Institution. In FY 1995, the Institution first received funds to support the

development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming.

The FY 2006 appropriation included an increase of \$1,000,000 to establish a fourth Institution-wide program to support critical needs in collections care and preservation. The "Collections Care and Preservation Fund" provides strategic funding for the highest priority collection management needs throughout the Institution, thus improving the overall stewardship of Smithsonian collections.

For FY 2007, the estimate includes \$438,000 returned to the Information Resources Management (IRM) Pool from funds redirected from this pool in FY 2006 to purchase and implement the Enterprise Resource Planning system Quick Hire module. This was purchased through the Office of the Chief Information Officer (OCIO) within the Administration line item of this budget.

MEANS AND STRATEGY

Latino Initiatives Pool

To achieve the goal of Increased Public Engagement through research and education initiatives, the Latino Initiatives Pool continues annual funding for Smithsonian programs that focus on U.S. Latino experiences and contributions to science, history, art, music, culture, the humanities, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrated efficient deployment of the pool funds, other Smithsonian resources, and external funding. The FY 2007 budget request for the Latino Initiatives Pool is \$1,140,000.

Collections Care and Preservation Fund

The Institution will also achieve the goal of Increased Public Engagement by expanding access to and improving maintenance of the national collections. Because collections care is fundamental to the Smithsonian's mission, there is a critical and urgent need for resources to achieve responsible standards for the accountability, preservation, and accessibility of collections.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The collections study, *Concern at the Core*, was conducted by the Smithsonian's

Office of Policy and Analysis. The study identified several key aspects of collections that must be addressed, including the improvement of collections care, access, and planning. The study concluded that, although collections care is fundamental to the health, longevity, and usefulness of collections, Smithsonian collections are increasingly at risk because of declining resources to perform basic collections management activities. The study's findings were further underscored by the Heritage Health Index, a nationwide survey to document the condition and preservation needs of the nation's cultural heritage. Also, stewardship of federal scientific collections was on the list of priorities defined in a July 8, 2005 letter to agency heads from the White House. Accordingly, the Smithsonian has developed a pragmatic and systematic approach to improving collections care. Important steps taken to date include:

- Creation of the Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement study recommendations
- Development of collections-specific performance goals and standards for senior management and museum directors
- Revision of the Smithsonian's collections management policy and implementation standards
- Establishment of guidelines for the allocation of the Collections Care and Preservation Fund
- Distribution of the FY 2006 Collections Care and Preservation Fund to Smithsonian units to improve collections care, mitigate deterioration, and maintain state-of-the-art collections management systems to ensure the longevity and accessibility of the national collections

During FY 2007, the Smithsonian will build on these initiatives by continuing to address systematically the critical needs of collections, including short- and long-term priorities, goals, and objectives. The FY 2007 budget request for the Collections Care and Preservation Fund is \$985,000.

Research Equipment Pool

The Smithsonian's Science Strategy has established ambitious but clear scientific goals for the first decade of the 21st century. To achieve these goals, the Institution must maintain and continuously upgrade scientific instrumentation. The Research Equipment Pool is used to support the basic scientific equipment needed to leverage external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Research Equipment Pool funds will be distributed based on the following merit-based criteria:

1) development of new research capabilities; 2) potential for leveraging external funds; 3) contribution to the Smithsonian Science Strategic Plan; and 4) management excellence and efficiency, including maintenance of research equipment that is cutting edge, expensive, and/or highly sensitive. The FY 2007 budget request for the Research Equipment Pool is \$1,641,000.

Information Resources Management Pool

The IRM Pool was established as part of the Institution's restructuring plan in 1993. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. CIS funds have been distributed annually to Smithsonian units on a competitive basis to support the deployment of unit-specific collections information systems; data conversion; data content and application enhancements; and improved public delivery and access.

IRM Pool funds support network operations and server administration. Specifically, funds are used for contractor support in the Network Operations Center, to provide Active Directory and desktop migration technicians, and to support network hardware/software maintenance.

Collections information systems serve as cornerstones for accountability, public education, and research. Digitizing collections information helps achieve the Smithsonian's goal of modernizing its collections management systems, enhancing scientific research, and dramatically enlarging audiences as well as increasing its degree of engagement with them. The digitization of collections information and images is a mammoth task that will require significant dedicated effort to complete.

Examples of past funded projects include:

- The migration of millions of records from obsolete legacy database systems to stable and supported collections information systems
- The digitization of more than one million collection images
- The enhancement of registration-level records with research findings, curatorial notes, and digital images
- The purchase and implementation of a single commercial collections information system for the Smithsonian's six art museums, the National Postal Museum, and the National Air and Space Museum
- The purchase and customization of a digital asset management system for use by multiple Smithsonian units

The CIS funds within the IRM Pool will enhance the applications and data content of Smithsonian collections information systems, support the continued digitization of collections, and improve access to digital information on collections for scientific inquiry and public use. The FY 2007 budget request for the IRM Pool is \$3,187,000 (\$2,263,000 for the IRM Pool and \$924,000 for the CIS Pool).

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement — Latino Initiatives Pool

Engage and inspire diverse audiences (\$1,140,000)

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

Increased Public Engagement — Collections Care and Preservation Fund

Improve the stewardship of the national collections for present and future generations (\$985,000)

- The Collections Care and Preservation Fund will provide resources to improve collections care and mitigate collections deterioration throughout the Institution to ensure the longevity and accessibility of the national collections. Examples of improvements include:
 - Collections-level assessments and preservation surveys to establish priorities and strategic plans for the allocation of collections care resources
 - Compact storage for collections to replace obsolete cabinetry detrimental to objects and specimens
 - Cold storage equipment for the preservation of photographic and frozen genetic materials
 - Stabilization and treatment of collections, including works on paper, textiles, still and moving images, and fluid-preserved collections

Increased Public Engagement — IRM/CIS Pool

Improve the stewardship of the national collections for present and future generations (\$924,000)

- IRM/CIS Pool will provide resources for the following enhancements:
 - Deployment of new commercial application products to improve access to Smithsonian collections
 - Online access to collections through cataloguing, photography, database administration, and technical services
 - Hardware and software to preserve Smithsonian digital assets, maintain systems operability, and improve public accessibility to electronic collections information

Strengthened Research — Research Equipment Pool

Conduct focused scientific research programs that are recognized nationally and internationally (\$1,641,000)

- Improve the Institution's science capabilities and competitive standing within the scientific community by maintaining, upgrading, and/or acquiring new scientific instrumentation. Examples of enhancements needed to prevent Smithsonian science from lagging behind include:
 - An isotope-ratio mass spectrometer to develop the capability for conducting stable isotope analysis fundamental for many studies in physiology, ecology, hydrology, mineral sciences, biogeochemistry and Earth and atmospheric sciences which has become to ecology and Earth sciences what DNA sequencing is to molecular biology (\$600,000). Smithsonian science centers that would directly benefit include National Museum of Natural History (NMNH), National Zoological Park (NZP), Smithsonian Environmental Research Center (SERC), and Smithsonian Tropical Research Institute (STRI)
 - DNA sequencers (\$200,000–\$350,000 per unit) and automated DNA extraction and liquid-handling devices to increase genomics capability, efficiency, and throughput. Smithsonian science centers that would benefit include NMNH, NZP, and STRI
 - Scanning electron microscope (\$500,000) used for artifact identification and technical research. Replacement of the Smithsonian Center for Materials Research and Education's (SCMRE) 20-year-old unit will enhance maintenance and care of artifacts for all collections-based Smithsonian museums, research centers, and offices
 - Service maintenance contracts (total need exceeds \$500,000 per annum) that are indispensable to ensure that scientific

instrumentation operates optimally through functional life expectancy. Mission-critical scientific instruments are at risk because funding for service contracts is unavailable. All Smithsonian science centers (NMNH, NZP, SERC, STRI, NASM, SCMRE, and Smithsonian Astrophysical Observatory have critical equipment maintenance/service needs

Enhanced Management Excellence – IRM Pool

Modernize the Institution's information technology systems and infrastructure (\$2,263,000)

- Fund E-Government initiatives including the online learning system USA Learning
- Support the Managed Information Technology Infrastructure initiative
- Support Institutional information technology needs

FY 2007 REQUEST – EXPLANATION OF CHANGE

The FY 2007 estimate includes an increase of \$438,000 returned to the IRM Pool from funds redirected from this pool in FY 2006 to purchase and implement the Enterprise Resource Planning system Quick Hire module through the OCIO, within the Administration line item of this budget.

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 2005 ACTUAL	34	2,535	2	16	0	8	0	0
FY 2006 ESTIMATE	39	2,638	7	510	0	0	0	0
FY 2007 ESTIMATE	39	2,726	7	550	0	0	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	35	2,277	35	2,346	0	69
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	361	4	380	0	19
Total	39	2,638	39	2,726	0	88

BACKGROUND AND CONTEXT

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

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

improve the exhibition planning and development process throughout the Institution. In addition, OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. OEC will also continue to emphasize its innovation and modernization initiative, with the expansion of services offered by state-of-the-art, computer-controlled technology in the production units. With the recent merger of OEC and the International Gallery Exhibition Services, OEC is dramatically expanding its influence, not only within the Smithsonian community but throughout the museum world, both nationally and internationally. To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost-reimbursement process is fair and reasonable, and will measure progress based on feedback from customers.

The FY 2007 budget estimate includes an increase of \$88,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

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

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

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

To accomplish these objectives, OEC will outsource more of the routine, repetitive, non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibits that require unique skills. OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many private exhibition design and production companies available today. These efforts will be carried out through our Project Management Office. Additional results will be a more

informed and expert staff (through increased funding for training), the purchase of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

OEC has the following two objectives that support the Institution's goal of Enhanced Management Excellence, which involve:

- 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 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (35 FTEs and \$2,346,000)

- Expand OEC Computer Numeric Controlled (CNC) router services by 5 percent over FY 2004 levels, through the office's innovation and modernization initiative
- Expand exhibition services offered through the Office of Special Exhibition Services by 5 percent over FY 2004 levels
- Maintain OEC consultation and exhibition planning services for the Smithsonian Institution at the FY 2006 level
- Maintain at the FY 2006 level the project management capability and resources necessary to sustain the OEC's services to the Smithsonian Institution

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$380,000)

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff members are more aware of senior management goals for the Institution
- Support the diversity goals of the Institution by aiming to maintain diversity workforce initiatives, including maintenance of internships at FY 2006 levels, to continue providing excellent services to the Smithsonian Institution

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel and associated costs for the 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 2005 ACTUAL	0	3,582	0	0	0	0	0	0
FY 2006 ESTIMATE	0	3,886	0	0	0	0	0	0
FY 2007 ESTIMATE	0	3,886	0	0	0	0	0	0

STRATEGIC GOAL: STRENGTHENED RESEARCH

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	0	3,886	0	3,886	0	0
Total	0	3,886	0	3,886	0	0

BACKGROUND AND CONTEXT

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

To achieve the goal of Strengthened Research, the Smithsonian uses its multi-year funding from the Major Scientific Instrumentation (MSI) line item to develop large-scale instrumentation projects that enable scientists working at the Smithsonian Astrophysical Observatory (SAO) to remain at the forefront of astronomy and astrophysics research. Our criteria for selecting and proposing these projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or *anywhere else in the world*) for some time to come; 2) the instrumentation is extremely novel and technically advanced, and *would not be developed* without SAO's contribution; and 3) the science enabled by the innovative

instruments is consistent with the Smithsonian Institution's strategic plan "Science Matters: Priorities and Strategies." The fundamental role for federal appropriations is to support the basic scientific infrastructure that enables us to conduct research, compete for external grants and funding, publish in peer-reviewed journals, and inform the public about the latest scientific discoveries in an exciting and compelling manner. Because of the magnitude of the costs and the time required to fabricate major new instruments and reconfigure existing ones, the Institution requests that funds for these projects be kept available until they are spent.

Two SAO projects are currently funded: an array of submillimeter telescopes (Submillimeter Array, SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona. Beginning in FY 2007, MSI funding is also requested to support work on the design and fabrication of the Giant Magellan Telescope (GMT) in northern Chile.

For FY 2007, the Institution is not seeking funding for programmatic needs.

MEANS AND STRATEGY

Submillimeter Telescope Array

The SMA, a collaborative project of SAO and the Academia Sinica Institute of Astronomy and Astrophysics in Taiwan, is made up of eight 20-foot-diameter antennas located on the summit of Mauna Kea, Hawaii, which function as one giant telescope. This facility operates at higher frequencies than those of any other major telescope, allowing scientists to probe in unprecedented detail the formation of new planets around other stars.

The SMA is now the most capable submillimeter observatory in the world. It can operate in three frequency bands, observing simultaneously in two of them. A spectacular success was achieved in February 2005 with a major campaign at 690 GHz. This very high frequency enables observations that have only been dreamed of before, and makes clear the leadership position of those working with the SMA. A Science Working Group has been developing a strategy to optimize the science return from the SMA. The preliminary recommendations of this group were presented to the SMA Advisory Committee on April 11–12, 2005. The advisory committee was very impressed with the achievements of the SMA projects, and endorsed a preliminary decision to mount a major observing campaign to study the region surrounding the super-massive black hole at the center of the Milky Way.

FY 2007 funding will be used for two complementary purposes. First, SAO will implement a phase-monitoring system, which will greatly expand upon the successes of previous high-frequency observations. Second, an entirely new, very powerful set of receivers for use in the range of 340–420 GHz will be completed and installed. FY 2007 base resources of \$1,666,000 will be used to develop the phase monitoring system and to complete the receivers.

Converted MMT

The original MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun type) mount. The original multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter in the 1990s, thus more than doubling the light-gathering capability of the telescope and increasing its field of view some 400 times.

The converted MMT is an extremely powerful instrument. SAO's technical investments are producing outstanding scientific results. MMT observers have responded to the scientific opportunities these instruments provide by preparing many exciting observation proposals.

The final instrument needed for the MMT is Binospec (an imaging spectrograph with dual 8'x15' fields of view, and a very compact layout for excellent stability). Binospec will enable the study of large numbers of very faint objects. SAO scientists will use it to study the origin and evolution of galaxies in the universe. During FY 2006, SAO will finish Binospec's detailed design and prepare fabrication drawings for all components requiring long lead times to construct.

With FY 2007 funding, SAO plans to complete drawings for the remaining components and place orders for the main Binospec structure, the lens mounts for Binospec's optics, its mechanisms (e.g., slit-mask, filter, and grating exchangers, and a flexure compensation system), control electronics, wiring harnesses and cables, gratings, dewars, and charge coupled devices. As parts arrive, SAO must immediately begin assembly and test of major components. FY 2007 base resources of \$1,720,000 will be used to complete the engineering design and to initiate construction.

Giant Magellan Telescope

The GMT, planned to be a large, next-generation, optical-infrared telescope, will be constructed at the Las Campanas Observatory in northern Chile by a consortium of eight universities and observatories, including SAO. The GMT will be made up of seven 8.4-meter primary mirrors, six of which will be off-axis and arranged in a floral pattern to produce a telescope with an effective aperture of 25.4 meters (83 feet). The GMT's innovative design and huge size will enable it to probe the secrets of planets that have formed around other stars in the Milky Way, explore the formation of black holes, peer back in time toward the Big Bang with unprecedented clarity, and delve into the nature of dark matter and dark energy. It will be capable of gathering five times more light than the world's largest existing telescope, and of producing images many times sharper than presently possible.

In addition to SAO, the consortium developing this new telescope includes the Carnegie Observatories, Harvard University, University of Arizona, University of Michigan, Massachusetts Institute of Technology, University of Texas at Austin, and Texas A&M University. The total capital cost of the GMT (estimated to be approximately \$532 million) will be shared among the members of the consortium; it is currently projected that construction will take a decade. Over a multi-year period, SAO wishes to contribute a cumulative total of \$50 million in funding from the MSI line item toward the design and development of the GMT. The partners (SI, Carnegie Institution, Harvard University, University of Michigan, University of Texas, and Texas A&M) will raise the balance of the funds needed from private sources and from the National Science Foundation.

In FY 2007, the GMT project will be in the second year of its detailed engineering phase. FY 2007 base resources of \$500,000 will be used on detailed design work. In future years, SAO intends to request additional funding under the MSI line item to support its share of costs as a member of the GMT consortium.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$3,886,000)

- The capabilities of SAO's SMA will be greatly expanded by the development and implementation of the atmospheric phase-monitoring system and the new receivers. This will enable the eight separate antennas to be operated jointly when they are located at

their greatest separations (up to half a kilometer) and at their highest operating frequencies. The SMA will have the optic resolution of a telescope half a kilometer in size, an unprecedented experience at short wavelengths. SAO scientists will make previously impossible observations of the black hole at the center of the Milky Way, and of other solar systems in which planets are now forming

- The spectacular new MMT Binospec instrument will be substantially completed in FY 2007. Binospec will enable SAO scientists to conduct very efficient spectroscopic studies of very faint objects. SAO will use this instrument to study the processes of galaxy formation, and to characterize the pervasive dark energy in the cosmos
- The future of ground-based astronomy will depend on the next generation of very large telescopes that can extend our reach and our resolution. The consortium proposing to build the GMT has the best record of building large telescopes in a cost-effective manner. The FY 2007 request will enable SAO to make a significant start on the engineering design and, concurrently, the development of the extremely large primary mirror. The GMT will enable SAO to study phenomena ranging from the properties of planets around other stars to the nature of the cosmic dark energy

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 2005 ACTUAL	22	1,713	0	4	0	0	0	0
FY 2006 ESTIMATE	25	1,687	0	2	0	0	0	0
FY 2007 ESTIMATE	25	1,722	0	2	0	0	0	0

STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,687	25	1,722	0	35
Total	25	1,687	25	1,722	0	35

BACKGROUND AND CONTEXT

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

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

staff also oversees security operations required for the proper storage of museum collections, and provides computer support services for administrative, research, and collections management data needs.

The FY 2007 budget estimate includes an increase of \$35,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the goal of Increased Public Engagement, funding will be used to provide more accessibility to visiting researchers, students, museum professionals and designers, and others, by upgrading facilities. Enhanced preservation equipment and programs will increase the long-term use of the collections. Further, in FY 2007, 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 to safely store the Museum's valuable biological collections. Currently, these collections are housed in non-code-compliant facilities.

STRATEGIC GOAL AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Improve the stewardship of the national collections for present and future generations (25 FTEs and \$1,722,000)

- Prepare the vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids for relocation from the NHB to the MSC. These collections total 11,175,000 specimens
- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews, and ensure that safety programs are in place
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control practices
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increase in staff activity and collections in preparation for relocation of collections to Pod 5
- Begin move of offices, laboratories, libraries, and archives in preparation for the opening of Pod 5. Install phones and Internet connections
- Complete move of marine mammals from the NHB to Garber Facility Building 25

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 2005 ACTUAL	20	1,746	2	172	2	122	0	0
FY 2006 ESTIMATE	20	1,722	2	166	3	212	0	0
FY 2007 ESTIMATE	18	1,548	3	223	2	112	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	247	3	251	0	4
<i>Collections</i>						
Improve the stewardship of the national collections	11	849	10	785	-1	-64
Strengthened Research						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	317	4	325	0	8
Enhanced Management Excellence						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	2	309	1	187	-1	-122
Total	20	1,722	18	1,548	-2	-174

BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and steward of the national collections. SIA serves the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records and related documentary materials. In addition, SIA offers a range of reference, research, and records services, and creates products that promote understanding of the Smithsonian and its history.

For FY 2007, the estimate includes a net decrease of 2 FTEs and \$174,000. This amount includes an increase of \$47,000 for necessary pay for existing staff funded under this line item, offset by the transfer of the National Collections Program (2 FTEs and \$221,000) to the Administration line item to report directly to the Deputy Secretary. This move recognizes the increased emphasis on improving the overall stewardship of the national collections and the Institution-wide scope of the work of the National Collections Program.

MEANS AND STRATEGY

In FY 2007, SIA anticipates consolidating its position in the new Capital Gallery facility. Out of necessity, much of the staff's time and attention will go to arranging and organizing the thousands of cubic feet of archival material relocated from the Arts and Industries Building in 2006.

SIA will focus on capturing, preserving, and providing research materials on Smithsonian history. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Affiliations Program); and assist staff with the proper disposition of their files.

In association with the last function, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records in electronic formats. SIA will also develop new electronic records retention requirements for valuable electronic records.

Finally, SIA will continue to evaluate and acquire enhanced storage facilities to preserve archival collections. Options to be evaluated include off-site, climate-controlled storage for material not referenced on a regular basis.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

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

- Conduct a minimum of three public presentations on Smithsonian Institution history, drawn from the Archives' collections, to reveal to nonscholarly audiences the wealth of information in SIA
- Support the Smithsonian Center for Education and Museum Studies by providing at least one instructor to present two workshops for K-12 teachers and non-Smithsonian museum professionals

- Support the Affiliations Program and The Smithsonian Associates by giving at least five public lectures on Smithsonian history
 - Respond, in accordance with service standards, to a minimum of 3,000 requests for information from the Archives' collections
- Improve the stewardship of the national collections (10 FTEs and \$785,000)***
- Manage risk, ensure accountability, maximize space, and appraise historically valuable records by creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and the Office of Exhibits Central
 - Provide greater public access to information about SIA's holdings by adding or refreshing collections information on the SIA website and continuing to add 200 new records to the Smithsonian Institution Research Information System (SIRIS)
 - Create or add substantive information to 250 records in the *History of the Smithsonian* catalogue in SIRIS
 - Protect and preserve the Smithsonian's documentary heritage by rehousing a minimum of 500 cubic feet of materials
 - Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to the Archives
 - Develop plans for consolidating archival storage space to reduce unit costs and improve the storage environment

Strengthened Research

Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$325,000)

- Publish Volume 11 of the *Papers of Joseph Henry*, the last in the series of compiled writings of the first Secretary of the Smithsonian
- Develop an online "Using Archives" tutorial for use by remote and on-site researchers

Enhanced Management Excellence

Strengthen an institutional culture that is customer centered and results oriented (1 FTE and \$187,000)

- Develop generic requirements specifications that can be used as a template by other small to medium-sized non-profit archival organizations for the management of electronic records

NONAPPROPRIATED RESOURCES—General trust funds provide support for salary and benefit costs for an archivist, a preservation technician, and a paper conservator. Donor/sponsor-designated funds provide support for salaries and benefits for two documentary editors associated with the Joseph Henry Papers Project, and one electronic records archivist assigned to the SIA-Rockefeller Archive Center's Collaborative Electronic Records Project.

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 2005 ACTUAL	98	8,599	11	1,170	0	1,813	0	11
FY 2006 ESTIMATE	103	9,011	11	982	1	573	0	0
FY 2007 ESTIMATE	103	9,247	11	982	1	553	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	0	135	0	83	0	-52
Provide reference services and information to the public	22	1,981	22	1,813	0	-168
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	149	1	54	0	-95
<i>Collections</i>						
Improve the stewardship of the national collections	55	4,849	55	4,997	0	148
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	3	1,153	3	225	0	-928
Ensure advancement of knowledge in the humanities	2	0	2	196	0	196
Enhanced Management Excellence						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	113	0	31	0	-82
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	18	477	18	1,708	0	1,231
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	95	1	89	0	-6
Modernize the Institution's financial management and accounting operations	1	59	1	51	0	-8
Total	103	9,011	103	9,247	0	236

BACKGROUND AND CONTEXT

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by providing and organizing pertinent information resources. To that end, SIL acquires, organizes, and delivers scholarly, scientific, and educational resources and information in all forms, including electronic. SIL answers inquiries from the Government, universities, researchers, and the public. SIL also shares its collections and services through the Internet.

For FY 2007, the budget estimate includes an increase of \$236,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

In FY 2007, SIL will refine collections to better integrate electronic journals and databases, and make their contents available Institution-wide. SIL will continue to borrow crucial books and articles through its interlibrary loan program to supplement in-house materials. SIL will also work to deliver more information through the Web directly to researchers.

In addition, SIL will enhance its collections information system by adding records for newly acquired titles to the Smithsonian Institution Research and Information System (SIRIS). SIL will also continue a program of collection management through the disciplined acquisition of the most significant items and collections documenting our cultural and scientific heritage. Collection management includes ongoing conservation efforts and the environmental control of storage areas.

In FY 2007, SIL will share richly illustrated books with the public through an exhibition, *Picturing Words: The Power of Book Illustration*, at the National Museum of American History (NMAH). The SIL Baird and Dibner Scholarship programs will build collaborative partnerships with scholarly programs throughout the Institution and elsewhere.

SIL will increase public access to electronic content, including digitized trade literature, online exhibitions, and scientific research materials in biodiversity, through its website, *Galaxy of Knowledge*. Webpages such as "Tools for the Researcher" will be redesigned for easier content access. SIL will continue building an extensive online index for the Art and Artists collection held in its five art libraries. SIL will also expand its Web offerings related to American scientific expeditions.

In FY 2007, SIL will make it a priority to expand information resources in science, in accordance with the Institution's goal of Strengthened Research. SIL will continue to support scientific research by providing state-of-the-art reference services, administering the Scientific Translations Publications Program, acquiring new electronic resources, organizing Web resources in the sciences, and training researchers to use electronic resources effectively. Also in FY 2007, SIL will take initial steps to create a Smithsonian Scientific Digital Repository to safeguard the Smithsonian's digital assets for future use.

SIL will expand its offering of digital research products to give scholars the documentation they need for their research, and will publicize underused resources for scientific study. Areas to be covered include scientific explorations, taxonomic indices, and historical plant literature. In addition, SIL is pursuing joint digital library projects with major American and British natural history museums and herbaria libraries.

SIL provides centralized administrative support so that each of its museum libraries can focus on serving a special clientele. In FY 2007, SIL staff will pursue Enhanced Management Excellence by diversifying the library workforce, expanding digital production, completing the inventory of the NMAH trade literature collection, and continuing to measure SIL unit costs and productivity against benchmarks.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (\$83,000)

- Broaden the audience for SIL programs through collaborations with at least two new affiliates (in keeping with the Strategic Plan)
- Increase SIL website usage by 10 percent above the FY 2006 level, and increase the length of user sessions
- Enhance the SIL website by producing 10 online projects (including virtual exhibitions, programs, and educational resources), and adding 4,000 images to the website

Provide reference services and information to the public (22 FTEs and \$1,813,000)

- Develop new methods for providing library services to patrons displaced by the closing of the Arts and Industries Building
- Begin planning to provide 24/7 online reference services
- Hold public lectures and publish the annual Dibner lecture to present research based on SIL collections to a broad audience

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$54,000)

- Raise SIL's impact on audiences by producing one new exhibition, with a follow-up survey on visitor learning experiences
- Facilitate the sharing of SIL resources throughout the nation by promoting new affiliations and participating in traveling exhibitions

Improve the stewardship of the national collections for present and future generations (55 FTEs and \$4,997,000)

- Complete cataloguing of the Russell E. Train Africana Collection
- Maintain state-of-the-art processes for physical storage, conservation, and preservation to ensure the longevity of SIL collections
- Continue disciplined acquisition of the most significant items and collections that document our cultural and scientific heritage
- Identify replacement space for Library Annex collections
- Increase access to collections information through the Web

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (3 FTEs and \$225,000)

- Support scientific research by Smithsonian scholars and others by expanding the SIL website on major American scientific expeditions and expanding the content of the Scientific Digital Repository by 10 percent each, and by producing five digital editions of published taxonomic works

Ensure the advancement of knowledge in the humanities through original research (2 FTEs and \$196,000)

- Support historical research by Smithsonian scholars and others by providing public access through the Web to the Inventory of American Commercial Literature
- Expand information on contemporary artists by enhancing SIL's Art and Artists website

Enhanced Management Excellence

Modernize the Institution's information technology (IT) systems and infrastructure (\$31,000)

- Improve the integrated library system by providing new functionalities, such as the indexing of Chinese-, Japanese-, and Korean-language records

Strengthen an institutional culture that is customer centered and results oriented (18 FTEs and \$1,708,000)

- Improve interlibrary loan services by implementing an option for direct online patron requests for materials, and acting on

recommendations from the market review of interlibrary loan systems

Ensure that the Smithsonian's workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$89,000)

- Participate in at least one minority job fair to increase the pool of vacancy applications from qualified African American and Latino candidates

Modernize the Institution's financial management and accounting operations (1 FTE and \$51,000)

- Implement automated monograph requesting, ordering, invoicing, and claiming in SIRIS by using Electronic Data Interface protocols
- Implement automated serials renewals, invoices, and claims
- Conduct a market survey, and document requirements for SIRIS replacement

NONAPPROPRIATED RESOURCES—General trust funds help defray the costs of providing information services to Smithsonian units, and support exhibitions, publications, public programs, and fundraising efforts.

Donor/sponsor-designated funds support projects and programs such as the SIL/Dibner Library Resident Scholar Program, the Baird Society Scholar Program, lectures, publications, 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 2005 ACTUAL	284	63,548	163	24,028	4	1,766	0	0
FY 2006 ESTIMATE	326	63,913	191	27,261	4	1,019	0	2
FY 2007 ESTIMATE	330	65,973	191	27,045	4	910	0	0

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

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	262	3	267	0	5
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	0	183	0	185	0	2
<i>Collections</i>						
Improve the stewardship of the national collections	0	0	2	226	2	226
Strengthened Research						
<i>Research</i>						
Engage in research and discovery	6	644	6	663	0	19
Ensure the advancement of knowledge in the humanities	1	62	1	64	0	2
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	42	0	42	0	0
<i>Security and Safety</i>						
Provide a safe and healthy environment to support Smithsonian programs	1	62	1	64	0	2
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	95	35,394	95	36,607	0	1,213

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	39	4,269	39	4,384	0	115
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	78	10,554	78	10,520	0	-34
Modernize the Institution's financial management and accounting operations	57	8,360	58	8,629	1	269
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	6	591	6	604	0	13
Modernize and streamline the Institution's acquisitions management operations	40	3,490	41	3,718	1	228
Total	326	63,913	330	65,973	4	2,060

BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the Office of the Secretary, the Deputy Secretary and Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administrative activities of human resources, diversity, Government relations, financial management, information management, contract management, and legal services.

For FY 2007, the budget estimate reflects a net increase of 4 FTEs and \$2,060,000. This amount includes \$882,000 for necessary pay for existing staff funded under this line item; \$117,000 for mandatory performance management training; \$20,000 for audit fees; \$52,000 for the General Services Administration (GSA) disposal/recycle program; and a decrease in Workers' Compensation (-\$357,000). These amounts are justified in the Mandatory Costs section of this budget. Also included are programmatic increases of \$1,363,000 for the Enterprise Resource Planning (ERP) system and 2 FTEs and \$200,000 to improve accounting and contract performance. The FY 2007 estimate also reflects the return of funds to the IRM Pool in the Institution-wide Programs line-item (-\$438,000) that were used in FY 2005 to purchase and implement the ERP Quick Hire module; and a transfer of the National Collections Program, 2 FTEs and \$221,000, from the Smithsonian Institution Archives to report directly to the Deputy Secretary. This move recognizes the increased emphasis on improving the overall stewardship of the National Collections and the pan-Institutional scope of the work of the National Collections Program.

MEANS AND STRATEGY

The Institution will use appropriate management strategies to enhance the “increase and diffusion of knowledge” and achieve the Institution’s goals. The following strategies are cross-cutting and central to performing the Smithsonian’s mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution’s museums and research centers by attracting, recruiting, and retaining leaders with superior talent
- Manage human resources, foster diversity, and align human capital with the Institution’s goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian’s comprehensive workforce analysis study. Continue to conduct workforce and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Use state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement and enhance modules of a commercial ERP system
- Continue replacing desktop workstations and printers on a four-year cycle; maintain the Institution’s Web infrastructure; and maintain and enhance collections information systems
- Maintain the Institution’s telecommunications infrastructure to provide reliable, cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for timely and accurate financial information and improve the Institution’s ability to integrate financial and performance management systems as part of the ERP effort
- Further the Institution’s mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Finalize and implement the Smithsonian Arts Strategic Plan and ensure safety in the art museums

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Engage and inspire diverse audiences (3 FTEs and \$267,000)

- Work with Smithsonian units and museum directors to offer compelling, first-class exhibitions and other public programs

highlighting Latino collections and contributions throughout the Institution

- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly in the Latino community
- Bring first-class educational resources to the nation via continued development of virtual gallery exhibitions and other Latino-themed education materials distributed through Web technology
- Strengthen capacity in science research by supporting the study of human diversity and cultural change
- Support collections-based studies that enhance existing databases, create new ones, and increase the potential of the collections for future scientific inquiry and public use — particularly in the area of Latino contributions
- Improve the outreach database and associated reporting structures so that they enable all outreach units in the Institution to provide input and output

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (\$185,000)

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities
- Assist the Under Secretary for Art with surveys of museum visitors and help develop marketing goals, strategies, and specific activities aimed at increasing visitorship

Improve the stewardship of the national collections (2 FTEs and \$226,000)

- Issue reports on the national collections, including *Collection Statistics* and the collections disclosure report
- Refine the Institution-wide information system for gathering collections management data, thereby improving the quality and timelines of collections-related information
- Assist Smithsonian units in revising their collections management policies
- Establish Institution-wide performance metrics for collections management
- Advise Smithsonian senior management, providing data to support strategic planning for collections

Strengthened Research

Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (6 FTEs and \$663,000)

- Continue to monitor implementation of the Science Strategic Plan and focal areas of the Science Themes
- Increase cross-cutting collaboration in support of Science Themes and focal areas such as planets, biodiversity, and human diversity
- Increase significantly the number of peer-reviewed papers in Science Themes
- Reinstate colloquia and symposia in support of the Science Themes and focal areas
- Increase significantly the number of proposals eligible for external, competitive funding

Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (1 FTE and \$64,000)

- Conduct provenance research on Smithsonian collections, which may include up to 2,000 objects in the Freer and Sackler collections, or may focus on up to 610 works on paper (consisting of up to 160 works on paper at the National Museum of American History, and up to 450 works on paper at the Smithsonian American Art Museum)

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$42,000)

- Ensure that Capital Revitalization projects are on track and meet deadlines

Provide a safe and healthy environment to support Smithsonian programs (1 FTE and \$64,000)

- Identify, reduce, and eliminate or control hazards in the art museums

Modernize the Institution's information technology (IT) systems and infrastructure (95 FTEs and \$36,607,000)

- Maintain the Smithsonian's voice and data network and IT infrastructure
- Continue the implementation and support of the ERP system, including an upgrade to the latest PeopleSoft release, completion of the accounts receivable and billing modules, and the time and labor module
- Maintain the collections information system
- Replace 25 percent of the Institution's desktop personal computers

Strengthen an institutional culture that is customer centered and results oriented (39 FTEs and \$4,384,000)

- 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 Institution units, including responding to training needs
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda
- Improve the quality of the Smithsonian experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and improve upon standard tasks and time frames for major construction and exhibition design and fabrication of projects, consistent with best business practices
- Implement the Smithsonian Arts Strategic Plan and recommendations of the External Review Committee

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (78 FTEs and \$10,520,000)

- Build a cooperative environment among all Smithsonian staff by increasing communication and emphasizing each person's contribution to the Institution's special mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue more effectively implementing and evaluating the Institution-wide Human Capital Workforce Restructuring Plan to streamline and leverage the Institution's workforce
- Promote training and informational programs that support diversity as an integral part of the work culture
- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and women-owned businesses

Modernize the Institution's financial management and accounting operations (58 FTEs and \$8,629,000)

- Support implementation of the ERP financial modules by identifying requirements and documenting re-engineered business practices

- Audit and review financial management systems and functions to ensure the adequacy of controls and identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits
- Present and justify annual federal budget submission to Office of Management and Budget (OMB) and Congress

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$604,000)

- Increase media contacts initiated by the Institution by 10 percent

Modernize and streamline the Institution's acquisitions management operations (41 FTEs and \$3,718,000)

- Perform all contract management activities that support major capital facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, and warranty and contract close-outs
- Improve responsiveness to the training needs of customers

FY 2007 REQUEST — EXPLANATION OF CHANGE

For FY 2007, the Smithsonian budget estimate includes a total increase of 4 FTEs and \$2,060,000 which includes \$882,000 for necessary pay; \$117,000 for mandatory performance management training; \$20,000 for audit fees; \$52,000 for the GSA disposal/recycle program; a decrease to Worker's Compensation (-\$357,000); the return of IRM Pool funds (-\$438,000); and the transfer of the National Collections Program, 2 FTEs and \$221,000, from the Smithsonian Institution Archives to report directly to the Deputy Secretary. The Smithsonian is requesting program increases of 2 FTEs and \$1,563,000 for the ERP system, to improve accounting performance, and fund Institution-wide contract and procurement programs. These program increases are described in greater detail below.

- (+ \$1,363,000) Supports the implementation of the full ERP system with a revised schedule by implementing a non-PeopleSoft time and labor module, completing the accounts receivable and billing modules, and beginning the upgrade of the ERP financials system.
- (+ \$81,000, +1 FTE) Hire a staff accountant to evaluate financial data, reconcile account data, and perform critical financial analyses to generate more timely and accurate financial information.
- (+ \$119,000, +1 FTE) Hire a contract specialist to more adequately meet contract administration workload (i.e., contract claims, litigation, and evaluating contractors' performance) that is growing in size, complexity, and risk.

If the FY 2007 request is not allowed, the Institution would be forced to continue using antiquated and inefficient processes for monitoring the costs of projects and staff costs. In addition, without the accounts receivable and billing modules of PeopleSoft, the Institution will have to continue to rely on manual, labor-intensive methods of tracking and managing receivables. Without the upgrade to the latest version of PeopleSoft, the Institution will be using an unsupported version of the program and will be unable to benefit from the new functionality available in the newer version of the product. The Institution also would be unable to continue implementing new modules.

Without this funding the Smithsonian will not be able to support the directive to achieve monthly closing of the Institution's financial statements with a modern financial management system containing accurate information, and to meet the requirement for providing audited financial statements.

Furthermore, the functions of the contract specialist will have to be assigned to existing contracting staff members who are already handling heavy workloads for the museums they support. Consequently, it will take longer for contracting staff to complete these projects, other projects throughout the Institution will be negatively affected, the responsible museums and program offices will be unable to keep up with their schedules, and the responsiveness of the Contracting Office to Institution units overall will decline. This would in turn require the Institution to continue using 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, information dissemination, outreach, publications, and fundraising. Donor/sponsor-designated funds provide support for costs related to programs and projects such as scientific research, and costs related to the Smithsonian Photography Initiative. 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 pursuing 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 2005 ACTUAL	288	38,866	0	404	0	19	0	0
FY 2006 ESTIMATE	343	45,493	0	75	0	20	0	0
FY 2007 ESTIMATE	369	51,278	0	75	0	20	0	0

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhanced Management Excellence						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	332	42,012	358	47,773	26	5,761
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	11	3,481	11	3,505	0	24
Total	343	45,493	369	51,278	26	5,785

BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. The Office of Facilities Engineering and Operations (OFEO) is responsible for the maintenance and repair of an infrastructure of approximately 10 million square feet of owned and leased buildings and structures, including 18 museums and galleries, 10 science centers, and the National Zoological Park. The current replacement value of the Smithsonian-owned facilities is estimated to be \$4.7 billion.

The National Research Council long ago established guidelines indicating that 2 to 4 percent of the current replacement value of facilities is required

annually for routine maintenance and minor repairs. This metric indicates that the Smithsonian should apply \$94 million to \$188 million annually for maintenance and minor repairs. Additionally, as new and renovated museums and major exhibits are brought online, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the infrastructure.

In its April 2005 audit report to Congress, the Government Accountability Office (GAO) formally recognized the deteriorating condition of Smithsonian buildings and cited the seriously underfunded maintenance program as one of the principal causes. The GAO report confirmed the findings of the 2001 National Academy of Public Administration's review and reiterated the need for an infusion of maintenance funds, because "... ongoing deterioration continues to present serious long-term risks to the point where access [to facilities] must be denied or limited."

For FY 2007, the budget estimate includes an increase of 26 FTEs and \$5,785,000. This amount includes 26 FTEs and \$5,000,000 to continue strengthening critical systems maintenance and repair of the Smithsonian's infrastructure, and \$785,000 for necessary pay for existing staff funded under this line item.

MEANS AND STRATEGY

To support the Institution's goal of Enhanced Management Excellence, in 2003 OFEO initiated an aggressive, long-range Smithsonian facilities maintenance and minor repair program, within existing funding levels, using a Reliability Centered Maintenance (RCM) approach that includes benchmarking efforts with other organizations such as the Association of Higher Education Facilities Officers (APPA). RCM is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts resulted in a staffing goal to achieve APPA's recommended level 2 standard for building maintenance, referred to as "Comprehensive Stewardship," as soon as additional funds are available. The "Comprehensive Stewardship" level of maintenance will ensure that equipment and building components are in operating condition; that sufficient staffing is in place to respond to maintenance calls in a timely manner; and that electrical and mechanical systems are routinely upgraded. The "Comprehensive Stewardship" level of building maintenance is no less than what should be expected at the world's largest museum complex.

At current funding levels, the Institution is barely able to sustain the level 4 standard of performance, "Reactive Management." The "Reactive

Management" level of maintenance does not employ RCM best practices and at best ensures a chaotic level of maintenance of critical building systems. This level of maintenance also ensures that building systems and equipment are used to the point of deterioration, eventually making buildings and equipment inadequate to meet the demands of housing and preserving the nation's treasures. The Institution will continue to seek funding to attain the "Comprehensive Stewardship" level of building maintenance, which will ensure that artifacts are housed and preserved in museums with adequate humidity and temperature controls, and that building systems are maintained in accordance with RCM standards.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures. Requested resources will enable OFEO to maintain physical security measures as required throughout the Institution.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Implement an aggressive and professional maintenance program (358 FTEs and \$47,773,000)

- Implement an aggressive and professional maintenance program to correct years of underfunding and achieve world-class cultural and scientific facilities, which include:
 - Maintaining planned maintenance level at 55 percent of total annual maintenance expenses
 - Maintaining temperature and relative humidity within target range 80 percent of the time
 - Improving mean time between repairs of critical vertical transportation units to greater than 70 days
 - Maintaining customer satisfaction with maintenance activities at a rate greater than 95 percent

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (11 FTEs and \$3,505,000)

- Ensure that physical protection systems operate as intended 99 percent of the time to minimize the risk to the Institution's collections, staff, visitors, and volunteers

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of 26 FTEs and \$5,785,000 to continue strengthening critical systems maintenance and repair the Smithsonian's infrastructure. Included in the request is an increase of

\$785,000 for necessary pay for existing staff funded under this line item. The programmatic increases are as follows:

- (+ \$2,962,000, + 14 FTEs) This increase provides resources to expand the fire-system maintenance to include the Cooper-Hewitt National Design Museum, National Museum of the American Indian, and the Patent Office Building (POB). Funds will ensure reliable, code-compliant fire systems and fire-alarm services 24 hours a day. Special hazard suppression and smoke management systems will also be installed and maintained at all Smithsonian facilities. Funding will provide \$1,288,000 for salaries and benefits for 12 fire-control technicians and two engineering technicians; \$74,000 for supplies, materials, and equipment; and \$1,600,000 in contract support.
- (+ \$1,246,000, + 8 FTEs) This increase provides additional resources to accomplish required testing, inspection, and maintenance of electrical distribution systems throughout the Institution, using in-house staff and contractor support. The request provides \$784,000 for salaries and benefits for eight high-voltage equipment electricians; \$312,000 for supplies, materials, and equipment; and \$150,000 for contract support.
- (+ \$542,000, + 4 FTEs) This increase provides additional support for facilities maintenance requirements at the POB, which reopens to the public in July 2006. These resources will ensure that new mechanical systems and preventive and corrective maintenance schedules are maintained. The request provides \$280,000 for salaries and benefits for four maintenance mechanics, and \$262,000 for supplies, materials, and equipment.
- (+ \$250,000) This increase provides for contract support for required testing, inspection, and maintenance of all roofing systems throughout the Smithsonian. The requested funds will enable the Smithsonian to address problematic roofing issues, and will result in increased roof-life and decreased capital and maintenance expenses.

If the FY 2007 increase request is not allowed and funding continues only at the FY 2006 levels, the deteriorating condition of Smithsonian buildings and supporting infrastructure will worsen for lack of maintenance, increasing the risk of damage to collections and accelerating the deterioration of the building's systems and infrastructure. Further, the Smithsonian's ability to maintain more reliable mechanical equipment, reduce energy usage, and improve the environment to safeguard the national collections will be severely impacted. This may result in unacceptable environmental issues such as increased mold and microbe proliferation, indoor air-quality problems, and potential hazards to staff and visitors.

NONAPPROPRIATED RESOURCES—General trust funds support salaries and benefits for personnel and other related costs. Donor/sponsor-designated funds provide support for costs related to programs and projects such as staff training for building mechanical systems.

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 2005 ACTUAL	1,298	146,547	18	4,246	4	256	0	0
FY 2006 ESTIMATE	1,453	154,066	21	3,336	5	453	0	0
FY 2007 ESTIMATE	1,496	165,724	21	3,336	5	415	0	0

STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT AND ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Increased Public Engagement						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	676	8	690	0	14
Enhanced Management Excellence						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	482	93,216	482	101,109	0	7,893
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	923	56,034	966	59,716	43	3,682
Provide a safe and healthy environment	40	4,140	40	4,209	0	69
Total	1,453	154,066	1,496	165,724	43	11,658

BACKGROUND AND CONTEXT

The Facilities Operations, Security, and Support (OSS) program operates, maintains, and secures the Smithsonian's physical infrastructure under the direction of the Office of Facilities Engineering and Operations (OFEO). OSS supports all operational activities that are not directly related to maintaining the physical infrastructure of the Smithsonian. OFEO is responsible for providing operational services for approximately 10 million

square feet of owned and leased structures, including 18 museums and galleries, 10 science centers, and the National Zoological Park.

Resources within this line item support facilities operations, including activities such as: central utility plant operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; fire protection; and safety, environmental and health services. Also included are personnel costs for facilities planning, architectural/engineering design plans and specification services, as well as related support services such as mail, transportation, utilities, and central rent.

For FY 2007, the budget estimate includes an increase of 43 FTEs and \$11,658,000. This amount includes \$2,758,000 for necessary pay for existing staff funded under this line item; \$6,900,000 for utilities, rent, and postage, which are justified in the Mandatory Costs section of this budget; and a programmatic increase of 43 FTEs and \$2,000,000 for additional security support at the Patent Office Building (POB).

MEANS AND STRATEGY

To achieve the Institution's goal of Increased Public Engagement, OFEO will continue to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's resources will be focused on meeting the ongoing operational requirements of Smithsonian facilities. Since its formation, OFEO has tried to meet customer-negotiated service agreements to operate and sustain the Smithsonian's infrastructure. OFEO has benchmarked custodial staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). As a result, standards are set that provide appropriate staffing requirements to achieve various levels of appearance within all facilities. Ultimately, the Smithsonian intends to achieve APPA's appearance level 2, which is referred to as "Ordinary Tidiness." This level of appearance will provide a level of cleanliness that meets public expectations. Current resource levels enable the Smithsonian to maintain only APPA's appearance level 4, "Moderate Dinginess," which accurately describes the current condition of the Institution's museums and facilities. The Institution is committed to seeking the appropriate funding level to achieve the "Ordinary Tidiness" appearance level goal for the largest and most visited museum complex in the world.

Additionally, OFEO will use base resources to continue providing adequate protection for the facilities, staff, and volunteers, while also permitting an appropriate level of access to the national collections housed in the Institution's museums. The Institution will continue to focus on the heightened security measures that are needed to address the elevated risks identified in the Smithsonian's May 2002 Composite Risk Assessment. The Institution will continue to seek the funding necessary to achieve the goal of providing optimum security at all of the Institution's museums and facilities.

OFEO will also use base resources to provide a safe and healthy environment for the Institution's employees, by concentrating its efforts on reducing occupational injuries and illnesses and implementing a health/wellness program.

STRATEGIC GOALS AND FY 2007 ANNUAL PERFORMANCE GOALS

Increased Public Engagement

Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$690,000)

- Present four academic lectures and tours relating to the history of the oldest Smithsonian facilities
- Complete installation of 2007 orchid exhibit by January 2007
- Improve visitors' experience and help develop future orchid exhibits by conducting a visitor survey of the 2007 orchid exhibit and compare results to 2003 and 2005 exhibit surveys

Enhanced Management Excellence

Improve the overall cleanliness and efficient operation of Smithsonian facilities (482 FTEs and \$101,109,000)

- Continue integrating the facilities management program and related activities throughout the Smithsonian to improve operational efficiency and effectiveness, cost and quality control, and accountability
- Improve performance metrics to documented baseline standards for response times and quality service
- Maintain cleanliness improvements achieved in FY 2006
- Continue benchmarking efforts with professional organizations to ensure appropriate staffing levels that make the museums/facilities "sparkle"
- Maintain customer satisfaction with custodial and labor services greater than 95 percent

Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (966 FTEs and \$59,716,000)

- Sustain the rate of complaints about security staff and procedures to less than five per million visitors
- Balance effective security measures that mitigate security risk to acceptable levels with the need to minimize disruption to visitors and staff
- Keep the Institution's disaster management plan and individual museum/facility disaster plans current through program oversight, disaster management exercises, and emergency drills

Provide a safe and healthy environment to support Smithsonian programs (40 FTEs and \$4,209,000)

- Reduce the rate of occurrence of facility-related Risk Assessment Code 1 and 2 findings and deficiencies
- Reduce occupational injuries and illnesses by 10 percent from FY 2003 baseline (per 2004 presidential Safety, Health, and Return-to-Work initiative goals)
- Perform baseline health assessment for all employees to prepare for launch of workplace wellness program
- Achieve a three-percent reduction in lost production days through the injury and illness prevention and wellness promotion program

FY 2007 REQUEST — EXPLANATION OF CHANGE

The FY 2007 budget estimate includes an increase of 43 FTEs and \$11,658,000. Included in the request is an increase of \$2,758,000 for necessary pay for existing staff funded under this line item, and \$6,900,000 for utilities, rent, and postage, which are justified in the Mandatory Costs section of this budget. Also included is a programmatic increase of 43 FTEs and \$2,000,000 for additional security support at the Patent Office Building (POB), as follows:

- (+ \$2,000,000, +43 FTEs) This increase provides 43 additional FTEs for security staffing at the POB, which reopens to the public in July 2006. The request includes \$1,921,000 for salary and benefit costs for 41 security officers and managers, and two control room operators, to properly secure the POB; and \$79,000 for supplies and materials such as uniforms and equipment. Combined with the 8 FTEs and \$349,000 provided in the FY 2006 appropriation, the total POB security staffing is at 51 FTEs. The additional 17 FTEs needed to staff the POB will be reassigned from other museums and facilities.

If the FY 2007 budget request is not allowed, the Institution will not be able to provide minimum security staff for reopening the POB. The security support at POB would not be commensurate with security staffing at other Smithsonian facilities, placing the safety of collections, staff, and visitors at risk.

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits for personnel and other related costs.

Donor/sponsor-designated funds provide for costs related to Smithsonian programs such as horticulture operations and architectural history and historic preservation projects.

FACILITIES CAPITAL

FY 2005 Appropriation	\$126,123,000
FY 2006 Appropriation	\$98,529,000
FY 2007 Estimate	\$107,000,000

STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

Federal Resource Summary by Performance Objective and Program Category

Performance Objective/ Program Category	FY 2006		FY 2007		Change	
	FTE	\$(000)	FTE	\$(000)	FTE	\$(000)
Enhanced Management Excellence						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	38	80,379	38	96,850	0	16,471
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	8,900	0	0	0	-8,900
Provide a safe and healthy environment	0	9,250	0	10,150	0	900
Total	38	98,529	38	107,000	0	8,471

BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance has led to growing, widespread deterioration and increasingly impaired performance of the Institution's physical plant.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a \$1.5 billion requirement for capital revitalization of Smithsonian facilities over a decade. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) report of April 2005 again

confirmed that the Institution still needs an investment of \$1.6 billion for revitalization and construction over the coming decade. This amount includes requirements for anti-terrorism modifications that were not an issue during the NAPA study. Without question, there is an urgent need for major investment so that the Smithsonian can escape the current, never-ending crises of costly, unforeseen, breakdown repairs. Without sufficient capital support, the Institution will eventually fail in its mission.

MEANS AND STRATEGY

The FY 2007 request for the Facilities Capital Program represents a modest investment in the goal of Enhanced Management Excellence, at an incremental increase over the level provided in FY 2006. 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 to and then sustaining Smithsonian facilities at a fully functional level over the next decade.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of the knowledge learned from more than 200 architect-engineer consultant investigations and internal condition assessments. The facilities requirements known at this time fall into two major areas, both of which are essential: facilities capital and facilities maintenance.

The Facilities Capital Program entails both construction and revitalization activities, though the latter dominates this request. Revitalization addresses the causes of advanced deterioration through repairs or replacement of declining and failed infrastructure. Once completed, these projects avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and irretrievably lose scientific data. The capital program also requests a small amount of funds to complete construction of an alcohol storage facility and laboratory, begun in 2005, at the Institution's site in Suitland, Maryland.

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of its facilities and protect the Institution's investment in revitalization. Underfunding maintenance devalues our capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources over the next decade in an attempt to arrest the downward spiral of deterioration, with the result being safe, code-compliant, and functional facilities that support Smithsonian programs. More robust future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Capital Program during FY 2005. The Institution received the highest PART rating score and plans to expand the PART coverage to the Facilities Operations and Maintenance program in FY 2006.

STRATEGIC GOAL AND FY 2007 ANNUAL PERFORMANCE GOALS

Enhanced Management Excellence

Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the Smithsonian mission (38 FTEs and \$96,850,000)

- Improve the overall condition of Smithsonian buildings, with at least 35 percent of square footage in SI structures receiving a Facilities Condition Index (FCI) of 3 or higher
- Increase the average FCI to 2.3 for buildings with major revitalization funding
- Reduce the \$1.5 billion backlog of revitalization requirements
- Complete construction of Pod 5 at the Museum Support Center
- Initiate construction of Asia Trail Phase II, Elephant Trails, at the National Zoological Park
- Complete 60 percent of Phase II of the core space revitalization at the National Museum of American History, Behring Center
- Complete revitalization of *Ocean Hall* exhibit space at the National Museum of Natural History (NMNH)
- Complete 75 percent of west wing basement revitalization and initiate next phase of HVAC and elevator replacement at the NMNH

Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers (\$0)

- Complete construction of permanent perimeter security barriers at the NMNH

Provide a safe and healthy environment (\$10,150,000)

- Complete the replacement of fire protection system at the National Air and Space Museum (NASM) and continue fire-protection improvements at other Smithsonian facilities
- Initiate replacement of fire-protection systems at the Freer, Museum Support Center and the Quadrangle

FY 2007 REQUEST – EXPLANATION OF CHANGE

The Institution requests \$107,000,000 and 38 FTEs for Facilities Capital in FY 2007 for Revitalization and Construction, plus the Planning and Design funding needed to support these efforts. This request represents an increase of \$8,471,000 from the FY 2006 appropriation.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2007, and the related future program requirements through FY 2011.

SMITHSONIAN INSTITUTION

Facilities Capital Program Summary

FY 2007 - FY 2011

CATEGORY	Received				Congress Request	Future Program				
	Prior	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Outyears
REVITALIZATION										
<i>Major Projects</i>										
Arts & Industries Building	13.2		23.4	5.8			1.3			182.0
Freer Gallery								9.0		
Hirshhorn Museum								20.0		8.5
Museum Support Center						25.0				20.0
National Air and Space Museum					10.0		50.0			
National Museum of American History	1.4	3.4	10.0	18.4	13.5					129.8
National Museum of Natural History	98.4	3.0	7.0	12.8	25.4	30.0	29.0	30.0	30.0	88.8
National Zoological Park	20.2	23.7	19.5	12.5	16.0	13.5	5.7	22.1	21.6	91.9
Patent Office Building	73.6	47.4	44.4							
Quadrangle									64.5	
Renwick Gallery								25.0		
Silver Hill Facility										21.0
Smithsonian Castle	1.0									75.0
STRI, Gamboa Development						2.1	6.0	1.2	1.8	1.8
Udvar-Hazy Center										5.0
Anti-Terrorism Protection				7.9		13.2	14.9	25.0	18.3	25.0
<i>Other Revitalization Projects</i>		12.0	6.0	15.0	26.2	57.2	28.2	27.2	21.6	ONGOING
SUBTOTAL	207.8	89.5	110.3	72.4	91.1	141.0	135.1	159.5	157.8	648.8
CONSTRUCTION										
NMAI Mall Museum	119.2									
NMNH, Museum Support Center Pod 5		9.9	6.9	18.1	5.4					
SAO, VERITAS Site Improvements			1.0							
SERC, Mathias Lab Modules							10.0			
National Museum of African American History & Culture							TBD	TBD		TBD
SUBTOTAL	119.2	9.9	7.9	18.1	5.4	0.0	10.0	0.0	0.0	ONGOING
FACILITIES PLANNING & DESIGN	0.0	8.2	7.9	8.0	10.5	26.2	23.4	16.3	10.5	ONGOING
TOTAL REQUEST	327.0	107.6	126.1	98.5	107.0	167.2	168.5	175.8	168.3	ONGOING

SUMMARY TABLES AND PROJECT SHEETS

REVITALIZATION

Major Projects

This investment provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restore historic features, and modernize the buildings to support current program requirements. Major projects cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
National Air and Space Museum	Replace Electrical Systems	10,000
National Museum of American History, Behring Center	Revitalize Public Space (Central Core)	13,500
National Museum of Natural History	Revitalize Public and Non-Public Space	25,400
National Zoological Park	Asia Trail, Phase II, Elephant Trails	13,000
	Renew Facades, Roofs, and Skylights at the Rock Creek facility	2,000
	Upgrade Critical Infrastructure	<u>1,000</u>
TOTAL MAJOR PROJECTS		\$64,900

Other Revitalization Projects

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

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Freer Gallery of Art	Upgrade Fire Alarm System	2,000
Hirshhorn Museum and Sculpture Garden	Correct Exterior Structure Leaks	3,100
Museum Support Center	Improve Fire Detection and Protection	2,600
National Air and Space Museum	Replace Exterior Storefront Doors, Main Entry	750
National Museum of American History	Replace Emergency Generator	1,000
National Museum of the American Indian (NMAI) Cultural Resources Center	Correct Water Penetration/Condensation	650
Quadrangle	Replace Fire Alarm System	2,700
	Replace Steam Humidification System	2,200
Smithsonian Environmental Research Center	Construct Wastewater Treatment Plant	1,000
Multiple Locations	Construction Supervision and Admin	3,600
	Misc. projects \$500,000 and under	<u>6,565</u>
TOTAL OTHER PROJECTS		<u>\$26,165</u>
TOTAL REVITALIZATION		\$91,065

PROJECT TITLE: Replace Electrical Systems
INSTALLATION: National Air and Space Museum (NASM)
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$10,000

BUILDING BACKGROUND:

NASM was built in 1976 to memorialize the national development of aviation and space flight and has become the world's most visited museum, with over six million visitors in FY 2005. The 636,000-square-foot building preserves and displays artifacts, aeronautical and space flight equipment, significant historical data, and related technologies. In recent years, more than 7.5 million visitors have come to the Museum annually.

PROJECT JUSTIFICATION:

The building and all its systems have been in operation since 1976. The electrical system is prone to failure, out of compliance with building codes, and severely overtaxed by electronic requirements that were unanticipated when the building opened. In addition, NASM was designated in 2004 as a shelter-in-place for natural and manmade emergencies, creating additional power demands from communications systems and ventilation fans. Some upgrades have been made in areas where equipment had totally failed, including the primary high-voltage transformers. The rest of the aged equipment is very expensive to keep operating and is at risk of total failure. The 15 KV incoming switchgear are of particular concern because they are old and worn and have to be operated manually with increasing risk of high-voltage arcs and explosion. The current situation is a severe fire hazard and must be remedied.

PROJECT DESCRIPTION:

The Institution requests \$10 million to replace all high-voltage systems in the building, including the incoming feeders and switchgear; the electrical equipment, risers and wiring to operate the mechanical systems and provide power to new distribution panels; the automation of the distribution circuits; and the emergency generator.

PROGRESS TO DATE:

A study to define the full scope of work will be completed by April 2006, and design will begin shortly thereafter. The preliminary estimate of the project cost is \$10 million, but this number will be refined during the design process.

IMPACT OF DELAY:

A delay in completing this project could increase the frequency of major electrical disruptions, with the real possibility of a total or partial building shutdown for an undetermined length of time.

PROJECT TITLE: Revitalize Public Space (Central Core)
INSTALLATION: National Museum of American History (NMAH), Behring Center
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars):
 Complete central core construction \$13,500

PRIOR YEAR FUNDING:

Design	8,667	
Construct Package I	3,456	
Construct Package II, Central Core	<u>24,707</u>	
	\$36,830	\$36,830
	Total	\$50,330*

* Does not include \$4.3 million in raised funds.

BUILDING BACKGROUND:
 NMAH is a modern classical building built in 1964 as the Museum of History and Technology. The 752,000 gross square-foot building houses exhibits that explore America’s technological, scientific, cultural, and political history. The annual number of visitors has been around three million in recent years.

The Behring Foundation pledged \$80 million to the Smithsonian to develop a series of thematic halls that highlight important aspects of American history and accomplishment. In 2002, a Blue Ribbon Commission recommended that the Museum improve the architectural and aesthetic setting for exhibits and visitors’ orientation, provide a balance of exhibit themes and content, and increase the Museum’s reach. In FY 2003, NMAH developed exhibition, outreach, and collection plans, which guided a dramatic new public space revitalization that will impact 330,000 gross square feet on all three-exhibit floors.

PROJECT JUSTIFICATION:
 The Museum fire-detection and alarm systems are outdated and require excessive maintenance. The public restrooms do not meet code in fixture quantity and are not fully accessible, and some are difficult for visitors to find. Public circulation areas, amenities, and lobbies are worn and in disrepair. Elevators are not fully accessible and are not all connected to emergency power. Paths of emergency egress are not clearly defined, and fire-separation doors are difficult to maintain, creating life-safety hazards for the public and staff. Deficiencies in the mechanical system have caused extreme variations in building humidity and threaten to damage the collections. Steam-condensate piping and pressure-reducing valve stations are in poor condition.

PROJECT DESCRIPTION:

The Institution requests \$13.5 million for FY 2007 to complete work in the central core: replace the fire-alarm system in the central core of the building 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 improve fixture count for visitors and special events; restore public circulation and orientation areas; upgrade elevators so that they are safe, accessible, and operable on emergency power; restore public paths of egress to emergency stairs; 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. This work must be performed in conjunction with the Museum's plan to modernize its public programs, and is being phased in to coincide with the exhibit renewal program. Work in the central core is critical to a successful opening of the *Star-Spangled Banner* exhibit, which will be installed with privately raised funds.

PROGRESS TO DATE:

The Institution will use \$28.4 million received through FY 2006 to complete design and begin construction in the central core of the building. The Institution completed Phase I on the third floor, East Wing of the building, and the *Price of Freedom* exhibit opened on schedule in November 2004.

IMPACT OF DELAY:

A deferral of the work planned for FY 2007 will increase the risk of system failures, such as those involving elevators and fire-protection systems, which would pose a threat 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 time from maintenance staff. In addition, the *Star-Spangled Banner* exhibit cannot be reinstalled without completing this work.

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

<u>FY 2007 COST ESTIMATE (Thousands of Dollars):</u>	
Continue HVAC/Utility System Replacement and Building Renovation	\$25,400 *
<u>PRIOR YEAR FUNDING</u>	\$121,170
<u>FUTURE YEAR FUNDING (FY 2008–FY 2016)</u>	
Ongoing HVAC replacement and code improvements	<u>\$203,850*</u>
Total	\$350,420

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

BUILDING BACKGROUND:

The NMNH building opened to the public in 1910. The East and West Wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately a million and a half square feet. The building includes 300,000 square feet of public museum space, and collections, laboratory, office, and building services space constitute the remaining one million square feet. The Museum typically hosts five to six million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems were installed in the early 1960s, are more than 40 years old, and are in need of major renovation. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors on many crowded days, or for the display and preservation of Museum collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, a number of long-standing health and safety violations compromise the well-being of visitors and staff. Main stairwells and auditorium exit corridors are dark, violate building code, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Some rotunda handrails are too low and do not adequately provide fall protection. Asbestos-laden pipes in the utility tunnels are a health hazard and hamper proper maintenance and response to utilities failures. The windows in the original portion of the building are severely deteriorated.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$121.2 million has been appropriated for the revitalization project, including \$12.8 million provided in FY 2006. The total cost of renovation of NMNH may exceed \$350 million through FY 2016 (at the current funding levels).

The Institution requests \$25.4 million in FY 2007 to continue replacing deteriorated systems and renovating the building. Specific work will include: HVAC replacement and associated renovation of the basement in the West Wing (\$5.5 million), the southwest section of the third floor in the main building (\$4.4 million), and Halls 27–30 (\$7.5 million); installation of handrails in the rotunda (\$0.5 million); initiating replacement and/or refurbishment of the elevators (\$2 million) and the main building windows and north entrance (\$3.5 million); and renovation of the air towers (\$2 million) to improve air quality.

PROGRESS TO DATE:

Renovation of the building and replacement of the mechanical, electrical and other systems continues. The Phase IIC HVAC renovation of the sixth floor of the West Wing is 98 percent complete. This \$4.6 million project includes demolition, asbestos abatement, installation of HVAC and other utilities, and renovation of the office, collections, and laboratory spaces.

Construction is under way for the FY 2004–2007 renovation of Halls 7–10 and 23–25 for the future \$22 million *Ocean Hall* exhibit, which is being funded by the National Oceanic and Atmospheric Administration (NOAA). Design has begun for work planned for FY 2007 and FY 2008. The master and space plans continue to be updated, and they form the basis for the sequencing of infrastructure renovation.

IMPACT OF DELAY:

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

PROJECT TITLE: Asia Trail
INSTALLATION: National Zoological Park (NZP), Rock Creek Park
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars):

Begin construction, Phase II, Elephant Trails	\$13,000
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PRIOR YEAR FUNDING:

Facilities Planning and Design	10,000	
Construction, Phase I	41,800	
Site work, Phase II	<u>8,129</u>	
Subtotal	\$59,929	\$59,929

FUTURE YEAR FUNDING (FY 2008):

Complete Phase II Construction		<u>9,000</u>
	Total	\$81,929*

* Does not include privately raised funds

BUILDING/SITE BACKGROUND:

The NZP in Washington, DC, a National Historic District, was built in the 1890s and was expanded in the 1930s with such historic buildings as the stone Elephant House. The 167-acre NZP is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment has vastly deteriorated. More than half of the buildings have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During its last accreditation review, the American Zoo and Aquarium Association (AZA) stated, "It is critically important that forward momentum is maintained in all areas and on all levels at a pace that will see the zoo complete its strategic plan, and facility renovations, as quickly as possible." The National Academy of Sciences study of Zoo animal care and regular U.S. Department of Agriculture (USDA) inspections confirm this requirement.

PROJECT JUSTIFICATION:

The National Zoo is a leader and one of only a few institutions with a strong multidisciplinary program focused on elephant management and reproductive studies, both on site and in the field. To continue this progress, a larger facility is needed to create a multi-generational herd that will enable the elephants to live in a more natural social structure and thus encourage more normal behaviors and interactions among the elephants, while promoting the overall health and welfare of elephants held in captivity.

Standards for elephant care are not the same today as they were in 1930. As ethical concerns are raised about how elephants are maintained in captivity, NZP must lead by example, providing a top-notch facility of sufficient size that is flexible enough to ensure both animal well-being and keeper safety, while providing an engaging, entertaining and educational visitor experience. Arrangement of the elephant housing, flexibility in enrichment opportunities, and

space for exercise are major issues influencing the health and welfare of elephants. Further, the birth of a male elephant in November 2001 has increased the urgency for moving toward NZP's goals of housing and exhibiting elephants as recommended by current zoological standards. An adult male elephant needs more space and stronger housing, and he and the keeper must be separated at all times. The current building/yards do not meet requirements.

PROJECT DESCRIPTION:

Phase II of the Asia Trail project will provide the larger complex that is needed to meet NZP's long-range commitment to the Asian elephant program. The new facilities will include renewal of the existing Elephant House and construction of a new elephant holding facility. The project will encompass six to eight adjacent acres and provide adequate year-round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative series of elephant habitats will exercise the animals and provide sensory stimuli outside their daily routine. Large pools and multiple enrichment devices in the animals' indoor and outdoor enclosures will enable the elephants to exhibit behaviors currently restricted by space limitations. Accessible areas will let the public observe the elephants and keeper demonstrations with new and exciting interpretive programs, including scientific research on elephants.

PROGRESS TO DATE:

From 2003 through 2005, the Zoo has completed exhaustive studies of all potential sites for the elephant facility, comparing costs and attributes for each location to maximize the elephant habitat while minimizing costs of this project. Final analysis indicates that the best housing habitat, and the most cost-effective approach, is to extend the existing building to provide new holding areas and then to renovate the historic elephant house and adjacent yard areas. This will enable the zoo to keep elephants on site and on exhibit during construction, avoiding the very costly prospect of sending them off site during the renewal work. The schematic design phase is just beginning and a design-build contract should be awarded by the end of FY 2006.

IMPACT OF DELAY:

A delay would seriously impact the Zoo's effort to improve the quality of life for the Asian elephants in its care, and place the overall elephant program at risk. Improved and strengthened elephant housing must be available by the time the male elephant reaches age 7 in 2008, when he will become dangerous to care for in the current facilities. Temporary improvements have been made to the existing facility to continue housing the young male until 2008, but deferral of this project will require the Zoo to begin a search for a new home for him. In addition, our one reproducing female is a valuable breeder in the U.S. Asian elephant population. If not bred in 2006 (for birth in 2008), she must be transferred to another zoo for breeding. Ultimately, a delay will ripple into subsequent projects intended to bring the Zoo facilities into compliance with USDA and AZA standards, and to correct extensive infrastructure deficiencies throughout NZP.

PROJECT TITLE: Renew Façades, Roofs, and Skylights
INSTALLATION: National Zoological Park (NZIP), Rock Creek Park
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,000

PRIOR YEAR FUNDING: \$9,345

BUILDING/SITE BACKGROUND: (See previous.)

PROJECT JUSTIFICATION:

The leaking roofs, skylights, and façades of several major buildings are among the most significant facilities problems at NZP. Although the Zoo's long-term revitalization program will totally modernize these buildings in future years, current leaks continue to worsen and emergency repairs are no longer adequate to ensure the safety of animals and visitors. The Smithsonian is installing roofing systems that will enable replacement of the roofs now, but can still be used when the buildings are fully restored later.

PROJECT DESCRIPTION:

The Institution requests \$2 million in FY 2007 to complete the current cycle of NZP roofs and exteriors renovations. A comprehensive study of Zoo roofs and exteriors, completed in FY 2005, identified and prioritized roof and façade repairs and renewals required now and over a 20-year renewal cycle. Funds requested in FY 2007 will complete the current cycle of exterior renewals, and the need for additional funds is not anticipated until FY 2012.

PROGRESS TO DATE:

From earlier appropriations, the Smithsonian has completed renewing the façade, roof, and skylights at the Elephant House, Small Mammal House, and the Amazonia Building. The Great Ape building and the Reptile Discovery Center building exteriors are being renewed with FY 2005 funds. FY 2006 funds will be used to plan, design, and implement façade, roof, and skylight repairs for the Bird House, Genetics and Propagation building, Boiler Plant, and the Great Cats facility. FY 2007 funds are needed to renew the façades and roofs for the Veterinary Hospital, research building, necropsy facility, and police station.

IMPACT OF DELAY:

A delay would prolong the Facilities Revitalization Program at the Zoo and threaten the safety of the animals, visitors and staff. Leaking roof and façade elements will continue to cause deterioration of interior finishes and systems, leading to higher repair and replacement costs.

PROJECT TITLE: Upgrade Critical Infrastructure
INSTALLATION: National Zoological Park, Rock Creek Park and Front Royal
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,000

PRIOR YEAR FUNDING: \$6,843

FUTURE YEAR FUNDING (FY 2008–FY 2012): \$12,800

PROJECT JUSTIFICATION:

The Zoo's infrastructure is made up of basic utilities (i.e., water, electricity, steam, sewers, and stormwater systems), HVAC, fire detection and suppression, aquatic life support, predator control, and critical service installations such as restrooms, locker rooms, and keeper rooms. The current utility and fire-protection infrastructure is totally inadequate to meet the needs of the Zoo and to protect and support its animals. A 2001 site utility study identified \$7 million of water supply, stormwater management and drainage, sewer, contaminated water, electrical, steam, and other utility and landscaping work needed. In addition, restrooms are deteriorated and inadequate, and employee and keeper locker rooms require extensive renovation to meet codes and provide appropriate space for critical behind-the-scenes activities.

PROJECT DESCRIPTION:

The Institution requests \$1 million to continue installation of fire-protection and other life safety systems, at both the Rock Creek Park and the Front Royal facilities.

PROGRESS TO DATE:

The Institution has used previously appropriated funds to upgrade the high-voltage electrical service for the upper section of the Rock Creek facility, including new transformers and a new ductbank, as well as conduits, electric feeders and switchgear from Connecticut Avenue to the Elephant House. Funds are also being used to upgrade the fire-protection water supply. Additional fire-alarm, smoke-detection, and fire-suppression systems also will be installed in critical areas of the Rock Creek Park and Front Royal facilities. During FY 2006, the Zoo will develop concept designs for upgrading underground utilities for the park, and will coordinate projects in priority order with renewal efforts that will be identified in the master plan, which is also well under way in FY 2006.

IMPACT OF DELAY:

A delay would prolong the Facilities Revitalization Program at the Zoo and greatly hamper the care and safety of the live animal collections.

Other Revitalization Projects

PROJECT TITLE: Upgrade Fire Alarm System
INSTALLATION: Freer Gallery of Art
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,000

PROJECT DESCRIPTION: The fire-protection system at the Freer Gallery of Art does not meet current codes in several areas. Audio/visual fire alarms are not installed in gallery areas. The sprinkler system does not protect the attic or elevator spaces. The enclosure in stair tower 3 does not conform to applicable life-safety codes. This project will extend audio/visual alarm coverage to the galleries, provide sprinkler protection in the attic and elevator spaces, and provide an appropriate fire-rated enclosure in the stair tower. A delay in completing this work would constitute an unacceptable risk to the safety and health of visitors, staff, and collections in the building.

PROJECT TITLE: Correct Exterior Structure Leaks
INSTALLATION: Hirshhorn Museum and Sculpture Garden
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$3,100

PROJECT DESCRIPTION: The Hirshhorn Museum has experienced water penetration through exterior walls into gallery spaces on the second and third floors over the past several years. In addition, several sections of retaining wall in the loading-dock area have deteriorated due to water infiltration. This project will repair and waterproof the third-floor balcony, and provide an improved waterproofed barrier to prevent water leakage into exhibit galleries. Failed sections of the loading-dock retaining wall will be replaced. Additionally, the air intakes for the HVAC system will be relocated from current locations adjacent to the loading dock to take advantage of unused air vents on the north side of the building. This will reduce intake of exhaust fumes into the building ventilation system. All projects will be performed concurrently to reduce the impact on Museum exhibit schedules. A delay in completing this work will exacerbate deterioration and risk water damage to the collections.

PROJECT TITLE: Improve Fire Detection and Protection
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,600
FUTURE YEAR FUNDING (FY 2008): \$2,500

PROJECT DESCRIPTION: The fire-detection system at the Museum Support Center has outlived its useful life, and its lack of reliability is putting the collections stored in the building at increasing risk. Repairs are needed more frequently and parts for the aged system are becoming more difficult to locate. Unexplainable system failures have increased substantially this past year, tripping false alarms. Major repairs were made to the fire-alarm panel in 2005 to upgrade terminal units and provide uninterruptible back-up electrical power so that the frequent loss of incoming electrical service from the utility company no longer causes the alarm system to fail. This project will totally replace, in two phases, the balance of the existing fire-detection system with current state-of-the-art equipment, to include the capability for anticipated expansion during the next 20 years. It will incorporate the 2005 upgrades, and it will be connected to the central control panel for the Suitland campus. A delay of this project will allow the existing system to continue to deteriorate in reliability. As this happens, the risk of potential loss of the collections and research data from any fire and associated smoke and water damage increases, as well as the potential disruption caused by false alarms.

PROJECT TITLE: Replace Exterior Storefront Doors, Main Entry
INSTALLATION: National Air and Space Museum (NASM)
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$750

PROJECT DESCRIPTION: Since September 11, 2001, the foot-traffic patterns of visitors have been greatly altered, increasing the use of the doors beyond that anticipated during the design of the façade replacement of the 1990s. The installation of security devices has created visitor lines of long duration. While in line, the visitors have abused the door hardware, causing premature failure. All visitors and staff now exit the building through one of two doorways; prior to the 9/11 terror attacks, 14 doorways were used. The door hardware has failed. Doors cannot be properly secured at night, and the doors are often difficult to open for normal service. Maintenance is required daily to keep the egress doors operational. This project will replace the primary entry and egress doors of the NASM with new doors and continuous hinged hardware. The door pulls and closers will also be upgraded to endure the increased abuse. In addition, the doors from the Museum into the public restaurant will be replaced with automatic openers to meet ADA requirements. Replacement of the Museum's doors will reduce maintenance costs and the risk of possible injury to visitors and staff.

PROJECT TITLE: Replace Emergency Generator
INSTALLATION: National Museum of American History
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION: The existing emergency generator at the National Museum of American History, Behring Center does not have enough capacity to serve the full load demands of the Museum in the event of power loss. Also, the generator distribution system does not comply with national electrical codes, which require that essential and optional standby systems be segregated. Field surveys have confirmed total requirements for essential life-safety systems as well as other systems required to maintain vital security, temperature and humidity, and data/communications systems. This project will install a new generator for the building and will provide a code-compliant distribution system to connect all the needed equipment for fire and life safety as well as security, information technology and communications, and HVAC systems, to ensure protection of the collections. Failure to upgrade the generator risks loss of some systems beyond those needed for fire and life safety in the event of an extended power outage, thereby exposing the collections and critical data to possible damage or loss.

PROJECT TITLE: Correct Water Penetration/Condensation
INSTALLATION: National Museum of the American Indian (NMAI) Cultural Resource Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$650

PROJECT DESCRIPTION: The Cultural Resource Center began to experience failures in the moisture barrier of the building envelope within the first five years after construction was completed. These leaks have put many of the collections at risk of being damaged by water infiltration. Collections often have to be covered with polyfilm sheets during rains, and remain so covered several days after heavy storms are over. Completed studies of the problem have determined that the sources of water infiltration are related to both workmanship and design oversight. Workmanship issues are being corrected as warranty work. However, often the workmanship and design issues overlap. Investigations have shown that the entire roof system in some areas is fully saturated. This project will replace these sections of the roof to protect the collections and the building itself from possible damage due to continued water intrusion.

PROJECT TITLE: Replace Fire Alarm System
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,700

PROJECT DESCRIPTION: The existing fire-alarm system is obsolete, and it is difficult to obtain replacement parts. Numerous accessibility and fire-code deficiencies need to be addressed. This project will provide a modern fire-alarm system, replace outdated devices and failed/failing wiring throughout the building, provide additional fire-suppression protection to refrigerated storage areas and elevator machine rooms, and bring the building's fire protection into compliance with current fire codes. A delay will increase the risk to the safety and health of visitors, staff, and collections in the building.

PROJECT TITLE: Replace Steam Humidification System
INSTALLATION: Quadrangle
LOCATION: Washington, DC

FY 2007 COST ESTIMATE (Thousands of Dollars): \$2,200

PROJECT DESCRIPTION: The existing steam humidification system is a complex system that enables control of humidity from many points throughout the building. However, the system is difficult to maintain, and the steam piping extending to the 119 terminal humidification units is subject to leaking. Leaks in gallery and collection storage spaces put valuable art items at risk. This project will replace most of the terminal units with seven central humidification units and install a clean water system to reduce piping blockages. Completion of this project will reduce maintenance costs and the risk of potential damage to collections.

PROJECT TITLE: Construct Wastewater Treatment Plant
INSTALLATION: Smithsonian Environmental Research Center (SERC)
LOCATION: Edgewater, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION: The existing septic field at SERC is 3.75 times undersized by current Maryland Department of the Environment standards, and is failing. This project will add a modern pre-packaged wastewater treatment plant and will use innovative environmental drainage systems, to enable the continued use of the existing fields. In addition, water conservation features will be implemented campus-wide to lessen demand on the new system and support SERC's mission to serve as a model for the Chesapeake Bay region. If this project is not completed, a catastrophic failure is likely, resulting in serious life-safety and environmental impacts that could shut down operations at SERC.

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

<u>FY 2007 COST ESTIMATE (Thousands of Dollars):</u>	\$3,600*
<u>PRIOR YEAR FUNDING (FY 2006):</u>	\$3,500
<u>FUTURE YEAR FUNDING (FY 2008):</u>	\$3,700

* Additional construction management staff is budgeted for the Patent Office Building renovation project (5 FTEs), the Pod 5 project (2 FTEs).

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 31 FTEs will be funded from the \$3.6 million, including 3 FTEs originally authorized to support construction of Pod 5 at the Museum Support Center who will be used to supervise major projects at NMAH and NMNH. Twenty-six of the 31 FTEs are construction management engineers and will cost approximately \$3.1 million in FY 2007. The engineers directly supervise construction contractors performing on-site 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 who will provide 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 2007, 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 construction of the National Air and Space Museum's new Steven F. Udvar-Hazy Center at Dulles Airport and the National Museum of the American Indian on the Mall are recent examples of 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	\$5,435
TOTAL		\$5,435

PROJECT TITLE: Construct Pod 5
INSTALLATION: Museum Support Center
LOCATION: Suitland, Maryland

FY 2007 COST ESTIMATE (Thousands of Dollars):

Continue construction	\$5,435
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PRIOR YEAR FUNDING:

Facility Planning and Design	2,400	
Construction	<u>34,865</u>	
	\$37,265	<u>\$37,265</u>
	Total	\$42,700*

* This total represents an estimated \$2.5 million increase in expected project costs caused by lengthening of the construction period, including escalation, extended general conditions, and changes to construction sequencing.

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 fish that is the worldwide 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 (with a 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 emphasized the increased need to proceed with this project.

PROJECT JUSTIFICATION:

Currently, approximately 365,000 gallons of alcohol preserve these collections in six locations in the building. In many aspects, the spaces that house these alcohol-stored collections do not comply with national fire codes. All the storage areas are interior rooms with no means to naturally ventilate them in the event of a fire, increasing the risk of explosion and making it dangerous for firefighters. 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. 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 enable a fire to spread, the ventilation systems are inadequate, and the fire systems could easily be overtaxed. The current alcohol storage within the building puts the entire landmark structure, the collections,

Smithsonian staff, and the visiting public at risk. Renovating the existing space in the Museum to become code compliant can only be achieved through extraordinarily disruptive and costly means, and the resultant space would only house a fraction of the collections. The safest solution is the construction of a fifth pod at the Museum Support Center in Suitland, Maryland where security inside the perimeter fencing provides the lowest risk. The fifth pod will effectively isolate the alcohol collections from vulnerable, less volatile collections in nearby existing pods.

PROJECT DESCRIPTION:

The project includes a 92,500-gross-square-foot storage pod with mobile compactor shelving, a 27,000-gross-square-foot collections maintenance laboratory, and a utility and access connector to the Museum Support Center. The new addition will house the alcohol collections from NMNH and some of the scientific and curatorial staff working with those collections. Additional workspace will be obtained through miscellaneous, fire-suppression related renovations to existing nearby laboratory spaces, as necessary. The new pod will contain three levels of storage specifically designed for large volumes of alcohol-preserved specimens in different types of containers, which will be housed in fire-rated, mobile, compactor-shelving systems. The new pod is in accordance with the approved master plan for the Suitland campus.

The Institution received \$16.8 million in FY 2004 and FY 2005, and \$18.1 million in FY 2006, to begin construction using a multi-year contracting mechanism. The Institution requests \$5.4 million in FY 2007 to complete the building. These resources include 2 FTEs approved in FY 2004 for construction management staff to supervise the construction contract. Three additional FTEs authorized for the project will be used part time for Pod 5, but will primarily support major renovation projects at NMAH and NMNH.

PROGRESS TO DATE:

The Institution awarded a construction contract in August 2005, and work is now underway. The current schedule calls for construction to be completed in the spring of 2007.

IMPACT OF DELAY:

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. NMNH and its staff, visiting public, and collections remain at risk with the alcohol collections inadequately protected within the building on the Mall.

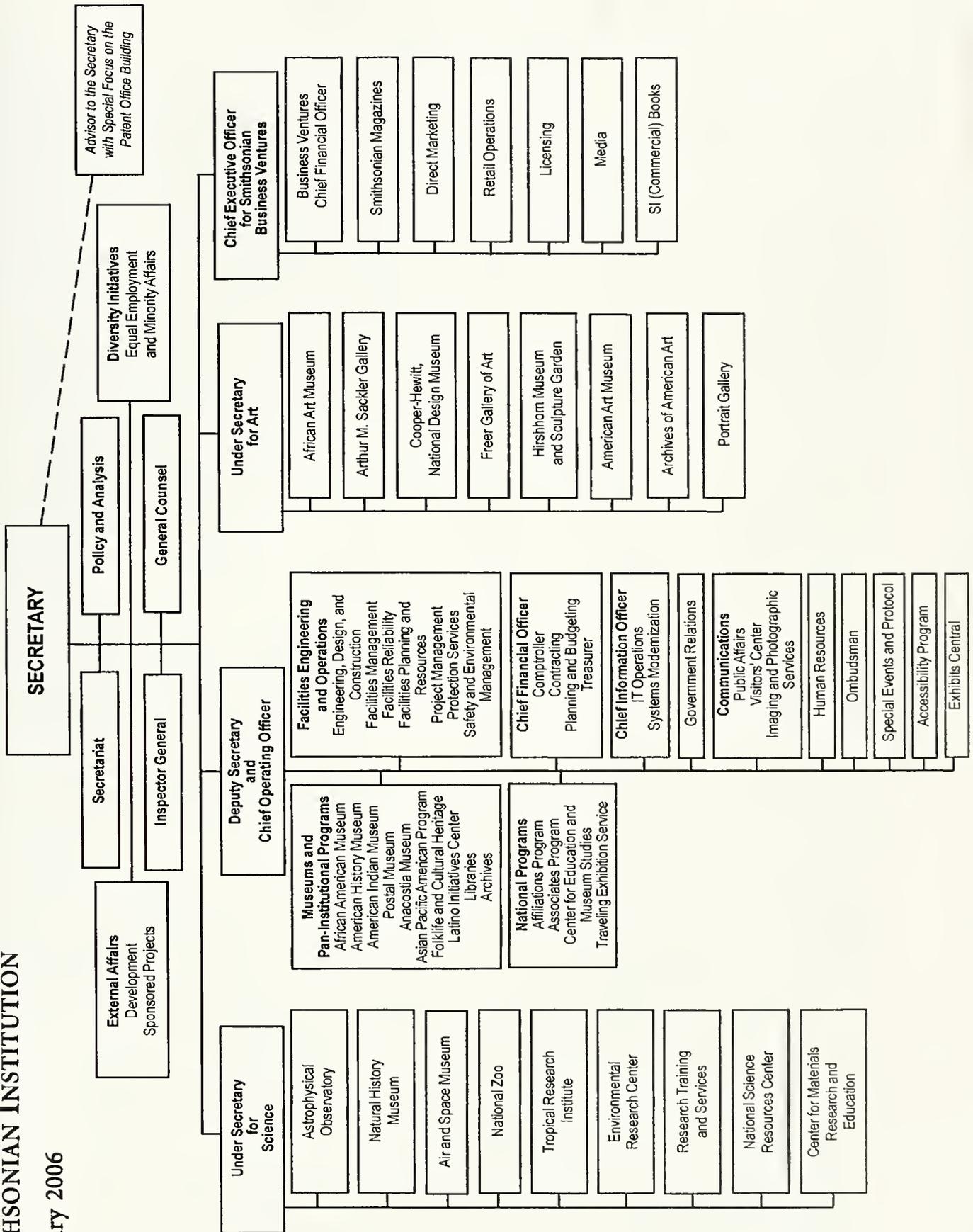
FACILITIES PLANNING AND DESIGN

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

In order to plan and design ahead of Capital Program execution, funding of about 10 percent of the following year's program is required each year. The funding requested for FY 2007 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2009 program, and will complete design for projects planned for FY 2008. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding. Funding at this level will allow the Institution to maintain momentum in modernizing its facilities over the next decade.

The Institution requests a total of \$10,500,000 for planning and design in FY 2007. These funds will be used to design several major revitalization projects (at the National Museum of Natural History, the National Air and Space Museum, and the Museum Support Center); prepare designs for numerous smaller revitalization projects; and prepare comprehensive facilities master planning studies to inform future facilities decisions and allow more effective utilization of existing space.

If these resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality in the next decade.



**VISITS TO THE SMITHSONIAN
FY 2001–FY 2005**

<u>MUSEUM</u>	<u>FY 2001</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>
MALL					
SI Castle	1,857,990	1,611,325	1,126,752	1,423,028	1,355,147
A&I Building ¹	1,167,490	938,107	841,019	250,743	3,564
Natural History	9,100,091	6,049,472	5,568,532	4,542,979	5,491,602
Air and Space/ Silver Hill ²	9,831,447	7,568,384	10,800,305	4,586,088	6,113,032
American Indian ³	0	0	0	112,097	2,468,524
Freer Gallery	306,065	392,380	308,839	360,231	322,175
Sackler Gallery	192,296	212,197	163,251	186,939	147,089
African Art	214,775	179,789	166,271	169,941	156,538
Ripley Center	555,183	267,011	249,819	184,679	193,995
American History	5,798,993	3,994,498	2,720,327	2,848,114	3,064,083
Hirshhorn	731,453	687,118	625,580	668,132	715,836
OFF MALL					
American Art/ Portrait Gallery ⁴	0	0	0	0	0
Renwick	149,777	141,018	173,818	134,035	133,608
Anacostia ⁵	0	27,339	28,353	22,017	24,098
Cooper-Hewitt	136,329	142,196	141,545	141,548	143,303
American Indian ⁶	413,470	316,763	290,220	250,738	304,100
National Zoo	2,807,353	2,162,500	1,724,228	1,878,823	1,854,423
Postal	400,478	317,155	300,318	347,228	463,070
Udvar-Hazy Center ⁷	0	0	0	1,490,750	1,260,971
TOTAL	33,663,190	25,007,252	25,229,177	19,598,110	24,215,158

¹The Arts and Industries Building closed to the general public in January 2004. However, the Discovery Theater continued performances until November 2004 when theater operations were relocated to the Ripley Center.

²Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

³The National Museum of the American Indian on the Mall opened to the public in September 2004.

⁴Closed to the public January 2000 through present.

⁵Closed to the public December 1999 through February 2002.

⁶Includes the George Gustav Heye Center, which opened in 1994, and the Cultural Resources Center, which opened in April 2000.

⁷The Udvar-Hazy Center at Dulles opened to the public in December 2003.

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 2005 Actual	FY 2006 Estimate
General Trust	60.0	59.0
Donor/Sponsor-Designated	203.0	106.0
Government Grants and Contracts	120.0	109.0
Total Available for Operations	\$383.0	\$274.0

SOURCE AND APPLICATION OF TRUST FUNDS — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

General Trust Funds — The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, mail order, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2006 general trust funds total \$59,000,000. 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 2006 are projected to total \$106,000,000. Generally, these funds support a particular exhibition or program, or are used to manage the Smithsonian collections and/or support research projects.

Government Grants and Contracts — Various Government agencies and departments provide grants and contracts for projects that only the Smithsonian can manage because of its expertise in a particular area of science, history, art, or education, and because of its ability to respond quickly to certain needs. For FY 2006, Government grants and contracts are projected to be \$109,000,000. Of this amount, \$86,000,000 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 160-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 2006 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;... (2) prepare and distribute significant museum publications; (3) 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 30 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 African American History and Culture, and the repatriation of skeletal remains program shall remain available until expended; and of which \$ _____ for the reopening of the Patent Office Building and for fellowships and scholarly awards shall remain available until September 30, 2007,

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, allowed no-year funding to be used for purchases for museum collections; the design, production, and reinstallation of museum exhibitions; and the repatriation of skeletal remains. Public Law 108-447 making appropriations for the Department of the Interior and Related Agencies for fiscal year 2005 allowed no-year funding for the National Museum of African American History and Culture. 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. Wording added by the Congress in Public Law 109-54 making appropriations for the Department of Interior, environment, and related agencies for fiscal year 2006 to expand 2-year funding authority to include funds necessary to reopen the Patent Office Building to the public after a multi-year renovation.

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.

Adjustments to FY 2006 Funding (Dollars in Thousands)

Unit	FY 2006		Approved		FY 2006	
	Appropriation (Post-Rescissions)	FTEs	Reorganizations and Reprogrammings	FTEs	Adjusted Base	FTEs
	\$000		\$000		\$000	
MUSEUMS AND RESEARCH CENTERS						
<i>American Museums</i>						
Anacostia Museum/Center for African American History & Culture	22	1,869	(1)	39	1,908	21
Center for Folklife and Cultural Heritage	18	1,917	0	191	2,108	18
National Museum of African American History & Culture	27	3,886	(8)	(998)	2,888	19
National Museum of American History, Behring Center	241	20,141	(41)	95	20,236	200
National Museum of the American Indian	358	30,091	(33)	379	30,470	325
<i>Art Museums</i>						
Archives of American Art	22	1,816	(2)	(25)	1,791	20
Arthur M. Sackler Gallery/Freer Gallery of Art	60	5,688	(3)	(140)	5,548	57
Cooper-Hewitt, National Design Museum	40	3,072	(1)	(93)	2,979	39
Hirshhorn Museum & Sculpture Garden	49	4,018	4	(24)	3,994	53
National Museum of African Art	48	4,194	(11)	2	4,196	37
National Portrait Gallery	64	8,286	0	246	8,532	64
Smithsonian American Art Museum	97	11,851	6	373	12,224	103
<i>Science Museums and Research Centers</i>						
National Air and Space Museum	184	16,352	(10)	(104)	16,248	174
National Museum of Natural History	438	43,414	(12)	(100)	43,314	426
National Zoological Park	210	19,897	12	75	19,972	222
Smithsonian Astrophysical Observatory	124	21,967	(5)	382	22,349	119
Smithsonian Center for Materials Research and Education	27	3,204	(3)	(345)	2,859	24
Smithsonian Environmental Research Center	35	3,019	0	94	3,113	35
Smithsonian Tropical Research Institute	236	11,250	12	239	11,489	248
TOTAL MUSEUMS AND RESEARCH CENTERS	2,300	215,932	(96)	286	216,218	2,204

Adjustments to FY 2006 Funding (Dollars in Thousands)

Unit	FY 2006		Approved		FY 2006	
	Appropriation (Post-Rescissions)	FTEs	Reorganizations and Reprogrammings	FTEs	Adjusted Base	FTEs
	\$000		\$000		\$000	
PROGRAM SUPPORT AND OUTREACH						
Outreach	91	9,557	(27)	(216)	64	9,341
Communications	18	1,480	6	598	24	2,078
Institution-wide Programs	0	6,515	0	0	0	6,515
Office of Exhibits Central	35	2,619	4	19	39	2,638
Major Scientific Instrumentation	0	3,886	0	0	0	3,886
Museum Support Center	28	1,650	(3)	37	25	1,687
Smithsonian Institution Archives	23	1,670	(3)	52	20	1,722
Smithsonian Institution Libraries	111	8,650	(8)	361	103	9,011
	<u>306</u>	<u>36,027</u>	<u>(31)</u>	<u>851</u>	<u>275</u>	<u>36,878</u>
TOTAL PROGRAM SUPPORT AND OUTREACH						
	<u>345</u>	<u>64,565</u>	<u>(19)</u>	<u>(652)</u>	<u>326</u>	<u>63,913</u>
ADMINISTRATION						
FACILITIES SERVICES						
Facilities Maintenance	357	45,993	(14)	(500)	343	45,493
Facilities Operations, Security, and Support	1,658	154,051	(205)	15	1,453	154,066
	<u>2,015</u>	<u>200,044</u>	<u>(219)</u>	<u>(485)</u>	<u>1,796</u>	<u>199,559</u>
TOTAL FACILITIES SERVICES						
	<u>4,966</u>	<u>516,568</u>	<u>(365)</u>	<u>0</u>	<u>4,601</u>	<u>516,568</u>
GRAND TOTAL, SMITHSONIAN INSTITUTION						

SMITHSONIAN INSTITUTION LIBRARIES



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