



# Smithsonian

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Submitted to the Committees on Appropriations  
Congress of the United States



Smithsonian Institution  
Fiscal Year 2008  
Budget Justification to Congress

February 2007



**SMITHSONIAN INSTITUTION**  
**Fiscal Year 2008 Budget Request to Congress**  
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## THE SMITHSONIAN INSTITUTION IN THE 21<sup>st</sup> CENTURY

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

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

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

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

The Smithsonian’s National Zoo is home to our giant pandas, Mei Xiang and Tian Tian, and their cub, Tai Shan. More than 12 million visitors have come to the Zoo to see the pandas. And more are coming to see our new Asia Trail—home to seven different Asian species, which opened in October. Work on Asia Trail II: *Elephant Trails*, which is a new home for our Asian elephants, is under way.

Our large and diverse collections of art continue to attract numerous visitors. Some of the greatest works of art in this country—and the world—are at the Smithsonian, even more so now that we have secured the fabulous

Disney-Tishman collection of African art, one of the finest collections of African art in the world. The Smithsonian's art museums, the Freer, the Sackler, the Hirshhorn Museum and Sculpture Garden, the National Museum of African Art, the Cooper-Hewitt, National Design Museum in New York City, the Smithsonian American Art Museum and its Renwick Gallery, and the National Portrait Gallery, collectively, are the fourth most visited art complex in the United States.

The pioneering establishment of Smithsonian Networks, a joint venture with CBS-Showtime, and the launch of Smithsonian on Demand, promise to revolutionize how the Institution shares its vast collections with the American people and educates them about the richness of Smithsonian-sponsored discoveries in science, the arts, and the humanities.

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

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

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

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

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

Although considerable progress has been made, the April 2005 report of the Government Accountability Office (GAO) made it clear that the Institution has a well-documented and compelling need for substantial increases in funding for facilities revitalization and maintenance. The GAO report indicated that current funding levels are not sufficient to produce the \$2.3 billion that is needed to fix and maintain the Institution's facilities.

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

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

Scientific expertise and leadership are at the core of the Smithsonian's reputation for excellence and are central to achieving our mission to promote the "increase and diffusion of knowledge." The Smithsonian's 500 scientists have pioneered efforts to explore the universe and improve our understanding of how the Earth and similar planets were formed. We are internationally recognized for our expertise in systematics, paleobiology, ecology, and biological conservation, and we are uniquely situated to explore the loss of biodiversity and to respond to governmental initiatives on climate change, tropical forest conservation, control of invasive species, and protection of endangered species. Our scientists are world leaders in the fields of anthropology, ethnology, and archaeology, including the fields 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 a valuable 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. However, diligence is needed to ensure that the Smithsonian does not fall behind other prestigious academic institutions in its ability to recruit, mentor, and retain the next generation of promising young scientists, or in its efforts to procure the cutting-edge research equipment that is vital to its basic scientific mission. It is essential to ensure that the Smithsonian retains its place among the world's pre-eminent scientific institutions as a leader in scientific disciplines of national importance.

In the context of public service, the reach of everything the Smithsonian does—in both the research and the museum activities—is expanded exponentially by websites and education and outreach programs. The Smithsonian Institution Traveling Exhibition Service (SITES) is the largest traveling exhibition service in the world, and reaches roughly five million people throughout the nation every year. In 2007, the 55th anniversary of SITES, we will have approximately 53 exhibits on tour. They will travel to about 201 locations in 44 states and the District of Columbia. Additionally, SITES has collaborated with the National Oceanic and Atmospheric Administration to create smaller, poster-based exhibits that celebrate the 200th anniversary of the Coast Survey, which will extend the Smithsonian's outreach to nearly 400 locations and all 50 states.

The Smithsonian's electronic outreach has been equally impressive. Our Web presence has expanded dramatically in a short period of time. Five years ago, we had half as many visits to our websites as physical visits to our museums. Now, visitation on the Web is nearly 500 percent of our museum visitation, with 145 million visits to our various websites.

Furthermore, we have been engaged in a major national outreach program. We now have 152 affiliates in 39 states, Panama, Puerto Rico, and Washington, DC. In an attempt to present as many items as possible of the Smithsonian's collections in storage to the American public, we lend impressive objects to these local affiliate organizations, in addition to the many artifacts that tour nationwide as part of the SITES exhibits.

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

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

The Institution's third priority is to secure funding increases for National Academy of Public Administration-recommended activities, especially to address the Institution's critical facilities revitalization and information technology needs. This budget continues base funding for the maintenance and cleanliness of the Institution's most frequently visited museum facilities.

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

The Institution's fifth priority is its new museums, and specifically the fund raising for and planning and management of the recently authorized National Museum of African American History and Culture. Finally, the request includes several initiatives to support critical IG requirements, improved animal welfare, and workforce restructuring.

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

**SMITHSONIAN INSTITUTION  
FY 2008 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2007 Current CR Level</i>	<i>FY 2007 Request</i>	<i>FY 2008 Request</i>
Salaries and Expenses	\$517,094,000	\$537,394,000	\$571,347,000
Facilities Capital	<u>105,900,000</u>	<u>107,000,000</u>	<u>107,100,000</u>
Total	\$622,994,000	\$644,394,000	\$678,447,000

For FY 2008, the Smithsonian's request to fund essential operating expenses and revitalization of the Institution's physical infrastructure is \$678.4 million. It includes \$571.3 million for Salaries and Expenses (S&E) and \$107.1 million for Facilities Capital. A detailed summary is provided in the table at the end of this section. The increases below are above the FY 2007 request level, not the FY 2007 Continuing Resolution (CR) level.

## **SALARIES AND EXPENSES**

### **Mandatory Costs Increases**

***Salaries and Related Costs (+ \$11,406,000)*** — The request funds a 2.64 percent pay raise for FY 2007 and a 3.0 percent pay raise for FY 2008. It also includes an increase for Workers' Compensation required in FY 2008.

***Utilities, Communications, and Rent (+ \$10,373,000)*** — The Institution requests an increase to its utilities, communications, and rent. Details are provided in the S&E section.

### **Program Increases**

***Security/Anti-Terrorism (+ \$1,381,000)*** — The Institution is requesting funds for improved security checks and badging improvements to correct security deficiencies reported by the Smithsonian's Inspector General.

***New Museum (+ \$9,893,000)*** — This request provides resources for the planning, fund raising, and management of the congressionally authorized National Museum of African American History and Culture (NMAAHC).

***Science Priorities (+ \$600,000)*** — This budget responds to several independent reports by including increased funding to improve animal welfare at the National Zoo.

***Other Program Changes (+ \$300,000)*** – This request includes resources for an additional Inspector General auditor for adequate oversight of the Institution’s spending and to continue implementing the Institution’s Human Capital plan.

## **FACILITIES CAPITAL PROGRAM**

The request for the Facilities Capital Program (**\$107.1 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 Government Accountability Office’s April 2005 report, which acknowledged the Smithsonian’s estimate of \$2.3 billion needed during the next nine years to fix and maintain Smithsonian facilities. For FY 2008, this request continues major revitalization work at the National Zoological Park (\$18.8 million) and the National Museum of Natural History (\$25.5 million); and the renovation of the Museum Support Center Pod 3 to provide for essential collection storage space (\$10 million). It also includes funds to complete the replacement of electrical systems at the National Air and Space Museum (\$1.1 million); replace the Institution’s greenhouses (\$6 million); and support other revitalization work (\$22 million). In addition, the requested funds reflect increased security and anti-terrorism requirements (\$8.0 million) and the planning and design of future projects (\$15.7 million, which includes \$1 million for security and anti-terrorism and \$2 million for NMAAHC). Specific details are provided in the Facilities Capital section of this request.

**SMITHSONIAN INSTITUTION  
FY 2008 BUDGET REQUEST  
BY APPROPRIATION ACCOUNT**

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>FY 2007 Request</b>	4,251	\$537,394,000
<b>FY 2008 Changes</b>		
<i><u>Mandatory Increases</u></i>		
Salaries and Related Costs		11,406,000
Utilities, Communications, and Rent		10,373,000
<i><u>Program Increases</u></i>		
<i>Security Requirements</i>	2	1,381,000
<i>New Museum</i>		
National Museum of African American History & Culture	28	9,893,000
<i>Science Reports Recommendations</i>		
Animal Welfare at the National Zoo	3	600,000
<i>Other Program Changes</i>		
Inspector General Auditor	1	100,000
Human Resource Workforce Restructuring		200,000
<b>FY 2008 Salaries and Expenses Request</b>	<b>4,285</b>	<b>\$571,347,000</b>

<b>FACILITIES CAPITAL</b>	<b>FTEs</b>	<b>Amount</b>
FTEs in Base	38	
Revitalization:		
National Zoological Park		18,800,000
National Museum of Natural History		25,500,000
Museum Support Center (Pod 3)		10,000,000
Replace Greenhouses		6,000,000
National Air and Space Museum		1,100,000
Security/Anti-Terrorism		8,000,000
Other Revitalization Projects	10	22,000,000
Facilities Planning and Design		15,700,000
<b>FY 2008 Facilities Capital Request</b>	<b>48</b>	<b>\$107,100,000</b>
<b>FY 2008 REQUEST, ALL ACCOUNTS</b>	<b>4,333</b>	<b>\$678,447,000</b>





**SMITHSONIAN INSTITUTION  
SALARIES AND EXPENSES**

**Summary of FY 2008 Change**

	<u>FTEs</u>	<u>Amount</u>
<b>FY 2007 Request</b>	4,251	\$537,394,000
<b>FY 2008 Changes</b>		
<i>Mandatory Increases</i>		
Legislated Pay Raises and Workers' Compensation		11,406,000
Utilities, Communications, and Rent		<u>10,373,000</u>
<b>Total Mandatory Increases</b>		<b>21,779,000</b>
<i>Program Increases</i>		
Facilities Operations, Security, and Support		
Security Check and Badging System Improvements	2	1,381,000
National Museum of African American History & Culture	28	9,893,000
National Zoo – Animal Welfare	3	600,000
Inspector General Auditor	1	100,000
Human Resource Workforce Restructuring		<u>200,000</u>
<b>Total Program Increases</b>		<b>12,174,000</b>
<b>FY 2008 Request</b>	<b>4,285</b>	<b>\$571,347,000</b>





## SALARIES AND EXPENSES

FY 2006 Appropriation	\$516,568,000
FY 2007 Current CR level	\$517,094,000
FY 2007 Request	\$537,394,000
FY 2008 Estimate	\$571,347,000

For FY 2008, the Institution requests \$571.3 million in the Salaries and Expenses account. To meet required CR reductions in FY 2007, if held to the FY 2006 level, the Institution would defer lower priority maintenance projects to FY 2008; implement a federal hiring freeze; eliminate all employee cash awards and bonuses; delay key financial systems improvements; delay replacement of outdated desktop computers; and reduce base funding for travel, research equipment, and office equipment. Within the total FY 2008 increase requested, approximately 64 percent is attributable to mandatory costs for sustaining base operations (e.g., pay, utilities, rent, etc.), and the remainder is for priority program requirements within the Institution.

**SALARY AND RELATED COSTS** — The Institution requests an increase of \$11,406,000 for higher projected salary and benefits costs in FY 2008, as described below. This request is limited to the unfunded portion and annualization of the 2007 pay raise, the proposed 2008 pay raise, and an increase in Workers' Compensation costs. The Institution must absorb the two extra workdays in FY 2008 (\$2,766,000). The following details the pay required:

*Salary and Related Costs:*

▪ Unfunded 2007 pay raise (2.64% vs. 2.2%)	\$1,132,000
▪ Annualization of 2007 pay raise (1/4 year at 2.64%)	2,307,000
▪ 2008 pay raise (3/4 year at 3.0%)	7,913,000
▪ Workers' Compensation	<u>54,000</u>
<b>Total</b>	<b>\$11,406,000</b>

- **Unfunded Portion of 2007 Pay Raise (+ \$1,132,000)** — Funds the anticipated January 2007 pay raise differential (2.64% vs. 2.2%) between the amount requested in the FY 2007 submission to Congress and the current pay raise estimate.
- **Annualization of 2007 Pay Raise (+ \$2,307,000)** — Funds the annualization of the anticipated 2.64 percent January 2007 pay raise for the first quarter of FY 2008.
- **Proposed 2008 Pay Raise (+ \$7,913,000)** — Funds the anticipated 3.0 percent January 2008 pay raise for three-quarters of a year.

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

## FY 2008 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2007 Unfunded/ Annualization	FY 2008 Pay Raise	Total
Anacostia Community Museum	14	31	45
Center for Folklife and Cultural Heritage	16	37	53
National Museum of African American History and Culture	20	46	66
National Museum of American History, Behring Center	187	434	621
National Postal Museum	7	14	21
National Museum of the American Indian	222	512	734
Archives of American Art	18	39	57
Arthur M. Sackler Gallery/Freer Gallery of Art	45	102	147
Cooper-Hewitt, National Design Museum	25	60	85
Hirshhorn Museum and Sculpture Garden	36	81	117
National Museum of African Art	31	71	102
National Portrait Gallery	49	115	164
Smithsonian American Art Museum	82	189	271
National Air and Space Museum	155	362	517
National Museum of Natural History	385	889	1,274
National Zoological Park	171	395	566
Smithsonian Astrophysical Observatory	151	348	499
Museum Conservation Institute	27	62	89
Smithsonian Environmental Research Center	32	71	103
Smithsonian Tropical Research Institute	97	225	322
Outreach	58	130	188
Communications	21	31	52
Office of Exhibits Central	27	63	90
Museum Support Center	13	32	45
Smithsonian Institution Archives	14	29	43
Smithsonian Institution Libraries	73	169	242
Administration	276	642	918
Office of Inspector General	15	36	51
Facilities Maintenance	263	605	868
Facilities Operations, Security, and Support	909	2,093	3,002
<b>Total Increased Pay Costs</b>	<b>3,439</b>	<b>7,913</b>	<b>11,352</b>

**UTILITIES, COMMUNICATIONS, AND RENT (+ \$10,373,000)** — For FY 2008, the Institution requests a net increase of \$10,373,000 for utilities, communications, and rent costs for increases in consumption, rate and inflationary increases, and project needs. The following table displays estimates from FY 2006 through FY 2008. Detailed explanations of each line item follow.

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

	<b>FY 2006 Actual</b>	<b>FY 2007 Estimate</b>	<b>FY 2008 Estimate</b>	<b>Change</b>
<b>Utilities:</b>				
Electricity	17,858	18,034	20,351	2,317
Chilled Water	5,827	5,802	6,344	542
Steam	7,821	7,453	9,492	2,039
Natural Gas	4,589	4,265	4,839	574
D.C. Gov't Water/Sewer	2,199	3,853	2,753	-1,100
Other Water and Fuel	<u>618</u>	<u>770</u>	<u>664</u>	<u>-106</u>
<b>Subtotal, Utilities</b>	<b>38,912</b>	<b>40,177</b>	<b>44,443</b>	<b>4,266</b>
Postage	1,322	2,071	2,071	0
Communications	8,860	9,668	10,088	420
Rent	15,113	19,175	24,862	5,687
<b>Total</b>	<b>64,207</b>	<b>71,091</b>	<b>81,464</b>	<b>10,373</b>

- **Electricity (+ \$2,317,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools Smithsonian facilities, ensuring the comfort of staff and visitors and providing essential climate control to protect the priceless national collections. The net estimate includes anticipated increases for a 75 percent price increase at Virginia facilities due to the expiration of the regulatory rate cap in FY 2007 (+ \$745,000) and two percent price inflation on all electricity accounts in FY 2008 (+ \$360,000); unanticipated increases for consumption in excess of projections at the leased Herndon, Virginia, Data Center and the Donald W. Reynolds Center (+ \$485,000); and contracted price increases above the FY 2006 appropriated and FY 2007 estimated levels (+ \$342,000). In addition, the request includes the last increment of funding for the Smithsonian Astrophysical Observatory's VERITAS Phase II project in Arizona, the Donald W. Reynolds Center's courtyard enclosure, the National Zoological Park's Asia Trail Phase II operations, and the National Museum of American History's Public Space Renewal (+ \$492,000).

These increases are offset by reductions in costs from the closure and relocation of staff previously housed in the Arts and Industries Building (AIB) (-\$77,000) and anticipated increased reimbursements (-\$30,000).

- **Chilled Water (+ \$542,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities and the variable cost for actual chilled water usage. The FY 2008 request includes an anticipated two percent price increase in FY 2008 (+ \$59,000) and unanticipated price increases above the appropriated FY 2006 and estimated FY 2007 levels, due to the effect of electricity costs on chilled water generation (+ \$300,000). The request also includes increased chilled water usage due to the deteriorating building infrastructures at the Hirshhorn Museum and Sculpture Garden and at the NASM Mall Museum (+ \$200,000). Offsetting the increases are further savings from the closure and relocation of staff in the AIB (-\$10,000) and anticipated increased reimbursements (-\$7,000).
- **Steam (+ \$2,039,000)** — 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 5 percent price increase in FY 2008 (+ \$460,000) and unanticipated 46 percent price increases above the FY 2006 appropriated and FY 2007 estimated levels (+ \$2,715,000). Offsetting the increases are further savings from decreases in consumption due to conservation efforts that began in late FY 2006 (-\$872,000) the closure and relocation of staff in AIB (-\$104,000), and anticipated increased reimbursements (-\$160,000).
- **Natural Gas (+ \$574,000)** — The Smithsonian uses natural gas for heating and generating steam. The estimate includes increases for anticipated two percent inflation for FY 2008 (+ \$103,000) and unanticipated price increases above the appropriated FY 2006 and estimated FY 2007 levels (+ \$340,000). The request also provides for increased consumption at the Donald W. Reynolds Center (+ \$134,000). Offsetting the increases are anticipated increased reimbursements (-\$3,000).
- **D.C. Water and Sewer (-\$1,100,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). The request includes a reduction of \$1,100,000 to the budget estimate to reflect rate and billing adjustments identified by the DCWSA.

- **Other Water and Fuel (-\$106,000)** – Funds provide water for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers, as a backup to natural gas. The request includes an anticipated eight percent price increase in FY 2008 (+ \$37,000), which will be offset by actual water and fuel use lower than projected (-\$143,000).
- **Postage** – Funds provide for all official domestic and international mail services. The Institution is not seeking an increase in FY 2008 for postage.
- **Communications (+ \$420,000)** – The communications base supports operations, maintenance, and equipment for the Institution’s voice and data telecommunications requirements. The requested increase supports the leased communications lines for the leased space at Capital Gallery and L’Enfant properties in Washington, DC and Crystal City, Virginia.
- **Rent (+ \$5,687,000)** – The request includes increases for a replacement lease (+ \$3,900,000); annual rent escalations for existing leases (+ \$807,000); and program lease requirements (+ \$980,000), as follows:
  - **Replacement Lease (+ \$3,900,000)** – Provides additional base rent funds (\$2,100,000) and one-time move and fit-out costs (\$1,800,000) to relocate Smithsonian offices from 1111 North Capitol St., Washington, DC, to other leased space that will be identified to meet the Smithsonian’s needs. The current lease expires in 2011 and includes a mutual termination provision beginning October 1, 2008 whereby either party may terminate the lease with a 15-month written notice. Based on discussions with the landlord and the fact that the North Capital Street corridor is very attractive for development, the Smithsonian anticipates that the landlord will invoke the mutual termination provision, thereby forcing the Smithsonian to relocate staff, storage, and workshop activities to other leased space. The request will provide for six months of lease costs for an estimated 150,000-square-foot replacement facility at an anticipated higher annual rent than the 1111 North Capitol St. space. FY 2009 and following years, the \$2,100,000 will be used to offset the annualized rental costs of the replacement lease.
  - **Escalation (+ \$807,000)** – Provides for annual rent increases in accordance with the actual terms of current lease contracts (+ \$578,000) and restoration of funds reduced by rescissions in the FY 2006 appropriations bill that are required to meet lease obligations (+ \$229,000). Among the contracts, the escalation rate

for base rent averages two percent and operating and real-estate taxes average eight percent.

- ***Garber Facility Buildings (+ \$740,000)*** — Provides for leased collections-storage space to relocate American History artifacts from asbestos-laden Buildings 15 and 18 at the Garber facility in Suitland, Maryland, to leased storage facilities that will be identified. Although the asbestos in Buildings 15 and 18 has been temporarily contained, the artifacts and staff are still at a high risk of exposure. In FY 2009, the Smithsonian plans to demolish Buildings 15 and 18 and will not rebuild them. The requested funds will provide for an estimated 24,000 square feet of collections-storage space in a climate-controlled storage facility to relocate the artifacts that are currently stored in these buildings. The leased facility will prevent further contamination and deterioration of the artifacts and will provide a safer environment for staff. Funds to move the artifacts are requested in the Facilities Capital section of this request.
- ***Cooper-Hewitt, National Design Museum (CHNDM) (+ \$240,000)*** — Provides for one-half of the annual lease cost for collections-storage space to relocate the CHNDM collections to space that will be identified to meet the required needs. Trust funds will provide for the one-half balance required for the annual lease cost. In FY 2008, CHNDM will undergo a privately funded \$40 million renovation to increase exhibition space. Master plans include consolidating the collections in an off-site central storage and conservation facility. The requested funds will enable CHNDM to lease an estimated 15,000 square feet of space to house CHNDM collections, thus allowing for expansion of exhibition space at the Museum.

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

- **Security/Anti-Terrorism (+ \$1,381,000, + 2 FTEs)** – This request provides for the minimum security improvements recommended by the Inspector General’s evaluation of the Institution’s employee and contractor security check and badging systems.
- **New Museum (+ \$9,893,000, + 28 FTEs)** – Provides resources to support the requirements of the National Museum of African American History and Culture. Continues developing and refining plans for exhibitions, public programs, educational programs, collections acquisition, technology, and capital fund raising.
- **Science Priorities (+ \$600,000, + 3 FTEs)** – Provides funding at the National Zoo for increased efforts related to animal welfare and staff safety and for support of daily operations, including pest management control, as recommended by the American Zoo and Aquarium Association.
- **Other Program Changes (+ \$300,000, + 1 FTE)** – Provides for other institutional priorities in key areas of Institution-wide support, as follows:
  - ***Office of the Inspector General (+ \$100,000, + 1 FTE)*** – Provides support for workload requirements, including adequate oversight of the Institution’s IT and facilities capital programs.
  - ***Human Resource Workforce Restructuring (+ \$200,000)*** – Provides resources to continue implementing key human capital initiatives such as performance and succession management and employee development.

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

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

Salaries and Expenses	FY 2007 Request	FY 2008 Request
<b>No-Year Funds</b>		
National Museum of African American History and Culture	2,973	12,932
National Museum of Natural History:		
Exhibition Reinstallation	1,013	1,013
Repatriation Program	1,646	1,671
Major Scientific Instrumentation	3,886	3,886
Collections Acquisition	466	466
<b>Total, No-Year</b>	<b>\$9,984</b>	<b>\$19,968</b>
<b>Two-Year Funds</b>		
Outreach: Office of Research and Training Services	1,578	1,578
<b>Total, Two-Year</b>	<b>\$1,578</b>	<b>\$1,578</b>

## **FEDERAL RESOURCE SUMMARY BY PERFORMANCE OBJECTIVE AND PROGRAM CATEGORY**

In accordance with the President's Management Agenda (PMA) initiative on budget and performance integration, the Smithsonian has developed its FY 2008 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by Institutional strategic goal and by performance objective under each goal, and specific annual performance goals are provided for each objective for which funding is requested.

To better meet the standards of success in the budget and performance integration initiative of the PMA, the Institution's program performance goals and objectives were aligned with the program categories used in the federal budget and the Institution's financial accounting system. This change has enabled the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

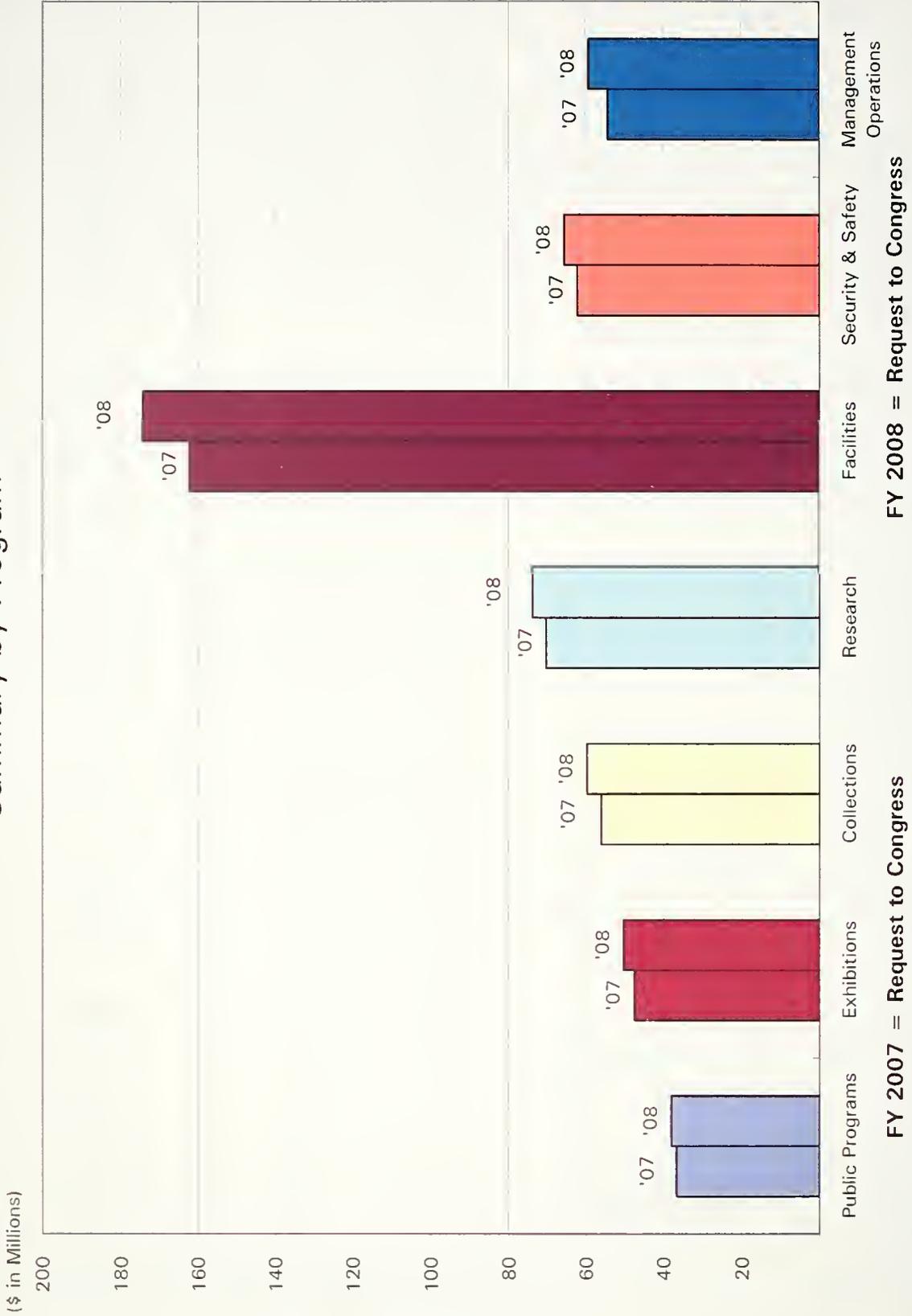
The following table provides a summary of the Institution's FY 2007 and FY 2008 estimates and the proposed changes by strategic goal, performance objective, and program category.

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	250	25,133	252	26,530	2	1,397
Provide reference services and information	119	11,712	116	11,619	-3	-93
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	485	47,597	492	50,422	7	2,825
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	520	56,051	522	59,742	2	3,691
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	434	58,758	441	61,123	7	2,365
Ensure the advancement of knowledge in the humanities	95	11,556	100	12,715	5	1,159
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive long-range revitalization program and limited construction of new facilities	10	1,165	10	1,249	0	84
Implement an aggressive and professional maintenance program	325	48,857	325	49,692	0	835
Improve the overall cleanliness and efficient operation of Smithsonian facilities	453	112,020	453	123,291	0	11,271
<i><b>Security &amp; Safety</b></i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	897	55,384	899	58,365	2	2,981
Provide a safe and healthy environment	53	6,826	53	7,252	0	426
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	162	47,982	164	50,017	2	2,035
<i><b>Management Operations</b></i>						
Strengthen an Institutional culture that is customer centered and results oriented	189	19,712	191	20,946	2	1,234
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	89	13,690	87	14,387	-2	697
Modernize the Institution's financial management and accounting operations	90	12,381	94	12,996	4	615
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	41	3,889	41	4,082	0	193
Modernize and streamline the Institution's acquisitions management operations	38	4,325	38	4,415	0	90
<b>Financial Strength</b>						
Secure the financial resources needed to carry out the Institution's mission	1	356	7	2,504	6	2,148
<b>TOTAL</b>	<b>4,251</b>	<b>537,394</b>	<b>4,285</b>	<b>571,347</b>	<b>34</b>	<b>33,953</b>

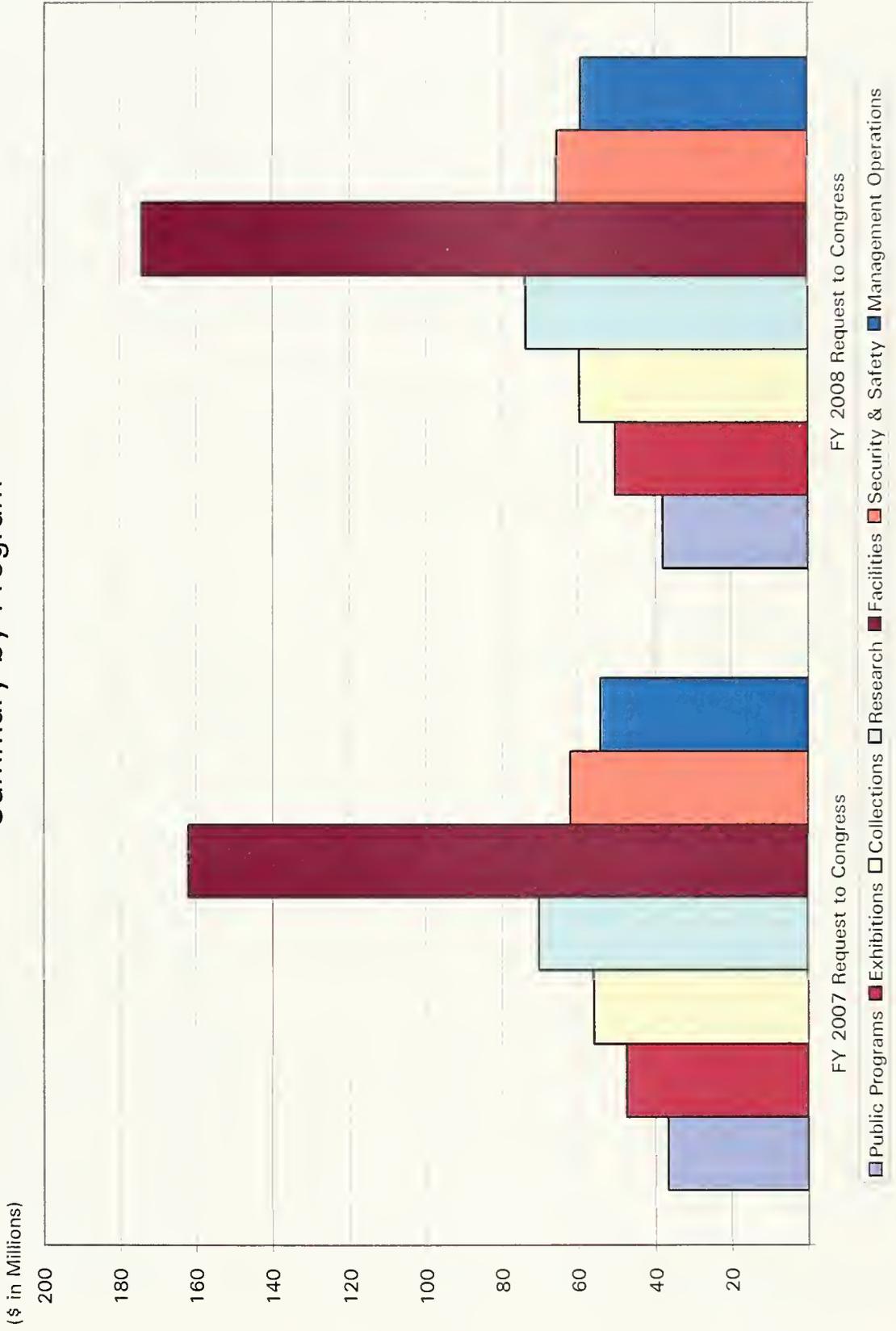
# Smithsonian Federal Budget

## Salaries and Expenses Summary by Program



# Smithsonian Federal Budget

## Salaries and Expenses Summary by Program





## ANACOSTIA COMMUNITY MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	16	1,892	1	161	0	16	0	109
FY 2007 ESTIMATE	21	1,948	2	234	0	223	0	90
FY 2008 ESTIMATE	21	1,993	1	193	0	225	0	105

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	8	662	8	662	0	0
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	4	523	5	538	1	15
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	5	356	4	373	-1	17
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	2	222	2	232	0	10
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	80	1	83	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	105	1	105	0	0
<b>Total</b>	<b>21</b>	<b>1,948</b>	<b>21</b>	<b>1,993</b>	<b>0</b>	<b>45</b>

### BACKGROUND AND CONTEXT

The Anacostia Community Museum (ACM), formerly the Anacostia Museum and Center for African American History and Culture, is dedicated

to the documentation and preservation of American history and culture from an African American and community perspective.

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

For FY 2008, the budget estimate includes an increase of \$45,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

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

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

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

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

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

Another Community Historians Initiative, *Family Legacies*, will increase the capacity of families to preserve history and traditions through regionally based family history workshops, Web-based resources, and a family history conference. These activities will lead to the development of materials for a

future exhibition, scheduled for FY 2008, and tentatively titled *Family Reunions: Preserving Traditions*.

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (8 FTEs and \$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 how to preserve family history
- Conduct training and provide technical assistance for small and mid-size museums to enhance their capacity for community documentation and preservation
- Use the collections and expertise of the Museum's staff to directly engage children in a year-long, after-school, and summer program focused on learning their cultural heritage
- Train youth (ages 14–19) in cultural documentation and preservation at the ACM, and at the larger Smithsonian Institution, through a seven-week summer workshop
- Conduct in-service training for teachers, with a focus on new research in African American history that incorporates the use of the Museum's collections

***Offer compelling, first-class exhibitions at Smithsonian museums and across the country (5 FTEs and \$538,000)***

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

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

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

**Enhanced Management Excellence**

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

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

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

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

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (1 FTE and \$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 to regional collaborators
- Maintain and increase relationships with state and local governments through the regional partnership process intended to strengthen regional partners' capacity to preserve and interpret local heritage and to celebrate and commemorate heritage preservation advances

**NONAPPROPRIATED RESOURCES**—General trust funds support the salaries and benefits of the Museum Director and Director of Development.

## CENTER FOR FOLKLIFE AND CULTURAL HERITAGE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	17	2,343	12	1,359	6	1,850	0	78
FY 2007 ESTIMATE	18	2,165	11	1,312	6	2,918	0	38
FY 2008 ESTIMATE	18	2,218	11	1,159	5	950	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Develop and bring first-class educational resources to the nation	5	701	4	663	-1	-38
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	10	1,143	9	930	-1	-213
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	2	170	2	190	0	20
<b>Enhanced Management Excellence</b>						
<i><b>Security and Safety</b></i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	70	0	100	0	30
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	81	1	135	0	54
<i><b>Management Operations</b></i>						
Modernize the Institution's financial management and accounting operations	0	0	2	200	2	200
<b>Total</b>	<b>18</b>	<b>2,165</b>	<b>18</b>	<b>2,218</b>	<b>0</b>	<b>53</b>

## BACKGROUND AND CONTEXT

The Center for Folklife and Cultural Heritage produces research-based public programs that promote the understanding and continuity of traditional grassroots regional, ethnic, tribal, and occupational heritage in the United States and abroad. The Center maintains the Ralph Rinzler Folklife Archives and Collections, a repository of documentary sound recordings, photographic images, and reports deemed a national treasure through the Save America's Treasures program. The Center produces the annual Smithsonian Folklife Festival on the National Mall every summer—long recognized as the premier event of its kind. Additionally, the Center produces Smithsonian Folkways Recordings, which include the iconic songs, speeches, and sounds of the American experience among its more than 3,000 published titles. The Center also produces websites, particularly Smithsonian Global Sound, which bring its collections and educational materials to libraries and schools throughout the nation. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and produces major national celebratory events which have included the National World War II Reunion, the opening of the National Museum of the American Indian, and various programs for the Olympics and Presidential Inaugural festivities.

For FY 2008, the budget 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 2007, the Festival will feature the roots of Virginia on the occasion of the 400th anniversary of the settlement of Jamestown, the traditions of Northern Ireland, and the cultural heritage of the Mekong River region of Southeast Asia. In 2008, plans are to feature the Himalayan country of Bhutan, the state of Texas, and the traditions of African American, Latino, and Native American artists. The Festival aims to draw one million visitors in 2008 and reach millions more through webcasts and media coverage. Traveling exhibitions produced from the Festival, such as *Workers of the White House* and *Inspirations of the Forest*, will tour the nation in 2008 and reach additional audiences.

To bring Smithsonian educational resources to the nation, the Center will continue to publish approximately 18 new documentary recordings in CD format (through Smithsonian Folkways Recordings) in 2008. Additionally, the Center will continue to distribute the 3,000 album titles in its back catalogue to

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

To apply Smithsonian research to its work and collections, the Center will continue to preserve and catalogue its documentary sound, photographic, and ethnographic collections as well as generate new materials by the organizing the research projects necessary to produce the Festival and Smithsonian Folkways Recordings. After moving the Center and the Archive to a new location in late 2006, the Archive will reopen to users in mid 2007. To improve its stewardship of the national collections, an additional collection specialist will be hired to help catalogue the collection, systematize its organization, and contribute to digitization efforts that will make it increasingly accessible to the public, especially via the Internet.

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

***Develop and bring first-class educational resources to the nation  
(4 FTEs and \$663,000)***

- Generate more than four million visits to the Center's webpages
- Have Smithsonian Global Sound adopted by more than 300 libraries as a resource for students and teachers
- Produce and distribute at least 18 documentary recordings through Smithsonian Folkways Recordings
- Develop at least 10 new educational features for teachers and students on the Smithsonian Global Sound website

- Attract one million visitors to the Smithsonian Folklife Festival
- Offer compelling, first-class exhibitions (9 FTEs and \$930,000)***
- Produce the annual Folklife Festival on the National Mall
  - Generate attendance of one million visitors
  - Feature more than 400 musicians and artists from cultural communities important to Americans
  - Generate 500 media stories about the Festival
  - Generate 90 percent approval ratings by the public for the Festival
  - Travel at least two exhibitions generated from the Festival and other projects on tours throughout the United States

***Improve the stewardship of the national collections for present and future generations (2 FTEs and \$190,000)***

- Generate 400 audio recordings, 200 video tapes, 5,000 images, and at least 100 narrative reports documenting contemporary community-based cultural traditions for preparation of the Festival, Smithsonian Folkways Recordings, and other Center projects
- House and secure the archival and artifact collections in the new Capital Gallery office space
- Install digitization equipment and facilities, and enhance software to continue digitization processes

**Enhanced Management Excellence**

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

- Provide enhanced security for the Folklife Festival on the Mall

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

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

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

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

**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 2006, more than \$5.6 million was raised in outside revenue, grants, gifts, 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 2006 ACTUAL	5	3,166	2	400	0	0	0	0
FY 2007 ESTIMATE	13	2,973	2	364	0	350	0	0
FY 2008 ESTIMATE	41	12,932	2	364	0	0	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	330	6	1,313	4	983
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	1	339	4	1,731	3	1,392
<i>Collections</i>						
Improve the stewardship of the national collections	1	288	5	3,366	4	3,078
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	1	143	2	275	1	132
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	388	0	453	0	65
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	10	2	1,067	2	1,057
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	508	10	1,200	6	692

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	0	0	0	124	0	124
Modernize the Institution's financial management and accounting operations	2	331	4	611	2	280
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	280	1	288	0	8
<b>Greater Financial Strength</b>						
Secure the financial resources needed to carry out the Institution's mission	1	356	7	2,504	6	2,148
<b>Total</b>	<b>13</b>	<b>2,973</b>	<b>41</b>	<b>12,932</b>	<b>28</b>	<b>9,959</b>

## BACKGROUND AND CONTEXT

The National Museum of African American History and Culture (NMAAHC) was established to document, collect, conserve, interpret, and display the historical and cultural experiences and achievements of Americans of African descent. When completed, the NMAAHC will provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every aspect of national life. This effort will encompass the period of slavery, the era of reconstruction, the Harlem Renaissance, the civil rights movement, and other periods of the African American diaspora. As a truly national institution whose vision is to be a place that has meaning for all citizens, the NMAAHC will use the African American experience as a lens into what it means to be an American.

The goal of the Smithsonian Institution is to open the NMAAHC on the National Mall within 10 years. It is anticipated that, if pre-design and programming phases for the NMAAHC building on the selected site are completed in the summer of 2008, design work can be completed in the fall of 2011 and construction completed in 2016, allowing for an opening soon thereafter.

For FY 2008, the budget estimate includes a programmatic increase of \$9,893,000 and 28 FTEs to significantly strengthen and expand the Museum's fundraising capacity; expand and enhance outreach (through the establishment of strategic collaborations and partnerships and the development of traveling exhibitions); identify, acquire, document, and conserve collections; continue developing and refining plans for exhibitions and public and education programs, and ensure that program planning decisions are interwoven with plans for the design of both the interior and exterior of the future Museum building; and strengthen the capacity for administration and information technology. As

authorized in Public Law 108-184, these funds are requested to remain available until expended.

The budget estimate also includes an increase of \$66,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

- As the beginning of a permanent campaign to dramatically increase public awareness of the Museum, the NMAAHC will launch a multi-tiered campaign consisting of four components: 1) a national traveling exhibition to open in New York; 2) a major performance in Chicago; 3) an enhancement of the Museum's website; and 4) a national membership campaign. The "launch" is aimed at multiple constituencies whose resources and support will be critical to the development of the new Museum.
- The NMAAHC will partner with Folkways Recordings in an effort to repackage some of Folkways' 7,000 existing individual American music and spoken-word recordings. The proposed end product will consist of eight CDs of existing material, with revised liner notes and photographs, and four new recordings on a joint Folkways/NMAAHC label.
- *Let Your Motto Be Resistance: African American Portraiture from 1865 to the Present* is a collaborative exhibition project between the NMAAHC and the National Portrait Gallery (NPG). The exhibition, which will tour 8-10 cities including, Washington, DC, New York City, Atlanta, Chicago, and Los Angeles, features 100 photographic portraits of notable African Americans drawn from the NPG collection,

and is a collaborative endeavor between the two museums. Portraits of figures from politics, academia, sports, the world of religion, and the arts will provide the basis for an examination of portrait photography through the lens of the African American experience. The exhibit will explore the influential role of these images in shaping public identity and individual notions of race and status.

- The NMAAHC will continue its collaboration with the Smithsonian Center for Folklife and Cultural Heritage to produce the 2008 Smithsonian Folklife Festival.
- By partnering with the International Business Machines (IBM) Corporation, the NMAAHC will find ways to use technology to extend the reach of Museum programming to a global audience through the development of a comprehensive website using state-of-the-art software. Some of the functionalities of the future site include virtual tours of exhibitions, online participation, discussion boards on specific themes, and the ability to view updates on the progress of construction of the Museum itself.
- Through "Save Our African American Treasures," a National Collections Initiative project, the Museum will engage the American public in discovering, collecting, preserving, and sharing the material culture of our heritage. The goals of the "Save Our African American Treasures" initiative are to:
  - demonstrate that the Museum exists now
  - begin to identify potential collections
  - assist the public in identifying and preserving objects of historic and cultural significance
  - cultivate and strengthen partnerships
- Through continued development of symposia, workshops, and forums, the Museum will cultivate strong partner relationships, gain significant visibility, and enable communities around the country to feel a sense of ownership in the success of this national Museum. These programs will be designed to inspire the American people, educate children, equip teachers, honor elders, excite the Museum's audience, inform a new generation, instill pride, connect people with their heritage, and ensure that access to a rich history is available to future generations.

The identification of potential collections will continue as an ongoing pursuit and the Museum will accept donated collections and purchase collections on a systematic basis (for example, as they may relate to future planned exhibitions), and on an opportunistic basis (as significant African

American historical items may surface at the whim of benevolent donors and benefactors).

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (6 FTEs and \$1,313,000)***

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

#### ***Offer compelling, first-class exhibitions (4 FTEs and \$1,731,000)***

- Refine preliminary concepts/designs for exhibitions
- Plan, prepare, and produce successful exhibitions, including *Let Your Motto Be Resistance: African American Portraiture from 1865 to the Present*
- Increase curatorial support

#### ***Improve the stewardship of the national collections (5 FTEs and \$3,366,000)***

- Identify and acquire (through gift/purchase) desired collections items
- Develop a collections management strategy

- Begin developing a collections information system (CIS)

### Strengthened Research

***Ensure the advancement of knowledge in the humanities (2 FTEs and \$275,000)***

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

### Enhanced Management Excellence

***Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$453,000)***

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

***Modernize the Institution's information technology systems and infrastructure (2 FTEs and \$1,067,000)***

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

***Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,200,000)***

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

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (\$124,000)***

- Provide comprehensive training to improve professional skills of staff

***Modernize the Institution's financial management and accounting operations (4 FTEs and \$611,000)***

- 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 \$288,000)***

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

### Greater Financial Strength

***Secure the financial resources needed to carry out the Institution's mission (7 FTEs and \$2,504,000)***

- Set goals and priorities for obtaining substantially increased private donations
- Schedule one-on-one activities with several major donors
- Conduct special fundraising events for donors

- Manage an ongoing and proactive public relations and media program to engage donors, corporations, and the media, and increase their enthusiasm and support for the Museum's mission and programs

## **FY 2008 REQUEST – EXPLANATION OF CHANGE**

The FY 2008 budget estimate includes a programmatic increase of \$9,893,000 and 28 FTEs. It is anticipated that the programmatic increase will be directed as follows:

- (+ \$5,557,000, + 12 FTEs) This increase will support all activities related to the advancement and refinement of plans and designs for future exhibitions, public and education programs, and historical research; the acquisition, documentation, conservation, management, and digitization of collections; and the establishment of new strategic collaborations and partnerships with other cultural organizations, entities, and individuals. Estimated resources include two curators and one traveling exhibits specialist to plan, design, and develop exhibitions for the near-term and for inaugural, long-term, and rotating exhibitions mounted in the future building (3 FTEs and \$384,000) and funding to provide contractual support for the design, mounting, touring, and quality control of exhibitions (\$1,000,000); four collections specialists (4 FTEs and \$470,000) and collections acquisition funding (\$2,600,000) to enable the new Museum to purchase, document, archive, conserve, digitize, and provide temporary storage for collections; one education specialist (1 FTE and \$128,000) to advance curatorial research on collections and the broader field of African American history and culture; and two community affairs specialists, one writer/editor, and one public relations specialist, (4 FTEs and \$475,000) and funding to increase the number of collaborations and partnerships with external entities, develop workshops and training programs for graduate students, and build awareness about the Museum through paid advertising, article placements, interviews, and editorials (\$500,000).
- (+ \$2,140,000, + 6 FTEs) This increase will support the Museum's efforts to obtain large gifts from private sources in order to secure federal funds to help build the Museum. Public Law 108-184 authorizing the establishment of the NMAAHC also authorizes the use of appropriated funds for fund raising. Because achieving and sustaining fundraising success is one of the most pressing challenges facing the new Museum, increased funding to augment development resources is critical. Substantial cultivation of donors (e.g., individuals, corporations, foundations, associations, and religious organizations) is anticipated.

Funding is required for expanded activities in public relations, rollout of communications materials, development of databases, and to pay for standard donor relationship-building activities that are critical to major fundraising efforts such as reception and representation expenses. Six professional fund raisers (6 FTEs and \$650,000) are requested, along with funding to implement cultivation strategies, and to design, develop, and implement a strategic national campaign to acquire the necessary private funds for the construction of the new Museum (\$1,490,000).

- (+ \$2,196,000, + 10 FTEs) This increase will support the enhancement of the Museum's managerial, administrative, financial, and technological infrastructure. With an anticipated increase in programmatic staffing and developmental activities, additional staff members are needed to manage organizational development, provide management and program analysis, manage fiscal and human resources efficiently and responsibly, implement information technology enhancements, and provide clerical assistance. Four management and program specialists/analysts (4 FTEs and \$530,000), two financial management personnel (2 FTEs and \$272,000), two office assistants (2 FTEs and \$148,000), and two information technology specialists (2 FTEs and \$272,000) are required along with funding for the acquisition of state-of-the-art, interactive software and hardware and associated ongoing maintenance (\$785,000). To ensure the professional development of staff, funding is requested to provide training in all phases of museum management, development, and operation (\$124,000). Funding is also requested to cover an anticipated increase in the cost of renting current office space (\$65,000).

If the FY 2008 request is not allowed, the Smithsonian's ability to continue planning and development of the NMAAHC will be hindered. New funding is critical to continue planning, outreach, fund raising, and development of an infrastructure. Future increases will be necessary to finish developing the NMAAHC.

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

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

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	186	20,046	8	1,799	53	8,979	18	3,164
FY 2007 ESTIMATE	190	20,640	9	2,136	45	8,464	20	3,078
FY 2008 ESTIMATE	190	21,282	10	2,141	37	7,623	21	3,007

Note: Operating resources include the National Postal Museum

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

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	33	3,060	33	3,150	0	90
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	58	4,375	58	4,520	0	145
<i>Collections</i>						
Improve the stewardship of the national collections	49	6,860	49	7,090	0	230
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	28	3,800	28	3,910	0	110
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	2	365	2	370	0	5
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	1,054	9	1,090	0	36
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	425	4	430	0	5
<b>Total</b>	<b>183</b>	<b>19,939</b>	<b>183</b>	<b>20,560</b>	<b>0</b>	<b>621</b>

## **BACKGROUND AND CONTEXT**

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

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

For FY 2008, the budget estimate includes an increase of \$621,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

In addition to the work related to the reopening, staff will be planning and designing future exhibits and programs, conducting off-site programs and performances, developing traveling exhibitions, installing temporary exhibitions at other locations, acquiring new collections, conducting

research, and extending the reach of the Museum's website with new online exhibitions and features.

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (33 FTEs and \$3,150,000)***

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

#### ***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (58 FTEs and \$4,520,000)***

- Open the new *Star-Spangled Banner Gallery*
- Reopen the renovated Museum with new wall cases lining the public spaces, so that collections can be exhibited outside of the traditional exhibition areas
- Plan for temporary exhibitions on the 400th anniversary of the Jamestown colony, the Abraham Lincoln bicentennial, and various photography exhibitions
- Continue development of the *On The Water* and *An Introduction to*

- *American History* exhibitions, which are projected to open in 2009
- Begin development of renovated exhibitions on the *American Presidency, First Ladies, and Sports and Entertainment*—projected to open in 2012

***Improve the stewardship of the national collections for present and future generations (49 FTEs and \$7,090,000)***

- 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 related information is accessible to the broadest possible external audience and to staff
- Prioritize recommendations from the NMAH Collections Information Systems (CIS) Data Analysis Project and identify the resources needed to address them
- Produce two collections-based publications for the NMAH website

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (28 FTEs and \$3,910,000)***

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

**Enhanced Management Excellence**

***Improve the overall cleanliness and efficient operation of Smithsonian facilities (2 FTEs and \$370,000)***

- Integrate the recently completed Comprehensive Facilities Development Plan (Master Plan) with the Smithsonian's Capital Facilities Project Planning system, as well as with the Smithsonian's global space planning document, to ensure the comprehensive integration of collections storage needs and completion of ongoing public space renewal projects
- Reduce work-related accidents and illnesses by at least five percent

***Modernize the Institution's information technology (IT) systems and infrastructure (9 FTEs and \$1,090,000)***

- Redesign and expand the Museum's public spaces network cable plant as part of the public spaces renovation program

- Enable and hasten the volume of digital imaging of the Museum's collections
- Expand electronic file storage to provide adequate capacity for Museum data
- Examine and enhance Museum data processing and management to enable and leverage new and existing business processes
- Continue to provide effective support for design, implementation, maintenance, security, and administration of information and exhibit technology infrastructure

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$430,000)***

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

**NONAPPROPRIATED RESOURCES**—General trust funds support salaries and benefits for a small percentage of NMAH personnel, as well as cover 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 key to renovating 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 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	2	167	2	171	0	4
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	5	506	5	526	0	20
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	0	28	0	25	0	-3
<b>Total</b>	<b>7</b>	<b>701</b>	<b>7</b>	<b>722</b>	<b>0</b>	<b>21</b>

#### BACKGROUND AND CONTEXT

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

For FY 2008, the budget estimate includes an increase of \$21,000 for necessary pay for existing staff funded under this line item.

#### MEANS AND STRATEGY

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

Work will continue on a series of new, permanent exhibits that will explore the history of America's postal service from the Colonial period to the

present. Most of the galleries are in the planning stages and are scheduled to replace aging exhibits on a continuing basis from FY 2007 through 2010.

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

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

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

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

#### ***Improve the stewardship of the national collections for present and future generations (5 FTEs and \$526,000)***

- Complete and implement a revised collections management policy in accordance with SD 600
- Complete and implement a revised collections plan for the national philatelic collection
- Complete and implement a cyclical inventory plan for the national philatelic collection in accordance with Smithsonian collections management policies
- Complete and implement a collections digitization plan for the national philatelic collection
- Continue to enter cataloguing information for new and old acquisitions, using the CIS
- Continue to clean and enhance legacy records and update storage

location information

- Complete and implement a multi-year plan to target key collection objects or groups of objects for research and publication in the online database application (i.e., Arago™)
- Complete and implement a collections digitization plan for the national philatelic collection as part of the multi-year plan
- Create or enhance object and media records for significant philatelic materials selected for the *National Collection*, a new exhibit project

#### **Enhanced Management Excellence**

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

- Maintain network hardware and related computer systems
- Maintain software requirements for the automated CIS

**NONAPPROPRIATED RESOURCES**—The U.S. Postal Service provides NPM an annual grant, which supports nearly 75 percent of the Museum's core functions and operational costs. These costs include salaries and benefits, utilities, facility maintenance, exhibitions, research, education, and conservation programs. Fundraising initiatives continue to generate increased support from donor/sponsor-designated funds that cover the costs of new exhibitions and educational programs. The Museum continues to support a small percentage of its staff and programs with general trust funds.

## NATIONAL MUSEUM OF THE AMERICAN INDIAN

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	263	32,193	4	1,281	15	3,771	0	28
FY 2007 ESTIMATE	283	31,266	5	1,038	16	6,458	0	498
FY 2008 ESTIMATE	283	32,000	5	1,038	16	6,458	0	498

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	54	5,260	54	5,407	0	147
Provide reference services and information to the public	41	4,733	41	4,836	0	103
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	44	5,290	44	5,400	0	110
<i>Collections</i>						
Improve the stewardship of the national collections	33	3,972	33	4,053	0	81
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	21	2,505	21	2,556	0	51
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	14	1,742	14	1,779	0	37
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	24	2,808	24	2,867	0	59

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	32	3,232	32	3,327	0	95
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	4	371	4	378	0	7
Modernize the Institution's financial management and accounting operations	8	650	8	672	0	22
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	427	5	442	0	15
Modernize and streamline the Institution's acquisitions management operations	3	276	3	283	0	7
<b>TOTAL</b>	<b>283</b>	<b>31,266</b>	<b>283</b>	<b>32,000</b>	<b>0</b>	<b>734</b>

## BACKGROUND AND CONTEXT

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

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

The FY 2008 budget estimate includes an increase of \$734,000 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 City; 2) public programming that will encompass the indigenous peoples of the Western hemisphere (as mandated in the NMAI legislation) and will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through technology, internships, seminars, and symposia.

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

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### *Increased Public Engagement*

*Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (54 FTEs and \$5,407,000)*

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

- the Ball State University initiative serving more than 20 million students via satellite broadcasting
- Present (through the Cultural Arts Department) at least six programs that serve the international community in and around the Washington, DC area and at least three programs in collaboration with embassies from Latin American countries and Canada
  - Develop a public access Film and Video Center at the GGHC that supports access to and increases the awareness of the NMAI Film and Video Center and its collections.
  - Develop and conduct a varied menu of tours, cultural demonstrations, teaching art programs, family programming, and workshops for students and teachers
  - Build the Cultural Interpreters Program to include 20–30 volunteer interpreters
  - Arrange to have symposia and seminars staff host two significant symposia or seminars annually in support of the Museum as a place of civic engagement
  - Develop a Native Museum Alliance Network to facilitate the loan of NMAI objects to tribal museums and cultural centers
  - Increase the GGHC’s community outreach initiatives within the metropolitan New York City area, with special focus on targeted programs in the Pavilion to reach local Native populations
  - Present diversified and ongoing publications and cultural arts programs (e.g., music, dance, storytelling, drama) which will educate the public about the history and significance of Native cultures, including 10–15 cultural arts programs each month that encompass craft demonstrations and theatrical performances
  - Continue cultural arts programs and author programs, as well as collaborations with other Smithsonian bureaus and Washington-area cultural institutions, and supplemental programs for approximately 20 schools in the local and regional communities
  - Continue monthly programs presenting performing arts (at least one per month), arts and craft demonstrations (at least one per month), and writers’ programs (one per month). Programs in the Museum and in local communities will serve at least 30 schools
  - Maintain a diversified and ongoing publications program that educates the public about the history and significance of Native cultures through the production of books, recordings, children’s and educational materials, brochures, retail products, and other printed matter
  - Conduct approximately 12 educational workshops annually
  - Analyze requirements, design, and implement a new website component to provide Americans with educational resources tied to grade levels and national curriculum standards

- Undertake electronic community-based outreach efforts to bring the Museum's resources to more American communities. Electronic information projects, video conferencing, podcasts, and Web casts will link communities to Museum activities and programming in Washington, DC and New York City
- Develop Web broadcasts and podcasts derived from various cultural arts programs, and implement them throughout FY 2007 and 2008
- Support multi-department use of a customer relationship management system to email electronic newsletters to subscribers to present quarterly information about the Museum and its diverse programs. Increase electronic newsletter subscriptions by 5 percent through provision of more relevant and personalized information
- Maintain a computer system that supports data collection from a wide variety of NMAI public program activities to create an institution-wide system for collecting educational program outputs
- Increase the size of the Museum's Cultural Registry at a rate of 20 percent per year, with a goal of 5,000 total, current records by the end of 2008. An improved data system will enable NMAI to capture a wide variety of information on performing artists, writers, and artisans, which will be made available on demand to Smithsonian systems

***Provide reference services and information to the public (41 FTEs and \$4,836,000)***

- Conduct activities that are responsive to the needs of Native communities by serving as a national leader in the area of training in museum practices. This will involve refining internship, visiting professional, technical assistance, Traditional Artist, and Workshop programs to strengthen their effectiveness and inclusiveness; serving 30–35 interns, 4–5 visiting professionals, and 1–2 technical assistants; and offering 4 workshops annually
- Solidify the Native Arts Program to include visiting artist, community symposia, and youth mural programs; maximize efforts by developing associated opportunities in the areas of community-based activities, exhibitions (physical and virtual), public programs, and publications; and expand contacts and relationships with fellow museum institutions
- Establish an effective radio production and Webcasting schedule that ensures the delivery of compelling and relevant audio programming to audiences throughout the world, and build partnerships with other Native media organizations, including American Indian Radio on Satellite (AIROS), Koahnic Broadcasting, Aboriginal Voices Radio, and Radio Bilingüe

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

Museum on the National Mall and the GGHC. Maintain interactive resources in the ILC and the Resource Center work-study areas and classrooms to ensure that 95 percent of the kiosks are available for public access 95 percent of the time

***Offer compelling, first-class exhibitions and other public programs (44 FTEs and \$5,400,000)***

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

- Provide a year-round exhibition program at the GGHC for three major galleries, and the Photo Corridor Gallery, and offer daily cultural interpreter programs, major monthly programs, and a major film festival. Projects include the preparations for the collections survey in FY 2009, the *Fritz Scholder* exhibit, and a major film festival
- Organize four workshops and networking opportunities for Native film makers and Native media organizations with the television, film, and media industries
- Collaborate with Native educational organizations, such as Oyate, American Indian Library Association, National Indian Education Association, and the Canadian Arts Council. Work with them to identify video resource materials
- Present a regular, ongoing schedule of programs encompassing Native cultural arts in collaboration with communities and curatorial teams that complement and expand on exhibition themes
- Use the Museum's collections to produce various print and electronic products (e.g., books, posters, calendars, notecards, etc.) for sale and distribution to Museum visitors and the general public
- Continue to produce and provide print and electronic pieces to enhance the visitor experience with general information about the Museum, its exhibitions, programs, and other services. These resources will be available in alternate formats, including Braille and Web access, and will be evaluated by the responsible department
- Evaluate visitor services to ensure an effective orientation for public audiences at NMAI

***Improve the stewardship of the national collections for present and future generations (33 FTEs and \$4,053,000)***

- Provide information about NMAI's collections via a website. Review and update records for public access. Digitize objects needing higher quality digital images than those taken during the move of collections. Augment digitization, cataloguing, and electronic access to NMAI's collections resources
- Present a revised, NMAI Board-approved collections policy and collecting plan to the National Collections Office
- Continue to implement a pesticide research project to assess pesticide use in NMAI's ethnographic collections, in coordination with the Smithsonian's Museum Conservation Institute, leading to an enhanced understanding and actual use by Native communities to mediate the impact of contaminating materials
- Provide consultation and assistance to domestic and international indigenous communities for the research, repatriation, and management of specific kinds of culturally sensitive collections,

including approximately six consultations, four traditional care visits, and two to three repatriations

- Continue to provide physical access to the collections for Native visitors, teachers, and students
- Augment physical access to NMAI collections with virtual exhibitions from products created during Virtual Museum Workshops and recorded video conferences

### **Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (21 FTEs and \$2,556,000)***

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

### **Enhanced Management Excellence**

***Improve the overall cleanliness and efficient operation of Smithsonian facilities (14 FTEs and \$1,779,000)***

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

***Modernize the Institution's information technology (IT) systems and infrastructure (24 FTEs and \$2,867,000)***

- Ensure that NMAI personnel can rely on IT systems in three different locations (New York, Maryland, and Washington, DC) to undertake daily work activities. NMAI technical staff work locally to provide secure, reliable, and efficient systems, meeting federal

- standards, with less than 1 percent downtime
- Maintain three computer rooms, internal networks, servers, and Museum-based applications, including collections management, research, conservation, photo services, archives, electronic signage, welcome desks, group reservations, public programs, interactive exhibits, Webcasting, distance education, registries of cultural interpreters, community services events, as well as secure significant digital resources. Information and technology specialists work closely with NMAI staff to analyze processes and determine where economies of scale, integration across functions, and other efficiencies can be achieved
  - Maintain NMAI project and program management systems to effectively manage and coordinate programs across organizational lines, manage capacity, and ensure availability of staff, space, and fund-based resources

***Strengthen an institutional culture that is customer centered and results oriented (32 FTEs and \$3,327,000)***

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

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (4 FTEs and \$378,000)***

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

diverse workforce

***Modernize the Institution's financial management and accounting operations (8 FTEs and \$672,000)***

- Manage all NMAI-related budgeting activities on an integrated basis, including support and technical assistance to NMAI staff and provision of information to Smithsonian Institution, Office of Management and Budget, and Congress, both for baseline operations and new funding for the operation of the Mall Museum
- Provide effective and responsive fiscal management to meet the changing needs, obligations, and priorities of NMAI and the Institution

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (5 FTEs and \$442,000)***

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

***Modernize and streamline the Institution's acquisitions management operations (3 FTEs and \$283,000)***

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

**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, 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 2006 ACTUAL	20	1,834	1	280	15	1,145	0	0
FY 2007 ESTIMATE	19	1,705	1	309	20	1,640	0	0
FY 2008 ESTIMATE	19	1,762	1	309	20	1,640	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	0	19	0	19	0	0
Provide reference services and information	6	374	6	397	0	23
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	2	80	2	81	0	1
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	7	820	7	849	0	29
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	0	14	0	14	0	0
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	1	163	1	159	0	-4
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	105	1	107	0	2
Modernize the Institution's financial management and accounting operations	2	130	2	136	0	6
<b>Total</b>	<b>19</b>	<b>1,705</b>	<b>19</b>	<b>1,762</b>	<b>0</b>	<b>57</b>

## BACKGROUND AND CONTEXT

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

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

The FY 2008 estimate includes an increase of \$57,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

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

Archives' material. The Archives will also develop plans for an artist/guest curator program for the Fleischman Gallery.

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

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

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

The Terra Foundation for American Art grant will also enable the AAA to build on its existing Web-based system for delivering subject-focused guides to its collections by adding two new topics: a *Guide to Architecture and Design Related Collections at the Archives of American Art*, and a *Guide to New Deal Art Related Records at the Archives of American Art*. Together, these guides will provide access to more than 700 archival collections and oral history interviews, notably more than 350 interviews conducted in the

mid-1960s for the New Deal and the Arts Oral History Project. Hundreds of items will be included in each guide to further engage the public.

The AAA's resources will continue to support work related to the systematic survey of collections begun in FY 2004, which is designed to identify preservation needs, determine the degree of potential research value, and target audiences and other factors needed to formulate processing priorities that will increase the number of finding aids for collections accessible via the website. Improved stewardship will also be achieved by continued development of AAA's internal Collection Information Systems Database, ensuring proper collections documentation and supporting increasingly complex workflow encompassing the life cycle of a collection and oral history from pre-acquisition to storage and access. AAA's investment in the digitization of its collections will be preserved by reviewing requirements and implementing a standards-based digital assets storage and preservation system.

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

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

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

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

- Expand public access to AAA's vast collection by increasing website and in-person visits through continuation of the Terra Foundation for American Art's five-year program to digitize collections, which will:
  - Add 325,000 new digital files through online finding aids and AAA's Search Images interface
  - Increase by two the number of online guides by adding a *Guide to Architecture and Design Related Collections* and a *Guide*

*to New Deal Art Related Records*

- Increase by 30–50 the number of online finding aids
- Increase by 20–30 the number of oral history interviews accessible online
- Enhance AAA’s website with improved website technologies and tools to attract more visitors and promote and enhance their level of engagement with the Archives’ programs

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

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

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

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

**Strengthened Research**

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

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

**Enhanced Management Excellence**

***Strengthen an institutional culture that is customer centered and results oriented (1 FTE and \$159,000)***

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

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$107,000)***

- Assess and enhance the skills of staff to increase efficiencies

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

- Enhance existing in-house financial reports to management and the AAA board to include budget, thereby ensuring the integrity of Smithsonian Institution funds

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for publication of the Archives of American Art *Journal*, and fund raising, including salaries and benefits. Donor/sponsor-designated funds provide support for costs related to specific programs and projects for exhibits, internships, collections acquisition, and collections care (specifically, 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 2006 ACTUAL	50	5,659	0	0	56	8,074	0	9
FY 2007 ESTIMATE	57	5,720	0	51	58	9,895	0	0
FY 2008 ESTIMATE	57	5,867	0	1	58	9,895	0	0

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	8	803	8	823	0	20
Provide reference services and information to the public	8	803	8	823	0	20
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	15	1,505	15	1,544	0	39
<i>Collections</i>						
Improve the stewardship of the national collections	14	1,405	14	1,441	0	36
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	4	401	4	412	0	11
<b>Enhanced Management Excellence</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	3	301	3	309	0	8
<i>Management Operations</i>						
Modernize the Institution's financial management and accounting operations	5	502	5	515	0	13
<b>Total</b>	<b>57</b>	<b>5,720</b>	<b>57</b>	<b>5,867</b>	<b>0</b>	<b>147</b>

## **BACKGROUND AND CONTEXT**

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

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

To meet the goal of Strengthened Research, FSG will devote resources to maintain the outstanding conservation and scientific research programs currently in place for the analysis, study, and conservation of Asian art and objects. Scholarly research on the collections, as well as broader research on Asian art and culture, will be further enhanced by maintaining a dedicated position to oversee scholarly programs and publications.

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

For FY 2008, the estimate includes an increase of \$147,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

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

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

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

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

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

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

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

The addition in FY 2006 of a dedicated staff person to oversee and coordinate scholarly research and publications will enable FSG to continue to foster closer links with university partners, such as the University of Michigan, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series. FSG also plans to present at least one symposium for serious art collectors, where curators will offer their expertise in analyzing the nature and provenance of collectors' objects, an investment that FSG hopes will open doors for future donations to enhance the collections. To safeguard the conservation department's reputation as

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (8 FTEs and \$823,000)***

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

#### ***Provide reference services and information to the public (8 FTEs and \$823,000)***

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

#### ***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (15 FTEs and \$1,544,000)***

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

***Improve the stewardship of the national collections for present and future generations (14 FTEs and \$1,441,000)***

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

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (4 FTEs and \$412,000)***

- 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 \$309,000)***

- 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 \$515,000)***

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

**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 2006 ACTUAL	32	2,980	23	3,180	13	4,154	0	16
FY 2007 ESTIMATE	39	3,058	23	3,738	22	5,510	0	25
FY 2008 ESTIMATE	39	3,383	23	3,738	22	5,510	0	25

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	3	246	3	262	0	16
Provide reference services and information	1	94	1	101	0	7
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	4	381	4	395	0	14
<i>Collections</i>						
Improve the stewardship of the national collections	9	963	9	931	0	-32
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	3	153	3	227	0	74
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	11	528	11	801	0	273
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	2	210	2	208	0	-2
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	96	1	99	0	3
Modernize the Institution's financial management and accounting operations	4	322	4	292	0	-30

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	65	1	67	0	2
<b>Total</b>	<b>39</b>	<b>3,058</b>	<b>39</b>	<b>3,383</b>	<b>0</b>	<b>325</b>

## BACKGROUND AND CONTEXT

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

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

For FY 2008, the estimate includes an increase of \$85,000 for necessary pay for existing staff funded under this line item and \$240,000 for rent for leased collections storage space, which is justified in the Mandatory Costs section of this budget.

## MEANS AND STRATEGY

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

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

As part of its national outreach effort, CHNDM plans to expand its "City of Neighborhoods" program in three to five venues outside the New York City area in FY 2008. This innovative program brings architects, educators, and planners together to extend the classroom into the community and apply design education to a neighborhood concept, enabling teachers to take this model back to the classroom for development of similar programs for K–12 students and for after-school programs. The program's goal is to use design to promote community awareness and to involve young people in positive community change.

The Museum will also continue to offer an expanded Summer Design Institute program on the West Coast as well as in New York City. This program, which celebrated its twelfth anniversary in 2006, is also geared to K–12 and design educators, and draws a steadily increasing national and international audience each year. Outreach will be further enhanced by a continuing effort to lend major works to other venues in the United States and abroad.

Resources will continue to support exhibition-related scholarly research to create the most innovative and educational exhibitions for the public to view. The Museum anticipates that important new research will be published in conjunction with each major exhibition presented in FY 2008. Catalogues also may be published for the *Piranesi*, *Rococo: Continuing Curve*, and *Thaw Watercolors* exhibitions, depending on whether private publication funding can be secured.

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

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

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

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

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

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

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

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

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

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

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

## **Strengthened Research**

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

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

## **Enhanced Management Excellence**

***Improve the overall cleanliness and efficient operation of Smithsonian facilities (11 FTEs and \$801,000)***

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

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

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

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

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

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

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

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

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

**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 2006 ACTUAL	42	3,999	2	475	9	5,358	0	0
FY 2007 ESTIMATE	47	4,137	1	1,082	10	6,981	0	0
FY 2008 ESTIMATE	47	4,254	1	942	10	4,501	0	0

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	8	699	8	718	0	19
Provide reference services and information to the public	3	265	3	273	0	8
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	17	1,532	17	1,576	0	44
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	5	465	5	478	0	13
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	3	287	3	295	0	8
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	5	392	5	403	0	11
Modernize the Institution's financial management and accounting operations	2	184	2	190	0	6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	313	4	321	0	8
<b>Total</b>	<b>47</b>	<b>4,137</b>	<b>47</b>	<b>4,254</b>	<b>0</b>	<b>117</b>

## **BACKGROUND AND CONTEXT**

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

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

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

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

For FY 2008, the estimate reflects a net increase of \$117,000 for necessary pay for existing staff.

## **MEANS AND STRATEGY**

To engage and inspire diverse audiences, HMSG will sustain its program offerings that enable educators, families, and young people to understand and explore the permanent collection in unexpected ways, and to supplement personal arts studies. The Museum will offer teacher workshops throughout the year, related to either a current exhibition or permanent

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

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

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

To improve the stewardship of the national collections, HMSG will develop plans to cope with limited collections storage space and simultaneously arrange the outdoor sculptures for a renewed visitor encounter with the Museum. Nearly all of the collections are currently housed at the Museum. Due to cramped conditions, the collections cannot be adequately cared for and are not sufficiently accessible for research and cataloguing. As a result, 60 percent of the collections are expected to be

moved to a remote storage location (Pod 3 of the Museum Support Center in Suitland, Maryland) in FY 2008. In anticipation of this move, the Museum will develop a space plan for the approximately 40 percent of the permanent collections that will remain on site, thereby safeguarding these works while improving accessibility. The design and plan for rearrangement of the sculpture garden will be completed in conjunction with a restoration project for all outdoor sculpture. In addition, conservators will complete a survey of the entire paintings collection, a prerequisite to establishing collections care, research, and storage priorities, and will conduct a survey of the works on paper. The Museum will also continue the documentation of the permanent collections by adding new images and/or expanded records to the collections database, which is linked to the public website.

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

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (8 FTEs and \$718,000)***

- Offer two teacher workshops throughout the year related to either a current exhibition or the permanent collection
- Offer two to four family workshops geared to children of diverse backgrounds and ages

- Produce and mail a quarterly calendar that provides information about the Museum's exhibitions and educational programs
- Expand the Museum's multi-media website to provide public access to a database of collection images and other educational information
- Produce one or more portable collections guides on DVD or comparable media

***Provide reference services and information to the public (3 FTEs and \$273,000)***

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

***Offer compelling, first-class exhibitions at the Smithsonian and across the nation (17 FTEs and \$1,576,000)***

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

***Improve the stewardship of the national collections for present and future generations (5 FTEs and \$478,000)***

- Complete the design and plan for rearrangement of the sculpture garden in conjunction with the restoration project for all outdoor sculptures
- Add 500 more new images and/or expanded records to the Museum's collections database
- Develop a space plan for the approximately 40 percent of the permanent collection that will remain onsite after the remote storage location opens
- Complete a survey of the entire painting collection

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$295,000)***

- Deliver at least three original research presentations or reports on conservation techniques for new emerging media at national and international professional meetings or in professional publications

- Research the collection to determine publication and traveling exhibition possibilities for key artists represented in the collection

### **Enhanced Management Excellence**

#### ***Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$403,000)***

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

#### ***Modernize the Institution's financial management and accounting operations (2 FTEs and \$190,000)***

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

#### ***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$321,000)***

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

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for salaries and benefits of administrative and development personnel, as well as for some programs and public relations staff, 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 2006 ACTUAL	30	4,182	1	353	0	307	0	0
FY 2007 ESTIMATE	37	4,298	2	445	1	437	0	0
FY 2008 ESTIMATE	37	4,400	2	445	1	442	0	0

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	9	998	7	893	-2	-105
Provide reference services and information to the public	2	224	2	226	0	2
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	15	1,625	17	1,854	2	229
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	4	490	4	485	0	-5
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	118	1	128	0	10
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	3	484	3	463	0	-21
Modernize the Institution's financial management and accounting operations	2	288	2	248	0	-40
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	71	1	103	0	32
<b>Total</b>	<b>37</b>	<b>4,298</b>	<b>37</b>	<b>4,400</b>	<b>0</b>	<b>102</b>

## **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 resources, and access to the Museum’s object and photographic collections. The Museum also is focusing resources on the presentation of four temporary exhibitions, as well as the planning and preparations for three exhibitions scheduled to open in FY 2009. In addition, planning will begin for organizing a traveling exhibit of the Walt Disney-Tishman African Art Collection. NMAfA will add new educational programs that combine the content of these exhibitions with the goal of expanding community outreach, and will continue its successful film program series.

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

For FY 2008, the estimate includes an increase of \$102,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, NMAfA is directing resources to activities that will result in larger and more diverse audiences. Through enhanced navigation features and multi-media

applications, additional image/catalogue databases on the Museum's redesigned website will provide greater digital access to collections, including the Walt Disney-Tishman African Art Collection. In addition to virtual exhibitions and podcasts, an online resource guide for the Eliot Elisofon Photographic Archives and special children's "play sites" are planned for the website in FY 2008. Web stations throughout the Museum will provide interactive opportunities to enhance the visitor's experience while in the Museum.

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

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

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

In FY 2008, five new exhibitions are expected to attract general audiences, collectors, scholars, and educators by presenting traditional and contemporary art of various media from virtually the entire African continent. With approximately 90 works dating from ancient to modern times, *Inscribing Meaning: The Power of African Scripts* will present the ingenuity and creativity of African artists who incorporate script and graphic forms of communication into a wide range of artworks. A catalogue will accompany this exhibition, which will travel to UCLA's Fowler Museum of Cultural History in the fall of 2007. *Treasures II*, the second exhibition of that series,

will continue to highlight distinctive works of art from NMAfA and U.S. private collections, with the signature publication *Treasures Folio* accompanying this show. *The Art of Being Tuareg: the Blue People of the Sahara*, organized by the Cantor Arts Center of Stanford University, will be the first such comprehensive survey of the Tuareg culture. The youth/family-oriented exhibition entitled *Thinking with Animals* will provide an introduction to how Africans perceive and organize their world by using animals as symbols and metaphors. A family guide is planned to accompany this exhibition, and interactive stations will be installed in the exhibit galleries to target younger audiences. Internationally known artist Fred Wilson will explore the representations of African culture and history in his exhibition, *Fred Smith, African Reflections*. During FY 2008, a series of publications and brochures will be printed to orient visitors to NMAfA exhibitions.

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

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

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

Accountability is being achieved by integrating NMAfA and Smithsonian performance goals into performance plans for all Museum staff members. In addition, financial management responsibilities have been incorporated into the performance plans of all department heads to provide

more effective budgetary control at the departmental level. The Museum will continue to enhance its relations with the media by expanding the number of its contacts with media representatives and outlets.

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement:

#### ***Engage and inspire diverse audiences (7 FTEs and \$893,000)***

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

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

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

#### ***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (17 FTEs and \$1,854,000)***

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

- Complete 95 percent of the planning and design of three exhibitions to open at NMAfA in FY 2009

***Improve the stewardship of the national collections for present and future generations (4 FTEs and \$485,000)***

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

**Enhanced Management Excellence**

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

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

***Strengthen an institutional culture that is customer centered and results oriented (3 FTEs and \$463,000)***

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

***Modernize the Institution's financial management and accounting operations (2 FTEs and \$248,000)***

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

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

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

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA's major exhibition efforts in FY 2008, 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 2006 ACTUAL	55	6,932	3	493	8	2,609	0	0
FY 2007 ESTIMATE	59	5,435	3	566	8	2,254	0	0
FY 2008 ESTIMATE	59	5,599	3	591	4	2,285	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	8	725	8	750	0	25
Provide reference services and information	5	530	5	570	0	40
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	11	944	11	977	0	33
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	18	1,508	18	1,549	0	41
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	4	369	4	382	0	13
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	123	1	128	0	5
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,070	9	1,071	0	1
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	166	3	172	0	6
<b>Total</b>	<b>59</b>	<b>5,435</b>	<b>59</b>	<b>5,599</b>	<b>0</b>	<b>164</b>

## BACKGROUND AND CONTEXT

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

To achieve the goal of Increased Public Engagement, the NPG will continue to evaluate its installations and programming by identifying strengths and weaknesses, and correcting deficiencies.

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

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

The FY 2008 estimate includes an increase of \$164,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

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

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

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

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

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

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

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

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

***Provide reference services and information to the public (5 FTEs and \$570,000)***

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

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

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

***Improve the stewardship of the national collections for present and future generations (18 FTEs and \$1,549,000)***

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

**Strengthened Research**

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

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

**Enhanced Management Excellence**

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

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

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

***Strengthen an institutional culture that is customer centered and results oriented (9 FTEs and \$1,071,000)***

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

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

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

**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 2006 ACTUAL	92	9,050	6	898	21	7,913	2	148
FY 2007 ESTIMATE	98	8,330	5	992	18	5,459	2	172
FY 2008 ESTIMATE	98	8,601	5	757	18	5,699	2	173

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	19	1,645	19	1,700	0	55
Provide reference services and information	2	118	2	122	0	4
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	20	1,700	20	1,760	0	60
<i>Collections</i>						
Improve the stewardship of the national collections	30	2,470	30	2,550	0	80
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure advancement of knowledge in humanities	3	340	3	352	0	12
<b>Enhanced Management Excellence</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	7	640	7	660	0	20
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	5	485	5	500	0	15
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	93	1	96	0	3
Modernize the Institution's financial management and accounting operations	4	225	4	230	0	5
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	6	545	6	560	0	15
Modernize and streamline the Institution's acquisitions management operations	1	69	1	71	0	2
<b>Total</b>	<b>98</b>	<b>8,330</b>	<b>98</b>	<b>8,601</b>	<b>0</b>	<b>271</b>

## BACKGROUND AND CONTEXT

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

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

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

The FY 2008 estimate includes an increase of \$271,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

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

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

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

***Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (19 FTEs and \$1,700,000)***

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

***Provide reference services and information to the public (2 FTEs and \$122,000)***

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

***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (20 FTEs and \$1,760,000)***

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

- Continue traveling exhibitions program of *Sean Scully, Joseph Cornell, Elihu Vedder, and Wm. H. Johnson* shows and loans of SAAM collections
- Increase curatorial support
- Continue implementation of wireless technology for interpretive elements in the galleries

***Improve the stewardship of the national collections for present and future generations (30 FTEs and \$2,550,000)***

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

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (3 FTEs and \$352,000)***

- 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 \$660,000)***

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

- Provide infrastructure to support the use of technology for innovative presentations in the Museum
- Strengthen an institutional culture that is customer centered and results oriented (5 FTEs and \$500,000)***
- Manage resources efficiently and responsibly, whether fiscal, human, or cultural, to ensure that core functions of SAAM are met
  - Provide guidance, leadership, direction, and oversight to staff and unit activities to ensure that organizational mission and program objectives are met
  - Provide SAAM staff with the administrative tools and support necessary to do their jobs
  - Work closely with central Smithsonian Institution offices on implementation of new management systems and processes
- 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
  - Train and cross-train staff for flexibility in responding to changing economies, technologies, and processes
- Modernize the Institution’s financial management and accounting operations (4 FTEs and \$230,000)***
- Monitor financial transactions closely through monthly review, reconciliation and reports to management, ensuring allowability and allocability of expenses
- Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (6 FTEs and \$560,000)***
- Publicize SAAM and Renwick Gallery exhibitions, events, and programs to local and national media to ensure widest possible awareness of collections and resources
  - Ensure successful placement of publicity for Renwick Gallery activities with general media, as well as in craft publications
  - Implement a shared “brand” for SAAM and NPG to target the ultimate goal of attracting two million annual visitors
- Modernize and streamline the Institution’s acquisitions management operations (1 FTE and \$71,000)***
- Ensure efficient processing and monitoring of procurement activity at SAAM

**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. All of SAAM’s programs, including exhibitions, education, and public programs, depend on support from individuals, foundations, and corporations.

## NATIONAL AIR AND SPACE MUSEUM

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	171	16,210	34	4,493	21	2,932	7	2,600
FY 2007 ESTIMATE	174	16,820	31	4,325	41	4,844	14	2,409
FY 2008 ESTIMATE	174	17,337	31	4,325	41	4,844	14	2,409

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	12	997	12	1,026	0	29
Provide reference services and information	7	638	7	655	0	17
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	45	4,993	45	5,060	0	67
<i>Collections</i>						
Improve the stewardship of the national collections	53	3,838	53	3,969	0	131
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	4	958	4	988	0	30
Ensure the advancement of knowledge in the humanities	25	2,617	25	2,700	0	83
<b>Enhanced Management Excellence</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	9	841	9	869	0	28
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	19	1,938	19	2,070	0	132
<b>Total</b>	<b>174</b>	<b>16,820</b>	<b>174</b>	<b>17,337</b>	<b>0</b>	<b>517</b>

## **BACKGROUND AND CONTEXT**

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

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

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

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

For FY 2008, the budget estimate includes an increase of \$517,000 for necessary pay for the existing staff funded under this line item.

## **MEANS AND STRATEGY**

*Public Engagement* — NASM reaches a diverse audience through static and dynamic exhibits on site, through outreach efforts at local and national schools and organizations, and through professional activities concerning the history of aviation and space flight and the planetary sciences. To perform these activities, NASM relies on staff as well as more than 600 volunteers. In the National Mall and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational demonstrations. In FY 2006, NASM's Docent Corps was awarded the Frank G. Brewer Trophy, the National Aeronautic Association's highest

honor, for significant contributions of enduring value over the last 30 years to aerospace education in the United States.

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

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

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

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

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

***Engage and inspire diverse audiences in lifelong exploration and understanding of art, history, science, and culture (12 FTEs and \$1,026,000)***

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

***Provide reference services and information to the public (7 FTEs and \$655,000)***

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

***Offer compelling, first-class exhibitions and other public programs (45 FTEs and \$5,060,000)***

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

***Improve the stewardship of the national collections (53 FTEs and \$3,969,000)***

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

**Strengthened Research**

***Engage in research and discovery (4 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 the role of Mars' tectonic and climate history
- Use Mars Odyssey and Mars Global Surveyor data to understand the geologic history of Mars and study similar processes from Earth's geological history

***Ensure the advancement of knowledge in the humanities (25 FTEs and \$2,700,000)***

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

**Management Excellence**

***Modernize the Institution's information technology systems and infrastructure (9 FTEs and \$869,000)***

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

***Strengthen an institutional culture that is customer centered and results oriented (19 FTEs and \$2,070,000)***

- Provide state-of-the-art facilities and security support, and manage facilities integration, including prime and subsidiary contractors and security outsourcing contracts for the Udvar-Hazy Center

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

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for research, education, exhibitions, and fund raising, including salaries and benefits. Donor/Sponsor-designated funds support 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 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 2006 ACTUAL	390	43,779	8	1,861	28	5,998	20	4,623
FY 2007 ESTIMATE	398	44,778	7	1,198	29	8,191	20	7,340
FY 2008 ESTIMATE	398	46,052	7	1,198	29	8,191	20	7,340

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	54	5,320	54	5,471	0	151
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	47	5,126	47	5,271	0	145
<i>Collections</i>						
Improve the stewardship of the national collections for present and future generations	140	15,525	140	15,967	0	442
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	130	15,894	130	16,349	0	455
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	309	3	317	0	8
<i>Security and Safety</i>						
Provide a safe and healthy environment	2	220	2	226	0	6
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	12	1,264	12	1,299	0	35
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,120	10	1,152	0	32
<b>Total</b>	<b>398</b>	<b>44,778</b>	<b>398</b>	<b>46,052</b>	<b>0</b>	<b>1,274</b>

## **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 the Earth and similar planets; discovering and understanding life's diversity; and studying human diversity and cultural change. The Museum's research provides new understanding and relevance to broader national and international science agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

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

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

The FY 2008 budget estimate includes an increase of \$1,274,000 for necessary pay for existing staff, which is justified in the Mandatory Costs section.

## 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. NMNH is committed to continue renovating its permanent halls and offering new temporary exhibitions each year. The Museum will complete the fabrication of two new permanent exhibitions by November 2007: the Korea Gallery and *Butterflies and Plants: Partners in Evolution*. In 2008, the NMNH will open the *Ocean Hall* exhibit, a significant accomplishment because of its size (23,000 square feet of exhibition space), complexity, and the dynamic nature of this new exhibit hall. This is the largest renovation of public space at the Museum in 40 years. The temporary exhibitions planned for 2008 include *Soil: Worlds Underfoot*, *Going to Sea*, and *Nature's Best Photography*. In addition, the designs for a new 15,000 square foot exhibit on human origins will be completed in preparation for the exhibit opening in 2009. Federal funding also enables NMNH to make its exhibitions available to other U.S. and international institutions. The effectiveness of NMNH exhibitions and public programs can be seen in the excitement they generate and in their popularity with family audiences. In FY 2006, NMNH hosted more than five and a half million visitors.

In FY 2008, the Museum's commitment to education will continue through support for ongoing programs, an extensive national/international network that includes traveling exhibitions, websites, and an ocean Web portal, as well as school programs, self-guides for teachers, and festivals to attract interest in and understanding of our research and collections. These outreach efforts serve millions of visitors each year, nationally and internationally. In FY 2008, NMNH will increase the number of teacher training manuals available on the NMNH website by 50 percent; prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2008; and continue to upgrade the website to provide additional educational programs and make use of the planned ocean Web portal's asset to provide additional educational material on ocean literacy for both formal and informal educational opportunities.

The Museum's collections serve as the foundation of NMNH research, exhibits, and public outreach programs. Federal funding is the linchpin for maintaining and preserving these priceless collections and their valuable information for future generations, while also supporting their use for critical ongoing research. Consistent with the guidance provided in the joint Office of Management and Budget-Office of Science and Technology Policy memo on FY 2008 research and development budget priorities, dated June 23,

2006, NMNH will strengthen its commitment to stewardship of the federal scientific collections that play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. NMNH's commitment to research on and stewardship of the collections, in partnership with affiliated federal agencies (such as the Departments of Defense, Commerce, Agriculture, and Interior), will be expanded in response to this guidance.

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

*Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (54 FTEs and \$5,471,000)*

- Increase the number of teacher training manuals available on the NMNH website by 50 percent
- Prepare and distribute 2,500 new curriculum packages for each of the major exhibitions and electronic programs opening in FY 2008
- Increase the distribution of the electronic educators' newsletter by 50 percent
- Continue and enhance interaction with graduate training programs at local universities
- Increase access to exhibits, research, and collections for students with disabilities and for economically disadvantaged students
- Increase access to the scientific professions for minorities and women, with a special emphasis on museum science careers

*Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (47 FTEs and \$5,271,000)*

- Complete fabrication and install all specimens, models, and exhibit elements for the *Ocean Hall* exhibit for a September 2008 opening of the 23,000 square feet of exhibition space. This is the largest renovation of public space at the Museum in 40 years
- Complete fabrication of and open two new permanent exhibits, *Butterflies and Plants: Partners in Co-evolution*, and the Korea Gallery by November 2007
- Complete designs for the new *Human Origins* exhibit opening in 2009
- Open the temporary exhibitions *Emissaries of Peace*, *Going to Sea*, and *Nature's Best Photography*, fulfilling NMNH's commitment to change 15 percent of available exhibition space annually

- Open *Soil: Worlds Underfoot*, as part of the ongoing series *Forces of Change*
- Open *Discovering Rastafari!*, an exhibit focusing on the origins and practice of the Rastafari religion in Jamaica and the movement's subsequent spread throughout the African Diaspora and the world
- Open *Mexican Cycles*, to contribute to the NMNH's celebration of Hispanic Heritage Month in the fall of 2007

***Improve the stewardship of the national collections for present and future generations (140 FTEs and \$15,967,000)***

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

- Continue moving fluid-preserved collections to the new MSC facility, updating associated inventories and correcting any container, preservative, or labeling problems resulting from the move
- Secure cold storage for the eight million feet of ethnographic film in the Human Studies Film Archives

## Strengthened Research

***Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (130 FTEs and \$16,349,000)***

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

### *The Formation and Evolution of Earth and Other Planets*

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

### *Discovering and Understanding Life's Diversity*

- Continue studies of the large-scale evolutionary relationships among birds, insects, and plants as part of collaborative research projects in the National Science Foundation (NSF)-funded Tree of Life initiative, and, in particular, studies of the large-scale evolutionary relationships among Lepidoptera (moths and butterflies), spiders, and ants. The primary goal of the Tree of Life initiative is to produce a robust phylogeny of all oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies
- Continue research on the tempo and mode of evolution in deep-sea faunas
- Inventory and digitize diatom type collections in Botany for Web access
- Continue research into the geological history of plant-animal interactions
- Continue work on evolution and phylogenetic relationships of dinosaurs
- Continue exploring the diversity of various groups of vertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups, their phylogenies, and biogeographic histories

- Continue studies of deep-sea invertebrates from the Gulf of Mexico, including exploration of poorly known regions such as cold seeps and petroleum seeps, which are home to a diverse but still largely unknown community of animals. This research is being done in collaboration with National Oceanic and Atmospheric Administration (NOAA) and Texas A&M University at Corpus Christi
- Make 50 percent of ant-type specimens and 100 percent of geometrid moths available on the Web
- Continue molecular-phylogenetic and population-genetic studies of and develop checklists for identification and inventories for various plant families, with an emphasis on plants in the Pacific, northern South America, the Caribbean, Southeast Asia, and specific marine environments
- Continue to sample insects and spiders from poorly sampled localities, particularly beetles, ants, spiders, and moths and butterflies from Central and South America
- Continue research on ecological recoveries from mass extinctions and the evolution of innovations in the history of life, with special emphasis on the Cambrian explosion, the Permo-Triassic, and the early Cenozoic era
- Hire a new research scientist to study the evolution and environmental context of Paleozoic marine animals

#### *Understanding Human Diversity and Cultural Change*

- Continue to support the Endangered Language Program, which will preserve and make accessible through digitization more than 11,400 sound recordings of endangered languages in the National Anthropological Archives and Human Studies Film Archives, many of which currently exist only on endangered recording media
- Continue research on the climatic and environmental context of human evolution in East Africa
- Host a scientific symposium on *Life and Death in the Colonial Chesapeake*, in the spring of 2008, linked to the temporary exhibit *Written in Bone: Life and Death in the Colonial Chesapeake*, where more than a dozen regional experts will present research on the early settlers of the Chesapeake Bay area
- Continue research into the development of coastal and deltaic environments as early centers of urbanization
- Host an international arctic research symposium as part of the Fourth International Polar Year (2007–2008)
- Complete NSF-funded project supporting interdisciplinary fieldwork in Mongolia and the development of computer simulations to study the development of early civilizations in Central Asia
- Continue NSF-funded research into the spread of the earliest humans from Africa and Asia

- Conduct research into how and when human beings first processed and cultivated cereal grains, illuminating how the human species went from being primarily hunter-gatherers to becoming farmers

### **Enhanced Management Excellence**

#### ***Execute an aggressive, long-range revitalization program and limited construction of new facilities (3 FTEs and \$317,000)***

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

#### ***Provide a safe and healthy environment to support Smithsonian programs (2 FTEs and \$226,000)***

- Implement extensive inspection and training efforts that provide the highest quality safety program 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 \$1,299,000)***

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

#### ***Strengthen an institutional culture that is customer centered and results oriented (10 FTEs and \$1,152,000)***

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

**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 renovations, such as the major gift that built the Kenneth E. Behring Family Hall of Mammals, which opened in November 2003, and another significant gift that is helping to fund *Ocean Hall*, which will open in September 2008, along with the first fully endowed Chair at the Museum.

Other examples include the Johnson and Hunterdon endowments, which provide all operating support for the Smithsonian Marine Station in Fort Pierce, Florida, in addition to supplying a significant portion of the base funding 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 and the NASA Jet Propulsion Lab, in the form of matching funds toward upgrades in equipment that enables 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 meteorites found in the Antarctic to the geology of Meishan, China, where evidence for the greatest extinction in the history of life can be studied.

The Museum was awarded 69 grants and contracts in FY 2006, totaling \$5,459,495. 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. The Museum's forensic anthropology program continued to receive support from the FBI, and the Museum received funds from the State of California for work on the Tree of Life, specifically on an evolutionary tree of ants, considered the world's premier social organisms.

## NATIONAL ZOOLOGICAL PARK

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	202	20,374	4	613	22	5,937	3	847
FY 2007 ESTIMATE	212	20,676	4	1,028	22	7,358	4	900
FY 2008 ESTIMATE	215	21,842	4	1,028	22	3,521	4	950

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	247	2	252	0	5
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	114	9,706	115	10,249	1	543
<i>Collections</i>						
Improve the stewardship of the national collections	47	5,579	49	5,918	2	339
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	28	2,187	28	2,261	0	74
<b>Enhanced Management Excellence</b>						
<i>Security and Safety</i>						
Provide a safe and healthy environment	4	525	4	685	0	160
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	4	792	4	802	0	10
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,085	9	1,109	0	24
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	100	0	100	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	455	4	466	0	11
<b>Total</b>	<b>212</b>	<b>20,676</b>	<b>215</b>	<b>21,842</b>	<b>3</b>	<b>1,166</b>

## BACKGROUND AND CONTEXT

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

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

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

To achieve the goal of Enhanced Management Excellence, the Zoo will focus on increased attention to safety and health of the staff and collections, continue to apply integrated pest management throughout its facilities, modernize information management systems, and enhance the skills of staff and managers to increase their effectiveness. Major improvements already have been made in these and other areas that were cited as concerns in the 2003 American Zoo and Aquarium Association (AZA) accreditation inspection, in the 2003–2006 U.S. Department of Agriculture (USDA) inspection findings, and in the 2004 and 2005 reports of the National Academy of Sciences (NAS). The National Zoo will be preparing once again for re-accreditation in 2008.

For FY 2008, the budget estimate includes an increase of 3 FTEs and \$1,166,000. Included is an increase of \$566,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$600,000 to improve pest management in the Zoo, provide a better level of care for animals, improve horticulture maintenance and feeding of animals, and to meet safety needs.

## **MEANS AND STRATEGY**

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

Animal exhibits will continue to be upgraded, using the strategy of customizing or tailoring exhibit spaces to reflect the specific needs of the animal species, particularly with regard to their overall welfare and behavioral needs. Each species' behavior and natural history will be considered when designing habitats to stimulate natural behaviors for foraging, hunting, and breeding. Planned exhibit improvements will expand opportunities for animal enrichment; support behavioral, nutritional, or reproductive studies; and provide Zoo visitors with an inspiring and educational experience. Staff continue to update and improve the Zoo's popular website, rated by Web visitors as excellent in amount and quality of information and design. The website "Education World" gave the Zoo's website an A+ in December 2006, recommending it as a resource for teachers and children in kindergarten through grade 12. In 2006, the website attracted 27.3 million visits, an increase of 4.5 million from 2004. NZP's endearing giant panda cub, Tai Shan, continues to enthrall webcam watchers around the world, with more than 28 million visits to the Zoo's panda pages from the date of his birth in July 2005 through December 2006.

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

In FY 2007, the NZP will assess the success of Asia Trail I, which opened in October 2006. The Zoo provided programmatic guidance to design and begin construction of a new elephant “wing” that incorporates modern science and husbandry requirements into the historic Elephant House, which was built in the 1890s and last renovated in the 1930s. With input from other *in situ* and *ex situ* elephant experts around the world, the NZP is designing a series of habitats for its elephants that will stimulate a variety of natural behaviors and exercise. The Zoo will continue to incorporate and link science into existing and new exhibits, while also increasing the visibility and scope of its conservation efforts through demonstrations, the website, and various other media.

To achieve the goal of Strengthened Research, the NZP will continue to address significant scientific and conservation issues of key species and critical habitats by studying animals in the field and in captive environments. In the context of the Smithsonian Institution (SI) Science and NZP Strategic Plans, the Zoo will continue efforts to be recognized as a scientific leader in the conservation of species and their habitats. The NZP will enhance the integration of science with exhibits, selection and care of the animal collection, educational programs, and the overall facilities master plan. Scientific, curatorial, and veterinary personnel are working together to study the medical needs, reproductive patterns, behavior, habitat use, interaction with people, and populations of numerous, different endangered species—such as the Asian elephant—in captivity and in the wild. They monitor and maintain the health of the Zoo’s animal collection through advanced diagnostic techniques, and evaluate mortalities for potential emerging diseases. Avian monitoring and surveillance research provide accurate disease diagnostics for the West Nile virus, avian influenza and avian malaria. These measures protect the Zoo’s valuable animal collection and could potentially mitigate the effects of avian influenza in the United States. Studies such as these help improve the management of populations of endangered animals around the world, and are often conducted in collaboration with scientific organizations worldwide. The NZP will continue to share the results of this research with the public and a wide range of scholars, university researchers, and field biologists, and to include scientific participation in exhibit planning, educational programs, and media opportunities. The NZP will continue to invite students and outside colleagues to participate and collaborate in efforts to increase the Zoo’s capacity for scientific research and science-based professional training programs. Such training contributes to placing the Smithsonian Institution at the center of conservation-based training.

To achieve the goal of Enhanced Management Excellence, the NZP will increase safety training, and has set a goal of zero injuries in 2008. Zoonotic

(human/animal disease transmission) training and increased biosecurity protocols have been implemented to minimize health risks to staff and the animal collection. The NZP will aggressively execute its strategic and long-range renewal plans and continue its modernization and improvement programs in the areas of life, health, and safety of people and animals, animal nutrition (including food distribution), pest management, training, records management, and information technology. In addition, the NZP is assessing its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the collection, visitors, facilities, and staff. The Zoo's master planning efforts, begun in January 2005, will incorporate the strategic plan, collection and exhibit plans, science priorities, and visitor amenities, and will establish priorities for facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (2 FTEs and \$252,000)***

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

#### ***Offer compelling, first-class exhibitions at the Smithsonian and across the nation (115 FTEs and \$10,249,000)***

- Assess the new Asia Trail exhibit that opened in October 2006
- Continue construction of a new wing on the Zoo's historical elephant facility
- Improve graphics, signage, and the overall park presentation, concentrating on the visitor experience in improving cleanliness, amenities, access, and comfort

- Upgrade and increase the Zoo's popular animal webcams, based on Web visitor surveys, to improve service. Webcams will be added where surveys show the most visitor interest
- Use the collection planning process to increase the diversity of the animal collection by acquiring new species, and increase the population of the collection through reproductive programs and outside acquisitions
- Incorporate at least two videos and one live Webcam feed from the field into public exhibitions and the public website, [www.nationalzoo.si.edu](http://www.nationalzoo.si.edu)
- Continue the exhibit improvement program to renovate and upgrade existing exhibits, landscapes, and animal habitats, including effective, creative interpretation of the Zoo's science and conservation messages in these areas

***Improve the stewardship of the national collections (49 FTEs and \$5,918,000)***

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

**Strengthened Research**

***Engage in research and discovery focused on discovering and understanding life's diversity (28 FTEs and \$2,261,000)***

- Continue *in situ* and *ex situ* research on surveillance of wildlife health, disease, emerging infectious diseases, and the interfaces between wildlife, domestic animals, and human health, which is a

federal research priority area. A major effort is already under way for the Smithsonian Institution to work with several other zoos and agencies on a "first alert" system to track avian flu. Such research will be enhanced by the collections data available through ZIMS

- Expand strategic partnership in science by implementing the George Mason University/NZP conservation biology program
- Work with federal agencies, universities, and nongovernmental organizations, including the AZA, to provide professional training in ecological and biodiversity monitoring, geographic information systems applications, veterinary medicine, comparative nutrition, reproductive biology, conservation genetics, and wildlife management
- Serve as expert technical advisors to recovery programs for threatened species, with input from the U.S. Fish and Wildlife Service, and work with partners in the newly established Conservation Centers for Species Survival (CCSS) consortium (e.g., The Wilds [Ohio], White Oak [Florida], Fossil Rim [Texas], and Zoological Society of San Diego [California]) to conserve highly endangered species such as the Przewalski's horses, dama gazelles, cheetahs, and Mississippi sandhill cranes, among others
- Provide leadership in advancing the sciences of reproductive physiology, ecological nutrition, veterinary medicine, biodiversity assessment, conservation genetics, and small population management, with priorities established by the NZP Science Plan
- Increase the Zoo's collection-based research on Asian elephants, giant panda, kori bustards, cheetahs, several species of endangered frogs, Japanese giant salamanders, Pacific giant octopus, Atlantic cuttlefish, tropical Atlantic and Indo-Pacific corals, freshwater stingrays, and electric fishes
- Share research results with the global scientific community by publishing more than 100 peer-reviewed technical publications annually
- Train at least 10 postdoctoral fellows and 30 graduate students annually in reproductive sciences and conservation biology
- Collaborate with partners in the National Ecological Observatory Network (NEON) to establish a Mid-Atlantic Regional Ecological Observatory (MAREO) funded by the National Science Foundation
- Increase integration of Zoo- and field-based research to improve the overall impact of the NZP's conservation and educational programs
- Continue to integrate science at the NZP with animal husbandry, exhibits, and education, especially through the programming and implementation of the elephant program

## Enhanced Management Excellence

### ***Provide a safe and healthy environment to support Smithsonian programs (4 FTEs and \$685,000)***

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

### ***Modernize the Institution's information technology systems and infrastructure (4 FTEs and \$802,000)***

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

### ***Strengthen an institutional culture that is customer centered and results oriented (9 FTEs and \$1,109,000)***

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

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

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

### ***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$466,000)***

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

## FY 2008 REQUEST — EXPLANATION OF CHANGE

The FY 2008 budget estimate includes an increase of 3 FTEs and \$1,166,000. Included is an increase of \$566,000 for necessary pay for existing staff funded under this line item. In addition, the NZP is seeking a programmatic increase of 3 FTEs and \$600,000 to improve pest management in the Zoo, provide a better level of care for animals, improve horticulture maintenance and feeding of animals, and to meet safety needs. The increases are as follows:

- (+ \$100,000) This increase is requested to ensure safe management of a wide assortment of pests natural to zoos and the city, and exacerbated by the large amount of food distributed throughout the park to both animals and visitors (as well as the addition of six buildings on almost six acres of the Asia Trail exhibit). Funding is needed due to the complexity of pest management around a living collection of more than 400 species with different sensitivities, requiring various methods to minimize the number of rodents, cockroaches, ants, wasps, and other pests that can endanger animals and people. Additional funds are requested to support these services and associated pest management supplies for those activities carried out by staff.
- (+ \$280,000, + 3 FTEs) This increase is to support animal welfare. The new Asia Trail exhibits are from three to 10 times the size of many of the failed areas they replace. Two new species (giant salamanders and clouded leopards) have been added, and five of the species will be participating in a major breeding program as part of the AZA Species Survival Plan (SSP). The Zoo requests one additional animal keeper to support the larger exhibit area and animals. In addition to typical cleaning and feeding tasks carried out by keepers, basic animal care now requires regular enrichment to encourage animal behavior more typically observed in the wild, as well as interaction with the public to provide a much more meaningful experience for the visitor. The addition of one GS-13 clinical veterinarian and one GS-9 pathology medical technician to work with existing diagnostic staff will allow 24/7 medical care. Currently, there is one veterinarian on duty every day at the NZP Rock Creek site and none at the NZP Front Royal site on weekends; weekend care is limited to emergency treatments and there is no technician on duty to run tests. Timely laboratory tests for the increased living collections and post-mortem tests provide the best information upon which the NZP veterinarians can base clinical decisions. The additional laboratory technician will enable the Zoo to provide seven-day support for the veterinarians on duty. As the NZP continues to increase the number of

collection animals at both sites, adequate staff to handle ongoing care is essential. Additional funds are also needed to cover increasing costs for hospital and pathology service contracts, as well as for medicine and laboratory supplies.

- (+ \$170,000) This increase is for additional funding for horticultural and grounds maintenance support and to ensure adequate food and browse for pandas, elephants, and other animals. Horticulture is an integral part of the Zoo exhibition and must be carefully monitored to ensure that toxic plants are not used in animal exhibits. In addition, grounds maintenance (e.g., plantings, leaf and snow removal, etc.) must be undertaken on a seven-day-per-week basis to ensure visitor safety. The NZP must propagate plants, and harvest bamboo, and manage and maintain the bamboo collections to support species such as the red and giant pandas. The increased exhibit area created by Asia Trail, the Zoo's growing family of giant pandas, and the increased need to use browse as enrichment for elephants and other animals are all contributing to increased costs.
- (+ \$50,000) This increase is for additional funding for safety training services. Safety at the Zoo is a major priority and requires ongoing zoonotic training, awareness, and prevention as well as efforts to ensure the protection of staff and visitors from dangerous animals (and often protection of the animals from visitors). Zoonotic issues take up a growing amount of time, particularly as the Zoo prepares for the potential of avian influenza appearing in the United States and in the Zoo's large wild and captive bird populations at both sites. Preventive safety training was an area of concern noted in the 2005 NAS study. Smithsonian Institution safety training requirements have also increased beyond the capability of the Zoo's two safety specialists to support in two facilities for the unusually complex needs of the NZP.

If the FY 2008 request is not allowed, the NZP will not be able to provide the needed pest management services nor support the proper level of animal enrichment activities needed for basic animal welfare. In addition, the Zoo will not be able to meet its goal of providing the highest standards of animal care for its collection. Without an additional medical technician, the pathology laboratory will be unable to provide seven-day-a-week coverage, including weekend hematology, chemistry, bacteriology, and parasitology services. Currently, the Pathology Department is often unable to support the veterinary clinical staff for the timely diagnosis of disease conditions in NZP animal collections. Without adequate horticulture and grounds maintenance support, the NZP will have a reduced ability to ensure that the giant pandas and elephants have needed browse for their diet, and maintenance of the

extensive public gardens will be below acceptable levels. This will affect the success of a major new exhibit as well as other Zoo exhibits as they are upgraded, thereby affecting public perception of the NZP's ability to not only care for the park as a whole, but for the animals in its care. Safety at the Zoo is always a critical issue, and without additional funding all the expected training will not be provided to staff. Without this additional funding, re-accreditation in 2008 is at risk, and an increase in negative USDA inspection findings can be expected.

**NONAPPROPRIATED RESOURCES**—General trust funds support salaries and benefits of education and outreach 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 research on animal nutrition, studies of elephant behavior in the wild, 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 II, the Elephant Trails 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 Friends of the National Zoo.

## SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	108	22,154	8	2,425	14	2,669	347 <sup>1</sup>	91,788
FY 2007 ESTIMATE	113	22,831	8	2,550	14	2,251	347	96,397
FY 2008 ESTIMATE	113	23,330	8	2,550	14	2,251	347	96,397

<sup>1</sup> These operating resources include indirect FTEs and expenses used to support these grants and contracts.

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Provide reference services and information	5	818	4	800	-1	-18
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	102	20,686	105	21,211	3	525
<b>Enhanced Management Excellence</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	571	0	540	0	-31
<i>Management Operations</i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	6	756	4	779	-2	23
<b>Total</b>	<b>113</b>	<b>22,831</b>	<b>113</b>	<b>23,330</b>	<b>0</b>	<b>499</b>

### BACKGROUND AND CONTEXT

Founded in 1890, the Smithsonian Astrophysical Observatory (SAO) is the largest and most diverse astrophysical institution in the world. It has an extraordinary scientific staff, including seven members of the National Academy of Sciences. It has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of

computers to study astrophysical problems; and the integration of laboratory measurements, theoretical astrophysics, and observations across the electromagnetic spectrum. Observational data are gathered at our premier facilities: the Submillimeter Array (SMA) in Hawaii; the newly converted 6.5-meter Multiple Mirror Telescope (MMT) and related telescopes at the Fred Lawrence Whipple Observatory in Arizona; a broad range of powerful instruments aboard rockets, balloons, and spacecraft (most notably the Chandra X-ray Observatory); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO is a member of the Harvard-Smithsonian Center for Astrophysics, along with the Harvard College Observatory. The Harvard affiliation gives SAO scientists the opportunity to work with some of the best graduate students in the world, and to use Harvard facilities that include an IBM Blue Gene supercomputer and the twin Magellan Telescopes in northern Chile.

The mission of SAO is to conduct research to increase understanding of the origin and evolution of the universe, and to communicate this information to the scientific community through publications; to students through our connections to Harvard University and universities throughout the nation; and to the public via open presentations.

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

The FY 2008 budget estimate includes an increase of \$499,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, SAO is directing its resources to the production and delivery of educational services and products that are rooted in SAO research about learning and that meet the

educational needs of SAO's audiences. This sustained outreach effort gives SAO increased publicity and recognition.

To achieve the goal of Strengthened Research, SAO scientists make extensive use of various astronomical facilities to support their research, including the ground-based optical and radio telescopes owned and operated by SAO in Arizona and Hawaii, and space-based telescopes operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile. In addition, SAO scientists and engineers are contributing to the construction of the Very Energetic Radiation Imaging Telescope Array System (VERITAS) in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe and questions about the formation and evolution of Earth and similar planets—two of the four science themes on which the Science Commission recommended the Smithsonian concentrate.

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

*Provide reference services and information to the public (4 FTEs and \$800,000)*

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

### Strengthened Research

*Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (105 FTEs and \$21,211,000)*

- Maintain a high rate of publications of significant astronomy and astrophysical research results in professional journals
- Maintain a high level of participation at professional meetings in the form of presentations, organization, session leaders, chairs, and proceedings editors
- Seek non-Institution funding to augment the conduct of scientific research. Leverage Institution funding by sharing resources for large projects, thereby increasing the scope of scientific opportunity and involvement of the research staff
- Use the collection of instruments, observatories (facilities), and expert staff at SAO to probe key scientific problems in astronomy and astrophysics. These include (but are not limited to) the search for extrasolar planets; the theory of star and planet formation; the acceleration of very energetic cosmic rays; the properties of space-time in the vicinity of black holes; the origin and evolution of

structure in the universe; and the distribution of dark matter and dark energy. These and other areas of research will be studied through the use of SAO facilities such as MMT, SMA, VERITAS, and other smaller telescopes; the use of NASA space telescopes, including the Chandra X-ray Observatory (which is operated by SAO and includes an SAO-built instrument, and for which SAO scientists have been awarded observing time), the Spitzer Space Telescope (on which an SAO instrument operates, and for which SAO scientists have been awarded observing time), and the Hubble Space Telescope (for which SAO scientists have obtained observing time), and other NASA missions; through theoretical and computational simulations of astrophysical processes; and through the Center for Laboratory Astrophysics

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

#### **Enhanced Management Excellence**

##### ***Modernize the Institution's information technology systems and infrastructure (\$540,000)***

- 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 \$779,000)***

- Continue to inform staff about SAO research discoveries and progress, scientific prizes and awards, Smithsonian directives, and internal policies and procedures, through quarterly town meetings and SAO-wide electronic messages as necessary
- Encourage innovation by annually securing financial resources for internal research and development, and allocating these resources through a competitive, peer-reviewed process
- Increase targeted recruitment of applicants in under-represented categories to increase the size of candidate pools from applicants in those categories. Increased targeted recruitment efforts will help

SAO reach its goal of hiring qualified minorities and qualified individuals with disabilities

- Continue to actively recruit qualified women and to increase targeted recruitment activities in this area
- Continue SAO's policy, to the maximum extent practicable, of purchasing from small or disadvantaged businesses, veteran-owned, service-disabled businesses, HUBZone small businesses, and women-owned small businesses

**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-governmental grants and contracts. Government grants and contracts come 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.

## MUSEUM CONSERVATION INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	18	3,000	0	0	0	29	0	0
FY 2007 ESTIMATE	24	2,940	0	61	0	173	0	0
FY 2008 ESTIMATE	23	3,029	0	5	0	52	0	0

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	2	231	2	238	0	7
Provide reference services and information to the public	1	105	1	110	0	5
<i>Collections</i>						
Improve the stewardship of the national collections	8	1,008	8	1,031	0	23
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	8	896	7	917	-1	21
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	603	4	633	0	30
Modernize the Institution's financial management and accounting operations	1	97	1	100	0	3
<b>Total</b>	<b>24</b>	<b>2,940</b>	<b>23</b>	<b>3,029</b>	<b>-1</b>	<b>89</b>

## BACKGROUND AND CONTEXT

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

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

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

For FY 2008, the budget estimate includes an increase of \$89,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

*Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (2 FTEs and \$238,000)*

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

*Provide reference services and information to the public (1 FTE and \$110,000)*

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

*Improve the stewardship of the national collections for present and future generations (8 FTEs and \$1,031,000)*

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

### Strengthened Research

*Engage in research and discovery (7 FTEs and \$917,000)*

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

## Enhanced Management Excellence

### ***Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$633,000)***

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

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

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

**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 and an additional fellowship.

## SMITHSONIAN ENVIRONMENTAL RESEARCH CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	31	3,113	2	160	8	1,170	58 <sup>1</sup>	6,006
FY 2007 ESTIMATE	34	3,119	2	160	7	517	67	6,000
FY 2008 ESTIMATE	34	3,222	2	160	7	517	67	6,000

<sup>1</sup> These operating resources include indirect FTEs and expenses used to support these grants and contracts.

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	1	94	1	95	0	1
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	26	2,475	26	2,559	0	84
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	381	4	394	0	13
Modernize the Institution's financial management and accounting operations	3	169	3	174	0	5
<b>Total</b>	<b>34</b>	<b>3,119</b>	<b>34</b>	<b>3,222</b>	<b>0</b>	<b>103</b>

### BACKGROUND AND CONTEXT

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

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

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

To accomplish Enhanced Management Excellence, SERC will update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its Visitors' Housing complex, and ensure the safety and protection of staff, fellows, volunteers, and visitors.

The FY 2008 budget estimate includes an increase of \$103,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

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

To address the goal of Strengthened Research, SERC will use its 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 changes 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 Marine Science Network of sites along the western Atlantic Ocean for comparative coastal studies, and in using the Smithsonian's long-term field stations to assess ecological patterns and processes. During its 42-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.

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

#### *Engage and inspire diverse audiences (1 FTE and \$95,000)*

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

### Strengthened Research

#### *Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (26 FTEs and \$2,559,000)*

##### *Theme: Discovering and Understanding Life's Diversity*

- Increase knowledge of human impacts on coastal ecosystems and ecological change in land-sea interactions by developing SERC's unique long-term and experimental studies, field sampling, laboratory analyses, and data records in nine areas: species composition and population dynamics; estuarine water quality; ecosystem alteration and restoration; flow of nutrients; effects of toxic trace elements; invasive species; atmospheric increase in CO<sub>2</sub>; ultraviolet radiation; and the biocomplexity of mangrove forest ecosystems
- Enhance environmental research by sustaining awards of competitive external grants and contracts from a diverse array of at least 12 agencies and other sources, to study land-sea linkages, landscape ecology, invasive species, global change, biocomplexity, community and population ecology, transport of toxic trace elements and nutrients, and coastal marine and estuarine ecology
- Disseminate results of research on human impacts on coastal ecosystems and ecological change by publishing 60 articles in peer-reviewed journals and books based on SERC's original environmental research
- Continue to link and coordinate SERC research, through active participation in the Smithsonian Marine Science Network, with national and international research networks (such as the National Association of Marine Laboratories, National Ecological Observation

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

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

#### **Enhanced Management Excellence**

***Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$394,000)***

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

***Modernize the Institution's financial management and accounting operations (3 FTEs and \$174,000)***

- 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 the 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 Smithsonian Institution 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 \$6 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 2006 ACTUAL	247	11,969	13	1,215	40	4,551	18	1,172
FY 2007 ESTIMATE	248	12,116	13	1,108	38	4,116	19	1,290
FY 2008 ESTIMATE	248	12,438	13	1,088	38	3,849	19	1,290

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	5	269	5	276	0	7
Provide reference services and information	4	182	4	187	0	5
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	119	6,625	119	6,801	0	176
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	426	7	437	0	11
Implement an aggressive and professional maintenance program	25	968	25	994	0	26
Improve the overall cleanliness and efficient operation of Smithsonian facilities	15	417	15	428	0	11
<i><b>Security and Safety</b></i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	23	691	23	709	0	18
Provide a safe and healthy environment	6	232	6	238	0	6
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	4	293	4	301	0	8

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	12	430	12	441	0	11
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	8	753	8	773	0	20
Modernize the Institution's financial management and accounting operations	7	374	7	384	0	10
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	216	3	222	0	6
Modernize and streamline the Institution's acquisitions management operations	10	240	10	247	0	7
<b>Total</b>	<b>248</b>	<b>12,116</b>	<b>248</b>	<b>12,438</b>	<b>0</b>	<b>322</b>

## BACKGROUND AND CONTEXT

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

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

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

During the last 25 years, the Smithsonian Institution, through STRI, has established a global network of forest plots to help develop a predictive science of biodiversity which permits scientists and policy makers to model and understand global environmental change and its impact on the number, kinds, distribution, and function of the Earth's species. For the past 10 years, STRI has directed 6 FTEs and approximately \$500,000 in federal funds, established a \$4.5 million endowment, and developed a network of international partnerships to build and maintain the global system of large-scale forest plots. In addition, STRI will join forces with other Smithsonian science units to begin to transform these forest plots into a worldwide network, the Smithsonian Institution Global Earth Observatories (SIGEO), making a significant contribution to the goal of Strengthened Research at the Institution.

To achieve the goal of Increased Public Engagement, STRI will continue to augment its efforts to put its data and databases on the Web, thereby making results of its research available to broader audiences. The goal of Enhanced Management Excellence will be addressed by continuing to provide superbly maintained facilities and instrumentation to support researchers seeking increased understanding of the tropics.

For FY 2008, the budget estimate includes an increase of \$322,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

Realizing that the full set of SIGEO goals will require additional public and private funding, STRI has accomplished significant recent success toward this end by raising \$18 million from individuals, U.S. universities, corporate sources, and the National Science Foundation (NSF) for the period 2007–2011. STRI’s fundraising success in the private sector leverages the federal support that serves as the base for the Smithsonian global network of forest observatories, and anticipates future additions to the base that will be necessary to ensure the long-term continuity of the unique SIGEO database that measures the response of forest ecosystems to global climate change.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (5 FTEs and \$276,000)***

- Engage and inspire diverse audiences in a lifelong exploration and understanding of science through high-quality public programs at four STRI sites, and with tools based on our research content

#### ***Provide reference services and information (4 FTEs and \$187,000)***

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

## Strengthened Research

### *Engage in research and discovery focused on biological diversity and human culture (119 FTEs and \$6,801,000)*

- Begin to transform the CTFS network, monitoring forest dynamics at 17 sites in 15 nations, into the SIGEO system by including standardized studies of key vertebrates, insects, and microbes to develop a predictive science of global change and biodiversity
- Advance studies of tropical soils to further understanding of the role of soil and microbial interactions on global climate
- Develop *in-situ* research capability for monitoring and surveillance of wildlife that could serve as potential carriers for avian influenza and other animal-borne diseases
- Advance studies on animal behavior and environmental monitoring, including detection systems for animal-borne disease, using state-of-the-science animal tracking methods developed at STRI and Geographic Information Systems (GIS)
- Publish at least 250 books and scientific papers in peer-reviewed journals to share research results with the international scientific community on the origins, maintenance, and loss of tropical biodiversity
- Facilitate tropical research for at least 900 visiting scientists and students working in STRI facilities, including projects funded by the NSF and National Institutes of Health (NIH), 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 mangroves projects on marine environments, such as on coral reefs in the tropical eastern Pacific and Caribbean, to better understand their diversity, threats, and conservation opportunities
- Build inter-unit collaboration through joint appointments (with staff, collaborators, and postdoctoral fellows) and workshops conducted at STRI facilities
- Support the work of terrestrial paleoecologists studying changes in tropical communities over geologic time frames, and determine conditions that lead to the degradation of tropical forests
- Continue archaeological research aimed at revealing the importance of prehistoric tropical societies in New World cultural development
- Develop a better understanding of human occupation in neotropical forests, from the first colonization 15,000 to 11,000 years ago

## Enhanced Management Excellence

### ***Execute an aggressive, long-range revitalization program and limited construction of new facilities (7 FTEs and \$437,000)***

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

### ***Implement an aggressive and professional maintenance program (25 FTEs and \$994,000)***

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

### ***Improve the overall cleanliness and efficient operation of Smithsonian facilities (15 FTEs and \$428,000)***

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

### ***Provide world-class protection for Smithsonian facilities, staff, visitors, and volunteers (23 FTEs and \$709,000)***

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

### ***Provide a safe and healthy environment (6 FTEs and \$238,000)***

- 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 \$301,000)***

- Strengthen STRI's scientific capability to analyze tropical biodiversity information by implementing technologies for automated animal tracking and environmental monitoring, including access to GIS
- Increase information-sharing within the Institute via improved connectivity among STRI facilities through the Local Area Network (LAN) system

- Increase efficiency of administrative procedures by promoting time-saving and error-reducing practices such as online transactions via the STRI intranet

***Strengthen an institutional culture that is customer centered and results oriented (12 FTEs and \$441,000)***

- 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 \$773,000)***

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

***Modernize the Institution's financial management and accounting operations (7 FTEs and \$384,000)***

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

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (3 FTEs and \$222,000)***

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

***Modernize and streamline the Institution's acquisitions management operations (10 FTEs and \$247,000)***

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

**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, which the Smithsonian aims to transform into the SIGEO system to investigate key indicators of global environmental health. 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 using STRI’s Bocas del Toro field station.

Government grants and contracts support programs such as the Panama International Cooperative Biodiversity Group (ICBG), funded by the NIH and administered by STRI, which conducts innovative biomedical research and training, and monitors and provides surveillance of wildlife that could serve as carriers for avian influenza and other animal-borne diseases.

## OUTREACH

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	59	8,480	34	4,901	14	3,089	4	639
FY 2007 ESTIMATE	64	9,481	34	4,232	19	4,513	6	607
FY 2008 ESTIMATE	65	9,669	34	4,142	19	3,329	6	974

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Engage and inspire diverse audiences	11	1,068	11	1,041	0	-27
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	41	4,757	42	4,872	1	115
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	5	2,306	5	2,335	0	29
Ensure the advancement of knowledge in the humanities	0	633	0	633	0	0
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	7	717	7	788	0	71
<b>Total</b>	<b>64</b>	<b>9,481</b>	<b>65</b>	<b>9,669</b>	<b>1</b>	<b>188</b>

## BACKGROUND AND CONTEXT

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

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

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

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

The FY 2008 budget estimate includes an increase of \$188,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

**Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,599,000)**—Following the Smithsonian's Performance Plan goal to achieve Increased Public Engagement, SITES ensures that its annual program offerings capture the vitality of all Smithsonian collections and research disciplines. In FY 2008, SITES exhibitions will feature such engaging topics as America's sports icons, planet Earth as seen from space, the Muppets, quilts and folk art, African American soldiers in the military, White House gardens, and country music.

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

SITES also will be the face of the National Museum of African American History and Culture's public exhibitions, 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 2008 will tour such stirring exhibitions as *381 Days: The Montgomery Bus Boycott Story* and *Let Your Motto be Resistance: African American Portraiture from 1865 to the Present*, and *Freedom's Sisters: Women and the Struggle for Civil Rights*.

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 2008 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 *Beyond Baseball: The Life of Roberto Clemente*, *Documenting China*, and *Becoming American: Teenagers and the Immigrant Experience*.

In the 12 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 new states, effectively doubling the number of new exhibitions in the program, and bringing MoMS to 488 communities nationwide. *Journey Stories*, the MoMS transportation exhibition, will begin touring five states in FY 2009.

Smithsonian scientists conduct ground-breaking research every day. Yet translating the excitement of their discoveries presents unique challenges for traveling exhibitions. Reversing a downward trend in the total number of science shows that SITES offers annually is an FY 2008 priority. Armed with the results of its FY 2005–2006 nationwide 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 (2 FTEs and \$273,000)**—The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the dissemination of Smithsonian artifacts and expertise to communities across America. By working with emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines in diverse locations, Smithsonian Affiliations is creating the framework through which visitors unable to come to Washington, DC can experience the Smithsonian in their own communities. In addition, the Smithsonian is working closely with all

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

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

**Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,472,000)**—The mission of SCEMS is to increase the Smithsonian’s impact as an educational organization by leading Institution-wide initiatives, creating networks, and offering programming. In FY 2006, the Center established a long-term alliance for the Smithsonian with state education officials to provide the basis for developing new Smithsonian educational resources and ensuring their widespread use. In FY 2008, the Center will continue to strengthen this alliance by collaborating with Smithsonian teacher-fellows designated by the state officers, and by providing professional development for state teachers of the year.

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

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

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

**Office of Research Training and Services (5 FTEs and \$1,939,000) —**

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

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

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

Fellowships will be made more competitive by increasing stipends to the level of other prestigious awards (e.g., \$42,000 for postdoctoral stipends, plus a research allowance of \$3,000), and allowing for the possibility of multi-year appointments. When available, multi-year appointments have been enormously productive (e.g., the Smithsonian Tropical Research Institute's three-year Earl S. Tupper Fellows). Such awards are an international standard, as exemplified by the long history of outstanding scholars supported as multi-year fellows at the National Science Foundation, National Institutes of Health, and The Royal Society.

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (11 FTEs and \$1,041,000)***

- Manage the Smithsonian internship program, providing 700 college students with internship placements, training, and enrichment opportunities
- Publish a teachers' magazine based on Smithsonian research collections, and distribute it to every elementary and middle school in all 50 states (82,000 schools)
- Provide professional development for an audience of 3,000 museum and classroom educators through workshops, special events, and learning institutes
- Maintain [www.SmithsonianEducation.org](http://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](http://www.SmithsonianSource.org), a complex, Institution-wide multimedia website. These websites are expected to reach two million visitors in FY 2007
- Provide quality public programs that have, on average, an outstanding rating on a poor–fair–good–outstanding–excellent scale

#### ***Offer compelling, first-class exhibitions and other public programs at Smithsonian museums and across the nation (42 FTEs and \$4,872,000)***

- Arrange tour of 10 exhibitions from NMAH to guarantee public access to national collections while the Museum is under renovation
- Arrange tour of three exhibitions about the African American experience to introduce the public to the resources of the

Smithsonian's new National Museum of African American History and Culture, as plans for that Museum evolve

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

### **Strengthened Research**

#### ***Engage in research and discovery (5 FTEs and \$2,335,000)***

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

#### ***Ensure the advancement of knowledge in the humanities (\$633,000)***

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

## Enhanced Management Excellence

### *Strengthen an institutional culture that is customer centered and results oriented (7 FTEs and \$788,000)*

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

**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 2006 ACTUAL	26	2,381	19	2,484	0	2	0	0
FY 2007 ESTIMATE	24	2,091	19	2,492	0	3	0	0
FY 2008 ESTIMATE	24	2,143	19	2,492	0	3	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	3	266	3	277	0	11
Provide reference services and information to the public	10	762	10	780	0	18
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	1	120	1	113	0	-7
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	1	134	1	141	0	7
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	1	54	1	55	0	1
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	8	755	8	777	0	22
<b>Total</b>	<b>24</b>	<b>2,091</b>	<b>24</b>	<b>2,143</b>	<b>0</b>	<b>52</b>

## **BACKGROUND AND CONTEXT**

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

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

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

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

The FY 2008 budget estimate includes an increase of \$52,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

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

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

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

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

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

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

***Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture (3 FTEs and \$277,000)***

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

***Provide reference services and information to the public (10 FTEs and \$780,000)***

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

***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (1 FTE and \$113,000)***

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

***Improve the stewardship of the national collections for present and future generations (1 FTE and \$141,000)***

- 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 \$55,000)*

- Recruit approximately 300 Behind-the-Scenes volunteers in FY 2008 to assist research programs throughout the Institution by matching skills, knowledge, interests, and availability with project requirements

### **Enhanced Management Excellence**

*Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (8 FTEs and \$777,000)*

- Respond to all media inquiries in a timely manner with accurate, concise information, generally within 24 hours
- Initiate positive stories to various media, including stories about exhibitions, research, facilities, new acquisitions, and staff
- Organize events specifically for journalists
- Publish a monthly employee newspaper, *The Torch*, and the biweekly staff newsletter, *Blue Bulletin*

**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 2006 ACTUAL	1	6,479	0	0	0	0	0	0
FY 2007 ESTIMATE	0	6,953	0	0	0	0	0	0
FY 2008 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 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<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
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	0	1,641	0	1,641	0	0
<b>Enhanced Management Excellence</b>						
<i>Information Technology</i>						
Modernize the Institution's information technology systems and infrastructure	0	2,263	0	2,263	0	0
<b>Total</b>	<b>0</b>	<b>6,953</b>	<b>0</b>	<b>6,953</b>	<b>0</b>	<b>0</b>

#### BACKGROUND AND CONTEXT

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout the Institution. In FY 1995, the Institution first received funds to support the development of a third Institution-wide program, this one for Latino initiatives, including research,

exhibitions, and educational programming. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program — the Collections Care and Preservation Fund (CCPF). The Fund provides resources for the highest priority collections management needs throughout the Institution to improve the overall stewardship of Smithsonian collections. Like the other pools, CCPF resources are distributed annually to Smithsonian units on a competitive basis.

## **MEANS AND STRATEGY**

### **Latino Initiatives Pool**

To achieve the goal of Increased Public Engagement through research and educational initiatives, the Latino Initiatives Pool provides annual funding for Smithsonian programs that focus on U.S. Latino experiences and contributions to science, history, art, music, and society. Pool funds enhance programs addressing exhibits, collections management, live programs, education, research, and community/public outreach. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding. The FY 2008 budget estimate for the Latino Initiatives Pool is \$1,140,000.

### **Research Equipment Pool**

To support the Smithsonian's ambitious research agenda for the 21st century, it is imperative to conduct regular maintenance and replacement of basic research equipment. This basic research infrastructure is necessary to pursue the following goals: to develop new research capability; as leverage to support research proposals in competition for external grants and contracts; to support the discovery of knowledge; and ultimately to better serve the public by increasing the diffusion of knowledge. The FY 2008 budget estimate for the Research Equipment Pool is \$1,641,000.

### **Collections Care and Preservation Fund**

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

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to protect, preserve, and make collections available to scholars, the general public, and future generations. During 2004 and 2005, the Smithsonian participated in the Heritage Health Index, a nationwide survey documenting the condition and preservation needs of the nation's cultural heritage. The survey found that Smithsonian collections are at serious risk of damage, deterioration, or loss due to declining resources for basic collections care, resulting in substandard or insufficient storage, inadequate object housing, and adverse environmental conditions.

Demonstrating the importance of collections among the Secretary's priorities, in June 2006, the Smithsonian Board of Regents held the first long-term planning meeting devoted solely to the content and management of Smithsonian collections. To ensure the ongoing use of and access to Smithsonian collections, the Regents concurred that it is critical that collections are carefully managed and preserved for present and future use. Moreover, support for the overarching issue of collections fulfills the Smithsonian's mandate for "the increase and diffusion of knowledge." In addition, a June 2006 White House letter defined stewardship of federal scientific collections as a key priority that is critical for maintaining America's excellence and leadership in science and technology. Smithsonian scientific holdings are vital to research in bio-security, invasive species, medical science, forensic analysis, and conservation policy worldwide. Accordingly, the Smithsonian has taken a pragmatic and systematic approach to improve the stewardship of Smithsonian collections. Critical steps taken to date include:

- creation of the first-ever Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management
- 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
- two-day symposium to discuss collections planning and set short- and long-term collection goals for Smithsonian units
- development of an inventory of current Smithsonian collections space, including the identification of unit collections space requirements
- distribution of the FY 2007 CCPF to Smithsonian units to improve collections care, mitigate collections deterioration, and ensure the longevity and accessibility of the national collections

In FY 2008, the Smithsonian will continue to build on these initiatives and follow an action plan for systematically addressing the critical needs of collections, including short- and long-term priorities, goals, and objectives. The collections care and preservation resources will enable the Smithsonian to conduct preservation assessments of specific collections, preserve collections, and store them in better conditions for use. The FY 2008 budget request for the Collections Care and Preservation Fund is \$985,000.

### **Information Resources Management Pool**

IRM Pool funds support network operations and server administration. Specifically, funds are used for:

- upgrades and enhancements to the Smithsonian's IT infrastructure
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance

Collections information systems serve as a cornerstone for accountability, public education, and research. Digitizing collections information helps achieve the goal of improving the stewardship of the national collections by providing system hardware, software, and storage infrastructure to support CIS throughout the Institution, as well as to provide public access to collections via the Web. Throughout the Institution, there is a critical need to enrich digital collections records with textual information and images; continue implementing and maintaining state-of-the-art collections information systems; provide adequate digital storage; and increase access to collections and their associated information.

The CIS IRM funds within the IRM Pool will support the deployment, maintenance, and enhancement of unit-specific collections information systems; fund the continued digitization of collections; and improve access to digital information on collections for scientific inquiry and public use. The FY 2008 budget request for the IRM Pool is \$3,187,000 which includes \$2,263,000 for the IRM Pool and \$924,000 for the CIS Pool.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement – Latino Initiatives Pool**

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

- Support Smithsonian collections, exhibitions, programs, research, educational activities, and other Smithsonian initiatives of interest to the national Latino community, including the acquisition of additional, relevant Latino art and artifacts

- Facilitate the infusion of materials with relevant Latino themes and data into Smithsonian exhibits and programs to ensure that diversity is well-represented in Smithsonian venues
- Develop internal and external partnerships to help bridge Smithsonian initiatives into the national Latino community, and connect the national Latino community with the Smithsonian

#### **Strengthened Research — Research Equipment Pool**

***Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$1,641,000)***

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

#### **Increased Public Engagement — Collections Care and Preservation Fund**

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

- The CCPF will provide resources to improve collections care and mitigate collections deterioration throughout the Institution by providing funds to:
  - continue essential stabilization and treatment of specific collections at risk to ensure the longevity and accessibility of the national collections
  - continue purchasing compact storage and housing for collections and replace obsolete cabinetry and materials detrimental to objects and specimens
  - conduct collections-level assessments, preservation surveys, and inventories to establish priorities and strategic plans for the allocation of collections care resources

### **Increased Public Engagement — IRM/CIS Pool**

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

- The IRM/CIS Pool will support the continued digitization of collections and improve accessibility to collections information for scientific inquiry and public use by providing funds for:
  - deployment and maintenance of new commercial collections information applications to manage and improve access to Smithsonian collections
  - contractors to enhance online access to collections through cataloguing, photography, database administration, and technical services
  - hardware, software, and storage to preserve Smithsonian digital assets, maintain systems operability, and improve public accessibility to electronic collections information

### **Enhanced Management Excellence — IRM Pool**

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

- Support the Managed Information Technology Infrastructure initiative
- Support the Institution's information technology requirements

## OFFICE OF EXHIBITS CENTRAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	30	2,662	8	297	0	77	0	0
FY 2007 ESTIMATE	30	2,742	5	635	1	51	0	0
FY 2008 ESTIMATE	30	2,832	5	635	0	10	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	26	2,362	26	2,416	0	54
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	380	4	416	0	36
<b>Total</b>	<b>30</b>	<b>2,742</b>	<b>30</b>	<b>2,832</b>	<b>0</b>	<b>90</b>

### BACKGROUND AND CONTEXT

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

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

services to improve the exhibition planning and development processes throughout the Institution. In addition, OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. OEC will also continue to emphasize its innovation and modernization initiatives, by expanding services offered via state-of-the-art, computer-controlled technology in the production units. With the recent merger of OEC and the International Gallery Exhibition Services, OEC is dramatically expanding its influence, not only within the Smithsonian but throughout the museum world, both nationally and internationally.

To achieve the goal of Enhanced Management Excellence, OEC will ensure that its cost-reimbursement process is fair and reasonable, and will measure progress based on feedback from customers.

For FY 2008, the budget estimate includes an increase of \$90,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

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

In FY 2008, most OEC resources will be focused on achieving the goal of Increased Public Engagement by:

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

To accomplish these objectives, OEC will outsource more of the routine, repetitive, non-exhibit work to private contractors, thus freeing up OEC staff with specialized experience to concentrate on exhibits that require unique skills. OEC will also build on well-established, collaborative relationships with other Smithsonian design and production units, and will expand its existing relationships and develop new ones with the many

private exhibition design and production companies available today. These efforts will be carried out through OEC's Project Management Office. Taken together, these initiatives should result in a more informed and expert staff (through a continued emphasis on training), the increased use of state-of-the-art, computer-controlled graphic production equipment, and an improved object preparation and storage capability.

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

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

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

*Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (26 FTEs and \$2,416,000)*

- Expand OEC's Computer Numeric Controlled (CNC) router services by five percent from FY 2006 levels, through the Office's innovation and modernization initiative
- Expand exhibition services offered through the Office of Special Exhibition Services by five percent from FY 2006 levels
- Maintain OEC consultation and exhibition planning services for the Smithsonian Institution at the FY 2007 level
- Maintain at the FY 2007 level the project management capability and resources necessary to sustain the OEC's services to the Smithsonian Institution

### **Enhanced Management Excellence**

*Strengthen an institutional culture that is customer centered and results oriented (4 FTEs and \$416,000)*

- Highlight the strategic plan, annual performance plan, mission, and vision of OEC and the Smithsonian at monthly staff meetings and weekly unit meetings so that OEC staff members are more aware of senior management goals for the Institution
- Support the diversity goals of the Institution by aiming to increase the use of the Supplier Diversity Program by five percent over FY 2007 levels

**NONAPPROPRIATED RESOURCES**—General trust funds support 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 2006 ACTUAL	0	4,583	0	0	0	0	0	0
FY 2007 ESTIMATE	0	3,886	0	0	0	0	0	0
FY 2008 ESTIMATE	0	3,886	0	0	0	0	0	0

### STRATEGIC GOAL: STRENGTHENED RESEARCH

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	0	3,886	0	3,886	0	0
<b>Total</b>	<b>0</b>	<b>3,886</b>	<b>0</b>	<b>3,886</b>	<b>0</b>	<b>0</b>

### 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 expand the frontiers of astronomy and astrophysics research. The Smithsonian's criteria for selecting and proposing these projects are: 1) the instrumentation will enable compelling scientific advances that would not otherwise occur (either at SAO or *anywhere else in the world*) for some time to come; 2) the instrumentation is novel and technically advanced, and *would not be developed* without SAO's contribution; and 3) the

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

Three SAO projects are included in the MSI line item: an array of submillimeter telescopes (Submillimeter Telescope Array, or SMA) on Mauna Kea, Hawaii; instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO's Fred L. Whipple Observatory on Mt. Hopkins, Arizona; and, with initial FY 2007 funding, the design and fabrication of the Giant Magellan Telescope (GMT) in northern Chile.

For FY 2008, the Institution is not seeking a funding increase for MSI.

## **MEANS AND STRATEGY**

### *Submillimeter Telescope Array*

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

The SMA is now the most capable submillimeter observatory in the world. It can operate in three frequency bands, observing simultaneously in two of them. The 690 Gigahertz (GHz) receivers, operating at an unprecedented frequency (which is hundreds of times the frequencies used in television, cell phones, and WiFi systems), enable observations that have only been dreamed of before, and clearly illuminate the leadership position of those working with the SMA.

A Science Working Group has been developing a strategy to optimize the science return from the SMA. The recommendations of this group were presented to the SMA Advisory Committee in April 2005. The advisory

committee was very impressed with the achievements of the SMA projects, and endorsed a preliminary decision to mount a major observing campaign to study the region surrounding the super-massive black hole at the center of the Milky Way galaxy. This campaign achieved spectacular initial results with observations made in 2006.

FY 2007 funding is being used for two complementary purposes. First, SAO is implementing a phase-monitoring system, which will greatly expand upon the successes of previous high-frequency observations. Second, SAO is working on an entirely new, very powerful set of receivers for use in the range of 340–420 GHz.

FY 2008 base resources of \$1,666,000 will be used to continue development of the phase-monitoring system and work on the receivers. In addition, SAO plans to expand the range of spatial scales that the SMA can probe. This will be accomplished by moving the antennas closer together than was previously possible (due to an ultra-compact array) and, more technically challenging, to receive data with the telescopes spread out to the maximum extent possible. The extended array will enable the SMA to resolve fine details in disks around other stars where astronomers believe planets are forming.

### *Multiple Mirror Telescope*

The MMT, a joint project of SAO and the University of Arizona, dedicated in 1979, was made up of six identical 1.8-meter telescopes in a single altitude-azimuth (naval-gun-type) mount. The original multiple-mirror design provided a state-of-the-art solution to the technological limitation in casting large mirrors at that time. Following advances in mirror-casting technology developed by the University of Arizona, in the 1990s SAO replaced the six smaller mirrors of the original MMT with a single mirror 6.5 meters in diameter, thus more than doubling the light-gathering capability of the telescope and increasing its field of view some 400 times.

The converted MMT is an extremely powerful instrument. SAO's technical investments are producing outstanding scientific results. A major recent success is the discovery of hyper-velocity stars, which are leaving the Milky Way at huge speeds after a complicated collision with the massive black hole at the center of our galaxy.

The final instrument needed for the MMT is Binospec, an imaging spectrograph with dual 8'x15' fields of view and a very compact layout for excellent stability. Binospec will enable the study of large numbers of very faint objects. SAO scientists will use it to study the origin and evolution of

galaxies in the universe, and to characterize the elusive, pervasive dark energy of the cosmos. Currently, SAO is finishing Binospec's detailed design and preparing fabrication drawings for all components requiring long lead times to build.

With FY 2007 funding, SAO is completing drawings for the remaining components and placing orders for the main Binospec structure, the lens mounts for Binospec's optics, its mechanisms (e.g., slit-mask, filter, and grating exchangers, and a flexure compensation system), control electronics, wiring harnesses and cables, gratings, dewars, and charge-coupled devices. As parts arrive, SAO must immediately begin assembly and testing of major components.

FY 2008 base resources of \$1,720,000 will be used to complete the major procurements and much of the fabrication. The instrumentation will be completed and tested on the telescope in FY 2009.

### *Giant Magellan Telescope*

The GMT, planned to be an extremely large, next-generation, optical and infrared telescope, will be constructed at the Las Campanas Observatory in northern Chile by a consortium of nine universities and observatories, including SAO. The GMT will be made up of seven 8.4-meter primary mirrors, six of which will be off-axis and arranged in a floral pattern to produce a telescope with an effective aperture of 25.4 meters (83 feet). The GMT's innovative design and huge size will enable it to probe the secrets of planets that have formed around other stars in the Milky Way, explore the formation of black holes, peer back in time toward the Big Bang with unprecedented clarity, and delve into the nature of dark matter and dark energy. It will be capable of gathering five times more light than the world's largest existing telescope, and of producing images many times sharper than presently possible.

The development of the GMT is essential to SAO's future in observational optical and infrared astrophysics, and to the Smithsonian Institution's goal of pursuing scientific excellence in the study of the origin and nature of the universe. The Smithsonian Institution's Science Commission identified two broad research themes that are the focus of the GMT: the origin and nature of the universe and the formation and evolution of the Earth and similar planets. A GMT-class telescope is the top priority for new ground-based facilities in the most recent decadal study of astronomy and astrophysics conducted by the National Academy of Sciences.

In addition to SAO, the consortium developing this new telescope includes the Carnegie Observatories, Harvard University, University of Arizona, University of Michigan, Massachusetts Institute of Technology, University of Texas at Austin, Texas A&M University, and the Australian National University. The total capital cost of the GMT (estimated to be approximately \$550 million in 2004 dollars) will be shared among the members of the consortium during the decade that it is expected to complete construction. Over a multi-year period, SAO wishes to contribute funding from the MSI line item toward the design and development of the GMT. The partners will raise the balance of the funds needed from private sources and from the National Science Foundation.

Currently, the GMT project is in the second year of its detailed engineering phase. FY 2007 and FY 2008 funding (\$500,000) will enable SAO to support the continuing engineering design and development of the GMT. In future years, SAO intends to request additional funding under the MSI line item to support its share of costs as a member of the GMT consortium.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Strengthened Research**

***Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (\$3,886,000)***

- Continue developing and implementing the atmospheric phase-monitoring system and constructing the new receivers needed to expand the capabilities of SAO's SMA. This will enable the eight separate antennas to be operated jointly when they are located at their greatest separations (up to half a kilometer) and at the highest operating frequencies. When completed, the SMA will have the resolving power on the sky of a telescope half a kilometer in size, an unprecedented capability at short wavelengths. SAO scientists will be able to make previously impossible observations of the black hole at the center of the Milky Way, and of other solar systems in which planets are now forming
- Complete work on the spectacular new MMT instrument, Binospec, which will enable SAO scientists to conduct very efficient spectroscopic studies of very faint objects. SAO scientists will use this instrument to study the processes of galaxy formation, and to characterize the pervasive dark energy in the cosmos

- Continue the engineering design and development of the GMT. The future of ground-based astronomy depends on the next generation of very large telescopes that can extend the reach of science and the resolution of images from deep space. The consortium proposing to build the GMT has the best record of building large telescopes in a cost-effective manner. An independent Conceptual Design Review for GMT was completed in April 2006, and it endorsed the plans for this 25-meter class observatory. Continued MSI funding in FY 2008 and future years will enable SAO to continue supporting the engineering design and development of this telescope. The GMT will enable SAO scientists to study phenomena ranging from the properties of planets around other stars to the nature of dark energy in the cosmos

## MUSEUM SUPPORT CENTER

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	20	1,642	0	0	0	0	0	0
FY 2007 ESTIMATE	25	1,739	0	0	0	0	0	0
FY 2008 ESTIMATE	25	1,784	0	0	0	0	0	0

### STRATEGIC GOAL: INCREASED PUBLIC ENGAGEMENT

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Collections</i>						
Improve the stewardship of the national collections	25	1,739	25	1,784	0	45
<b>Total</b>	<b>25</b>	<b>1,739</b>	<b>25</b>	<b>1,784</b>	<b>0</b>	<b>45</b>

### 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, (NMNH) irreplaceable national collections. In addition, the MSC houses important collections from other Smithsonian museums, such as the National Museum of American History. Located in Suitland, Maryland, this facility houses more than 31 million objects. The MSC accommodates collections storage for three general types of media: collections storage in cabinets, open shelving for biological specimens preserved in alcohol, and high bay storage for very large objects such as totem poles, boats, meteorites, and large, mounted mammals.

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

staff also oversees security operations required for the proper storage of museum collections, and provides computer support services for administrative, research, and collections management data needs.

The FY 2008 budget estimate includes an increase of \$45,000 for necessary pay for existing staff.

## **MEANS AND STRATEGY**

To support the goal of Increased Public Engagement, funding will be used to upgrade facilities to provide more accessibility to visiting researchers, students, museum professionals and designers and others. Upgrades to electronic communications capabilities will improve access to collections by conservators and researchers. Enhanced preservation equipment and programs will increase the long-term use of the collections. Emphasis will be placed on enhancements that increase efficiency to maximize staff resources.

Furthermore, in FY 2008, funds will be used to continue moving collections stored in alcohol and other fluids for relocation from the Natural History Building (NHB) on the Mall to the MSC where the Museum's valuable biological collections can be safely stored. These collections are currently housed in non-code-compliant facilities.

In addition, in FY 2008, renovation of Pod 3 will begin. This will provide space for art storage for the National Museum of African Art, the Freer/Sackler Gallery and the Hirshhorn Museum and Sculpture Garden, and special environmental storage for NMNH archival materials, meteorites, genetic resources, and anthropological collections. NMNH plans to locate the collections that need special environments and capabilities, such as backup power, at the MSC in order to improve safety and preservation. Work will begin in preparing physical anthropology, archival materials, and genetic resource collections for the move to Pod 3.

## **STRATEGIC GOAL AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

***Improve the stewardship of the national collections for present and future generations (25 FTEs and \$1,784,000)***

- Continue to relocate vertebrate, invertebrate, and botanical collections stored in alcohol and other fluids from the MSC Pod 3 and NHB to the MSC Pod 5
- Prepare plans for moving collections to the renovated Pod 3 and begin to prepare collections for relocation

- Ensure the safety of staff and collections by reducing the number of findings noted in the annual Management Evaluation and Technical Reviews, and ensure that safety programs are in place
- Continue to provide improved collections care: cleaning, storage (such as object supports and archival storage containers), and pest control
- Enhance facility systems for monitoring the environment
- Enhance support services to accommodate increases in staff activity and collections as staff and collections are relocated to the MSC
- Continue to move offices, laboratories, libraries, and archives to Pod 5.
- Install phones and Internet connections

## SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	19	1,753	2	153	3	198	0	0
FY 2007 ESTIMATE	15	1,344	3	209	3	113	0	0
FY 2008 ESTIMATE	15	1,387	3	209	3	113	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Provide reference services and information	3	239	3	270	0	31
<i>Collections</i>						
Improve the stewardship of the national collections	10	791	10	875	0	84
<b>Strengthened Research</b>						
<i>Research</i>						
Ensure the advancement of knowledge in the humanities	1	128	1	54	0	-74
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	1	186	1	188	0	2
<b>Total</b>	<b>15</b>	<b>1,344</b>	<b>15</b>	<b>1,387</b>	<b>0</b>	<b>43</b>

## BACKGROUND AND CONTEXT

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique American cultural resource and steward of the national collections. SIA serves the Smithsonian community, scholars, and the public by evaluating, acquiring, and preserving the records of the Institution and related documentary materials. In addition, it develops policies and provides guidance

for managing the Institution's vast archival collections, offers a range of reference, research, and record-keeping services, and creates products that promote understanding of the Smithsonian and its history.

The FY 2008 budget estimate includes an increase of \$43,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

In FY 2008, SIA will continue consolidating its off-site collections storage at the National Underground Storage facility, becoming less dependent on rented space in the Washington, DC area.

SIA will focus on capturing, preserving, and providing research materials on Smithsonian history. Specifically, SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies [SCEMS], and the Affiliations Program); set archival collections management standards; and assist staff with the proper disposition of their files.

As part of the last function, SIA will use grant funds to test and develop a full electronic records program that has model implications for the acquisition, preservation, and long-term accessibility of Smithsonian records and small and medium-sized, non-profit organization records in electronic formats. SIA will develop new electronic records retention requirements for valuable electronic records.

Finally, SIA will continue to evaluate and acquire enhanced storage facilities to preserve archival collections. Options to be evaluated include off-site, climate-controlled storage for materials not referenced on a regular basis.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

***Provide reference services and information to the public (3 FTEs and \$270,000)***

- Conduct a minimum of three public presentations on Smithsonian Institution history, drawn from the Archives' collections, to reveal to non-scholarly audiences the wealth of information in SIA
- Support the SCEMS by providing at least one instructor to present two workshops for K-12 teachers and non-Smithsonian museum professionals

- Support the Affiliations Program and The Smithsonian Associates by giving at least five public lectures on Smithsonian history
- Respond, in accordance with service standards, to at least 3,000 requests for information from the Archives' collections

***Improve the stewardship of the national collections (10 FTEs and \$875,000)***

- Manage risk, ensure accountability, maximize space, and appraise historically valuable records by creating records schedules for the Smithsonian American Art Museum, Office of Contracting, and Office of Exhibits Central
- Provide greater public access to information about SIA's holdings by adding or refreshing collections information on the SIA website and continuing to add 200 new records each year to the Smithsonian Institution Research Information System (SIRIS)
- Create or add substantive information to 250 records in the *History of the Smithsonian* catalogue in SIRIS
- Protect and preserve the Smithsonian's documentary heritage by re-housing a minimum of 500 cubic feet of materials
- Refine methods and processes for preserving historically valuable electronic records (such as email and websites), thereby ensuring future access to the Archives
- Develop plans for consolidating archival storage space to reduce unit costs and improve the storage environment

**Strengthened Research**

***Ensure the advancement of knowledge in the humanities through original research (1 FTE and \$54,000)***

- Develop an online "Using Archives" tutorial for use by remote and on-site researchers

**Enhanced Management Excellence**

***Strengthen an institutional culture that is customer centered and results oriented (1 FTE and \$188,000)***

- 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 and a paper conservator. Donor/sponsor-designated funds provide support for salaries and benefits of 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 2006 ACTUAL	92	9,149	9	1,043	2	583	0	0
FY 2007 ESTIMATE	97	9,309	10	947	0	630	0	0
FY 2008 ESTIMATE	97	9,551	10	947	0	580	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	0	84	1	80	1	-4
Provide reference services and information to public	21	1,827	19	1,469	-2	-358
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	0	54	0	62	0	8
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	52	5,029	49	4,041	-3	-988
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	3	227	8	1,252	5	1,025
Ensure advancement of knowledge in the humanities	2	197	6	862	4	665
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	0	31	0	36	0	5
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	18	1,719	13	1,563	-5	-156
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	90	1	136	0	46
Modernize the Institution's financial management and accounting operations	0	51	0	0	0	-51
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	0	0	0	50	0	50
<b>Total</b>	<b>97</b>	<b>9,309</b>	<b>97</b>	<b>9,551</b>	<b>0</b>	<b>242</b>

## **BACKGROUND AND CONTEXT**

The Smithsonian Institution Libraries (SIL) supports the research, curatorial, and exhibition activities of the Smithsonian by acquiring, organizing, and delivering to Smithsonian Institution (SI) staff scholarly, scientific, and educational resources and information in all formats. SIL responds to inquiries from the Government, universities, researchers, and the public, and shares its collections and services globally through the Internet.

For FY 2008, the budget estimate includes an increase of \$242,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

Through public lectures, educational programs, and publications, SIL will increase its audiences nationwide in FY 2008. The Dibner Library and Baird Resident Scholar programs will continue to build collaborative partnerships with scholarly programs throughout the Institution and elsewhere. SIL reaches individual researchers and members of the public in every state and many foreign countries by lending crucial books and articles through its interlibrary loan program. SIL's expanding and diverse Web content has fueled an exponential rise in users each year, and will continue to reach millions of students, teachers, researchers, scholars, and the general public.

In FY 2008, SIL will increase access to Smithsonian collections by enhancing access to the Smithsonian Institution Research and Information System (SIRIS). This will be done by providing detailed information about journals at the volume and piece level, where only general title information existed before. SIL will provide more access to hidden collections of materials by developing Web-based indexes and other guides. SIL will complete indexing the trade literature collection of nearly 400,000 items and will expand the database to include trade literature at the Cooper-Hewitt, National Design Museum Library. SIL will continue a vigilant program of collections management through the disciplined acquisition of the most significant library materials and collections documenting our cultural and scientific heritage. SIL staff will complete work on the collections management policy, maintain strong, ongoing conservation efforts, and, through a comprehensive master space plan, demonstrate the need for adequately organized and environmentally controlled collections space. If the Smithsonian must vacate the Smithsonian Institution Service Center (SISC) location, SIL will need to relocate approximately one-fifth of its collections to upgraded collections space. The master space plan responds to that relocation and to planned renovations in the National Museum of American

History (NMAH), the National Museum of Natural History (NMNH), the Smithsonian Environmental Research Center (SERC), and other units.

SIL is escalating the publication of digital research products to give scholars the documentation they need for their research in all fields. These products include republication of important out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. In FY 2008, SIL will focus on digitizing scientific resources, including results of scientific explorations, taxonomic indices, and historical plant literature. SIL is advancing its partnership with major natural history and herbaria libraries (e.g., the Biodiversity Heritage Library) to digitize the legacy of biodiversity literature. SIL will digitize and make available to the public the Institution's scholarly record, including such multi-volume series as the SI Contributions, and Bulletins of the U.S. National Museum. As part of its archival responsibility, SIL is moving forward to establish the Smithsonian Digital Document Repository to preserve and provide permanent access to the scholarly results of the Institution's research. In FY 2008, SIL will complete its pilot project and move the Repository into full operation.

SIL will share richly illustrated books with the public through an exhibition, *Picturing Words: The Power of Book Illustration*, at the NMAH when the museum re-opens. SIL's outreach efforts include exhibitions and educational programs. Additionally, SIL is marketing its traveling version of *Picturing Words* to SI Affiliates and libraries nationwide. Staff has begun planning, in collaboration with NMNH staff, an exhibition focusing on interactions between Smithsonian scientists and Charles Darwin, which will open in FY 2008 as part of the Darwin 200th birthday celebration.

In FY 2008, SIL will better integrate electronic journals and databases to make their contents available throughout the Smithsonian. In accordance with the Institution's goal of Strengthened Research, SIL will also deliver more information through the Web directly to researchers, with an emphasis on information resources in history and culture. SIL will continue to provide access to information held outside the Libraries through a new interlibrary loan system that makes it easier for SI staff to initiate and track the status of their requests.

SIL will integrate the holdings of the Freer/Sackler Library's Innopac system into the SIRIS system so that users will be able to search in one system for all library materials in SIL collections, including works in Chinese, Japanese, Korean, and other non-Latin-based languages. SIL will provide metadata guidance, incorporating, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and SI digital publications and products.

## STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS

### Increased Public Engagement

#### *Engage and inspire diverse audiences (1 FTE and \$80,000)*

- Enlarge SIL audience, expand degree of engagement in Washington, DC, and improve quality of SIL impact on audience through exhibitions and public programs

#### *Provide reference services and information to the public (19 FTEs and \$1,469,000)*

- Increase usage of SIL website to advance knowledge of and access to SIL collections by continuing improvement of content and accessibility of SIL websites

#### *Offer compelling, first-class exhibitions (\$62,000)*

- Implement exhibition guidelines
- Present SIL traveling exhibitions

#### *Improve the stewardship of the national collections for present and future generations (49 FTEs and \$4,041,000)*

- Complete SIL collections plan
- Increase access to Smithsonian collections and their associated information in SIRIS
- Increase representation of SIL collections on website
- Continue disciplined acquisition of the most significant items and collections that document the nation's and the world's cultural and scientific heritage
- Maintain state-of-the-art processes for physical storage, conservation, and preservation needed to ensure longevity of the collections, and put in place measures to safeguard SIL collections in emergencies
- Manage long-term access and preservation of the Institution's scholarly research publications
- Complete master space plan for SIL

### Strengthened Research

#### *Engage in research and discovery focused on understanding the origin and evolution of the universe, Earth and planets, biological diversity, and human culture (8 FTEs and \$1,252,000)*

- Provide the science units (i.e., museums and research centers) with orientation to optimize scientists' use of library resources
- Provide metadata guidance for linking taxonomic and bibliographic information
- Digitize *SI Contributions and Studies Series*, museum-oriented publications that can fulfill the publishing needs of the growing number of Smithsonian research units
- Produce and maintain SI Scholarly Press website
- Create the Biodiversity Heritage Library

- Advance a pilot project for a Smithsonian Digital Repository to preserve and provide permanent access to the scholarly results of the Institution's research

***Ensure the advancement of knowledge in the humanities through original research (6 FTEs and \$862,000)***

- Provide the art and history museums with orientation to optimize researchers' use of library resources
- Market art and history resources widely

**Enhanced Management Excellence**

***Modernize the Institution's information technology systems and infrastructure (\$36,000)***

- Migrate Freer/Sackler library cataloging, acquisitions, and circulation functions to Web-based product
- Upgrade SIRIS capabilities/functions for staff and public access

***Strengthen an institutional culture that is customer centered and results oriented (13 FTEs and \$1,563,000)***

- Demonstrate further progress on development and implementation of process management and performance indicators, and ensure that performance metrics are consistent and integrated into individual performance goals

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (1 FTE and \$136,000)***

- Improve diversity of staff by increasing the diversity of the application pool through participation in the Chesapeake Information and Research Library Alliance/Institute of Museum and Library Services (CIRLA/IMLS) intern program

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (\$50,000)***

- Create publicity and provide public with information about SIL

**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 2006 ACTUAL	253	61,423	167	27,074	5	2,272	0	95
FY 2007 ESTIMATE	264	65,148	183	26,920	10	1,765	0	4
FY 2008 ESTIMATE	264	66,740	183	27,401	10	1,688	0	0

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

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	3	269	3	274	0	5
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	0	185	0	185	0	0
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	2	226	2	226	0	0
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	7	795	7	814	0	19
Ensure the advancement of knowledge in the humanities	1	97	1	97	0	0
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	42	0	42	0	0
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment to support Smithsonian programs	1	99	1	103	0	4
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	85	36,554	85	37,290	0	736

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	25	2,771	25	2,860	0	89
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	62	10,821	62	11,282	0	461
Modernize the Institution's financial management and accounting operations	50	9,058	50	9,244	0	186
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	491	4	509	0	18
Modernize and streamline the Institution's acquisitions management operations	24	3,740	24	3,814	0	74
<b>Total</b>	<b>264</b>	<b>65,148</b>	<b>264</b>	<b>66,740</b>	<b>0</b>	<b>1,592</b>

## BACKGROUND AND CONTEXT

The Smithsonian Institution Administration program provides vision, leadership, policy, and oversight associated with managing and operating the museums and research centers. Administration includes executive leadership provided by the offices of the Secretary, the Deputy Secretary/Chief Operating Officer, the Under Secretaries for Science and Art, as well as the central administrative activities of human resources, diversity, Government relations, financial, information, and contract management, as well as legal services.

For FY 2008, the budget estimate reflects a net increase of \$1,592,000. This amount includes \$918,000 for necessary pay for existing staff funded under this line item; \$54,000 for Workers' Compensation; and \$420,000 for leased communication lines for new facilities. These amounts are justified in the Mandatory Costs section of this book. Also included is a programmatic increase of \$200,000 to continue implementing the Smithsonian Human Capital and Workforce Restructuring Plan. The FY 2008 budget estimate reflects the change in presentation of the Office of the Inspector General from the Administration line item to its own line item.

## MEANS AND STRATEGY

The Institution will use appropriate management strategies to enhance the "increase and diffusion of knowledge" and achieve the Institution's goals. The following strategies are cross-cutting and central to performing the Smithsonian's mission of connecting Americans to their history and heritage, as well as to promoting innovation, research, and discovery in science:

- Provide high-quality leadership and oversight for all policies, programs, and activities of the Institution's museums and research centers by

attracting, recruiting, and retaining leaders with superior talent

- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. Ensure that the right people are in the right jobs by implementing the recommendations of the Smithsonian's comprehensive workforce analysis study. Continue to conduct workforce and gap analyses, strengthen training policies and programs, develop succession planning, and evaluate and improve assessment tools for human resources performance
- Use state-of-the-art, secure information systems to modernize financial, human resources, and facilities management processes by continuing to implement and enhance modules of a commercial Enterprise Resource Planning (ERP) system
- Continue replacing network equipment and desktop computers on an industry best practice life cycle; maintain the Institution's Web infrastructure; and maintain and enhance Collections Information System (CIS), while improving the security of the network
- Maintain the Institution's telecommunications infrastructure to provide reliable, secure, cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the ERP effort
- Further the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Finalize and implement the Smithsonian Arts Strategic Plan and ensure public safety in the art museums

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

#### ***Engage and inspire diverse audiences (3 FTEs and \$274,000)***

- Work with Smithsonian units and museum directors to offer compelling, first-class exhibitions and other public programs highlighting Latino collections and contributions throughout the Institution
- Maintain dialogue with Smithsonian units and museum directors to develop and expand a national outreach effort to share the Smithsonian's resources with larger, more diverse audiences throughout America, particularly in the Latino community
- Bring first-class educational resources to the nation via continued development of virtual gallery exhibitions and Latino-themed educational materials distributed through World Wide Web technology

- Strengthen capacity in science research by supporting the study of human diversity and cultural change
- Support collections-based studies that enhance existing databases, create new ones, and increase the potential of the collections for future scientific inquiry and public use—particularly in the area of Latino contributions
- Improve the outreach database and associated reporting structures so that they enable all outreach units in the Institution to provide input and output

***Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (\$185,000)***

- Increase collaboration and cooperation within the Institution and with external organizations to improve exhibition planning activities
- Assist with surveys of museum visitors and help develop marketing goals, strategies, and specific activities aimed at increasing visitorship

***Improve the stewardship of the national collections (2 FTEs and \$226,000)***

- Issue reports on the national collections, including *Collection Statistics*, *Digitization Statistics*, and the *Financial 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 developing and implementing up-to-date collections management policies, collection plans, cyclical inventory plans, and digitization plans
- Establish Institution-wide performance metrics for collections management
- Advise Smithsonian senior management by providing data to support strategic planning for collections
- Provide leadership and programmatic support for the Smithsonian Collections Advisory Committee, including the production of collections-related symposia, seminars, and project reports

## **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 (7 FTEs and \$814,000)***

- 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 published peer-reviewed papers addressing science themes

- Reinstate colloquia and symposia in support of the science themes and focal areas
- Increase significantly the number of proposals eligible for external, competitive funding

***Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs (1 FTE and \$97,000)***

- Continue provenance research on Smithsonian collections, which may include up to 2,000 objects in the Freer and Sackler collections, or may focus on up to 600 prints and drawings in the collections of the National Museum of American History and the Smithsonian American Art Museum

### **Enhanced Management Excellence**

***Execute an aggressive, long-range revitalization program and limited construction of new facilities (\$42,000)***

- Ensure that Capital Revitalization projects are on track and meet deadlines

***Provide a safe and healthy environment to support Smithsonian programs (1 FTE and \$103,000)***

- Identify, reduce, and eliminate or control safety hazards in the art museums

***Modernize the Institution's information technology (IT) systems and infrastructure (85 FTEs and \$37,290,000)***

- Maintain the Smithsonian's telecommunications infrastructure to provide reliable, cost effective voice and data systems that support Smithsonian missions
- Continue the implementation and support of the ERP system, including an upgrade to the latest PeopleSoft release
- Replace 25 percent of the Institution's desktop personal computers

***Strengthen an institutional culture that is customer centered and results oriented (25 FTEs and \$2,860,000)***

- Guide the Smithsonian with modern business management techniques, provide quality legal counsel, and create a world-class management structure and team
- Provide financial leadership and guidance that reflect best business practices, exploit modern technology, and respond to unit needs
- Manage pan-Institutional accessibility services for visitors with disabilities
- Improve responsiveness to Institution units, including responding to training needs to staff, docents and volunteers
- Strengthen management services in support of the Institution's mission, including initiatives in the President's Management Agenda

- Improve the quality of the experience for audiences by identifying, for possible adoption, 10 best museum and/or research practices
- Establish, meet, and improve upon standard tasks and time frames for major construction and exhibition design and fabrication of projects, consistent with best business practices
- Implement the Smithsonian Arts Strategic Plan

***Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse (62 FTEs and \$11,282,000)***

- Build a cooperative environment among all Smithsonian staff by increasing communication and emphasizing each person's contribution to the Institution's mission
- Provide quality human resources services to a dynamic, widely diverse population, using modern techniques and best practices
- Continue the existing long-term work of implementing and evaluating the Institution-wide Human Capital Workforce Restructuring Plan to streamline and leverage the Institution's workforce
- Promote training and informational programs that support diversity as an integral part of the work culture
- Continue reshaping the Smithsonian workforce so that its diversity mirrors the applicable civilian labor force
- Meet procurement goals negotiated with the Small Business Administration regarding the use of small, minority, and women-owned businesses

***Modernize the Institution's financial management and accounting operations (50 FTEs and \$9,244,000)***

- Support implementation of the ERP financial modules by identifying requirements and documenting re-engineered business practices
- Audit and review financial management systems and functions to ensure the adequacy of controls and to identify weaknesses
- Conduct accounting functions for units and continue compliance reviews and audits
- Present and justify the annual federal budget submission to the Office of Management and Budget and Congress

***Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments (4 FTEs and \$509,000)***

- Increase media contacts initiated by the Institution by 10 percent

***Modernize and streamline the Institution's acquisitions management operations (24 FTEs and \$3,814,000)***

- Perform all contract management activities that support major Capital Facilities projects and exhibitions, including precontract, contract negotiation, and postcontract award activities, as well as warranty and contract close-outs

- Improve responsiveness to the training needs of customers
- Schedule and conduct annual physical inventory verification of capitalized and sensitive personal property assets for Smithsonian units to ensure that the PeopleSoft Asset Management database is maintained accurately
- Schedule and conduct annually required training classes for primary and alternate accountable property officers to ensure that the decentralized property management functions comply with Smithsonian policies and procedures

## **FY 2008 REQUEST — EXPLANATION OF CHANGE**

For FY 2008, the Administration budget estimate includes a total increase of \$1,592,000, which includes \$918,000 for necessary pay; \$54,000 for Workers' Compensation costs; and \$420,000 for communications and networks justified in the Mandatory Costs section of this book. The Smithsonian is also requesting a program increase of \$200,000 to continue implementing the Smithsonian Human Capital and Workforce Restructuring Plan, as described in greater detail below.

- (+ \$200,000) Represents one-time funding and is requested to enable the Office of Human Resources (OHR) to continue programs for employee development, including but not limited to succession management, and to expand programs for performance management, especially in the areas of pay for performance and pay banding. This funding contributes substantially to the development and delivery of programs leading to a more efficient, effective, and productive workforce.

If the FY 2008 budget request is not allowed, OHR's ability to assist units in managing the Institution's human capital effectively will be diminished and the Institution will be hindered in its ability to meet management goals.

**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 fund raising. 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.

## OFFICE OF THE INSPECTOR GENERAL

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	13	1,772	1	136	0	0	0	0
FY 2007 ESTIMATE	15	1,826	1	147	0	0	0	0
FY 2008 ESTIMATE	16	1,977	1	147	0	0	0	0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	15	1,826	16	1,977	1	151
<b>Total</b>	<b>15</b>	<b>1,826</b>	<b>16</b>	<b>1,977</b>	<b>1</b>	<b>151</b>

### BACKGROUND AND CONTEXT

The Inspector General Act Amendments of 1988 established the Office of the Inspector General (OIG) at the Smithsonian Institution to provide an independent and objective office to:

- conduct and supervise independent and objective audits and investigations relating to agency programs and operations;
- promote economy, efficiency, and effectiveness within the Institution;
- prevent and detect fraud, waste, and abuse in the Institution's programs and operations;
- review and make recommendations regarding existing and proposed legislation and regulations relating to the Institution's programs and operations; and
- keep the Board of Regents, the Secretary, and the Congress fully and currently informed of problems in agency programs and operations

In keeping with its mission, the OIG is responsible for providing oversight of the external auditors who conduct the annual review of the Institution's financial statement. In addition, under the Federal Information Security Management Act (FISMA), the OIG hires contractors to conduct an annual evaluation of the Institution's information security program and practices, and reports on their effectiveness.

The oversight responsibilities of the OIG have continued to expand because of FISMA, strict requirements governing personally identifiable information, the annual financial statement audit, and requests from Congress. At the same time, the programs and operations of the Smithsonian Institution continue to expand. Although the scope of the OIG's responsibilities has increased, its budget and staffing have remained essentially static in recent years and have significantly declined during the last 12 years.

Nevertheless, in FY 2005, the OIG identified more than \$1.3 million of funds that could be put to better use; concluded investigations resulting in two successful criminal prosecutions and monetary restitution to the Institution; prevented additional losses; recovered collections items; issued 61 recommendations to improve the economy, efficiency, and effectiveness of Institution programs; and conducted outreach presentations, among many other accomplishments, both tangible and intangible, for the benefit of the Institution.

In FY 2005, the OIG staff consisted of 15 trust and federally funded positions, down from a peak of 24 in 1994 (not inconsistent with shrinkage in other core programs). Since 1994, both the budget and operations of the Smithsonian Institution have expanded dramatically. The proposed increase of one position is insufficient, but it will begin to restore resources that are critical for the OIG to accomplish its mission.

For FY 2008, the estimate includes an increase of \$51,000 for necessary pay for existing staff funded under this line item, and a program increase of 1 FTE and \$100,000 for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission.

## **MEANS AND STRATEGY**

To balance its oversight responsibilities with available resources, the OIG will continue to select areas for evaluation that:

- are the focus of congressional and executive branch attention;
- have high public interest and/or large dollar outlays;
- figure prominently in the Smithsonian's strategic plans and annual performance plans and reports; or
- have known performance and accountability or high-risk issues

The OIG's tentative audit inventory for FY 2008 includes: the modernization of the information technology (IT) infrastructure and development of IT investment strategies; the contracting practices of Smithsonian Business Ventures (SBV); the management of exhibitions; collections information systems; the effectiveness of the Institution's processes for identifying, measuring, and managing risk; accountability and maintenance of the Institution's vehicle fleet; and the status of human capital and workforce restructuring efforts. In addition, the OIG will provide oversight of the FY 2008 financial statement audit; conduct or oversee contractors to conduct the annual FISMA review; and assist the Treasury Department and the Government Accountability Office in preparing Government-wide financial statements by performing agreed-upon procedures to explain material differences in intra-Governmental activity balances and related internal control deficiencies.

The investigative staff will continue to conduct investigations and criminal prosecutions, resolve complaints, and proactively engage the Institution's staff to detect and prevent waste, fraud, and abuse.

The OIG will continue to focus on high-risk, high-dollar areas, and to respond to requests for audits and reviews from the Board of Regents, the Secretary, and the Congress. In addition, the OIG will continue to maintain a substantial inventory of areas identified as needing audit work.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Enhanced Management Excellence**

***Strengthen an institutional culture that is customer centered and results oriented (16 FTEs and \$1,977,000)***

- Assess the Institution's IT investment strategies and determine whether (1) the Chief Information Officer has implemented sound strategies and practices for managing IT resources and meeting program area information needs, and (2) the IT infrastructure is being sufficiently modernized to support the activities of the Institution
- Determine whether SBV's contracting policies and procedures are in line with industry best practices, and whether SBV contracts are sufficiently competed to maximize revenues
- Examine a sample of the most expensive exhibits to determine if museum management adequately tracks exhibition-related expenses and financing, reasonably estimates the life-cycle costs of exhibitions, and identifies risks and sources of contingent funds when budgets are not met
- Determine whether opportunities exist to increase public access to collections information and enhance the state of collections

information management, while at the same time reducing infrastructure and maintenance costs

- Evaluate the Institution's metrics process for measuring and tracking risk. Review management's effectiveness in (1) identifying and measuring risks and vulnerabilities, (2) evaluating and monitoring corrective action plans, and (3) providing alternatives and resources to eliminate the vulnerabilities and minimize the risks
- Assess the effectiveness of the Institution's vehicle fleet management
- Examine the Institution's progress in implementing human capital initiatives targeted for FYs 2005 and 2006 that were recommended by the Human Resources Research Organization
- Ensure that the Institution complies with FISMA requirements
- Provide oversight for the external auditors' annual financial statement audit

## **FY 2008 REQUEST — EXPLANATION OF CHANGE**

For FY 2008, the budget request includes an increase of 1 FTE and \$151,000. This amount includes an increase of \$51,000 for necessary pay for existing staff funded under this line item, and 1 FTE and \$100,000 to fund one IT auditor. This program increase is described in greater detail below:

- (+ \$100,000, + 1 FTE) Hire an IT auditor to perform internal and external vulnerability assessments and penetration testing, and to conduct reviews of the Institution's information systems, ensuring that they comply with the standards set by the National Institute of Standards and Technology.

If the FY 2008 request is not allowed, the OIG will be hampered in its ability to serve as the statutorily mandated, independent, and objective Office that helps ensure the integrity, efficiency, and effectiveness of the Institution's programs and operations. The OIG will be hampered in its effort to review financial system upgrades and controls and prevent the inventory of high-risk areas requiring audit work from continuing to expand.

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for salaries and benefits of personnel and other related costs.

## FACILITIES MAINTENANCE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2006 ACTUAL	307	45,108	0	75	0	9	0	0
FY 2007 ESTIMATE	307	51,405	0	75	0	20	0	0
FY 2008 ESTIMATE	307	52,273	0	75	0	20	0	0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Implement an aggressive and professional maintenance program	300	47,889	300	48,698	0	809
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	7	3,516	7	3,575	0	59
<b>Total</b>	<b>307</b>	<b>51,405</b>	<b>307</b>	<b>52,273</b>	<b>0</b>	<b>868</b>

### BACKGROUND AND CONTEXT

Facilities Maintenance focuses on facility preservation activities and encompasses the upkeep of property and equipment, or the work necessary to realize the originally anticipated useful life of a fixed asset. The Office of Facilities Engineering and Operations (OFEO) is responsible for the maintenance and repair of an infrastructure of approximately 10 million square feet of owned and leased buildings and structures, including 18 museums and galleries, 10 science centers, and the National Zoological Park (NZP). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns.

The current replacement value of the Smithsonian-owned facilities is estimated to be \$4.7 billion.

The National Research Council long ago established guidelines indicating that 2 to 4 percent of the current replacement value of facilities is required annually for routine maintenance and minor repairs. This metric indicates the Smithsonian should apply \$94 million to \$188 million annually for maintenance and minor repairs. Additionally, as new and renovated museums and major exhibits are brought online, maintenance requirements rise dramatically due to technological advances and the increased number of systems supporting the infrastructure.

In its April 2005 report to Congress, the Government Accountability Office (GAO) formally recognized the deteriorating condition of Smithsonian buildings and cited the seriously underfunded maintenance program as one of the principal causes. The GAO report recognized the findings of the 2001 National Academy of Public Administration's review, and reiterated the need for an infusion of maintenance funds.

For FY 2008, the budget estimate includes an increase of \$868,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To support the Institution's goal of Enhanced Management Excellence, OFEO continues an aggressive, long-range facilities maintenance and minor repair program. As funding permits, OFEO uses a Reliability Centered Maintenance (RCM) approach that includes benchmarking efforts with other organizations such as the Association of Higher Education Facilities Officers (APPA). RCM is a widely accepted maintenance industry philosophy that incorporates a cost-effective mix of predictive, proactive, preventive, and reactive maintenance practices. Benchmarking efforts resulted in a staffing goal to achieve APPA's recommended level-2 standard for building maintenance, referred to as "Comprehensive Stewardship." The "Comprehensive Stewardship" level of maintenance will ensure that equipment and building components are in operating condition; that sufficient staffing is in place to respond to maintenance calls in a timely manner; and that electrical and mechanical systems are routinely upgraded.

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 strive 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.

In FY 2008, OFEO will continue its efforts to achieve the APPA "Comprehensive Stewardship" level of building maintenance, using those RCM methodologies that funding will allow. The ultimate goal of achieving APPA's "Comprehensive Stewardship" standard is no less than what should be expected at the world's largest and most-visited museum complex.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures. Requested resources in FY 2008 will enable OFEO to maintain and enhance physical security systems throughout the Institution, and ensure that all security monitoring systems are maintained at the same levels.

In FY 2007, the Institution will complete a Program Assessment Rating Tool (PART) evaluation of the facilities Operations and Maintenance Program.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Enhanced Management Excellence**

#### ***Implement an aggressive and professional maintenance program (300 FTEs and \$48,698,000)***

- Increase planned maintenance level to 55 percent of total annual maintenance expenses
- Maintain temperature and relative humidity levels within the target range 80 percent of the time
- Improve mean time between repairs of critical vertical transportation units to more than 70 days between maintenance calls
- Maintain a rate of more than 95 percent customer satisfaction with maintenance activities

***Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (7 FTEs and \$3,575,000)***

- 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

**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 maintaining 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 2006 ACTUAL	1,317	158,967	16	4,154	5	421	0	0
FY 2007 ESTIMATE	1,326	166,515	10	3,622	5	368	0	0
FY 2008 ESTIMATE	1,328	180,611	10	3,622	5	368	0	0

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

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

Performance Objective/ Performance Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	8	690	8	717	0	27
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	411	108,968	411	119,913	0	10,945
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	867	51,107	869	53,981	2	2,874
Provide a safe and healthy environment to support Smithsonian programs	40	5,750	40	6,000	0	250
<b>Total</b>	<b>1,326</b>	<b>166,515</b>	<b>1,328</b>	<b>180,611</b>	<b>2</b>	<b>14,096</b>

### BACKGROUND AND CONTEXT

The Facilities Operations, Security, and Support (OSS) program operates, secures, and supports the Smithsonian's physical infrastructure under the direction of the Office of Facilities Engineering and Operations

(OFEO). OFEO's mission is to provide a safe, secure, and quality-built environment that enables staff to increase and diffuse knowledge, and adds to the enjoyment of the visiting public. OFEO provides operational services for approximately 10 million square feet of owned and leased facilities, including 18 museums and galleries, 10 research centers, and the National Zoological Park.

Resources within OSS support facilities operations, including activities such as grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; fire protection; and safety, environmental, and health services. Resources also support facilities planning, architectural/engineering design plans, as well as postage, utilities, and central rent costs.

For FY 2008, the budget estimate includes an increase of 2 FTEs and \$14,096,000. This amount includes \$3,002,000 for necessary pay for existing staff funded under this line item; \$9,713,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget; and a programmatic increase of 2 FTEs and \$1,381,000 for security support.

## **MEANS AND STRATEGY**

To achieve the Institution's goal of Increased Public Engagement, OFEO will continue to develop exhibits and other public programs related to horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's resources will be focused on meeting the ongoing operational requirements of the Institution's facilities. OFEO has benchmarked the Institution's custodial staffing levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). In 2006, the Institution received the prestigious Award of Excellence from APPA in recognition of OFEO's excellence in facilities management, and its efforts to establish measurable performance standards and staffing levels for appearance and cleanliness, as well as to ensure efficient operations. Ultimately, the Institution intends to achieve APPA's appearance level 2, which is referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. In FY 2008, OFEO will only be able to maintain APPA 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 for the world's most visited museum complex.

OFEO will also use base resources to continue providing protection for the facilities, staff, and volunteers, while also permitting an appropriate level of access to the national collections. The Institution will continue to focus on security measures required to address elevated risks identified in the All-Hazard Risk Assessment conducted in 2006. Increased resources in FY 2008 will be used to implement operational security measures to ensure that proper access controls and background/screening measures are implemented for all employees, contractors, and volunteers.

In addition, OFEO will continue using base resources to provide a safe and healthy environment for the Institution's staff by concentrating its efforts on reducing occupational injuries and illnesses. As part of the new wellness program in FY 2006, OFEO conducted the first health risk assessment that provided a basis for future health program planning. In the long term, the assessment will aid in decreasing Workers' Compensation claims and will help to increase employee productivity and morale.

## **STRATEGIC GOALS AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Increased Public Engagement**

*Offer compelling, first-class exhibitions at Smithsonian museums and across the nation (8 FTEs and \$717,000)*

- Present academic lectures and tours relating to the history of the oldest Smithsonian facilities
- Complete installation of the 2008 orchid exhibit by January 2008
- Conduct a visitor survey of the 2008 orchid exhibit and compare results to previous exhibit surveys in an effort to improve visitors' experiences and help develop future orchid exhibits

### **Enhanced Management Excellence**

*Improve the overall cleanliness and efficient operation of Smithsonian facilities (411 FTEs and \$119,913,000)*

- Continue integration of the facilities management program and related activities throughout the Smithsonian to improve operational efficiency and effectiveness, cost and quality controls, and accountability
- Maintain cleanliness improvements achieved in FY 2007
- Maintain a 95 percent rate of responses to work requests that are within established time limits (30 minutes for emergencies and two weeks for regular work requests)
- Improve to 85 percent the percentage of work orders that are completed within 120 days

***Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (869 FTEs and \$53,981,000)***

- Maintain crime rate for non-collection property at less than 10 crimes per million visitors, crime rate against staff and visitors at no more than one crime per million visitors, and intentional loss/damage to collections rate at zero
- Improve upon visitor complaints about security staff and procedures at less than three complaints per million visitors

***Provide a safe and healthy environment to support Smithsonian programs (40 FTEs and \$6,000,000)***

- Reduce occurrence of deficiencies/hazards that can cause serious injury and/or illness (Risk Assessment Code 1 and 2 findings) by 10 percent
- Reduce occupational injuries and illnesses by 12 percent from FY 2003 baseline (per 2004 Presidential Safety, Health, and Return-to-Work Initiative goals)
- Implement a health/wellness program aimed at reaching 10 percent of employees Institution-wide
- Achieve a five percent reduction in lost production day costs through injury and illness prevention and wellness

**FY 2008 REQUEST – EXPLANATION OF CHANGE**

The FY 2008 budget estimate includes an increase of 2 FTEs and \$14,096,000. This amount includes \$3,002,000 for necessary pay for existing staff funded under this line item, and \$9,713,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget. Also included is a programmatic increase of 2 FTEs and \$1,381,000 to improve security. The increases are as follows:

- (+ \$370,000) This increase provides funding for additional security support, thereby decreasing the risk of damage to or loss of Smithsonian property and collections. The request includes \$100,000 for increased security post coverage at the Udvar-Hazy Center (due to the opening of the new Hazy Barn); \$30,000 for expanded security post coverage at the Smithsonian Tropical Research Institute for the Gamboa new research facilities in Panama; and \$240,000 for additional security requirements at the Herndon, Virginia, leased facility that houses the majority of the Institution's information technology assets.
- (+ \$570,000) This one-time increase will fund the initial implementation of the mandates of the Homeland Security Presidential Directive 12 (HSPD-12). HSPD-12 mandates that a Government-wide standard be used for secure and reliable forms of identification issued by the federal

Government to its employees and contractors. Funding will support new procedures to improve control of employee and contractor access to non-public areas of the Institution; purchase personnel security management hardware and software to ensure that all background investigation information can be accurately recorded and tracked; and improve identity verification and authentication.

- (+ \$220,000, + 2 FTEs) This increase will ensure that background investigations for contractors, volunteers, and employees are conducted under standards mandated by the U.S. Office of Personnel Management. Because background investigations have become increasingly significant, OFEO will use the requested resources for salaries and benefits for one supervisory personnel security specialist (\$120,000) and one personnel security specialist (\$100,000) to ensure proper screening of employees.
- (+ \$221,000) This increase will provide additional funding for background investigations for new and existing contractors and volunteers. The resources will ensure that all contractors and volunteers requiring access to the Institution facilities will have appropriate background investigations, thereby ensuring that employees meet suitability requirements. This request will provide a permanent base increase of \$21,000 for all new contractors and volunteers, and one-time funding of \$200,000 to investigate existing contractors and volunteers.

Without increased funding, OFEO will not have the necessary resources to implement HSPD-12 requirements and properly track and conduct background investigations.

**NONAPPROPRIATED RESOURCES**—General trust funds provide support for salaries and benefits 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 2006 Appropriation	\$98,529,000
FY 2007 Current CR Level	\$105,900,000
FY 2007 Request	\$107,000,000
FY 2008 Estimate	\$107,100,000

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2007		FY 2008		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>						
<b><i>Facilities</i></b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	38	95,500	48	87,380	10	-8,120
<b><i>Security and Safety</i></b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	0	0	8,840	0	8,840
Provide a safe and healthy environment	0	10,400	0	10,880	0	480
<b>Total</b>	<b>38</b>	<b>105,900</b>	<b>48</b>	<b>107,100</b>	<b>10</b>	<b>1,200</b>

### BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance have led to growing, widespread deterioration and increasingly impaired performance of the Institution's physical plant.

The professional engineering study, *Smithsonian Institution Museums and Facilities: Critical Assessment and Improvement Objectives*, published in 2001, established a 10-year, \$1.5 billion requirement for capital revitalization of Smithsonian facilities. The National Academy of Public Administration (NAPA) study of that same year supported these findings, and the Government Accountability Office (GAO) report of April 2005 recognized

that the Institution needs an investment of \$2.3 billion for revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed during the NAPA study. Funding levels of the past few years have allowed the Smithsonian to make some progress against the \$2.3 billion, but the amounts for revitalization and maintenance have fallen far short of the documented need. Without question, there is an urgent need for major investment so that the Smithsonian can escape the current, never-ending crises of costly, unforeseen, breakdown repairs. Without sufficient capital support, the Institution will eventually fail in its mission.

## **MEANS AND STRATEGY**

The FY 2008 request for the Facilities Capital Program represents a minimum investment in the goal of Enhanced Management Excellence, with no increase from the level estimated for FY 2007. With funding in the Facilities Capital Program, the Institution will focus on improving the safety and security of visitors, staff, volunteers, and collections, and will make incremental progress toward returning to and then sustaining Smithsonian facilities at a fully functional level in the next decade.

The *Critical Assessment* study records the full breadth of the commitment that must be made to preserve the physical plant of the Smithsonian and position it for the 21st century. It is a compilation of the knowledge learned from more than 200 architect-engineer consultant investigations and internal condition assessments. The facilities requirements known at this time fall into two major areas, both of which are essential: facilities capital and facilities maintenance.

The Facilities Capital Program entails both construction and revitalization activities; however, there are no major capital construction funds requested for this year's budget. Revitalization involves making major repairs or replacing declining and failed infrastructure to address the causes of advanced deterioration. Once completed, these projects will enable the Smithsonian to avoid the crippling failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the irretrievable loss of scientific data.

Funding for facilities routine maintenance and minor repairs is included in the Institution's Salaries and Expenses request. These resources are critical to realize the intended design life and full economic value of Smithsonian facilities and protect the Institution's investment in revitalization. Underfunding maintenance devalues our capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources during the next decade to arrest the downward spiral of deterioration and provide for safe, code-compliant, and functional facilities that support Smithsonian programs. Robust future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

The Institution completed a Program Assessment Rating Tool (PART) evaluation of the Facilities Capital Program during FY 2005 and received the highest PART rating score. This rating confirms the NAPA and GAO conclusions that these programs are effectively managed and will achieve long-term results in improving the Institution's essential infrastructure.

## **STRATEGIC GOAL AND FY 2008 ANNUAL PERFORMANCE GOALS**

### **Enhanced Management Excellence**

***Execute an aggressive, long-range revitalization program and limited construction of new facilities to ensure appropriate facilities in excellent condition that support the Smithsonian mission (48 FTEs and \$87,380,000)***

- Improve the Facilities Condition Index (FCI) of Smithsonian buildings by 5 percent
- Reduce the \$1.5 billion backlog of revitalization requirements
- Complete 25 percent of the construction of Asia Trail Phase II, Elephant Trails, at the National Zoological Park
- Complete Phase II of the core space revitalization at the NMAH, Behring Center
- Complete 60 percent of the revitalization of the West Wing basement, 30 percent of the southwest third-floor main building, and 10 percent of elevator and window replacement at the National Museum of Natural History (NMNH)
- Complete 20 percent of the renovation of Pod 3 at the Museum Support Center
- Complete 75 percent of electrical system replacement at the National Air and Space Museum
- Initiate construction of replacement greenhouses at Suitland, Maryland
- Complete 50 percent of programming planning for the National Museum of African American History and Culture

***Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers (\$8,840,000)***

- Complete the permanent perimeter security barriers at the NMNH, and 25 percent of the construction of barriers at the NMAH

***Provide a safe and healthy environment (\$10,880,000)***

- Complete Phase I of critical fire-protection improvements at the National Zoological Park
- Complete replacement of fire-protection systems at the Museum Support Center and other Smithsonian facilities

**FY 2008 REQUEST — EXPLANATION OF CHANGE**

The Institution requests \$107,100,000 and 48 FTEs for the Facilities Capital Program in FY 2008 for Revitalization, and the Planning and Design funding needed to support these and future projects. While short of the amount needed to keep pace with the NAPA- and GAO-recommended schedules for eliminating the current backlog of revitalization requirements, this amount supports the most critical design and revitalization work. Work at the Zoo will be guided by the nearly complete master plan to correct the deteriorating conditions there. The request also recognizes the need to sustain progress in other priority areas, including revitalizing the NMNH and the NMAH, and installing perimeter barriers to reduce the risk of terrorist attacks on the Smithsonian's iconic buildings. Several emerging priorities are also represented, including the need to address serious deficiencies in collection storage conditions and to renovate or replace research and support facilities to protect the viability of ongoing operations. The Institution requests a total of 10 new FTEs in the Facilities Capital Program for FY 2008 to augment the construction management staff to better administer the increased workload of smaller projects in the proposed program. Projects under \$5 million typically require a greater proportion of supervision and administration in relation to the cost of the work performed.

If this request is not allowed, the Institution's facilities will continue to deteriorate, increasing the eventual cost of revitalization and the risk of further building closures.

The chart that follows summarizes the Institution's request for the highest priority projects for FY 2008, and the related future program requirements through FY 2012. FY 2007 is based on the current Continuing Resolution annualized rate.

# SMITHSONIAN INSTITUTION

## Facilities Capital Program Summary

FY 2008 - FY 2012

CATEGORY <i>\$Millions</i>	Received				CR Level	Congress Request	Future Program				
	Prior	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Outyears
<b>REVITALIZATION</b>											
<i>Major Projects</i>											
Arts & Industries Building	13.2		23.4	5.8			1.3				TBD
Greenhouse Replacement						6.0	6.0				
Hirshhorn Museum								5.5			18.5
Museum Support Center						10.0	15.0		6.5	6.5	6.5
National Air and Space Museum					8.9	1.1					50.0
National Museum of American History	1.4	3.4	10.0	18.4	13.5		10.0	10.0	20.0	20.0	114.0
National Museum of Natural History	98.4	3.0	7.0	12.8	25.4	25.5	30.0	30.0	30.0	30.0	58.4
National Zoological Park	20.2	23.7	19.5	12.5	16.0	18.8	17.8	21.3	22.3	28.1	204.1
Patent Office Building	73.6	47.4	44.4								
Quadrangle											64.5
Renwick Gallery											25.0
Silver Hill Facility											24.0
Smithsonian Castle	1.0									30.0	45.0
STRI, Gamboa Development											3.0
Udvar-Hazy Center											5.0
Anti-Terrorism Protection				7.9		8.0	3.0	23.5	24.0	12.3	36.7
<i>Other Revitalization Projects</i>		12.0	6.0	15.0	26.2	22.0	47.6	38.7	34.8	20.6	ONGOING
<b>SUBTOTAL</b>	<b>207.8</b>	<b>89.5</b>	<b>110.3</b>	<b>72.4</b>	<b>90.0</b>	<b>91.4</b>	<b>130.7</b>	<b>129.0</b>	<b>137.6</b>	<b>147.5</b>	<b>654.7</b>
<b>CONSTRUCTION</b>											
NMNH, Museum Support Center Pod 5		9.9	6.9	18.1	5.4						
SAO, VERITAS Site Improvements			1.0								
SERC, Construction Mathias Lab Modules								17.0	20.0		
National Museum of African American History & Culture							T8D	T8D	T8D	T8D	T8D
Other Future Construction											118.5
<b>SUBTOTAL</b>	<b>0.0</b>	<b>9.9</b>	<b>7.9</b>	<b>18.1</b>	<b>5.4</b>	<b>0.0</b>	<b>0.0</b>	<b>17.0</b>	<b>20.0</b>	<b>0.0</b>	<b>ONGOING</b>
<b>FACILITIES PLANNING &amp; DESIGN</b>	<b>0.0</b>	<b>8.2</b>	<b>7.9</b>	<b>8.0</b>	<b>10.5</b>	<b>15.7</b>	<b>27.9</b>	<b>28.9</b>	<b>17.4</b>	<b>14.8</b>	<b>ONGOING</b>
<b>TOTAL REQUEST</b>	<b>207.8</b>	<b>107.6</b>	<b>126.1</b>	<b>98.5</b>	<b>105.9</b>	<b>107.1</b>	<b>158.6</b>	<b>174.9</b>	<b>175.0</b>	<b>162.3</b>	<b>ONGOING</b>

## SUMMARY TABLES AND PROJECT SHEETS

### ***REVITALIZATION***

#### **Major Projects**

This investment provides for the replacement of failing or failed major building systems and equipment, and for major renovation projects to preserve the buildings. It primarily includes the exterior envelope, HVAC, electrical, and other utility systems at the older buildings. Projects also entail modifications to ensure compliance with life-safety and Americans with Disabilities Act (ADA) codes, restoration of historic features, and modernization of the buildings to support current program requirements. Major projects are those that cost more than \$5 million.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Museum Support Center	Renovate Pod 3, Collections Storage Improvements	10,000
National Air and Space Museum	Replace Electrical System	1,100
National Museum of Natural History	Revitalize Public and Non-Public Space	25,500
National Zoological Park	Asia Trail, Phase II: Elephant Trails	9,000
	Upgrade Fire Suppression, Life Safety & Infrastructure	6,300
	Repair Structural Systems, General Services Building	3,500
Suitland Support Facility	Replace Greenhouses	6,000
Mall Facilities	Construct/Install Anti-Terrorism Protection, NMAH	<u>8,000</u>
<b>TOTAL MAJOR PROJECTS</b>		<b>\$69,400</b>

### Other Revitalization Projects

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

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Cooper-Hewitt Museum	Complete Miller-Fox Renovation	1,650
Museum Support Center	Improve Fire Detection and Protection	2,500
National Air and Space Museum	Waterproof Terrace at Perimeter	1,500
Smithsonian Tropical Research Center	Replace Gamboa Old Schoolhouse, Phase I	1,500
Suitland Support Facility	Provide Central Fire Pump and Upgrade Mains	1,700
	Demolish Buildings 15 and 18, Move Collections	2,000
Multiple Locations	Construction Supervision and Admin	4,900
	Misc. projects \$500,000 and under	<u>6,250</u>
<b>TOTAL OTHER PROJECTS</b>		<b><u>\$22,000</u></b>
<b>TOTAL REVITALIZATION</b>		<b>\$91,400</b>

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

FY 2008 COST ESTIMATE (Thousands of Dollars):

Renovate Pod 3 \$10,000

PRIOR-YEAR FUNDING:

Design 2,500

FUTURE-YEAR FUNDING (FY 2009):

15,000

Total \$27,500

BUILDING BACKGROUND:

Designed and built in 1983, the modern, precast concrete center is a research, conservation, and collection storage facility providing optimum environments for the storage, preservation, and study of Smithsonian collections. The original 524,000-square-foot facility has four large collection storage bays, referred to as pods, and an office-laboratory complex. The 120,000-square-foot fifth pod is currently under construction to provide code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of fire and life-safety codes and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The alcohol collections now in Pod 3 will be moved to the new Pod 5 when it is completed in the spring of 2007. This will free up valuable space in Pod 3 for the storage of other Smithsonian collections requiring high-quality environmental conditions and security, including physical anthropology collections, specimens needing cold storage or special gas storage, and art works. These collections are currently stored in substandard space in the museums and in leased space that does not meet climate control requirements for long-term preservation of collections.

PROJECT DESCRIPTION:

Pod 3 has a gross footprint of about 36,000 square feet. It contains an attached, interior, three-level (9,000 square-foot/level) structural system for collection storage, which covers one-third of the available floor space and is being used to store part of the NMNH wet alcohol collection. The revitalization of Pod 3 will include demolishing the inefficient interior three-level structural

system, all electrical equipment, and all existing sprinkler piping systems, and reconfiguration to provide additional collection storage for NMNH (36,000 square feet) and art collections for multiple art museums (36,000 square feet). The space will be divided into two permanent floors with separate areas for each collection type, with a new mechanical system independent from the rest of the building to provide appropriate environmental conditions for each space. The new space will meet all current fire codes, with a 2-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$10 million in FY 2008 to begin the renovation, and will request funding in future years to complete the work under a multi-year contract.

PROGRESS TO DATE:

The Institution will use funding received in FY 2007 to design the renovation of Pod 3.

IMPACT OF DELAY:

Once the current collections stored in alcohol are moved from Pod 3 into Pod 5, Pod 3 will become a one-floor storage area with inefficient space use and limited collections storage capability. Without the planned revitalization, the physical anthropology collections (now in NMNH) requiring special environmental conditions (multiple locations), and art collections (multiple leased locations) cannot be relocated out of currently inadequate or inappropriate space. The result will be more rapid deterioration of collections items, higher security risk, and higher lease costs for the Institution. Failure to move collections from the NMNH will also delay the next major HVAC renovations of that building because work cannot be done with collections in those spaces.

**PROJECT TITLE:** Replace Electrical Systems  
**INSTALLATION:** National Air and Space Museum (NASM)  
**LOCATION:** Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars):

Complete electrical replacement	\$1,100
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PRIOR-YEAR FUNDING

Design	376	
Replace electrical system	<u>\$8,900</u>	
Subtotal	<u>\$9,276</u>	<u>\$9,276</u>
	Total	\$10,376

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 more than 7.5 million visitors in recent years. The 636,000-square-foot building preserves and displays artifacts, aeronautical and space flight equipment, significant historical data, and related technologies.

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 will 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. The preliminary estimate of the construction cost is \$10 million, but this number will be refined during the design process.

PROGRESS TO DATE:

Design of the project is under way, and the Institution expects to award a multi-year construction contract in late summer 2006, using the \$8.9 million provided in the FY 2007 appropriation. The Institution requests \$1.1 million in FY 2008 to complete the project.

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

FY 2008 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$25,500*
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<u>PRIOR-YEAR FUNDING</u>	\$149,570
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FUTURE-YEAR FUNDING (FY 2009–FY 2016)

Ongoing HVAC replacement and code improvements	\$178,350*
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Total	\$353,420
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\* Does not include funding in Planning and Design account to complete future design of revitalization project.

BUILDING BACKGROUND:

The NMNH building opened to the public in 1910. The East and West wings were added in the early 1960s. Two infill buildings were constructed in the original building’s East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately one-and-a-half million square feet. The building includes 300,000 square feet of public museum space, collections, laboratory, office, and building services spaces filling 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, and are more than 40 years old, so they are in need of major renovations. Breakdowns of the mechanical system are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors on many crowded days, or for the display and preservation of Museum collections. The reliability of the electrical system is compromised by the deteriorated condition of the building’s three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, a number of long-standing health and safety violations compromise the well-being of visitors and staff. Main stairwells and auditorium exit corridors are dark, violate building code, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a health hazard and hamper proper maintenance and response to utilities failures. The windows in the original portion of the building are severely deteriorated.

### PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$149.6 million has been appropriated for the revitalization project, including \$25.4 million in FY 2007. The total cost of renovating NMNH may exceed \$350 million through FY 2016 (at current funding levels).

The Institution requests \$25.5 million in FY 2008 to continue the renovation. Specific work will include: HVAC replacement and associated renovation of the ground floor of the East Wing (\$8.7 million) and the southeast portion of the main building (\$6 million), and the basement of the East Court (\$2 million); continuing replacement and/or refurbishment of the elevators (\$3 million) and the main building windows and north entrance (\$2.75 million); renovation of the air towers (\$1.55 million) to improve air quality; and renovation of the utility tunnels (\$1.5 million) to include removal of unused piping and conduit.

### PROGRESS TO DATE:

Renovation of Halls 7–10 and 23–25 for the future \$22 million *Ocean Hall* exhibit, which is being funded by the National Oceanic and Atmospheric Administration (NOAA), is more than 80 percent complete. Renovation of Halls 27–30 is 10 percent complete. This \$5 million project includes demolition, asbestos abatement, and installation of HVAC and other utilities. Design is nearing completion for other work planned for FY 2007, which includes the HVAC renovation of the West Wing basement and the southwest portion of the Third Floor of the Main Building. Design has begun on FY 2008 projects. The master and space plans continue to be updated, and they form the basis for the sequencing of infrastructure renovation.

### IMPACT OF DELAY:

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

**PROJECT TITLE:** Asia Trail  
**INSTALLATION:** National Zoological Park (NZIP), Rock Creek Park  
**LOCATION:** Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars):

Construction, Phase II: Elephant Trails	\$9,000
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PRIOR-YEAR FUNDING:

Facilities Planning and Design	8,580	
Construction, Phase I	41,030	
Site Work and Construction Phase II	<u>22,240*</u>	
Subtotal	\$71,850	<u>\$71,850</u>

Total            \$80,850\*\*

\* Reflects the reprogramming of \$867,588 appropriated in FY 2006 for design of critical NZIP life-safety projects.

\*\* Does not include \$23.8 million in privately raised funds (\$7.5 million for Phase I; \$16.3 million for Phase II).

BUILDING/SITE BACKGROUND:

The NZIP 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 NZIP is now more than 110 years old and its age and popularity have taken a visible toll. The Zoo's physical environment has vastly deteriorated. More than half of the buildings have seriously compromised structural, mechanical, electrical, and fire and life-safety systems. During its last accreditation review, the American Zoo and Aquarium Association (AZA) stated: "It is critically important that forward momentum is maintained in all areas and on all levels at a pace that will see the Zoo complete its strategic plan, and facility renovations, as quickly as possible." The National Academy of Sciences study of Zoo animal care and regular U.S. Department of Agriculture (USDA) inspections confirm this requirement.

PROJECT JUSTIFICATION:

The National Zoo is a leader among the few institutions with a strong multi-disciplinary program focused on elephant management and reproductive studies, both on site and in the field. To continue this progress, a larger facility is needed to create a multi-generational herd that will enable the elephants to live in a more natural social structure and thus encourage more normal behaviors and interactions among the elephants, while promoting the overall health and welfare of elephants held in captivity.

Standards for elephant care have changed drastically since 1930. As ethical concerns are raised about maintaining captive elephants, NZIP must lead by example, providing a top-notch facility of sufficient size that is flexible to ensure both animal well-being and keeper safety, while providing an engaging and educational visitor experience. Arrangement of the elephant housing, flexibility in enrichment opportunities, and space for exercise are major issues influencing the health and welfare of elephants. Furthermore, the birth of a male

elephant in November 2001 has increased the urgency for moving toward NZP's goals of housing and exhibiting elephants as recommended by current zoological standards. An adult male elephant needs more space and stronger housing, and he and the keeper must be separated at all times. The current facilities do not meet those requirements.

#### PROJECT DESCRIPTION:

Phase II of the Asia Trail project will provide the larger complex that is needed to meet NZP's long-range commitment to the Asian elephant program. The new facilities will include renewal of the existing Elephant House and construction of a new elephant-holding facility. The project will encompass nearly 10 adjacent acres and provide adequate year-round housing, new exhibit yards, safe primary containment, and heavily landscaped perimeters. An innovative series of elephant habitats will provide exercise for the animals as well as sensory stimuli outside their daily routine. Large pools and multiple enrichment devices in the animals' indoor and outdoor enclosures will enable the elephants to exhibit behaviors currently restricted by space limitations. Accessible areas will let the public observe the elephants, and keeper demonstrations with new and exciting interpretive programs, including scientific research on elephants. FY 2008 will complete the federal funding of the project.

#### PROGRESS TO DATE:

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 the 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. A design-build contract for the renewed facility was awarded in September 2006. It is anticipated that design efforts will be complete by summer 2007 and construction will follow immediately. The new elephant housing will be complete in early 2009, and project completion is projected for spring 2011.

#### IMPACT OF DELAY:

A delay would seriously impair 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. Temporary improvements have been made to the existing facility to continue housing the young male until 2009, but deferral of this project will require the Zoo to search for a new home for him. In addition, the Zoo's one reproducing female is a valuable breeder in the U.S. Asian elephant population. Shanti will be artificially inseminated in 2007 and is expected to calf in 2009. Ultimately, a delay in renovating the elephant facility will ripple into subsequent projects intended to bring the Zoo's facilities into compliance with USDA and AZA standards, and to correct extensive infrastructure deficiencies throughout NZP.

**PROJECT TITLE:** Upgrade Fire Suppression, Life Safety and Infrastructure  
**INSTALLATION:** National Zoological Park, Rock Creek Park and Front Royal  
**LOCATION:** Washington, DC

<u>FY 2008 COST ESTIMATE (Thousands of Dollars):</u>	\$6,300
<u>PRIOR-YEAR FUNDING:</u>	\$7,808
<u>FUTURE-YEAR FUNDING (FY 2009–FY 2012):</u>	<u>\$37,200</u>
Total	\$51,308

PROJECT JUSTIFICATION:

Much of NZP's current utility and fire-protection infrastructure is obsolete and failing, and does not meet the needs of the Zoo to protect and support its animals' safety. Correcting deficiencies in water service mains is crucial in providing critical fire-suppression systems in many of the unprotected areas of the Zoo, and to provide adequate water for the animals.

PROJECT DESCRIPTION:

The Institution requests \$6.3 million to install critical fire-protection and life-safety systems, at both Rock Creek Park and the Front Royal, Virginia facilities, including fire systems in the Bird House, Research Building, Visitor Center, and Panda Plaza (\$2 million); replacement of the water main to the lower Zoo area to support future fire-sprinkler upgrades (\$2 million); installation of emergency generators at Rock Creek and Front Royal (\$0.7 million); and other fire-suppression and life-safety improvements at Front Royal (\$0.1 million). The requested funds will also replace the water, electrical, and other systems at the Veterinary Hospital and research buildings (\$1.5 million).

PROGRESS TO DATE:

The Institution has used previous funds to upgrade the high-voltage electrical service for the upper section of the Rock Creek facility, including new transformers and a new ductbank, as well as conduits, electric feeders, and switchgear from Connecticut Avenue to the Elephant House. Funds were also used to upgrade the fire-protection water supply and install fire hydrants at the Bird House Hill. Additional fire-alarm, smoke-detection, and fire-suppression systems also will be installed in critical areas of the Rock Creek Park and Front Royal facilities. During FY 2006, the Zoo updated its fire-protection master plan and developed concept designs for upgrading underground utilities for the park. The Zoo is coordinating projects in priority order with renewal efforts that were identified in the master plan, which is also well under way. A life-safety systems analysis of Front Royal was also completed in FY 2006 and is the basis of their future budget requests.

IMPACT OF DELAY:

A delay in completing this work would endanger the animals, visitors, and staff, and would hamper the care and safety of the live animal collections.

**PROJECT TITLE:** Repair Structural Systems, General Services Building  
**INSTALLATION:** National Zoological Park, Rock Creek Park  
**LOCATION:** Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$3,500

PRIOR-YEAR FUNDING:

Design \$472

FUTURE-YEAR FUNDING (FY 2009): \$1,500

Total \$5,472

PROJECT JUSTIFICATION:

The General Services Building houses numerous critical functions at NZP, including the animal nutrition commissary, the maintenance and repair shops, and offices for safety, horticulture, exhibits, project management, engineering design and construction staffs, as well as parking for staff and visitors. Recent studies identified critical structural deficiencies that, if not repaired, will cause structural failure and localized collapse. The structural deficiencies are responsible for the cracks in the foundation walls that allow water into the commissary, which was cited by the USDA in November 2005 as a deficiency requiring immediate attention.

PROJECT DESCRIPTION:

This project will repair structural cracks and deficiencies in the General Services Building and in the retaining wall that supports the North Road, the major public and private thoroughfare through the Zoo. The Institution requests \$3.5 million in FY 2008 to begin this work in two stages. Future-year funding will complete the structural repairs.

PROGRESS TO DATE:

Studies to assess the condition of the structure and to develop concept solutions were completed in 2005. Funding for design of the structural repairs was requested through a reprogramming request, using funds appropriated in FY 2006 for the Wetlands project, which has since been deferred based on the Zoo's master plan.

IMPACT OF DELAY:

Delay of the project will risk structural failure in the building and injury to staff or visitors. Additionally, the NZP will not be able to comply with the USDA requirement to stop water infiltration into the commissary.

**PROJECT TITLE:** Replace Greenhouses  
**INSTALLATION:** Suitland Support Facility  
**LOCATION:** Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$6,000

FUTURE-YEAR FUNDING (FY 2009): \$6,000

Total \$12,000

**BUILDING/SITE BACKGROUND:**

The Smithsonian has leased a 55,000-square-foot greenhouse complex for its horticultural operations on the property of the Armed Forces Retirement Home (AFRH) in northwest Washington, DC since 1974. The complex includes 12 greenhouses, a headhouse for administrative and logistical functions, and a shade house. The complex houses the Institution's world-class orchid collection, and provides space to grow a wide variety of plant materials for exhibits, gardens, and special events that would be costly or impossible to obtain commercially.

**PROJECT JUSTIFICATION:**

The AFRH plans to lease the property where the greenhouse complex is located to commercial, residential, or institutional developers. AFRH could turn the site over to a developer as early as September 30, 2008, when the current lease expires, and the Smithsonian will require a new greenhouse facility. A thorough analysis of the horticulture program and greenhouse functions and operations determined that the most cost-effective method of maintaining the orchid collection and providing the needed plant materials is to replace the current greenhouses with a new facility at the Institution's Suitland, Maryland site.

**PROJECT DESCRIPTION:**

The proposed 55,000-square-foot facility will replace the existing complex space with comparable administrative and growing space. Although the Institution's space requirement will actually grow in future years due to such new activities as the anticipated Butterfly House at NMNH—whose plant materials must be grown without pesticides to protect the live butterflies—other operating efficiencies will allow the horticultural function to stay within the same greenhouse square footage as that now occupied. The greenhouses will be built of a polycarbonate plastic material to reduce costs, and off-the-shelf prefabricated building kits will be used to reduce design requirements and expedite construction time. The Institution requests \$6 million in FY 2008 to design and construct the utility infrastructure and the first increment of new greenhouses. This will provide vital space for the orchid collection and growing space to support exhibit activities, such as the Butterfly Exhibit that is scheduled to open in 2008. Future-year funding will complete the remaining greenhouse components.

PROGRESS TO DATE:

The Institution will complete preliminary planning for the greenhouses in FY 2007, in order to be ready to complete the initial phase of the project under a design/build contract by September 2008.

IMPACT OF DELAY:

Delay in funding this project will leave the Institution without a greenhouse facility when the AFRH turns the current complex over to its developer. As a result, the Institution will not be able to maintain its valuable orchid collection or provide interesting plantings in and around the monumental buildings on the National Mall without incurring significant additional operating costs such as leasing alternative space or buying a more limited selection of plant materials from commercial growers.

**PROJECT TITLE:** Construct/Install Anti-terrorism Protection, NMAH  
**INSTALLATION:** Mall and off-Mall Facilities  
**LOCATION:** Washington, DC and New York City

FY 2008 COST ESTIMATE (Thousands of Dollars):

Construct permanent barriers at National Museum of American History (NMAH)	\$8,000 *
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PRIOR-YEAR FUNDING (includes S&E and supplemental funding):

Design	3,100	
Construction of permanent physical security barriers at Mall facilities	17,325	
Anti-shatter film (window hardening)	<u>1,400</u>	
	\$21,825	\$21,825

<u>FUTURE-YEAR FUNDING (FY 2009–FY 2012)</u>	<u>\$99,450</u>
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Total	\$129,275 *
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\* Does not include design funding for future work included in Facilities Planning and Design.

PROJECT BACKGROUND:

The Institution is responsible for the security and safety of an extensive and complex physical plant that houses museums and galleries in Washington, DC and New York City; a National Zoological Park in Washington; and restoration and storage buildings and centers for research and education in numerous locations throughout the country and in the Republic of Panama. Since the terrorist attacks on New York City and Washington on September 11, 2001, the Institution has developed a comprehensive plan for reducing the risk of a terrorist attack occurring at a Smithsonian museum, and for minimizing the damage to people, collections, and buildings should such an event take place. A series of consultations and risk assessments resulted in the following recommendations to mitigate against vulnerabilities: installation of physical barriers between the buildings and the street; installation of anti-shatter window film or interior retrofits to mitigate the effects of glass windows shattering during a blast event; increased building perimeter camera surveillance; improved building emergency voice systems; secured nonpublic building areas with electronic access control; electronic screening of mail and visitors for the most heavily visited museums; protection against chemical, biological, and radiological attack; and mitigation against the effects of blasts and progressive collapse of buildings.

The Institution used funding from the FY 2002 Anti-terrorism Supplemental appropriation to install temporary physical barriers around most major museum buildings and increase security officer presence outside its buildings. Permanent capital improvements are included in the Capital Program.

### PROJECT JUSTIFICATION:

The Smithsonian is included in the "National Strategy for the Physical Protection of Critical Infrastructures," dated February 2003, and the subsequent "Interim National Infrastructure Protection Plan," dated February 2005. Risk assessments conducted at the Smithsonian since September 11, 2001 recommended new security measures for all Smithsonian museums and facilities. As stated in the June 2005 GAO report, "National Mall — Steps Identified by Stakeholders Facilitate Design and Approval of Security Enhancements," the National Mall encompasses some of our country's most treasured icons and serves as a public gathering place for millions of visitors each year. Furthermore, the popular recognition of the Smithsonian name, the American icons contained in its facilities, and the high level of public access and visitation distinguish the Smithsonian facilities from other Government office buildings and elevate the level of risk.

### PROJECT DESCRIPTION:

The anti-terrorism program consists of Mall-wide site adaptations, modifications to building perimeters, and additions and modifications to building systems. The program will be implemented during multiple fiscal years, with an emphasis on the highest priority projects to reduce the Smithsonian's vulnerability to attack. The Institution requests \$8 million in FY 2008 to construct permanent physical barriers around the NMAH. Additional funds are included in Facilities Planning and Design to begin design for glass mitigation at several locations.

### PROGRESS TO DATE:

The Institution has completed risk assessments of all its major facilities; completed blast assessments of NASM, NMNH, NMAH, HMSG, SIB/AIB, and DWRC; installed temporary barriers around NASM, NMNH, and NMAH, and partial barriers at HMSG, AIB/Quadrangle/Freer and the Udvar-Hazy Center; and completed installation or awarded contracts for select closed-circuit television (CCTV), emergency voice (or PA) systems and glass mitigation projects. Construction of permanent perimeter barriers at NASM is substantially complete, and work has started at NMNH and will be complete in the fall of 2008. NMAH is in final design and the balance of the Mall facilities are designed to 35 percent. Glass mitigation is complete or partially complete at some facilities through film application. Facilities requiring window retrofits are at various stages of design: DWRC is 100 percent; SIB, Freer and Renwick are at 35 percent design.

### IMPACT OF DELAY:

If the requested funding is not provided, there is an increased likelihood of damage and injury to people, collections, and buildings in the event of a terrorist attack. The Smithsonian name, symbols of American culture and achievements, and the large numbers of public visitors make the Institution an attractive target to terrorists. The lack of necessary anti-terrorism protection increases the Institution's vulnerability.

## Other Revitalization Projects

**PROJECT TITLE:** Complete Miller-Fox Renovation  
**INSTALLATION:** Cooper-Hewitt, National Design Museum  
**LOCATION:** New York City, New York

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,650

PROJECT DESCRIPTION: This project will renovate the last remaining apartment in the Fox House, recently vacated, into sorely needed office/conference space for the Museum, and integrate it into the rest of the building to facilitate the movement of collections. Delay in project execution will delay the return of administrative space in the Carnegie Mansion to public use and perpetuate the substandard quality of space in the Fox House.

**PROJECT TITLE:** Improve Fire Detection and Protection  
**INSTALLATION:** Museum Support Center  
**LOCATION:** Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,500

PRIOR-YEAR FUNDING (FY 2007): \$2,600

PROJECT DESCRIPTION: The fire-detection system is obsolete and unsafe, and its lack of reliability is putting the collections stored in the building at increasing risk. Repairs are needed more frequently and parts for the aged system are becoming more difficult to locate. Unexplainable system failures have increased substantially this past year, tripping false alarms. Major repairs were made to the fire-alarm panel in 2005 to upgrade terminal units and provide uninterruptible backup electrical power so that the frequent loss of incoming electrical service from the utility company no longer causes the alarm system to fail. This project will totally replace, in two phases, the balance of the existing fire-detection system with current state-of-the-art equipment, to include the capability for anticipated expansion during the next 20 years. It will incorporate the 2005 upgrades, and it will be connected to the central control panel for the Suitland campus. The first phase will begin with funds provided in FY 2007, and the contract will include a bid option for continuing with the second phase in FY 2008. A delay in funding this option will require stopping work at the end of the first phase, which would leave the building operating on two different terminal systems. In addition, such a delay would increase the cost of installation and create difficulties in matching the system components.

**PROJECT TITLE:** Waterproof Terrace at Perimeter  
**INSTALLATION:** National Air and Space Museum (NASM)  
**LOCATION:** Washington, DC

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: A few years after GSA completed construction of the NASM in 1976, leaks into the garage began to appear, causing rusting of structural steel members and damage to insulation on pipes and ducts as well as to materials stored in the garage. Several leaks have been corrected. The waterproofing around the planters has been replaced. The stone façade has been cleaned, repaired, and resealed, and the window wall, along with its base flashing, has been replaced. Although this has stopped most of the leaks, several still exist, especially at corners and the exterior stairwells. Recent tests revealed a major design and construction flaw in the northwest corner and determined that no flashing was installed under the stone along the perimeter. Flashing in the test area has been in place for four years and no leaks in that area have returned. This project includes the removal of the bottom course of marble, two courses of the granite pavers, and all the setting beds down to the basic building structure; installation of flashing at the base of the building; replacing the setting beds; and resetting the salvaged stone around the perimeter of the building. It also includes waterproofing the stairwells and repairing the leaks through the foundation walls. Completion of this project will arrest the leaks and protect against further damage to the structural steel, insulation, and stored materials.

**PROJECT TITLE:** Replace Gamboa Old Schoolhouse, Phase I  
**INSTALLATION:** Smithsonian Tropical Research Institute (STRI)  
**LOCATION:** Republic of Panama

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,500

PROJECT DESCRIPTION: Terrestrial Tropical Science at STRI has historically been housed at the Tupper Center in Panama City and on Barro Colorado Island (BCI). STRI has outgrown the space available in these facilities, given the high profile and explosive success of STRI's scientific enterprise. Gamboa, a settlement located on the east bank of the Panama Canal midway between both sites (17 miles north of Panama City and 13 miles south of BCI), provides an excellent location for terrestrial scientific investigation. The Santa Cruz School, built in the 1930s, is a three-story structure of composite construction — having a concrete base with wooden superstructure — of around 35,600 square feet. Given the building's age and damage caused by termites, the building today is unusable. STRI has leased the land and all the buildings in it, with an option to buy, and has performed some basic extermination to rid the building of termites and other pests. A recent structural assessment determined that it would be more cost effective to replace the old structure with a comparably sized building made of concrete and/or steel, with low-maintenance, pest-free materials that meet the

full requirements for use as a laboratory building. The Institution requests \$1.5 million in FY 2008 to complete demolition and sitework, and will request an additional \$2.3 million in FY 2009 to complete the building. Replacing this building will complete a strategic step to provide appropriate scientific space and will free up areas in the Tupper facility and BCI to accommodate other research activities. In addition, consolidating terrestrial research programs in Gamboa will reduce operating costs and improve interaction among scientists and in the different programs.

**PROJECT TITLE:** Provide Central Fire Pump and Upgrade Mains  
**INSTALLATION:** Suitland Support Facility  
**LOCATION:** Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$1,700

PROJECT DESCRIPTION: When the Smithsonian received the Suitland Support Facility from GSA, most of the buildings did not have fire detection or suppression. Over the years, the Institution has improved the buildings and added fire systems to provide minimal protection to the collections, but water pressure is inadequate to service sprinklers within the buildings. This project will install a single fire pump for the entire complex. The pump will not only enhance the fire protection in the buildings themselves, but also increase the pressure at the fire hydrants, improving the ability to fight fires both inside and outside the buildings. The pump will be sized to allow installation or improvement of additional fire-suppression systems as renovation of other buildings proceeds. The project will also upgrade fire mains and related fixtures to provide cross-connections to ensure needed pressure when multiple valves are in use. The project will greatly reduce the risk of fire damage to Smithsonian collections stored at the Silver Hill facility.

**PROJECT TITLE:** Demolish Buildings 15 and 18, and Move Collections  
**INSTALLATION:** Suitland Support Facility  
**LOCATION:** Suitland, Maryland

FY 2008 COST ESTIMATE (Thousands of Dollars): \$2,000

FUTURE-YEAR FUNDING (FY 2009): \$3,000

PROJECT DESCRIPTION: Several buildings at the Garber facility are insulated with a sprayed-on asbestos lining that was encapsulated with visqueen plastic sheeting in the late 1980s as a "temporary" measure. The sheeting has deteriorated due to age and heat, becoming very fragile and breaching without notice. So far, the encapsulation in Buildings 15 and 18 remains intact, but a recent failure in a nearby building pointed out the urgency of removing the American History collections from these two buildings before they become contaminated and inaccessible. This project will stabilize, pack, and move the collections now stored in these buildings to new leased space (for which funding

is requested in the Salaries and Expenses portion of this budget request). Future funding will be requested for the actual demolition of the buildings and disposal of the asbestos. Delay of this project will continue to put staff at risk of health hazards and collections at risk of further contamination, thereby making asbestos abatement more costly and risky with time.

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

FY 2008 COST ESTIMATE (Thousands of Dollars): \$4,900

PRIOR-YEAR FUNDING (FY 2007): \$3,600

FUTURE-YEAR FUNDING (FY 2009): \$4,950

PROJECT DESCRIPTION: This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$4.9 million. Forty-three of the 48 FTEs are construction management engineers and will cost approximately \$4.3 million in FY 2008. The engineers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives. These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who will support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$600,000 in FY 2008, and will provide essential expertise to ensure the timely award of planning, design, and construction contracts for the Capital Program.

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

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

In order to plan and design ahead of Capital Program execution, funding of about 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2008 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2010 program, and will complete design for projects planned for FYs 2008 and 2009. This will move the Institution closer to meeting the National Academy of Public Administration's (NAPA) recommendation that firm baselines be established before funding requests to provide more accurate cost estimates and to enable timely award of construction contracts upon receipt of future-year funding.

The Institution requests a total of \$15,700,000 for planning and design in FY 2008. These funds will be used to design several major revitalization projects (at the National Museum of Natural History, the National Museum of American History, and the National Zoological Park) and prepare designs for numerous smaller revitalization projects. This budget request will also enable the Smithsonian to begin the programming for the new National Museum of African American History and Culture; prepare comprehensive facilities master planning studies to guide future facilities decisions; and allow more effective use of existing space.

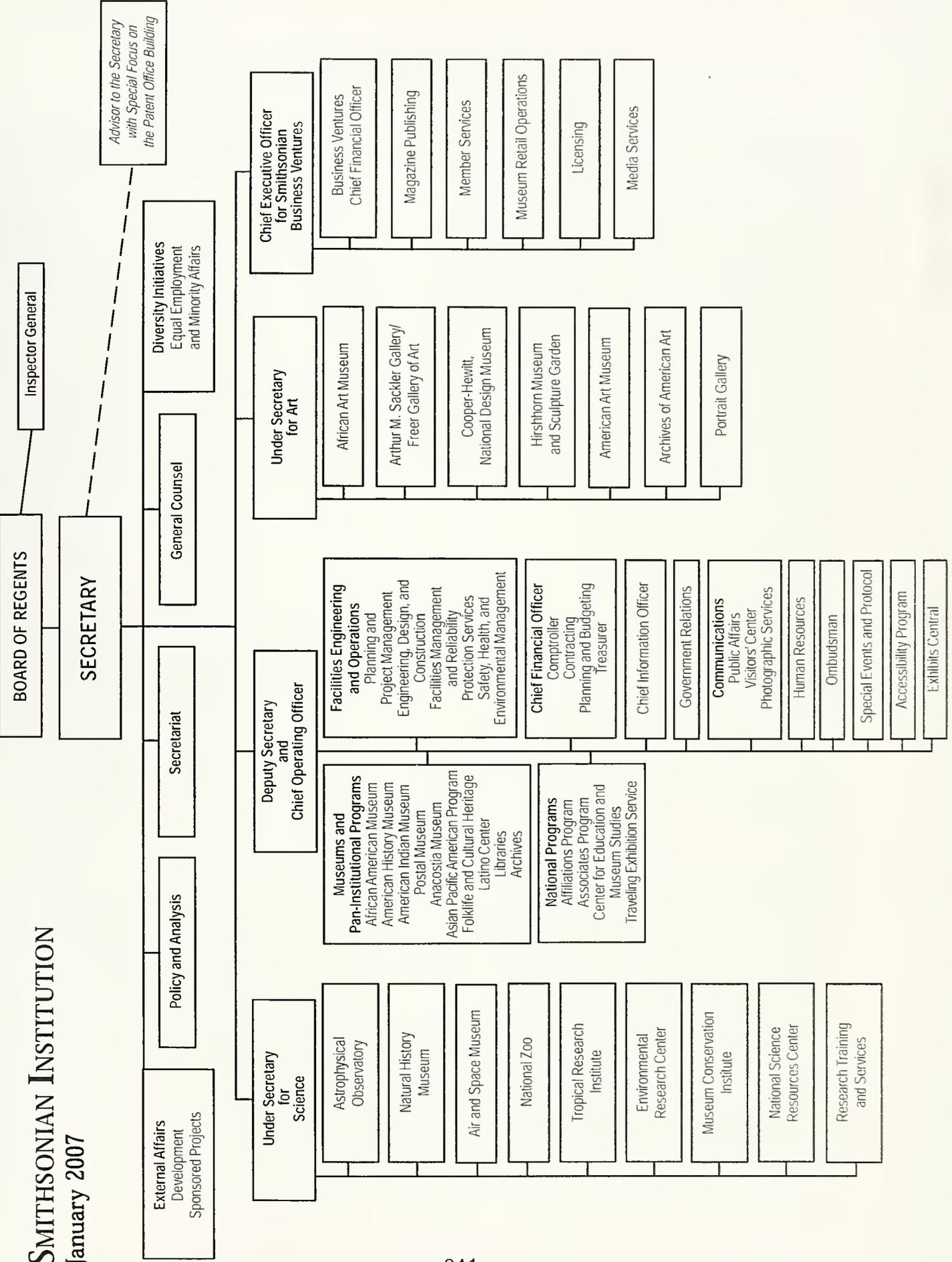
If these resources are not provided, the Institution will be unable to proceed with vital planning and design activities to ensure the successful execution of the long-range Capital Program. The result will be a significant delay in meeting the Institution's goals to return Smithsonian facilities to full functionality in the next decade.





# SMITHSONIAN INSTITUTION

January 2007



**VISITS TO THE SMITHSONIAN  
FY 2002–FY 2006**

<u>MUSEUM</u>	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>
<b>MALL</b>					
SI Castle	1,611,325	1,126,752	1,423,028	1,355,147	1,202,611
A&I Building <sup>1</sup>	938,107	841,019	250,743	3,564	0
Natural History	6,049,472	5,568,532	4,542,979	5,491,602	5,561,758
Air and Space/ Silver Hill <sup>2</sup>	7,568,384	10,800,305	4,586,088	6,113,032	5,045,712
American Indian <sup>3</sup>	0	0	112,097	2,468,524	1,620,692
Freer Gallery	392,380	308,839	360,231	322,175	420,319
Sackler Gallery	212,197	163,251	186,939	147,089	223,958
African Art	179,789	166,271	169,941	156,538	192,845
Ripley Center	267,011	249,819	184,679	193,995	233,226
American History <sup>4</sup>	3,994,498	2,720,327	2,848,114	3,064,083	2,874,640
Hirshhorn	687,118	625,580	668,132	715,836	749,313
<b>OFF MALL</b>					
DW Reynolds Center (AA/PG) <sup>5</sup>	0	0	0	0	274,840
Renwick	141,018	173,818	134,035	133,608	165,103
Anacostia <sup>6</sup>	27,339	28,353	22,017	24,098	42,805
Cooper-Hewitt	142,196	141,545	141,548	143,303	186,628
American Indian <sup>7</sup>	316,763	290,220	250,738	304,100	233,696
National Zoo	2,162,500	1,724,228	1,878,823	1,854,423	2,480,967
Postal	317,155	300,318	347,228	463,070	439,048
Udvar-Hazy Center <sup>8</sup>	0	0	1,490,750	1,260,971	1,019,885
<b>TOTAL</b>	<b>25,007,252</b>	<b>25,229,177</b>	<b>19,598,110</b>	<b>24,215,158</b>	<b>22,968,046</b>

<sup>1</sup>The Arts and Industries (A&I) Building closed to the general public in January 2004. However, the Discovery Theater continued performances until November 2004 when theater operations were relocated to the Ripley Center.

<sup>2</sup>Installation of magnetometers in October 2003 resulted in more accurate visitor counts at NASM.

<sup>3</sup>The National Museum of the American Indian opened to the public in September 2004.

<sup>4</sup>The National Museum of American History closed to the public in September 2006.

<sup>5</sup>Closed to the public January 2000 through June 2006. Reopened in July 2006.

<sup>6</sup>Closed to the public December 1999 through February 2002.

<sup>7</sup>Includes the George Gustav Heye Center, in New York, and the Cultural Resources Center in Suitland, Md.

<sup>8</sup>The Udvar-Hazy Center at Dulles opened to the public in December 2003.

## TRUST FUNDS SUMMARY

In addition to support provided by federal appropriations, the Institution receives trust funds to expand and enrich its programs. The following provides an overview of all sources of funding.

The Institution's trust funds include general trust funds with limited or no restrictions on their use, designated funds restricted by the donor or sponsor, and Government grants and contracts. Projections are subject to the uncertainty of the size of donations, grants, and contracts; to fluctuations in visitor attendance; and to the volatility of the economy, which directly affects the return on the endowment and donor giving, as well as restaurant, mail order, and museum shop revenues, memberships, and other business activities. The Institution's gross operating revenue, less the expenses of the auxiliary activities, represents the net operating revenue available for programmatic and related purposes. The following table summarizes the sources of trust operating funds.

(Dollars in Millions)	FY 2006 Actual <sup>1</sup>	FY 2007 Estimate
General Trust	58.2	58.3
Donor/Sponsor-Designated	161.7	122.9
Government Grants and Contracts	112.1	102.9
<b>Total Available for Operations</b>	<b>\$332.0</b>	<b>\$284.1</b>
<small><sup>1</sup> Unaudited results</small>		

**SOURCE AND APPLICATION OF TRUST FUNDS** — The following sections describe the sources of each category of trust funds as well as a general account of how they are used.

**General Trust Funds** — The sources of general trust funds are investment income; earnings from unrestricted endowments; net proceeds from the museum shops, mail order, and food service concessions; sales of Smithsonian books, records, and other products based on designs and objects in the collections; theater/planetarium operations at the National Air and Space Museum and the Samuel C. Johnson IMAX Theater in the National Museum of Natural History; rental of exhibitions of the Smithsonian Institution Traveling Exhibition Service; membership programs (including *Smithsonian* and *Air and Space* magazines); the sale of posters, exhibition brochures, catalogues, and other publications; and admission fees. Projected sources of FY 2007 general trust funds total \$58,300,000. These funds are used to support administrative programs such as central management, legal

counsel, accounting, personnel, contracting, and budget, as well as education, research and public programs, scholarly studies, and exhibitions.

**Donor/Sponsor-Designated Funds** — Designated trust funds include gifts, grants, and earnings on endowments from individuals, foundations, organizations, and corporations that specify the purpose of the funds. Designated funds in FY 2007 are projected to total \$122,900,000. Generally, these funds support a particular exhibition or program, or are used to manage the Smithsonian collections and/or support research projects.

**Government Grants and Contracts** — Various Government agencies and departments provide grants and contracts for projects that only the Smithsonian can manage because of its expertise in a particular area of science, history, art, or education, and because of its ability to respond quickly to certain needs. For FY 2007, Government grants and contracts are projected to be \$102,900,000. Of this amount, \$81,312,000 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 2007 Funding (Dollars in Thousands)

Unit	FY 2007 Request \$000	Transit Benefits \$000	Reorganizations and Reprogrammings \$000	FY 2007 Adjusted Base \$000
<b>MUSEUMS AND RESEARCH CENTERS</b>				
<i>American Museums</i>				
Anacostia Community Museum	1,948	0	0	1,948
Center for Folklife and Cultural Heritage	2,161	4	0	2,165
National Museum of African American History & Culture	2,968	5	0	2,973
National Museum of American History, Behring Center	20,807	94	(261)	20,640
National Museum of the American Indian	31,159	107	0	31,266
<b>Subtotal, American Museums</b>	<b>59,043</b>	<b>210</b>	<b>(261)</b>	<b>58,992</b>
<i>Art Museums</i>				
Archives of American Art	1,851	15	(161)	1,705
Arthur M. Sackler Gallery/Freer Gallery of Art	5,687	33	0	5,720
Cooper-Hewitt, National Design Museum	3,058	0	0	3,058
Hirshhorn Museum & Sculpture Garden	4,106	31	0	4,137
National Museum of African Art	4,284	14	0	4,298
National Portrait Gallery	5,400	35	0	5,435
Smithsonian American Art Museum	8,265	65	0	8,330
<b>Subtotal, International Art Museums</b>	<b>32,651</b>	<b>193</b>	<b>(161)</b>	<b>32,683</b>
<i>Science Museums and Research Centers</i>				
National Air and Space Museum	16,782	36	2	16,820
National Museum of Natural History	44,546	192	40	44,778
National Zoological Park	20,652	24	0	20,676
Smithsonian Astrophysical Observatory	22,831	0	0	22,831
Museum Conservation Institute	2,940	0	0	2,940
Smithsonian Environmental Research Center	3,119	0	0	3,119
Smithsonian Tropical Research Institute	12,116	0	0	12,116
<b>Subtotal, Science Museums and Research Institutes</b>	<b>122,986</b>	<b>252</b>	<b>42</b>	<b>123,280</b>
<b>TOTAL MUSEUMS AND RESEARCH CENTERS</b>	<b>214,680</b>	<b>655</b>	<b>(380)</b>	<b>214,955</b>

**Adjustments to FY 2007 Funding**  
(Dollars in Thousands)

Unit	FY 2007 Request \$000	Transit Benefits \$000	Reorganizations and Reprogrammings \$000	FY 2007 Adjusted Base \$000
<b>PROGRAM SUPPORT AND OUTREACH</b>				
Outreach				
Communications	9,515	44	(78)	9,481
Institution-wide Programs	2,142	15	(66)	2,091
Office of Exhibits Central	6,953	0	0	6,953
Major Scientific Instrumentation	2,726	16	0	2,742
Museum Support Center	3,886	0	0	3,886
Smithsonian Institution Archives	1,722	17	0	1,739
Smithsonian Institution Libraries	1,548	13	(217)	1,344
	9,247	62	0	9,309
<b>TOTAL PROGRAM SUPPORT AND OUTREACH</b>	<b>37,739</b>	<b>167</b>	<b>(361)</b>	<b>37,545</b>
<b>ADMINISTRATION</b>				
	<b>64,158</b>	<b>281</b>	<b>709</b>	<b>65,148</b>
<b>OFFICE OF INSPECTOR GENERAL</b>				
	<b>1,815</b>	<b>11</b>	<b>0</b>	<b>1,826</b>
<b>FACILITIES SERVICES</b>				
Facilities Maintenance	51,278	127	0	51,405
Facilities Operations, Security, and Support	165,724	759	32	166,515
<b>TOTAL FACILITIES SERVICES</b>	<b>217,002</b>	<b>886</b>	<b>32</b>	<b>217,920</b>
<b>TRANSIT BENEFITS</b>				
	2,000	(2,000)	0	0
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b>537,394</b>	<b>0</b>	<b>0</b>	<b>537,394</b>





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