

# Smithsonian

**Fiscal Year 2010**

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Submitted to the Committees on Appropriations  
Congress of the United States

Smithsonian Institution

Fiscal Year 2010

*Budget Justification to Congress*

May 2009

**SMITHSONIAN INSTITUTION**  
**Fiscal Year 2010 Budget Request to Congress**  
**TABLE OF CONTENTS**

**INTRODUCTION**

Overview .....	1
FY 2010 Budget Request Summary .....	5

**SALARIES AND EXPENSES**

Summary of FY 2010 Changes .....	9
Mandatory Costs	
Salary and Related Costs.....	12
Utilities, Rent, Communications, and Other .....	14
Summary of Program Changes.....	19
No-Year and Two-Year Funding.....	21
Object Class Breakout.....	21
Federal Resource Summary by Performance Objective and Program Category .....	22

**MUSEUMS AND RESEARCH CENTERS**

***American Museums***

Anacostia Community Museum .....	27
Center for Folklife and Cultural Heritage .....	31
National Museum of African American History and Culture .....	34
National Museum of American History, Behring Center .....	41
National Postal Museum .....	44
National Museum of the American Indian.....	47

***Art Museums***

Archives of American Art .....	51
Arthur M. Sackler Gallery/Freer Gallery of Art.....	55
Cooper-Hewitt, National Design Museum.....	60
Hirshhorn Museum and Sculpture Garden .....	65
National Museum of African Art .....	69
National Portrait Gallery.....	75
Smithsonian American Art Museum .....	78

***Science Museums and Research Centers***

National Air and Space Museum .....	82
National Museum of Natural History .....	87
National Zoological Park .....	96
Smithsonian Astrophysical Observatory .....	101
Museum Conservation Institute .....	105
Smithsonian Environmental Research Center .....	109
Smithsonian Tropical Research Institute.....	113

<b>PROGRAM SUPPORT AND OUTREACH</b>	
Outreach .....	119
Communications .....	125
Institution-wide Programs .....	128
Office of Exhibits Central .....	135
Major Scientific Instrumentation .....	138
Museum Support Center .....	143
Smithsonian Institution Archives .....	145
Smithsonian Institution Libraries .....	147
<b>ADMINISTRATION .....</b>	<b>151</b>
<b>INSPECTOR GENERAL .....</b>	<b>158</b>
<b>FACILITIES SERVICES</b>	
Facilities Maintenance .....	161
Facilities Operations, Security, and Support .....	165
<b>FACILITIES CAPITAL</b>	
Overview .....	171
Summary Table .....	174
Revitalization .....	175
Arts and Industries Building .....	177
Suitland Support Facility (Greenhouses) .....	179
Museum Support Center (Pod 3) .....	181
Museum Support Center (Laboratory) .....	183
National Museum of American History .....	185
National Museum of Natural History .....	187
National Zoological Park .....	189
Smithsonian Tropical Research Institute (Gamboa) .....	193
Other Revitalization Projects .....	195
Construction Supervision and Administration .....	197
Facilities Planning and Design .....	198
Anti-Terrorism and Construction Projects .....	199
<b>LEGACY FUND .....</b>	<b>203</b>
<b>APPENDIX</b>	
Organization Chart .....	205
Visitation Chart .....	206
Trust Funds Summary .....	207
Appropriation Language and Citations .....	209
Adjustments to FY 2009 Funding .....	218

## **THE SMITHSONIAN INSTITUTION IN THE 21st CENTURY**

The Smithsonian Institution was founded in 1846, thanks to the remarkable bequest of English scientist James Smithson. His only stipulation: the mission of the Institution would be “the increase and diffusion of knowledge.” In today’s challenging times, that mission is more important than ever. The Smithsonian has a crucial role to play in the civic, educational, scientific, and artistic life of this nation. The Institution looks to the future with a combination of realism and optimism.

Today, global forces are causing a sea change in our world that demands the Smithsonian chart a bold path to meet the challenges ahead. During the next decade, the Institution will be called upon to become more deeply and more visibly engaged with the great issues of our day. With appropriate funding, the Smithsonian can pursue its ambitious agenda with inspiring initiatives, new partners and the latest technology. With appropriate funding, the Institution can better serve the American people and the world — especially in terms of education, science, (particularly in the areas of climate change and biodiversity), and issues of American identity and diversity.

The Smithsonian will develop innovative education models to improve K–12 education, help young people and new citizens understand what it means to be an American, and enhance the Institution’s ability to train the next generation of scientists and scholars. Toward these ends, the Smithsonian is developing a strategic plan to focus our energies, and will make great use of technology in these efforts.

The Smithsonian is the largest museum and research complex in the world, supported by authoritative scholarship that connects Americans to their cultural heritage, and is also an international leader in scientific research and exploration. The Institution now has 19 museums and galleries, numerous research centers, and the National Zoological Park. All except two of the museums are located in the Washington, DC metropolitan area. Cooper-Hewitt, National Design Museum and the George Gustav Heye Center of the National Museum of the American Indian are located in New York City.

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

In calendar year 2008, more than 25.2 million people from around the world visited the museums and the National Zoo, and nearly 173 million virtual visitors went to the Institution's website, [www.smithsonian.org](http://www.smithsonian.org). The reach of everything the Smithsonian does is expanded exponentially by education and outreach programs. As an international institution, the Smithsonian offers the world a picture of America and America a picture of the world.

The Smithsonian has more than 6,000 employees, including approximately 500 scientists, and more than 6,000 volunteers. The Institution has 164 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama. The Smithsonian Institution Traveling Exhibition Service, the largest traveling exhibition service in the world, reaches roughly five million people across the country every year. The Institution's reach is expanded further through Smithsonian Networks, which is now available in more than 22 million households. The Institution is also focused on enhanced use of the latest technology, especially social media, to reach out to new audiences young and old.

Given the reopening of the National Museum of American History and its new home for the Star-Spangled Banner, the opening of Sant Ocean Hall at the National Museum of Natural History, this summer's Folklife Festival, and a slate of exciting new exhibitions and special events in art, science, history, and cultural heritage, the Smithsonian expects to attract even more visitors in 2009. All this is possible because the Smithsonian has some of the best minds in the country, employing many of the most passionate, dedicated, creative professionals in their respective fields. They couldn't do what they do without the support of the Administration, the Congress, and the American people.

The Smithsonian agenda is ambitious but focused. The Institution's leadership team is committed to a balanced approach that stresses not only the revitalization of the Smithsonian's physical infrastructure, but also important scientific, educational, and collections care programs. Given these opportunities, challenges, and difficult budget realities, the Smithsonian's priorities are:

- Mandatory funding requirements, such as legally mandated federal compensation increases; contractually obligated rental increases; utility requirements; and leases for collections storage space
- Facilities security, revitalization, and maintenance improvements
- Collections care, including improved conservation, preservation, storage, documentation, and accessibility of the National Collections
- Research, including addressing the most critical issues facing our nation

- Information technology needs, including digitization and Web support
- Support for Board of Regents' Governance Committee recommendations to strengthen oversight of the Institution, including additional staff for the Inspector General, General Counsel, and Chief Financial Officer

The Smithsonian Institution must be innovative, disciplined, focused, nimble, and more self-reliant than in the past. It must seek excellence in all it does, and, with the continued support of the American people, it will do just that. What follows is our plan to meet the Institution's challenges as efficiently and effectively as possible.



**SMITHSONIAN INSTITUTION  
FY 2010 BUDGET REQUEST SUMMARY**

<i>Account</i>	<i>FY 2009 Appropriation</i>	<i>FY 2010 Request</i>
Salaries and Expenses	\$593,400,000	\$634,161,000
Facilities Capital	123,000,000	125,000,000
Recovery Act	25,000,000	0
Legacy Fund	15,000,000	0
Total	<u>\$756,400,000</u>	<u>\$759,161,000</u>

For FY 2010, the Smithsonian’s request to fund essential operating expenses and revitalization of the Institution’s physical infrastructure is \$759 million. It includes \$634 million for Salaries and Expenses (S&E) and \$125 million for Facilities Capital. A detailed summary is provided in the table at the end of this section.

**SALARIES AND EXPENSES**

**MANDATORY INCREASES**

- **Salaries and Related Costs (\$15,334,000)** — This request partially funds a 4.78 percent pay raise for FY 2009 and a 2.0 percent pay raise for FY 2010. It also includes an increase in the amount required for Workers’ Compensation and supports a pay increase for locally employed Panamanian citizens working at the Smithsonian Tropical Research Institute (STRI).
- **Non-pay Mandatory Items (+ \$10,677,000)** — The Institution requests additional funding largely for inflation-related increases in utilities, rent, and other mandatory operating costs. Details are provided in the S&E section.

**PROGRAM INCREASES**

- **Facilities Operations and Support (+ \$4,500,000)** — This request supports a security transition to a force with greater presence in museums and with more clearly defined key supervisory positions and better advancement potential for the guards. This increase will only be needed for a two-year transition period, after which the funding will revert to prior levels but the security force will still provide greater presence (+ \$1,000,000). The request also provides funding to support priority security, custodial, and operations requirements throughout the Institution (+ \$3,500,000).

- ***Facilities Maintenance (+ \$4,000,000)*** — This request supports improvements to the Smithsonian’s facilities maintenance needs and will be used for plumbing requirements, roof and window repairs, sheet-metal repairs, and inspection of fire and safety equipment throughout the Smithsonian. This funding will also help ensure that indoor air quality is regulated for protection of the National Collections, and assist in arresting the growth in the backlog of unperformed maintenance and minor repairs (\$ + 2,500,000). The request also provides funding to support priority 1 and 2 facilities maintenance and minor repair projects (+ \$1,500,000).
- ***Information Technology (IT) Programs (+ \$2,000,000)*** — This request provides the tools required to enable and improve the delivery of Smithsonian knowledge and digital assets via the World Wide Web. This request supports dedicated archival storage and the seamless exchange of information among the Institution’s collections information systems and the digital asset management system. This request also provides funds to redesign the Smithsonian home website and improve the units’ World Wide Web capabilities so information on the Smithsonian’s collections is more accessible.
- ***Collections Care and Preservation (+ \$1,000,000)*** — This request provides essential resources to assess the condition of the Smithsonian’s collections and to mitigate deterioration of collections and address the most critical needs of conservation. These funds will allow the Institution to stabilize, re-house, and inventory specific collections at risk throughout the Smithsonian.
- ***Global Forest Research (+ \$1,250,000)*** — This request includes funds to monitor global forests to measure the impact of global climate change on forest organisms. This program can make a key contribution to better understanding the effect of climate change on the Earth’s inhabitants.
- ***Governance Support (+ \$2,000,000)*** — This request supports the Smithsonian Board of Regents’ efforts to strengthen oversight of the Institution and continue to improve the Institution’s internal controls and assurance.

## **FACILITIES CAPITAL PROGRAM**

The budget request for the Facilities Capital Program (**\$125.0 million**) is critical to improve the deteriorating condition of some of the Institution's oldest buildings and maintain the current condition of other facilities through systematic renewal and repair. The Institution needs a minimum of \$150 million annually in federal revitalization funds to address the facilities requirements, in addition to funds for the National Museum of African American History and Culture (NMAAHC) and for anti-terrorism projects. The FY 2010 request includes the baseline revitalization requirements of \$87.5 million, as well as \$15.7 million for facilities planning and design, \$20 million for NMAAHC design, and \$1.8 million for anti-terrorism projects.

For FY 2010, this request continues major revitalization work at the National Museum of Natural History (\$16.3 million) and the National Zoological Park (\$16 million), as well as funds for the alteration of the Museum Support Center Pod 3 to provide appropriate storage space for art and anthropological collections (\$15 million). It also includes funds to convert the garage into museum and swing space at the National Museum of American History (\$7 million); repair the roof of the Arts and Industries Building (\$12.6 million); begin the conversion of the uninhabitable schoolhouse at the Smithsonian Tropical Research Institute into an urgently needed research and laboratory facility in Panama (\$3 million); complete replacement of the greenhouses at the Suitland, Maryland support facility (\$2.5 million); and provide for critical revitalization projects of less than \$5 million throughout the Institution (\$15.1 million). In addition, the requested funds reflect the costs of increased security and anti-terrorism requirements (\$1.8 million), as well as the planning and design of future projects (\$35.7 million), which includes \$20 million for the NMAAHC. Details are provided in the Facilities Capital section of this budget request.

## **LEGACY FUND PROGRAM**

In the FY 2009 Omnibus Appropriations Act, Congress appropriated \$15 million to address the Institution's backlog of major repairs and restoration of its facilities. The Fund was first established by Congress in FY 2008. The Fund has been designed as a public-private partnership and allows the Institution to spend incremental amounts from the fund as equal amounts are raised from private sources. The Smithsonian is developing plans to raise the matching private funds. No funds are requested for FY 2010.

**SMITHSONIAN INSTITUTION  
FY 2010 BUDGET REQUEST  
BY APPROPRIATION ACCOUNT**

<b>SALARIES AND EXPENSES</b>	<b>FTEs</b>	<b>Amount</b>
<b>FY 2009 Appropriation</b>	<b>4,291</b>	<b>\$593,400,000</b>
<b>FY 2010 Changes</b>		
<b><i>Mandatory Increases</i></b>		
Salaries and Related Costs		15,334,000
Utilities, Postage, Rent, Communications, and Other		10,677,000
<b><i>Program Increases</i></b>		
Facilities Operations and Support	0	4,500,000
Facilities Maintenance	5	4,000,000
Collections Care and Preservation		1,000,000
Global Forest Research	5	1,250,000
Information Technology Digitization and Web Support	4	2,000,000
Governance Support	13	2,000,000
<b>FY 2010 Salaries and Expenses Request</b>	<b>4,318</b>	<b>\$634,161,000</b>
<b>FACILITIES CAPITAL</b>	<b>FTEs</b>	<b>Amount</b>
FTEs in Base	48	
<b><i>Revitalization:</i></b>		
Arts and Industries Building		12,600,000
Replacement Greenhouses		2,500,000
Museum Support Center		15,000,000
National Museum of American History		7,000,000
National Museum of Natural History		16,300,000
National Zoological Park		16,000,000
SI Tropical Research Institute (Gamboa Development)		3,000,000
Other Revitalization Projects		15,100,000
Security/Anti-Terrorism		1,800,000
<b><i>Planning and Design:</i></b>		
Facilities Planning and Design		15,700,000
African American Museum Planning and Design		20,000,000
<b>FY 2010 Facilities Capital Request</b>	<b>48</b>	<b>\$125,000,000</b>
<b>FY 2010 REQUEST, ALL ACCOUNTS</b>	<b>4,366</b>	<b>\$759,161,000</b>

**SMITHSONIAN INSTITUTION  
SALARIES AND EXPENSES**

**Summary of FY 2010 Changes**

	<u>FTEs</u>	<u>Amount</u>
<b>FY 2009 Appropriation</b>	<b>4,291</b>	<b>\$593,400,000</b>
<b>FY 2010 Changes</b>		
<b><i>Mandatory Increases</i></b>		
Legislated Pay Raises and Workers' Compensation		15,334,000
Utilities, Postage, Rent, Communications, and Other		<u>10,677,000</u>
<b>Total Mandatory Increases</b>		<b>\$26,011,000</b>
<b><i>Program Increases</i></b>		
Facilities Operations and Support		4,500,000
Facilities Maintenance	5	4,000,000
Collections Care and Preservation		1,000,000
Global Forest Research	5	1,250,000
Information Technology (Digitization/Web Support)	4	2,000,000
Governance Support	<u>13</u>	<u>2,000,000</u>
<b>Total Program Increases</b>	<b><u>27</u></b>	<b><u>\$14,750,000</u></b>
<b>FY 2010 Budget Request</b>	<b>4,318</b>	<b>\$634,161,000</b>

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

FTE = Full-Time Equivalent

	FY 2008		FY 2009		FY 2010		ANALYSIS OF CHANGE			
	Actuals		Appropriations		Request to Congress		Mandatory	Program		
	FTEs	\$000	FTEs	\$000	FTEs	\$000	Costs \$000	FTEs	\$000	
<b>MUSEUMS AND RESEARCH CENTERS</b>										
<i><b>American Museums</b></i>										
27	Anacostia Community Museum	17	1,981	21	1,994	21	2,048	54	0	0
31	Center for Folklife and Cultural Heritage	14	2,194	18	2,219	18	2,282	63	0	0
34	National Museum of African American History & Culture	17	4,641	31	11,776	31	12,167	391	0	0
41	National Museum of American History, Behring Center	182	21,597	185	21,428	185	22,209	781	0	0
47	National Museum of the American Indian	268	31,576	273	31,996	273	32,870	874	0	0
	<i><b>Subtotal, American Museums</b></i>	<b>498</b>	<b>61,988</b>	<b>528</b>	<b>69,413</b>	<b>528</b>	<b>71,576</b>	<b>2,163</b>	<b>0</b>	<b>0</b>
<i><b>Art Museums</b></i>										
51	Archives of American Art	17	1,726	19	1,784	19	1,858	74	0	0
55	Arthur M. Sackler Gallery/Freer Gallery of Art	43	5,769	48	5,906	48	6,113	207	0	0
60	Cooper-Hewitt, National Design Museum	31	3,327	34	3,937	34	4,103	166	0	0
65	Hirshhorn Museum & Sculpture Garden	43	4,262	47	4,272	47	4,412	140	0	0
69	National Museum of African Art	29	4,359	32	4,392	32	4,504	112	0	0
75	National Portrait Gallery	52	5,579	59	5,651	59	5,867	216	0	0
78	Smithsonian American Art Museum	90	8,780	94	8,789	94	9,145	356	0	0
	<i><b>Subtotal, Art Museums</b></i>	<b>305</b>	<b>33,801</b>	<b>333</b>	<b>34,731</b>	<b>333</b>	<b>36,002</b>	<b>1,271</b>	<b>0</b>	<b>0</b>
<i><b>Science Museums and Research Centers</b></i>										
82	National Air and Space Museum	168	17,111	174	17,474	174	18,119	645	0	0
87	National Museum of Natural History	362	44,985	377	46,138	377	47,728	1,590	0	0
96	National Zoological Park	215	21,943	220	22,437	220	23,190	753	0	0
101	Smithsonian Astrophysical Observatory	108	23,773	113	23,619	113	24,323	704	0	0
105	Museum Conservation Institute	19	2,993	24	3,031	24	3,119	88	0	0
109	Smithsonian Environmental Research Center	31	3,436	34	3,443	34	3,596	153	0	0
113	Smithsonian Tropical Research Institute	251	12,782	248	12,611	253	14,546	685	5	1,250
	<i><b>Subtotal, Science Museums and Research Centers</b></i>	<b>1,154</b>	<b>127,024</b>	<b>1,190</b>	<b>128,753</b>	<b>1,195</b>	<b>134,621</b>	<b>4,618</b>	<b>5</b>	<b>1,250</b>
	<b>Total Museums and Research Centers</b>	<b>1,957</b>	<b>222,813</b>	<b>2,051</b>	<b>232,897</b>	<b>2,056</b>	<b>242,199</b>	<b>8,052</b>	<b>5</b>	<b>1,250</b>

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

FTE = Full-Time Equivalent

	FY 2008		FY 2009		FY 2010		ANALYSIS OF CHANGE		
	Actuals		Appropriations		Request to Congress		Mandatory		
	FTEs	\$000	FTEs	\$000	FTEs	\$000	Costs \$000	Program FTEs	\$000
<b>PROGRAM SUPPORT AND OUTREACH</b>									
119 Outreach	56	8,871	62	9,720	62	9,969	249	0	0
125 Communications	18	2,177	23	2,211	23	2,328	117	0	0
128 Institution-wide Programs	2	7,126	0	7,839	0	8,839	0	0	1,000
135 Office of Exhibits Central	26	2,851	30	2,872	30	2,982	110	0	0
138 Major Scientific Instrumentation	0	3,550	0	3,822	0	3,822	0	0	0
143 Museum Support Center	25	1,888	25	1,800	25	1,858	58	0	0
145 Smithsonian Institution Archives	18	1,888	20	1,968	20	2,064	96	0	0
147 Smithsonian Institution Libraries	89	9,290	97	9,619	97	10,008	389	0	0
<b>Total Program Support and Outreach</b>	<b>234</b>	<b>37,641</b>	<b>257</b>	<b>39,851</b>	<b>257</b>	<b>41,870</b>	<b>1,019</b>	<b>0</b>	<b>1,000</b>
151 <b>ADMINISTRATION</b>	<b>256</b>	<b>64,950</b>	<b>269</b>	<b>69,384</b>	<b>284</b>	<b>76,494</b>	<b>3,384</b>	<b>15</b>	<b>3,726</b>
158 <b>INSPECTOR GENERAL</b>	<b>12</b>	<b>1,826</b>	<b>20</b>	<b>2,222</b>	<b>22</b>	<b>2,576</b>	<b>80</b>	<b>2</b>	<b>274</b>
<b>FACILITIES SERVICES</b>									
161 Facilities Maintenance	339	51,127	352	67,646	357	72,935	1,289	5	4,000
165 Facilities Operations, Security and Support	1,332	177,321	1,342	181,400	1,342	198,087	12,187	0	4,500
<b>Total Facilities Services</b>	<b>1,671</b>	<b>228,448</b>	<b>1,694</b>	<b>249,046</b>	<b>1,699</b>	<b>271,022</b>	<b>13,476</b>	<b>5</b>	<b>8,500</b>
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b>4,130</b>	<b>555,678</b>	<b>4,291</b>	<b>593,400</b>	<b>4,318</b>	<b>634,161</b>	<b>26,011</b>	<b>27</b>	<b>14,750</b>

## SALARIES AND EXPENSES

FY 2008 Appropriation	\$562,434,000
FY 2009 Appropriation	\$593,400,000
FY 2010 Estimate	\$634,161,000

For FY 2010, the Institution requests \$634.2 million in the Salaries and Expenses (S&E) account. Within the total 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 requirements throughout the Institution.

**SALARY AND RELATED COSTS (+ \$15,334,000)** — The Institution requests an increase of \$15,334,000 for higher projected salary and benefits costs in FY 2010, as described below. This request funds the proposed 2.0 percent pay raise in January 2010; annualization of the 4.78 percent pay raise in January 2009; and a portion of the unfunded differential (4.78% vs. 2.9%) from the January 2009 pay raise. The increase also funds increases for Panamanian pay and Workers' Compensation costs. The Institution will absorb the additional workday in FY 2010 (\$1,509,000) and the unfunded portion of the 2009 pay raise (4.78% vs. 2.9% — \$5,001,000). The following is a line-item display of the pay requested:

<i>Salary and Related Costs:</i>	<u>Requested</u>
▪ 2010 pay raise (3/4 year at 2.0%)	\$6,902,000
▪ Annualization of 2009 pay raise (4.78%)	5,354,000
▪ Unfunded 2009 pay raise (4.78% vs. 2.9%)	2,539,000
▪ Panamanian Pay Parity	312,000
▪ Workers' Compensation	<u>227,000</u>
<b>Total</b>	<b>\$15,334,000</b>

- **Proposed 2010 Pay Raise (+ \$6,902,000)** — This funds an anticipated 2.0 percent January 2010 pay raise for three-quarters of a year. The requested amount fully funds the required amount.
- **Annualization of the 2009 Pay Raise (+ \$5,354,000)** — This funds the annualization of the mandated 4.78 percent January 2009 pay raise for the first quarter of FY 2010. The requested amount fully funds the required amount.
- **Unfunded 2009 Pay Raise (+ \$2,539,000)** — This funds the difference between the FY 2009 request and the 2009 enacted pay raise (4.78% vs. 2.9 %). The requested amount partially funds this requirement.

- **Panamanian Pay Parity (+ \$312,000)** – This request funds the increased pay costs for the locally employed citizens of the Smithsonian Tropical Research Institute to comply with Panamanian labor laws.
- **Workers' Compensation (+ \$227,000)** – This supports the provisions of Section 8147(b) of Title 5, *United States Code*, as amended by Public Law 94-273. The Workers' Compensation bill for FY 2010 is \$3,632,000, based on actual costs incurred from July 1, 2007 through June 30, 2008, as provided by the U.S. Department of Labor. The FY 2009 base amount is \$3,405,000.

### FY 2010 Increased Pay Costs

(Dollars in Thousands)

Line Item	FY 2009 Unfunded/ Annualization	FY 2010 Pay Raise	Total
Anacostia Community Museum	29	25	54
Center for Folklife and Cultural Heritage	34	29	63
National Museum of African American History and Culture	210	181	391
National Museum of American History, Behring Center	404	349	753
National Postal Museum	15	13	28
National Museum of the American Indian	469	405	874
Archives of American Art	40	34	74
Arthur M. Sackler Gallery/Freer Gallery of Art	111	96	207
Cooper-Hewitt, National Design Museum	61	53	114
Hirshhorn Museum and Sculpture Garden	75	65	140
National Museum of African Art	60	52	112
National Portrait Gallery	116	100	216
Smithsonian American Art Museum	191	165	356
National Air and Space Museum	346	299	645
National Museum of Natural History	853	737	1,590
National Zoological Park	404	349	753
Smithsonian Astrophysical Observatory	312	270	582
Museum Conservation Institute	47	41	88
Smithsonian Environmental Research Center	62	91	153
Smithsonian Tropical Research Institute	200	173	373
Outreach	132	117	249
Communications	41	76	117
Office of Exhibits Central	59	51	110
Museum Support Center	31	27	58
Smithsonian Institution Archives	51	45	96
Smithsonian Institution Libraries	155	134	289
Administration	705	608	1,313
Inspector General	43	37	80
Facilities Maintenance	691	598	1,289
Facilities Operations, Security, and Support	1,946	1,682	3,628
<b>Total Increased Pay Costs</b>	<b>\$7,893</b>	<b>\$6,902</b>	<b>\$14,795</b>

**UTILITIES, POSTAGE, RENT, COMMUNICATIONS, AND OTHER MANDATORY COSTS (+ \$10,677,000)** — For FY 2010, the Institution requests a net increase of \$10,346,000 for utilities, postage, rent, and communications. The increases are for consumption, rate, and inflationary increases, as well as project needs. In addition, an increase of \$331,000 is requested to provide resources for other mandatory costs to support programs. The following table displays estimates from FY 2008 through FY 2010. Detailed explanations of each line item follow.

**Federal Utilities, Postage, Rent, Communications, and  
Other Mandatory Costs  
FY 2008–FY 2010**  
(Dollars in Thousands)

	<b>FY 2008 Actuals</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Estimate</b>	<b>Change</b>
Utilities:				
Electricity	19,658	19,471	23,641	4,170
Chilled Water	6,344	6,811	7,994	1,183
Steam	9,492	8,166	8,854	688
Natural Gas	4,839	4,346	4,603	257
DC Gov't Water/Sewer	2,753	6,021	4,435	-1,586
Other Water and Fuel Oil	<u>664</u>	<u>756</u>	<u>953</u>	<u>197</u>
Subtotal, Utilities	43,750	45,571	50,480	4,909
Postage	1,708	1,708	1,790	82
Motor Fuel			370	370
Rent:				
Central	25,122	26,060	29,258	3,198
Unit	<u>240</u>	<u>779</u>	<u>953</u>	<u>174</u>
Subtotal, Rent	25,362	26,839	30,211	3,372
Communications	9,930	11,066	12,679	1,613
Other		1,130	1,461	331
<b>Total</b>	<b>\$80,750</b>	<b>\$86,314</b>	<b>\$96,911</b>	<b>\$10,677</b>

- **UTILITIES (+ \$4,909,000)** — The request includes increases for the following:
  - **Electricity (+ \$4,170,000)** — Electricity is used to operate the Smithsonian's large infrastructure. The major consumer of electricity is the air-conditioning system that cools the Smithsonian facilities, ensuring the comfort of staff and visitors, and providing essential climate control to protect the priceless National Collections. The net estimate provides for actual and anticipated rate increases that range from 11 percent in the District of Columbia and Maryland to an average of 17 percent for all other

facilities (+ \$4,109,000); an increase for added electricity demands due to the increased cooling load at the newly renovated National Museum of American History and six months operation of the renovated Museum Support Center's (MSC) Pod 3 (+ \$510,000); and start-up funds for six months of costs for the National Air and Space Museum's (NASM) Udvar-Hazy Center Phase II (+ \$209,000). Offsetting the increases are reductions for savings from the decommissioning of the aging Quad/Freer electric chiller plant (-\$519,000) and anticipated increased reimbursements (-\$139,000).

- **Chilled Water (+ \$1,183,000)** — Chilled water costs represent both the annual cost of the fixed, 15-year debt service for the joint project between the General Services Administration (GSA) and the Smithsonian to supply chilled water from GSA's central plant to the Smithsonian's south Mall facilities and the variable cost for actual chilled water usage. The request includes an anticipated 30 percent rate increase and anticipated GSA adjustments to the capacity charge in FY 2010 (+ \$757,000); start-up funds for the Quad/Freer chilled water service from GSA (+ \$565,000); and offsetting anticipated increased reimbursements (-\$139,000).
- **Steam (+ \$688,000)** — The Smithsonian uses steam for heating and humidification, and to produce hot water for facilities on the Mall and in New York City. The net estimate includes an anticipated 3 percent rate increase for GSA and a 23 percent rate increase for the New York account in FY 2010 (+ \$285,000), as well as unanticipated price increases above the FY 2008 and FY 2009 budget estimates for the New York City facilities (+ \$419,000). Offsetting the increases are anticipated increased reimbursements (-\$16,000).
- **Natural Gas (+ \$257,000)** — The Smithsonian uses natural gas for heating and generating steam. The net estimate includes an anticipated 3 percent rate increase among all natural gas accounts in FY 2010 (+ \$126,000); six months of start-up funds for NASM's Udvar-Hazy Center Phase II (+ \$110,000); six months operation of the renovated MSC's Pod 3 (+ \$24,000); and offsetting anticipated increased reimbursements (-\$3,000).
- **DC Water and Sewer (-\$1,586,000)** — Funds provide for both water and sewer services provided by the District of Columbia Water and Sewer Authority (DCWSA). This decrease represents rate and billing adjustments identified by the DCWSA (-\$1,574,000) and offsetting anticipated increased reimbursements (-\$12,000).

- **Other Water and Fuel Oil (+ \$197,000)** — Funds provide water for facilities outside of Washington, DC, and fuel oil used in dual-fuel boilers and emergency generators as a backup to natural gas. The net request provides for an anticipated 28 percent rate increase among all water accounts outside of Washington, DC in FY 2010 (+ \$169,000) and six months of start-up funds for NASM's Udvar-Hazy Center Phase II (+ \$28,000).
- **POSTAGE (+ \$82,000)** — Funds provide for all official domestic and international mail services. The net request reflects an anticipated 2.9 percent rate increase by the U. S. Postal Service (+ \$51,000); projected 2 percent rate increase for equipment leases and maintenance, and meter rentals (+ \$18,000); and a projected 4 percent increase for the Smithsonian's international mail service provided by the State Department's International Cooperative Administrative Support Services (+ \$13,000).
- **MOTOR FUEL (+ \$370,000)** — The requested funds provide for price increases for gasoline and diesel fuel that power the Smithsonian's motor vehicle fleet and research vessels. The U.S. average retail price for all grades and formulations of fuel has increased in the past decade, and no increases have been budgeted for the Smithsonian's motor fuel expenses.
- **RENTAL SPACE (+ \$3,372,000)** — The request includes a net increase for centrally funded lease requirements (+ \$3,198,000) and unit-funded, programmatic lease requirements (+ \$174,000), as follows:
  - **Central Rent (+ \$3,198,000)** — The net increase provides additional base rent funds for leased office and storage space (+ \$3,468,000), which is offset by a reduction for non-recurring costs in FY 2009 (-\$270,000). Details follow:
    - Escalation (+ \$3,398,000) — Provides for annual rent increases in accordance with the actual terms of current lease contracts. Among the contracts, the escalation rate for base rent averages between 2 and 3 percent, and operating and real estate taxes average 8 percent (+ \$3,290,000). The request includes funds to support NMAAHC-leased space in the Capital Gallery office complex, located in Washington, DC, and in a warehouse on Pennsy Drive in Landover, Maryland (+ \$108,000).
    - National Museum of African American History and Culture (NMAAHC) (+ \$70,000) — Provides additional base rent funds to cover annual lease costs for 3,649 square feet of leased office and storage space at the centrally-managed Capital Gallery facility (+ \$70,000). As NMAAHC moves ahead with plans and operations for the opening of the Museum, it is crucial

that the NMAAHC have the resources it needs to provide adequate and appropriate space for current and anticipated staff increases.

Cluny Court Lease (-\$270,000) — Returns one-time rent funds for a six-month lease extension in FY 2009 for leased warehouse space on Cluny Court in the Fullerton Industrial Park development located in Springfield, Virginia.

- **Unit Rent (+ \$174,000)** — Justified here, but included in the following museums' line items are unit-funded rent increases needed to support Smithsonian programs. The increases will provide \$122,000 for necessary escalation to existing lease contracts and \$52,000 for additional base rent funds for leased office and storage space, as follows:

Escalation (+ \$122,000) — Provides funds for annual rent increases for the Smithsonian Astrophysical Observatory (SAO) in accordance with the actual terms of current lease contracts. In addition, funds support increases for the federal share of lease costs among the SAO's leased facilities in Cambridge, Massachusetts (+ \$122,000). This large increase reflects the fact that escalation has not been budgeted for several years for SAO facilities.

Cooper-Hewitt, National Design Museum (CHNDM) (+ \$52,000) — Provides the balance of funds needed to cover the annual costs of leased space in New Jersey for the relocation of CHNDM's collections, as well as library and conservation staff. In early FY 2009, CHNDM began a renovation to improve building infrastructure and safety and to increase exhibition space. Master plans include an off-site facility that will provide space for collections storage, a library, and a conservation laboratory. The *FY 2009 Budget Justification to Congress* included \$539,000 as part of a total of \$779,000 in estimated base rent funds for 21,000 square feet of collections storage space at a location not identified at that time. Due to a shortage of commercial rental space in New York City and CHNDM's collections-storage requirements, it was not until late FY 2008 when CHNDM identified 25,000 square feet of leased space in Newark, New Jersey. The requested \$52,000 will enable CHNDM to proceed with its renovation by addressing the remaining balance required due to the increase in annual lease costs for FY 2010 (from \$779,000 to \$831,000).

- **COMMUNICATIONS (+ \$1,613,000)** — The communications base supports operations, maintenance, and equipment for the Institution's voice and data telecommunications requirements. The requested increases follow:
  - (+ \$270,000) to cover cost increases for leased communications lines to support SInet, the Smithsonian's internal network. The requested increase

provides for the additional bandwidth and distance requirements incurred from the relocation of the Smithsonian Institution Service Center at 1111 North Capitol Street to leased space at the Pennsy Drive facility in Landover, Maryland.

- (+ \$250,000) for additional network switches and routers to support the periodic five-year replacement cycle. These components are critical to maintain the Institution's telecommunications infrastructure.
  - (+ \$484,000) to fully fund the growth in mandatory annual licenses and maintenance costs for software and information technology (IT) hardware currently in use in the Smithsonian production environment.
  - (+ \$540,000) to increase the telecommunications capacity of the Smithsonian's Internet 1 and Internet 2 connections. During FY 2009, the current leased lines will reach capacity and performance will drop as the "pipeline" becomes jammed. These Internet lines provide access to the Smithsonian's public Web presence, as well as access to the Internet by Smithsonian staff from their workstations. These funds will also provide resources to retain the handheld radios used by personnel to ensure animal safety and for security reasons. The service and maintenance costs of the handheld radios have significantly increased during the last several years.
  - (+ \$69,000) for the purchase of IT telecommunications equipment, including network components and VoIP telephone hardware to support the completion of the NASM Udvar-Hazy Center Phase II construction.
- **OTHER MANDATORY COSTS (+ \$331,000)** — Provides needed resources for the following additional mandatory increases included in the Administration line-item increases:
    - **Administration (+ \$231,000)** — Enables the Office of the Chief Financial Officer to support the federal portion of the annual audit of the Smithsonian's financial statements and personal property inventory (+ \$191,000); covers the increased costs of the Smithsonian's payroll services (+ \$29,000); and enables the Office of Contracting and Personal Property Management to comply with federal requirements to provide procurement training classes to Smithsonian federal employees (+ \$11,000).
    - **Smithsonian Institution Libraries (+ \$100,000)** — Enables the Smithsonian Institution Libraries to cover the extraordinary inflation costs of purchasing journals and electronic databases, which are critical in supporting the Institution's research programs.

## SUMMARY OF PROGRAM CHANGES

- **FACILITIES OPERATIONS AND SUPPORT (+ \$4,500,000)** — This request supports a transition to a security force with greater presence in museums and with more clearly defined key supervisory positions and better advancement potential for the guards. This increase will only be needed for a two-year transition period, after which the funding will revert to prior levels but will still enable the security force to provide greater presence. This allows for the most cost-efficient staffing mix that can immediately respond to the Institution's needs and requirements, and ensure a high level of security and customer service (+ \$1,000,000). The request also provides funding to support priority security, custodial, and operations requirements throughout the Institution (+ \$3,500,000).
- **FACILITIES MAINTENANCE (+ \$4,000,000, + 5 FTEs)** — This increase supports vital maintenance contracts as well as maintenance and repair projects in support of the Smithsonian's most critical systems. This increase will be used for plumbing requirements, roof and window repairs, sheet-metal repairs, and inspection of fire and life-safety equipment throughout the Smithsonian. This funding will also help ensure that indoor air quality is regulated for protection of the National Collections, and assist in arresting the growth in the backlog of unperformed maintenance and minor repairs. With this increase, the Institution will achieve a \$73 million funding level for maintenance. The Smithsonian's goal is to attain the minimal maintenance funding recommended by the National Research Council of approximately \$100 million in the near future (+ \$2,500,000 and 5 FTEs). The request also provides funding to support priority 1 and 2 facilities maintenance and minor repair projects (+ \$1,500,000).
- **INFORMATION TECHNOLOGY — DIGITIZATION AND WEB SUPPORT (+ \$2,000,000, + 4 FTEs)** — This increase provides critical resources for the tools required to enable and improve the delivery of Smithsonian knowledge and digital assets via the World Wide Web. The Smithsonian is uniquely positioned to become the trusted source of information on the World Wide Web because of its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. The Web offers a huge opportunity for education. The Smithsonian has the greatest collections in the world, but only a small percentage is available to the public today. Similarly, the world will benefit if the Smithsonian's pre-eminent scholars and scientists have more opportunities to share their knowledge. This request supports dedicated archival storage and the seamless exchange of information among the Institution's collections information systems and the digital asset management system.

- **COLLECTIONS CARE AND PRESERVATION (+ \$1,000,000)** — This request provides essential resources to meet professional standards of collections care and address the highest priority collections management needs throughout the Institution. The resources requested will enable the Smithsonian to conduct an Institution-wide collections assessment program, address the Smithsonian Inspector General’s collections-related audit recommendations, and improve the preservation and storage of collections currently at risk of loss or damage. The increase will improve collections care, mitigate collections deterioration, strategically address Institution-wide critical collections care needs, and ensure the longevity and availability of the National Collections. These funds will enable the Institution to stabilize, re-house, and inventory specific collections at risk throughout the Smithsonian, including film, fossils, textiles, botanical and marine mammal specimens, meteorites, minerals, works on paper, DNA collections, graphic arts, and new media.
- **GLOBAL FOREST RESEARCH (+ \$1,250,000, + 5 FTEs)** — This request supports expanding the Smithsonian’s network of tropical forest plots and integrating them into a system of Smithsonian Institution Global Earth Observatories (SIGEO), which will provide scientific data about ecological, hydrological, soil, and meteorological processes. This program can make a key contribution to better understanding the effect of climate change on the Earth’s inhabitants. This research will enable Smithsonian scientists to better understand the storage and movement of carbon and water in tropical and temperate forests, and the effects of climate change, as well as to advance researchers’ understanding of the forests’ relationships with wildlife, the atmosphere, and sources of fresh water. The resulting data will inform worldwide policy decisions related to carbon change, carbon budgets, nutrient cycling, and biodiversity, and the project will leverage other related Government efforts. SIGEO directly supports the administration’s goals in the environmental sciences, and sends a strong message regarding the U.S. commitment to provide objective, long-term data needed for understanding climate change.
- **GOVERNANCE (+ \$2,000,000, + 13 FTEs)** — The Smithsonian has made dramatic progress in improving governance and internal controls, and the Institution is gaining congressional support in areas that were specifically noted by the Independent Review Committee (IRC). The requested increase includes additional staff for the Inspector General (IG) (2 FTEs), General Counsel (GC) (1 FTE), and the Chief Financial Officer (CFO) (10 FTEs). The additional IG and GC positions support the implementation of the governing practices that have been developed to strengthen the Board of Regents’ oversight of the Institution. The additional CFO positions will support the elimination of internal control deficiencies that were identified by the IRC, as

reflected in the Regents' governance reform recommendations, and validated by a consultant-supported assessment that highlighted these critical weaknesses. The CFO request includes increased lease costs to provide staff space for the additional positions.

**NO-YEAR AND TWO-YEAR FUNDING** — The following table provides the FY 2010 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 2009 Appropriation	FY 2010 Request
<b>No-Year Funds</b>		
National Museum of African American History and Culture	11,776	12,167
National Museum of Natural History:		
Exhibition Reinstallation	1,000	1,000
Repatriation Program	1,669	1,669
Major Scientific Instrumentation	3,822	3,822
Collections Acquisition	459	459
<b>Total, No-Year</b>	<b>\$18,726</b>	<b>\$19,117</b>
<b>Two-Year Funds</b>		
Outreach: Office of Fellowships	1,553	1,553
<b>Total, Two-Year</b>	<b>\$1,553</b>	<b>\$1,553</b>

**OBJECT CLASS** — The following table provides an object class breakout of resources for the Salaries and Expenses account.

**Object Class Request**  
(Dollars in Millions)

Salaries and Expenses	FY 2009 Appropriation	FY 2010 Request
Salaries and Benefits	383	402
Travel and Transportation	9	9
Rent, Utilities, Communications, and Other	85	96
Other Services	81	90
Supplies and Materials	16	18
Equipment	19	19
<b>Total</b>	<b>\$593</b>	<b>\$634</b>

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

The Smithsonian has developed its FY 2010 budget request by reviewing all resources, both base amounts and identified increases or decreases, in relation to the Institution's performance plan. In the sections that follow, detailed justifications are provided for all funding and FTEs by the Institution's strategic goals and by performance objectives under each goal.

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 enables the Institution to more clearly demonstrate the relationship between dollars budgeted and results achieved.

The following table summarizes the Institution's FY 2009 and FY 2010 estimates and the proposed changes by strategic goal, performance objective, and program category.

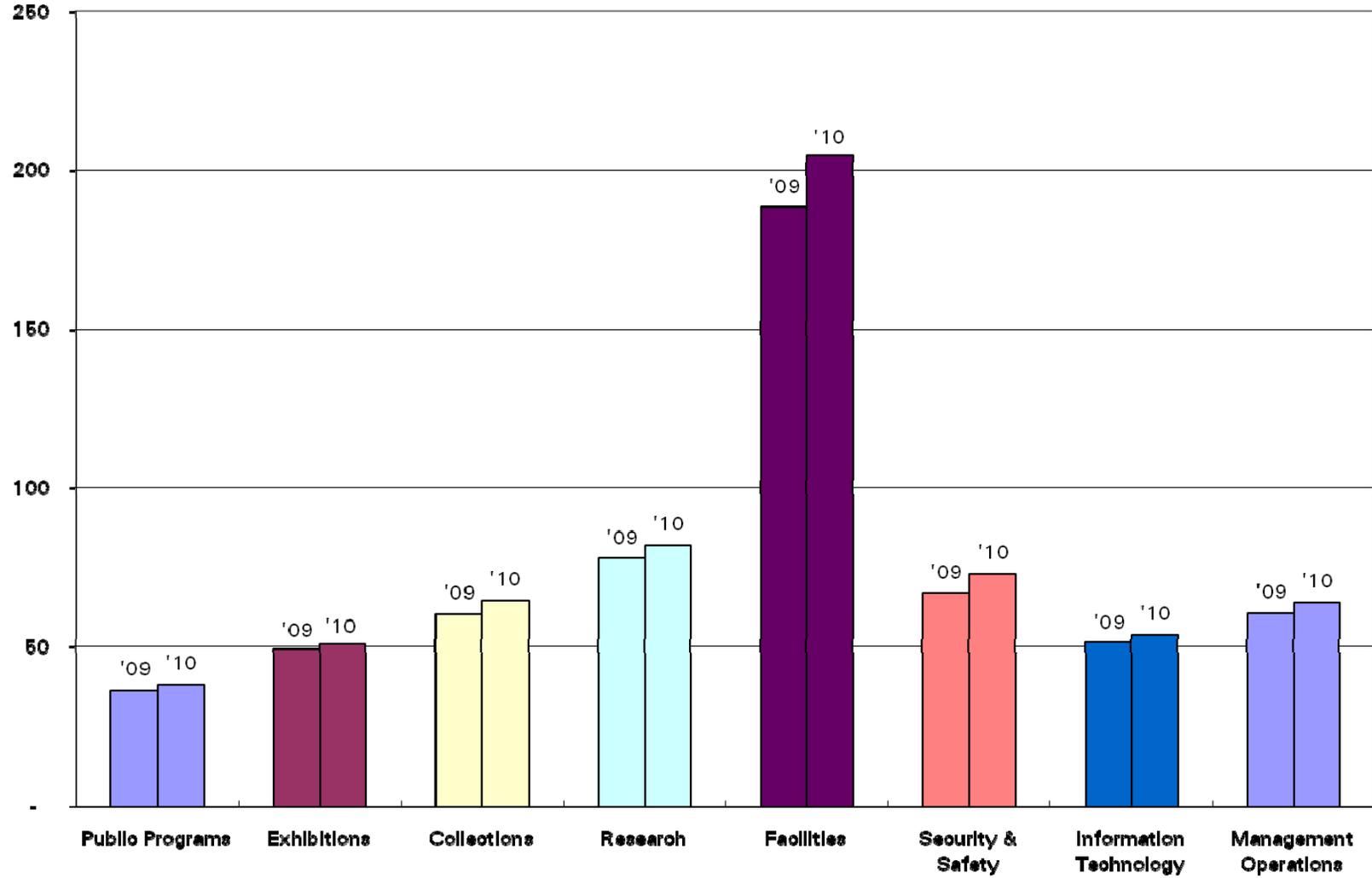
**Federal Resource Summary by Performance Objective and Program Category**  
(\$ in Thousands)

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTEs	\$000	FTEs	000	FTEs	\$000
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	247	26,339	250	28,473	3	2,134
Provide reference services and information	98	10,228	89	9,999	-9	-229
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	465	49,133	466	50,697	1	1,564
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	507	60,696	514	65,111	7	4,415
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Engage in research and discovery	444	65,100	451	68,809	7	3,709
Ensure the advancement of knowledge in the humanities	98	13,109	98	13,617	0	508
<b>Enhanced Management Excellence</b>						
<b><i>Facilities</i></b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	7	1,549	7	1,759	0	210
Implement an aggressive and professional maintenance program	366	64,683	371	69,832	5	5,149
Improve the overall cleanliness and efficient operation of Smithsonian facilities	454	122,651	454	133,717	0	11,066
<b><i>Security and Safety</i></b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers	917	59,996	917	65,332	0	5,336
Provide a safe and healthy environment	52	7,422	52	8,003	0	581
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	164	51,491	163	54,345	-1	2,854
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	200	23,141	208	24,370	8	1,229
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	92	14,535	91	14,964	-1	429
Modernize the Institution's financial management and accounting operations	95	11,735	97	12,762	2	1,027
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	40	4,475	39	4,310	-1	-165
Modernize and streamline the Institution's acquisitions management operations	39	4,468	45	5,298	6	830
<b>Financial Strength</b>						
Secure the financial resources needed to carry out the Institution's mission	6	2,649	6	2,763	0	114
<b>TOTAL</b>	<b>4,291</b>	<b>593,400</b>	<b>4,318</b>	<b>634,161</b>	<b>27</b>	<b>40,761</b>

# Smithsonian Federal Budget

## Salaries and Expenses Summary by Program

(\$ In Millions)



FY 2009 = Appropriation

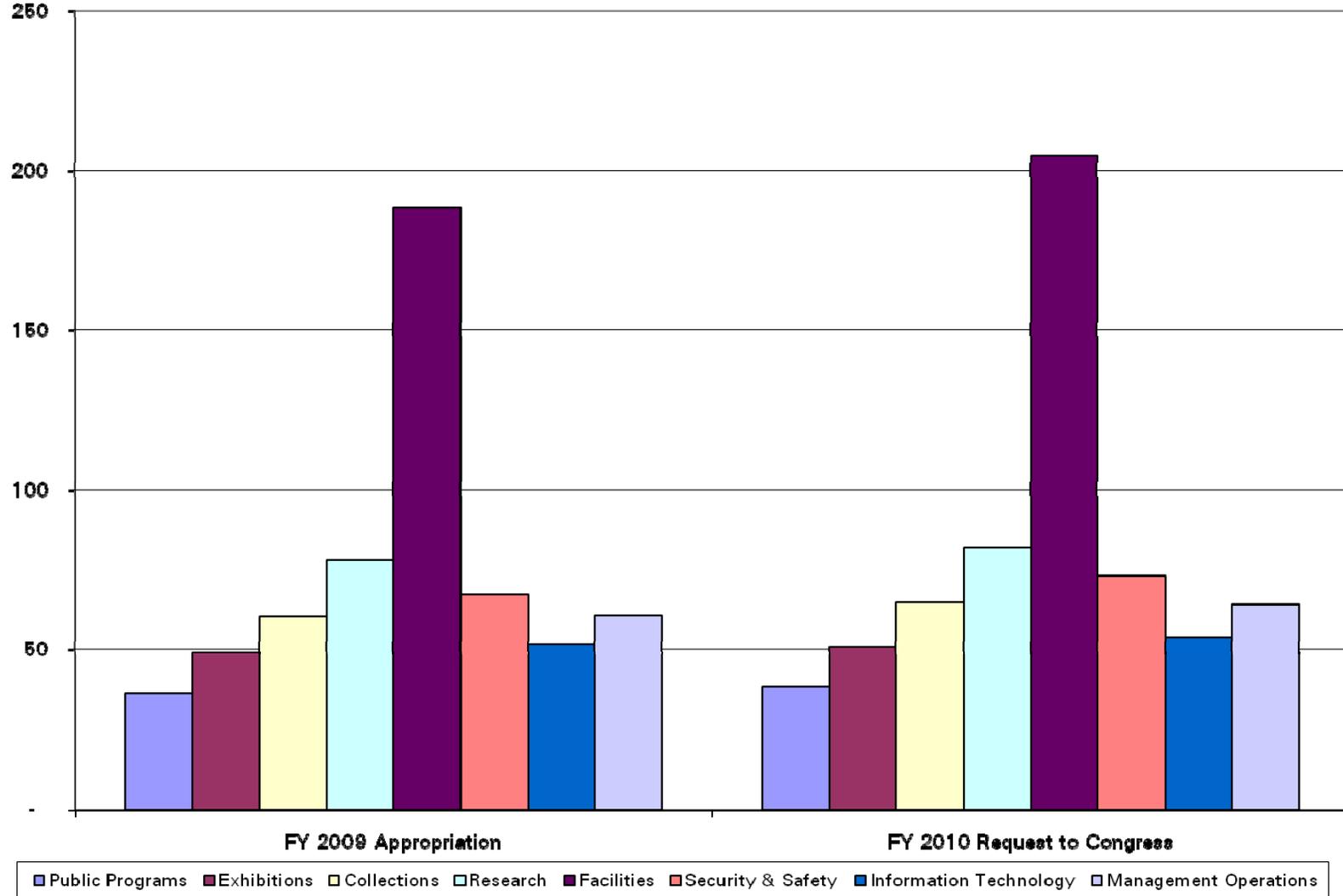
FY 2010 = Request to Congress

# Smithsonian Federal Budget

## Salaries and Expenses Summary by Program

(\$ In Millions)

25





## 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 2008 ACTUAL	17	1,981	1	258	0	81	0	57
FY 2009 ESTIMATE	21	1,994	2	329	0	45	0	50
FY 2010 ESTIMATE	21	2,048	2	329	0	45	0	50

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	6	592	6	592	0	0
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	5	349	5	400	0	51
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	3	263	3	263	0	0
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Engage in research and discovery	3	447	3	447	0	0
<b>Enhanced Management Excellence</b>						
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	1	148	1	151	0	3
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	86	1	86	0	0
Modernize the Institution's financial management and accounting operations	1	0	1	0	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	109	1	109	0	0
<b>Total</b>	<b>21</b>	<b>1,994</b>	<b>21</b>	<b>2,048</b>	<b>0</b>	<b>54</b>

## BACKGROUND AND CONTEXT

On September 15, 2007, the Anacostia Community Museum (ACM) celebrated its 40th anniversary. Just as it has from its inception as the first federally funded, community-based museum, the ACM faces unique challenges relating to mission, resources, and location. Over the years, it has developed into a valuable cultural resource for the region and the country, setting a ground-breaking direction in terms of traditional museological thought and practice.

Although the original intent behind the Smithsonian's establishment of what was initially called the Anacostia Neighborhood Museum was for audience development and outreach — to take the Smithsonian's cultural and historical treasures into neighborhoods whose residents did not venture to the Mall — these same residents quickly participated in helping to make the Museum relevant to their own experiences. Within months of its opening, the community rejected the eclectic collection of Smithsonian holdings being displayed. The Museum quickly modified its focus to the documentation, preservation, and interpretation of African American history and culture from a community-based perspective. It was the forerunner in using this approach to collaborate directly with different sectors of communities, including local museums, religious institutions, and arts, cultural, and civic organizations, in order to mobilize, organize, and equip them to research, document, interpret, and preserve their cultural heritage through educational and training programs.

With the establishment of the Smithsonian Institution National Museum of African American History and Culture in 2004, the ACM has had to reassess and redefine its role within the Smithsonian. After nearly two years of regrouping and strategic planning, a new direction has been forged that will retain the Museum's connection to the work of the past 40 years and guide the ACM down a new path with a broader scope and focus.

The ACM's new mission, revised in 2008, states—*“the Anacostia Community Museum is dedicated to the documentation and interpretation of the impact of historical and contemporary social and cultural issues on communities.”* The ACM will challenge perceptions, generate new knowledge and deepen understanding about the ever-changing concepts and realities of “community.” A five-year strategic plan (FY 2009 — FY 2014), developed to ensure the Museum's viability and sustainability in the future, will provide a guide for the facilitation of programs and activities that will further the new ACM mission. The Museum's new identity is basically a return to its original charter as a community museum. However, the new direction will define the term “community” in much broader terms.

For FY 2010, the budget estimate includes an increase of \$54,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

The ACM will continue to accomplish the Smithsonian Institution's goal of Increased Public Engagement through exhibitions, public programs, and collections, using resources that draw from the broad range of communities it serves. It will draw from those things that bring groups of people together — social, ethnic, religious, geographic, and other commonalities. Specifically, the Museum will continue to work with community partners to document and preserve local heritage, identify cultural materials at risk, document significant local cultural materials, and develop an interpretation and appreciation of them through regionally based educational activities, publications, and exhibitions. Through its website, the Museum will disseminate information on community heritage preservation projects.

From November 9, 2009 through July 4, 2010, the ACM will mount *The African Presence in Mexico from Yanga to the Present*, an exhibition developed by the Mexican Fine Arts Center Museum in Chicago. This exhibition will be complemented with a series of exciting collaborative programs being developed and implemented with Smithsonian partners, including the Latino Center, the Center for Folklife and Cultural Heritage, the National Museum of American History (NMAH), and the National Museum of African Art (NMAfA). An exhibition entitled *Across the Counter: Korean American Merchants in Urban Communities* is scheduled for September 2010 – May 2011. Also in FY 2010, work will begin on the development of a new exhibition with the current working title, *24/7: Service Workers in America*.

Recognizing the ACM's unique responsibility to youth development within the southeast Washington, DC 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.

In 2010, the ACM will continue the Young Museum Career Professionals program, established in FY 2008 with discretionary funds from the Under Secretary for History, Art, and Culture, using the collections and expertise of the ACM curatorial, research, education, and archives staff. This program will expand internship opportunities for high school juniors and seniors, and will be a possible career-building resource for them. 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.

In FY 2010, the Museum will continue to expand its regional community network by collaborating directly with partners in preservation and training, and with regional seminars designed to promote community action in cultural heritage preservation. In addition, the ACM will host a two-day Community Museums Conference geared toward small and mid-size community museums and designed to explore how they approach the engagement of their constituencies. It will provide a forum for the exchange of common issues, concerns, trends, and best practices in the field. Topics of discussion will also include the use of technology for the presentation and interpretation of issues, collections priorities and management, funding challenges, marketing and communications, and collaborative partnerships.

Also in FY 2010, the ACM will pursue its goal of Strengthened Research with a project entitled *Continuity and Change* that will document the impact of community development in the Ward 8 community. This ongoing initiative will begin with research from a historical context through the documentation of current and future urban development trends that occur over time. This research will be a case study on how social and economic changes affect members of this community and will document land use, displacement, change in infrastructures, health indicators, and other factors. Analysis of the outcomes of this research can help determine the impact of large-scale development projects that occur in largely minority communities and will inform other communities nationwide facing similar development activities. The project will also be a major tool for documenting the contemporary history of communities east of the Anacostia River.

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 website will be specifically designed for local, regional, and national partner institutions, and will provide online reference and consultation for solutions to problems and issues. It will also include links to the related websites of the Museum's 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 public relations efforts directed toward local, regional, national, and international press outlets, and will seek news media coverage in periodicals related to its field.

**NONAPPROPRIATED RESOURCES** — General trust funds support the salaries and benefits of the Museum director and development officer.

## 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 2008 ACTUAL	14	2,194	14	1,444	2	790	0	564
FY 2009 ESTIMATE	18	2,219	11	1,323	4	1,154	0	37
FY 2010 ESTIMATE	18	2,282	11	1,328	3	788	0	750

### 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 2009		FY 2010		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	3	511	3	595	0	84
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	9	859	9	711	0	-148
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	2	215	2	219	0	4
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	2	314	2	323	0	9
<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	100	0	100	0	0
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	125	1	125	0	0
<i><b>Management Operations</b></i>						
Modernize the Institution's financial management and accounting operations	1	95	1	209	0	114
<b>Total</b>	<b>18</b>	<b>2,219</b>	<b>18</b>	<b>2,282</b>	<b>0</b>	<b>63</b>

## **BACKGROUND AND CONTEXT**

The Center for Folklife and Cultural Heritage (CFCH) conducts research and 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. In addition, the Center produces the annual Smithsonian Folklife Festival on the National Mall every summer — long recognized as the premier event of its kind. The Center produces Smithsonian Folkways Recordings, which include the iconic songs, speeches, and sounds of the American experience among its more than 3,000 published album titles and 42,000 tracks. The Center also produces websites, particularly Smithsonian Global Sound, which bring its collections and educational materials to libraries and schools throughout the nation and worldwide. The Center cooperates with federal, state, and international agencies to advance the nation's interest in cultural matters, and produces major national celebration events which in the past 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 2010, the budget request includes an increase of \$63,000 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. The Festival aims to draw one million visitors annually and reach millions more through webcasts and media coverage. In 2009, the Festival will feature the cultural traditions of Wales, Latino and Latin American music, and African American expressive culture. Research is ongoing in preparation for featured programs in 2010 that will likely include Mexico, Asian Pacific Americans and Smithsonian Institution workers. Traveling exhibitions produced from the Festival, such as *Workers of the White House*, will continue to tour the nation and reach additional audiences in 2009 and 2010.

To bring Smithsonian educational resources to the nation, in 2010 the Center will continue to issue approximately 18 new documentary recordings, in CD format and digital download through Smithsonian Folkways Recordings as well as continue to distribute the 3,000 album titles and 42,000 tracks in its 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, including additions to the ongoing series of Latino and Latin American recordings, *Tadiciones/Traditions*, which has produced 30 recordings to date. All these products are expected to reflect the high quality that, since 1997, has earned Smithsonian Folkways 15 Grammy award nominations, three Grammy winners, and numerous other major awards. Smithsonian Folkways and other digital collections of the Center will continue to be disseminated through a unified Smithsonian Folkways/Smithsonian Global Sound website, both to the general public and (in a more specialized form) to some 420 subscribing libraries throughout the nation and worldwide. Smithsonian Global Sound includes all the 42,000 tracks, liner notes, and educational features, drawn in part from Festival performances and the Rinzler and partner archives.

The Center's three redesigned websites were launched in FY 2009. In FY 2008, these three websites together posted 6.54 million visits, an increase of 2.13 million visitors. The Center's *Musica del Pueblo* virtual exhibition, which launched in late 2008, serves as a model for future cross-cutting sites and joins dozens of features on Festival and Folkways artists.

Research is the bedrock of CFCH products and programming. The Center will continue to preserve and catalogue its existing documentary sound, photographic, and ethnographic collections, as well as to generate new materials by carrying out the research projects necessary to produce the Festival, Smithsonian Folkways Recordings, and other public products. Center curators and research staff will continue to publish books and articles, make professional presentations, and contribute to U.S. cultural heritage policy formulation through consultation with the U.S. Department of State and cooperative work with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and other national and international organizations. For FY 2010, staff is organizing a public forum and seminar that will explore several heritage policy issues, including the possible establishment of a standing Forum on Intangible Heritage at the Smithsonian.

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

**NONAPPROPRIATED RESOURCES** — General trust funds provide support for salaries and benefits of personnel. Donor/sponsor-designated funds provide support for costs related to specific projects such as the Smithsonian Folklife Festival, Smithsonian Global Sound and several other educational programs. Income from sales of Smithsonian Folkways Recordings pays staff salaries and direct and indirect costs. In FY 2008 more than \$7 million was raised in outside revenues, 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 2008 ACTUAL	17	4,641	2	361	0	200	0	0
FY 2009 ESTIMATE	31	11,776	2	399	2	1,651	0	0
FY 2010 ESTIMATE	31	12,167	2	399	2	3,210	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	4	1,360	4	1,360	0	0
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	3	1,300	3	1,300	0	0
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	4	2,550	4	2,550	0	0
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Ensure the advancement of knowledge in humanities	0	250	0	250	0	0
<b>Enhanced Management Excellence</b>						
<b><i>Facilities</i></b>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	825	0	1,003	0	178
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	2	300	2	750	0	450
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	7	1,117	7	1,120	0	3
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	120	1	120	0	0

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Modernize the Institution's financial management and accounting operations	3	600	3	600	0	0
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	2	800	2	560	0	(240)
<b>Greater Financial Strength</b>						
Secure the financial resources needed to carry out the Institution's mission	5	2,554	5	2,554	0	0
<b>Total</b>	<b>31</b>	<b>11,776</b>	<b>31</b>	<b>12,167</b>	<b>0</b>	<b>391</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 to learn about the history and culture of African Americans and their contributions to every aspect of American 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.

When the founding director was hired in 2005, he committed to open the NMAAHC on the National Mall within 10 years. With the completion of pre-design and programming phases for the building in 2008, and the selection, in April 2009, of Freelon Adjaye Bond/Smith Group as the architectural firm to design the facility, the NMAAHC is on schedule to design the building in three years, begin construction in 2012, and complete construction and open up to the public in 2015.

For FY 2010, the budget estimate includes an increase of \$391,000 for necessary pay for existing staff funded under this line item. As authorized by Public Law 108-184, these funds are requested to remain available until expended. Additionally, an increase of \$178,000 to support an annual rent increase for current leased space is requested in the Mandatory Costs section of the budget request.

## MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, activities will include efforts to build alliances and collaborative partnerships within the Smithsonian Institution, as well as with African American organizations and other national

organizations, in order to 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 through national programs to tour collections and exhibitions that engage and inspire audiences throughout the nation. As a major part of the NMAAHC's visibility campaign, the public affairs department engages a public relations firm to implement strategic marketing, communications services, and a public information campaign to help disseminate information about the Museum's exhibitions, programs, and policies to the press and the general public.

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

- The NMAAHC is organizing two exhibitions to be presented in the Museum's gallery at the National Museum of American History (NMAH). The first, *Jazz, Jump and Jive: The Apollo Theater and American Entertainment*, (working title) is a collaborative effort with the Apollo Theater Foundation as part of its 75th anniversary celebration. This exhibit will be the first major traveling exhibition to focus on the historical, social, and cultural significance of the world-famous Apollo Theater located in the Harlem neighborhood of New York City. The history of the Apollo Theater, along with its stars and its community, offers a vibrant example of the growth and establishment of African American entertainment and its relationship to the larger social forces in American life over the course of seven decades. Events are planned in New York, Detroit, and Atlanta. The exhibition will be accompanied by a major publication in conjunction with the Apollo, Smithsonian Institution Press, and HarperCollins.
- The second exhibition to be shown at NMAH, *Living History: The Collection of Bernard and Shirley Kinsey*, will present highlights of a remarkable private collection that tells the African American story through significant works of art by African American painters, printmakers, and sculptors, as well as through a selection of rare historical artifacts, including first edition books by 19th century black authors, slave documents, a Buffalo Soldiers parade flag, and historic photographs.
- *For All the World to See: Visual Culture and the Struggle for Civil Rights*, an exhibition organized in collaboration with the Center for Art, Design and Visual Culture at the University of Maryland, Baltimore County, represents the first comprehensive exhibition and publication to analyze the historical role played by visual images in shaping, influencing, and transforming the fight for civil rights in the United States. The exhibition will consist of more than 250 objects, including posters, photographs, graphic art, magazines,

newspapers, books, and pamphlets. In addition, political buttons, comic books, toys, postcards, and clips from film, newsreels, and television will also be included. The exhibition will be presented in the NMAAHC's gallery at the NMAH.

- *The Scurlock Studio and Black Washington: Picturing the Promise*, opened January 30, 2009 at the newly renovated NMAH. The exhibit chronicles the important work of the Scurlock family who are considered by most artists and scholars as among the very best of the 20th century photographers who recorded the rapid changes in urban African American communities nationwide.

In FY 2010–2011, the NMAAHC will collaborate with two other Smithsonian museums on the following exhibition projects:

- With the National Museum of Natural History (NMNH) on the traveling exhibition, *Race: Are We So Different?*, to be presented at NMNH in 2011. The NMAAHC will help to organize SI-wide programs and educational activities in connection with the *Race* exhibit. Organized by the Minnesota Science Museum, the exhibition thoughtfully explores the history, theories, and lived experience of race in the United States.
- With the National Museum of the American Indian (NMAI) on the exhibition, *Indivisible: African-Native American Lives in the Americas*, and its publication, programs, and tour. The exhibition uses the four thematic areas of Lifeways, Community, Creative Resistance, and Policy to examine identity as it plays out with respect to individuals and groups that hold ties to both Native American communities and communities of African descent.

In FY 2010, the NMAAHC will continue to collaborate with the Smithsonian Institution Traveling Exhibition Service (SITES) on the national tour of NMAAHC's first exhibition, *Let Your Motto Be Resistance: African American Portraits*. The exhibition is scheduled to travel to four venues during FY 2010. They include the Museum of African American History (Boston), the Atlanta History Center, the African American Museum in Philadelphia, and the Birmingham Civil Rights Institute (Alabama).

To achieve the goal of Strengthened Research, the NMAAHC will continue to focus on the development of educational materials, publications, public programs, collections, and exhibitions based on scholarly research. In addition, the NMAAHC will continue to collaborate with other Smithsonian units such as NMAH, SITES, and NMAI, as well as external organizations, to produce content-rich programs and exhibitions.

The identification, acquisition, and processing of collections will continue as an ongoing pursuit to build the Museum's permanent collections, prepare for the exhibitions that will accompany the opening of the building, and develop public programs. The Museum accepts donated collections and purchases on a systematic basis, based on the Museum's criteria for planned exhibitions and research in support of public programs.

In the fall of 2008, the NMAAHC opened and began conservation and storage efforts at the Pennsy Collections and Support Center in Suitland, Maryland. The NMAAHC will house its collections, now in excess of 7,000 objects, in this facility that features specialized office and training space, exhibit design and fabrication shops, conservation facilities, and climate-controlled space to house the Museum's collections. The new space will allow the NMAAHC to meet its growing storage needs as the Museum prepares for its opening in 2015.

In conjunction with the Center for Folklife and Cultural Heritage (CFCH), the NMAAHC will continue to produce the African American Legacy Recording Series. In addition to *On My Journey*, Paul Robeson's Independent Recordings, *On the Road Right Now* by the Paschall Brothers, and *Richmond Blues* by Cephas & Wiggins, the Museum will release a recording of contralto opera singer Marian Anderson.

As part of the Smithsonian Institution 2009 Folklife Festival, the NMAAHC will sponsor, "Giving Voice: The Power of Words in African American Culture." The program will explore the power of African American oral traditions in the shaping of American culture, from children's rhyming games to shaping the destiny of the nation. The power of persuasion in the pulpit, home, barbershops and more will be presented. From poetry to storytelling, from journalism to debate, audiences will hear some of the most dynamic speakers of our age. The program is designed to inspire and to give insight into the aesthetics of language, as well as the cultural, social, political, and religious issues that inform it, from an African American point of view.

The NMAAHC will also collaborate with museums around the Mall to create educational public programs (performances, films, book-signings, etc.) in support of exhibitions at NMAH and elsewhere. Additionally, the NMAAHC will create educational student and teacher programs (tours, gallery guides, curricula, etc.) such as *Oh, Freedom! Teaching Civil Rights Through African American Art @ the Smithsonian*, a Web-based project. This project, being created in collaboration with the Smithsonian American Art Museum, will provide educators with inspirational and pedagogical tools to teach the importance of the African American civil rights struggle, the movement's centrality to and impact on American history, and its vital connection to artistic and cultural expression. The NMAAHC will develop and test

original programs in conjunction with the Teaching American History Grant and the National History Day Program.

Developed in partnership with International Business Machines (IBM) in FY 2007, the Museum on the Web encourages visitors to share their knowledge, stories, and creativity. IBM has continued to provide major in-kind support of this vital program with a redesign of the homepage to include a video and renovation of the Memory Book for easier use. A Web content manager was hired to improve both content and user experience. The NMAAHC has also launched a Facebook social networking page and will examine participation in other areas of the Web such as Flickr and YouTube.

The NMAAHC will continue its "Save Our African American Treasures: A National Collections Initiative of Discovery and Preservation." This national initiative will allow the Museum to continue engaging the American public in discovering, collecting, preserving, and sharing the material culture of African American heritage through a series of programs and collaborations with museums and historical institutions beyond our five key cities: New York, Los Angeles, Atlanta, Chicago, and Washington, DC. Treasures programs are planned in Charleston and St. Helena, South Carolina, New York, (in conjunction with the Apollo exhibition) and Atlanta, as well as at five additional venues in FY 2010.

In FY 2010, the NMAAHC will continue to recruit, select, process, and hire volunteers in all categories. A comprehensive orientation will be provided for all volunteers, while NMAAHC's six-week, intensive Docent University™ program is offered for docents. The program includes weekly classroom sessions, reading assignments, online testing, and in-gallery experiences. Office volunteers will perform various tasks in support of the ongoing work of the Museum staff. Program volunteers will assist with public program preparation, staff informational tables, distribute materials, and provide a key visitor services function. Speaker's Bureau volunteers will give talks about the Museum, and docents will provide essential tours and welcome visitors. They will also provide interactive moments for visitors who are not interested in a toured experience.

Through continued development of scholarly symposia, workshops, and forums, the Museum will cultivate strong partnerships, gain significant visibility, and enable communities across the country and the world to feel a sense of ownership in the success of the NMAAHC.

The Museum will also 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 continues to use its federal fundraising resources to hire fundraising staff and consultants 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. These relationships are essential to generate the stream of resources needed from the private sector to build the Museum. It is imperative that the NMAAHC have adequate staff to establish a viable infrastructure in support of this essential function of the Museum. Implementing cultivation strategies, building and leveraging existing relationships, and partnering with potential donors will result in successful fundraising outcomes.

**NONAPPROPRIATED RESOURCES** — General trust funds support salary and benefit costs of the Museum director. Donor/Sponsor-designated funds support staff, special events for exhibition openings, and costs related to specific programs and projects, including educational programs, donor-related special events, and outreach activities.

**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 2008 ACTUAL	182	21,597	24	2,133	37	9,584	19	3,047
FY 2009 ESTIMATE	185	21,428	13	1,088	36	16,943	20	3,275
FY 2010 ESTIMATE	185	22,209	15	1,646	31	8,988	20	3,227

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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	32	3,210	32	3,346	0	136
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	57	4,630	57	4,868	0	238
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	48	7,031	48	7,233	0	202
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	27	3,929	27	4,044	0	115
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	1	227	1	230	0	3
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment	1	140	1	145	0	5
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	9	1,096	9	1,133	0	37
<i><b>Management Operations</b></i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	4	435	4	452	0	17
<b>Total</b>	<b>179</b>	<b>20,698</b>	<b>179</b>	<b>21,451</b>	<b>0</b>	<b>753</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. The NMAH is the only Museum with the mandate to tell the entire story of America, from the early contact period 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*.

With an average of close to three million visitors each year, and millions more online, NMAH is the most visited history museum in the world. Accordingly, generations of 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 2010, the budget estimate includes an increase of \$753,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

The Museum reopened in November 2008 to reveal the new *Star-Spangled Banner Gallery*, an architectural transformation of the Museum’s central core, and the updating of the Museum’s infrastructure. The renovated exhibition and public spaces offer visitors a stimulating and dynamic cultural environment. The grand reopening weekend, attended by more than 80,000 visitors, was headlined by remarks from President Bush, a citizenship ceremony, and a public festival. Within three months of reopening, the NMAH welcomed its one-millionth visitor to the Museum. The NMAH has become a destination for people throughout the country and around the world.

The *Star-Spangled Banner Gallery* lies at the heart of the Museum. As visitors enter, a companion exhibition sets the scene for a dramatic historic event: the Battle of Baltimore during the War of 1812, when this young nation survived an assault by the British. This permanent exhibition represents the Smithsonian’s greatest effort to meet the dual challenges of preserving the Star-Spangled Banner and communicating its history and significance to visitors.

The *First Ladies at the Smithsonian* exhibition, showcasing premier objects from the nearly century-old First Ladies Collection, also opened as

part of the Museum's reopening year celebration. For decades, the First Ladies Collection has been one of the most popular attractions at the Smithsonian Institution. The new *Abraham Lincoln: An Extraordinary Life* exhibition includes objects that convey aspects of Lincoln's character and experiences. This popular exhibition gained even more interest when it was revealed that a "secret" message had been engraved in President Lincoln's watch by a watchmaker who was repairing it in 1861 when news of the attack on Fort Sumter reached Washington, DC.

NMAH staff continue to plan and design future exhibits and programs, conduct programs and performances, develop traveling exhibitions, acquire new collections, conduct research, and extend the scope of the Museum through new and expanding electronic outreach initiatives. The Museum continues to plan and implement daily and special programs to serve current visitors and attract new and underserved audiences. Daily programs feature living history, live musical performances, spotlight tours and hands-on experiences. The living history performances of Mary Pickersgill, seamstress of the Star Spangled Banner, and Samuel P. Leonard, civil rights activist (Greensboro lunch counter) have quickly become very popular components of the visitor's experience.

In FY 2010 special program series will be designed to attract local audiences, such as the distinguished lecture series featuring topics on Abraham Lincoln, African American Culture, Latino History and Culture, and Jazz Appreciation Month. The Museum's popular website continues to be expanded and upgraded with new features on exhibitions, collections, and public programs. *Smithsonian History Explorer*, an education website, offers free, standards-based, innovative resources for teaching and learning about American history as part of the NMAH Thinkfinity initiative.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits for a small but essential percentage of NMAH staff, as well as non-personnel 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 vital to continuing the renovation of the public spaces in the Museum.

## NATIONAL POSTAL MUSEUM

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

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

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	1	150	1	155	0	5
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	5	540	5	563	0	23
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	0	25	0	25	0	0
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	0	15	0	15	0	0
<b>Total</b>	<b>6</b>	<b>730</b>	<b>6</b>	<b>758</b>	<b>0</b>	<b>28</b>

### BACKGROUND AND CONTEXT

The National Postal Museum (NPM) was created to preserve, interpret, and exhibit historical stamps and postal objects. With more than six million objects, the Museum is responsible for the Smithsonian's second-largest collection. The Museum dedicates its resources to developing new and innovative ways to explore the vital role of the postal system in American life, and to making its vast philatelic and postal collections available to all. NPM uses its collections in innovative exhibits and programs that educate the public about the history of America, transportation, economics, and commerce.

In addition to the many activities and programs that are completed throughout the year, the NPM is focused on several major initiatives aimed at increasing visitation to both the Museum and its website. These initiatives include an 18,000-square-foot expansion of the Museum's exhibit space; the creation of a new Philatelic Center that will enable the Museum to display the full breadth of the U.S. Stamp Collection; the design and fabrication of seven new history galleries; and continued upgrades and enhancements to the increasingly popular Web-based, online collection information system. The success of these long-term projects will require the use of non-federal resources made available to the Museum.

For FY 2010, the budget estimate includes an increase of \$28,000 for necessary pay for existing staff funded under this line item, which is also justified in the Mandatory Costs section of this budget submission.

## **MEANS AND STRATEGY**

The National Postal Museum's primary activities are aimed at meeting the goal of Increased Public Engagement through innovative new exhibitions, online programs, and improved stewardship of the national collections. The exhibit *Delivering Hope: FDR and the Stamps of the Great Depression* will continue through June of 2010. This major philatelic exhibit focuses on how President Franklin D. Roosevelt, an avid stamp collector, used stamps to communicate messages of hope, optimism, and the solidity of the federal government. Many of the stamps issued during this period were designed by Roosevelt himself, and the exhibit will include some of his original design sketches.

The FDR exhibit will be followed by an exhibit marking the 125th anniversary of the Smithsonian's National Philatelic Collection. This exhibit will contain highlights of the National Philatelic Collection and will include many rare and unusual items, including the first philatelic item acquired by the Smithsonian in 1886, a sheet of Confederate stamps depicting Jefferson Davis. In anticipation of the major expansion, planning efforts will continue in FY 2010 to assess the space requirements needed for the design of a newly renovated National Philatelic Gallery. The new gallery will be a permanent home for the *National Collection* exhibition, the largest and most comprehensive philatelic display ever undertaken by the Museum.

Planning and design will also continue on the *Systems at Work* and *Mail Call* exhibitions, which will examine innovations in moving mail throughout U.S. history. The *Systems at Work* exhibit will explore the history and development of the expanding postal network, focusing on the innovative communication techniques used to move the mail. *Mail Call* offers a poignant look at getting mail to the front lines — from the Civil War to the War in Iraq. The challenges of moving mail under fire and the need to stay connected with our heroic loved ones will be examined. The NPM will work with the Smithsonian Institution Traveling Exhibition Service to develop a traveling version of this important exhibition for various museums throughout the United States. In FY 2010, the Museum will begin to de-install several exhibitions, including *Customers and Communities*, *Rural Free Delivery*, and *What's in the Mail for You* to make room for *Systems at Work*.

The Museum's federal resources are primarily dedicated to improving the stewardship of the national collections for present and future generations. In FY 2010, the NPM will continue to process new acquisitions, which includes digitizing and cataloguing these entries using the automated collections

information system (CIS). Ongoing efforts to reduce the existing backlog of accessions will also continue. A major initiative to improve accessibility to off-site collections will remain a Museum priority. In FY 2009, the Museum completed its survey of objects that were moved to the Curseen-Morris postal facility. In FY 2010, work will begin to select objects for future exhibitions.

In FY 2009, the Museum installed a high-density, compact shelving system in the collections vault as part of its renovation. The shelving system has increased the vault's storage capacity by more than 40 percent and provides better protection and handling conditions for the philatelic collections. In FY 2010, the Museum will continue this project by reorganizing the vault collections and creating a new inventory.

In FY 2010, the NPM will continue to expand and improve Arago, the Museum's award-winning, online virtual collections vault. Arago, which is now the Smithsonian's most popular collections-based website, currently has more than 16,000 high-resolution collection images and object narratives and 25 featured exhibitions. By the end of FY 2010, Arago will have more than 18,000 objects and 50 featured exhibitions. In addition, major new enhancements will be added to Arago that will allow users to post comments online and to interact with curators and others about the National Philatelic Collection.

Additional resources will be directed toward maintaining NPM's information technology (IT) systems and infrastructure requirements to meet the goal of Enhanced Management Excellence. The Museum will continue to replace network hardware and related computer systems that support a host of programmatic and exhibition needs required to modernize its IT systems.

**NONAPPROPRIATED RESOURCES** — The United States Postal Service provides the NPM with 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 collection management programs. Fundraising initiatives continue to generate increased support from donor/sponsor-designated funds to cover new exhibitions, education projects, and special events. Several new Museum initiatives have generated additional trust funds for philatelic acquisitions, research, and conservation activities.

## 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 2008 ACTUAL	268	31,576	6	1,552	17	4,204	0	65
FY 2009 ESTIMATE	273	31,996	5	2,214	22	6,096	0	53
FY 2010 ESTIMATE	273	32,870	5	2,209	21	5,798	0	53

### 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 2009		FY 2010		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	58	5,403	59	5,774	1	371
Provide reference services and information to the public	35	4,444	31	4,220	-4	-224
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	30	4,798	32	5,036	2	238
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	37	4,350	37	4,468	0	118
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	22	2,839	22	2,922	0	83
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	12	1,446	12	1,465	0	19
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment	1	143	1	142	0	-1
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	22	3,155	22	3,227	0	72

Performance Objective/ Performance Category	FY 2009		FY 2010		Change	
	FTEs	\$000	FTEs	\$000	FTEs	\$000
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	36	3,349	37	3,499	1	150
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	5	392	5	391	0	-1
Modernize the Institution's financial management and accounting operations	7	818	7	841	0	23
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	551	5	568	0	17
Modernize and streamline the Institution's acquisitions management operations	3	308	3	317	0	9
<b>Total</b>	<b>273</b>	<b>31,996</b>	<b>273</b>	<b>32,870</b>	<b>0</b>	<b>874</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 peoples and others.

NMAI will focus its resources to support exhibits concerning the cultures and histories of Native communities, and to present contemporary works of art to the public at the National Mall Museum and the George Gustav Heye Center in New York City. These exhibits, along with educational and cultural arts programming, are expected to attract more than 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 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 2010 budget estimate includes an increase of \$874,000 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 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 that will demonstrate the presence of contemporary Native peoples today; and 3) outreach to Native communities, tribes, and organizations, through Web-based technology, video conferences, internships, seminars, and symposia.

Engagement 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 public audiences 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 NMAI's National Education Initiative, *Sharing American Indian Knowledge through Educational Excellence*, will be developed in collaboration with Native educators and cultural experts to create exemplary materials that reflect indigenous pedagogy and knowledge, and create model materials that Native communities can expand upon for their own purposes. 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 teachers.

In addition, as part of NMAI's Strengthened Research goal to advance knowledge in the humanities, staff will make research, film, video, audio, and photographic content developed for exhibitions broadly available at the Museum and to Native American communities and public audiences nationwide, 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 will also direct presentations in galleries and all public space and program areas to ensure maximum use of all the educational resources available 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.

**NONAPPROPRIATED RESOURCES** — General trust funds support salary and benefit costs for the museum director. Donor/sponsor-designated funds support salaries and benefits for development staff; publications and special events for exhibition openings; 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 2008 ACTUAL	17	1,726	1	332	22	1,781	0	0
FY 2009 ESTIMATE	19	1,784	1	399	25	2,102	0	0
FY 2010 ESTIMATE	19	1,858	1	389	25	2,136	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 2009		FY 2010		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	11	0	-8
Provide reference services and information	6	397	4	247	-2	-150
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	2	81	2	59	0	-22
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	7	851	10	1,215	3	364
<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	179	3	312	2	133
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	107	0	0	-1	-107
Modernize the Institution's financial management and accounting operations	2	136	0	0	-2	-136
<b>Total</b>	<b>19</b>	<b>1,784</b>	<b>19</b>	<b>1,858</b>	<b>0</b>	<b>74</b>

## **BACKGROUND AND CONTEXT**

The Smithsonian's Archives of American Art (AAA) enlivens the extraordinary human stories behind America's most significant art and artists. With more than 16 million items, it is the world's largest and most widely used resource dedicated to collecting and preserving papers and primary records of the visual arts in America. Constantly growing in range and depth, ever increasing in accessibility to its many audiences, it is a vibrant, unparalleled and essential resource for the appreciation, enjoyment and understanding of art in America.

To achieve the Institution's goal of Increased Public Engagement, AAA continues with its ambitious six-year program, begun in 2005, to digitize a significant portion of its extensive holdings. 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 Lawrence A. Fleischman Gallery in the Donald W. Reynolds Center (DWRC) continues to reach new audiences. The results of the Preservation and Assessment Survey conducted between FY 2004–2008 will continue to be used to prioritize collection processing and preservation activities to achieve the Institution's goal of Improved Stewardship of the collections. In FY 2010, the survey will be used to prioritize collections for minimal level processing. The goal of Enhanced Management Excellence will be met by continually assessing and enhancing staff development and increasing oversight of internal controls.

The FY 2010 budget estimate includes an increase of \$74,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the Institution's goal of Increased Public Engagement, AAA continues to direct resources to optimize its presence in the DWRC by mounting compelling exhibitions in its Lawrence A. Fleischman Gallery and offering a series of related gallery talks. Among the planned FY 2010 exhibitions are *To Do: Lists from the Archives*, January 2, 2009 to April 4, 2010 (in conjunction with a new AAA publication); an exhibition by a guest curator, artist Terence Gower, April 23 to July 30, 2010; and *A Moment Past*, from August 20 to November 28, 2010.

In addition, to reach new audiences, AAA will continue to collaborate with the Smithsonian American Art Museum (SAAM) and the National Portrait

Gallery (NPG), as well as outside organizations, on educational projects such as symposia to raise AAA's national profile. Through public programs, online exhibitions, and lending documents for exhibitions to other museums and institutions worldwide, AAA will continue to widen its audience and provide a greater understanding of the history of visual arts in the United States.

In FY 2010, approximately 75 collections representing about 700 linear feet of papers of painters, sculptors, critics, and collectors will be processed resulting in new, fully searchable finding aids added to AAA's website. Of these, 25 collections will be digitized in their entirety using state-of-the-art equipment. This effort, in combination with reference digitization, exhibitions, loans, and special projects, will produce nearly 325,000 digital files. The increase in digitization is the result of AAA's six-year digitization project funded by the Terra Foundation for American Art. In addition, the Terra Foundation will also enable AAA to build on its existing Web-based Guides system for providing new levels of access to AAA's collections by expanding thematic, topical, chronological, and geographical pathways to collections; and by increasing the numbers of records and images contributed to the Smithsonian and external delivery systems.

The AAA website will be the locus for public engagement through a newly designed site that supports efficient and effective reference services and increasingly interactive access with AAA staff. AAA will continue to increase public visits to its website by adding finding aids to processed collections; thousands of images of digitized documents; excerpts of sound and video recordings; and online exhibitions. An unprecedented number of oral history interview transcripts will be added as a result of grants received from the Brown Foundation, Terra Foundation for American Art, the Lasdon Foundation, the Widgeon Point Charitable Foundation, and the Art Dealers Association of America.

AAA will continue to support work related to the systematic survey of collections, which began in FY 2004 and 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. In 2010, AAA will implement minimal level processing for at least 200 linear feet of materials represented in 25–30 collections. These collections will be minimally arranged, but corresponding finding aids and inventories will be produced and made available on the AAA website. A corresponding survey to assess audio-visual materials within collections, completed in FY 2009, will similarly form the basis for preservation quality digital reformatting, as will AAA's continued efforts to create digital preservation master copies of tape-recorded interviews conducted for its Oral

History Program. AAA will improve stewardship by continuing development of its internal digitization and Collection Information Systems Database to ensure proper collections documentation and support increasingly complex workflow. These efforts will enable AAA to encompass 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 continuing to monitor the implementation of Institution-wide, standards-based digital assets storage and preservation system.

To achieve the Institution's goal of Strengthened Research, the Archives will convene a national advisory committee to support its ongoing efforts to acquire high-priority collections.

The goal of Enhanced Management Excellence will be addressed by continuing to implement the goals of the Smithsonian, thereby ensuring its workforce is efficient and skilled, and by adopting best practices to safeguard Smithsonian resources.

**NONAPPROPRIATED RESOURCES** — General trust funds support AAA's development office, including salaries and benefits. Donor/sponsor-designated funds support specific programs and projects, including exhibitions, internships, collections processing, publication of the Archives of American Art *Journal*, and the 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 2008 ACTUAL	43	5,769	0	0	59	9,199	0	0
FY 2009 ESTIMATE	48	5,906	0	40	59	10,342	0	0
FY 2010 ESTIMATE	48	6,113	0	40	59	10,342	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	8	869	8	898	0	29
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	13	1,541	13	1,590	0	49
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	8	979	8	1,091	0	112
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	14	1,891	14	1,903	0	12
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	2	184	2	205	0	21
<i><b>Management Operations</b></i>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	3	442	3	426	0	-16
<b>Total</b>	<b>48</b>	<b>5,906</b>	<b>48</b>	<b>6,113</b>	<b>0</b>	<b>207</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 among the most important collections of Asian art in the world. The museums collect, study, exhibit, and preserve exemplary works of Asian art, as well as works by Whistler and other American artists of the "Aesthetic Movement" as 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, the FSG will continue to host international loan exhibitions and complementary public programs, as well as to expand the number and range of exhibitions and loans offered to other museums throughout the nation and worldwide. As part of the museums' five-year Strategic Plan initiated in 2008, there will be a redeveloped website to improve both public and scholarly access to FSG collections.

To meet the goal of Strengthened Research, the 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, the 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. The museums have engaged the services of a management training consultant to help improve the workings of the Senior Management team.

For FY 2010, the budget estimate includes an increase of \$207,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

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

For FY 2010, the FSG will present three major loan exhibitions and continue its contemporary art programming, as well as reinvigorate and re-emphasize its thematic exhibitions drawn from the FSG's permanent collections. The year will begin with *Falnama: The Book of Omens*, a major exhibition that focuses on a series of very unusual 16th- and 17th-century royal illustrated manuscripts from Turkey and Iran, which have not been studied despite their importance. The manuscripts 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.

In the summer of 2010, the FSG will present two exhibitions of Tibetan art. One will be art-historical in emphasis, and will look at the painting style and influence of a Lama who was a spiritual leader, painter and aesthete. It will be drawn from the collections of a recent affiliate of the Smithsonian, the Rubin Museum of Art in New York, and will be part of the museums' *Asia in America* program, which highlights holdings of Asian art in North American collections. The second will be the display of a Tibetan private shrine, with some 100 sculptures and wall hangings.

FY 2010 will close with a major exhibition of modern and contemporary Japanese prints. The exhibition will showcase works from the permanent collection, along with selected works from an important private collection, resulting in a comprehensive survey of modern Japanese printmaking. Traveling exhibitions will also play a major role in FY 2010 when the FSG exhibition *Garden & Cosmos: The Royal Paintings of Jodhpur* will travel to the National Museum in Delhi after its display in Seattle and the British Museum in London. Restrictions on lending major works from Turkey to a second venue have, regrettably, made it impossible for *Falnama* to travel.

To strengthen collegial ties and offer a regular program on the arts of Asia to new audiences, the FSG will continue to develop a network of museum partners, often where collections and/or areas of expertise are lacking. For example, the FSG, with financial help from the Getty Foundation, established a conservation studio for metals at the National Museum in Phnom Penh, Cambodia. This has been a highly successful initiative, and will lead to an exhibition of Cambodian sculptures from the National Museum at the

Sackler at the beginning of FY 2010, and then at the Getty Museum in Los Angeles.

To provide greater access to high-quality educational resources, the FSG will be looking more carefully at state, county, and municipal educational mandates to ensure that the FSG's programs support public schools' curricula. In addition, the FSG will devote more effort to develop long-lasting teaching materials based on the FSG's world-renowned collections, and to place 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, the 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 timelier and greater public access to the entire collection. The 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 the FSG to avoid off-site storage for a major part of the collection.

With a special allocation of funds to the Smithsonian, the FSG will continue its research into Nazi-era provenance issues. The next phase will be to develop an international network of collaborating institutions, beginning with the Far East Asia art museum in Berlin, Germany, and the Rietberg Museum in Zurich, Switzerland.

Improvements in visitor services are expected during FY 2010, primarily as a result of visitor surveys and improved signage and way-finding. The 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. The FSG will continue to focus on making its collections accessible to the public through its website, with a complete overhaul of its online collections. The website will offer a new search facility, and an expanded number of objects for viewing and research by national and international audiences.

To achieve the goal of Strengthened Research, the 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 the FSG's collections and many other museums remain

accessible to future generations. In FY 2010, 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 recently acquired collection of Japanese books from the Gerhard Pulverer Collection. In addition, work on the Freer's collection of Song and Yuan paintings will continue.

The Getty Foundation selected the FSG to be part of an international consortium of eight museums to help establish protocols for online publications of collections. In FY 2009, the Getty Foundation awarded the FSG a major planning grant to pilot work on the Pulverer Collection, and work on this will proceed in FY 2010.

The addition in FY 2006 of a dedicated staff person to oversee and coordinate scholarly research and publications has enabled the FSG to continue to foster closer links with university partners, such as the University of Michigan, oversee the fellowship program, organize scholarly conferences, and supervise the publication of the *Ars Orientalis* journal and a newly revived scholarly monograph series.

Research Fellows will work on projects of special interest, as well as conduct research on the FSG's permanent collection. To safeguard the conservation department's reputation as one of the world's finest scientific research and conservation centers for Asian art, the 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, the FSG plans to introduce improved administrative efficiencies and reporting mechanisms. As part of these improvements, the museums will enhance accountability by linking the strategic plans and goals of the museums directly to departmental activities and outputs which will ensure that resources are effectively deployed and managed.

**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 2008 ACTUAL	31	3,327	33	4,339	15	5,548	0	35
FY 2009 ESTIMATE	34	3,937	30	4,914	18	5,530	0	30
FY 2010 ESTIMATE	34	4,103	30	4,930	18	5,078	0	30

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	3	239	3	250	0	11
Provide reference services and information	1	115	1	120	0	5
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	4	283	4	295	0	12
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	7	1,556	7	1,622	0	66
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Ensure the advancement of knowledge in humanities	4	312	4	325	0	13
<b>Enhanced Management Excellence</b>						
<b><i>Facilities</i></b>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	8	714	8	744	0	30
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	2	247	2	257	0	10
<b><i>Management Operations</i></b>						
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	101	1	105	0	4
Modernize the Institution's financial management and accounting operations	3	293	3	305	0	12
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	77	1	80	0	3
<b>Total</b>	<b>34</b>	<b>3,937</b>	<b>34</b>	<b>4,103</b>	<b>0</b>	<b>166</b>

## **BACKGROUND AND CONTEXT**

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 24 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 in 2010. 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 foster greater understanding of the role of design in everyday life and its impact on shaping the built environment of past and future centuries; and to encourage the "by-products" of design thinking — such as creative problem solving and team working — in other disciplines and areas of life, through an interactive, engaging online experience.

For FY 2010, the budget estimate includes an increase of \$166,000. Included is an increase of \$114,000 for necessary pay for existing staff funded under this line item, and \$52,000 for renting leased collections storage space, which is justified in the Mandatory Costs section of the 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 provide visitors with a balance of historic and contemporary design shows. Each of the upcoming exhibitions in FY 2010 will feature significant objects and original theses, and will have a strong appeal to a diverse audience of visitors. The major exhibitions will be *National Design Triennial: Why Design Now* and *Design USA: Contemporary Innovation*. Smaller surveys of design will include the *Collection Selects: Lobmeyr* and *Quicktakes* exhibitions.

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.

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 2010. 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 access objects in CHNDM's collections. In FY 2010, the Museum will have completed moving most of its stored collections off site to make room for the renovation of the mansion that is scheduled to begin in FY 2010 and continue through the beginning of FY 2011. This major renovation will significantly increase the amount of exhibition space available. The purchase of a compact storage system will enable the Museum to minimize the ongoing annual rent costs associated with storing the collections off site.

The Design education programs encourage K–12 students to see themselves as designers in their own right as they engage in the design process through active observation, critical discussion, making their own designs, visual communication and presentation, and critiquing designs. The project-based focus of design is a great way to reinforce teamwork and collaboration. Design also allows for multiple methods of problem solving — a seamless way to differentiate instruction.

Cooper-Hewitt's Educators' Resource Center is a website that uses downloadable lesson plans aligned to national standards to show K–12 teachers how design-based learning works with diverse learning styles. Cooper-Hewitt's Educators' Resource Center provides educators with the resources they need to engage in the design process and use it effectively in their classrooms.

Incorporating design thinking into the K–12 classroom reinforces and refines these 21st century skill sets:

- Inquiry and project-based learning
- Critical thinking skills
- Experimentation with multiple ways of problem solving
- Visual literacy
- Innovation and invention
- Team building and collaboration
- Identifying authentic real-world tasks and challenges

As part of its continuing national outreach efforts, CHNDM plans to expand its “City of Neighborhoods” program in three to five venues outside the New York City area in FY 2010, including New Orleans, Atlanta, and Minneapolis. 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 civic engagement and to involve young people in positive community change.

The Museum will also continue to offer an expanded Summer Design Institute program nationally as well as in New York City. This program is geared to K–12 educators, and draws a steadily increasing national and international audience each year.

CHNDM hopes to make its educational opportunities available to a broader audience in FY 2010 through greater use of the World Wide Web. 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. In addition, 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 2010. Catalogues also may be published for the *National Design Triennial* exhibition, depending on whether private funding can be secured.

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*.

## **FY 2010 REQUEST — EXPLANATION OF CHANGE**

For FY 2010, the budget estimate includes an increase of \$166,000. This amount includes \$114,000 for necessary pay for existing staff funded under this line item, and \$52,000 for renting leased collections storage space, both of which are further justified in the Mandatory Costs section of the budget. The rent increase is as follows:

- (+ \$52,000) This increase provides the balance of funds needed to cover the annual costs of leased space in New Jersey for the relocation of CHNDM's collections, as well as library and conservation staff. In early FY 2009, CHNDM began a delayed, privately funded renovation to increase exhibition space. Master plans include an off-site facility that will provide space for collections storage, a library, and a conservation laboratory. The requested \$52,000 will provide the remaining balance required for estimated annual lease costs in FY 2010 that increased to \$831,000, thus enabling CHNDM to expand exhibition space at 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 support 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 2008 ACTUAL	43	4,262	2	756	15	5,709	0	0
FY 2009 ESTIMATE	47	4,272	2	490	15	5,170	0	0
FY 2010 ESTIMATE	47	4,412	2	490	15	4,801	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	7	655	7	716	0	61
Provide reference services and information to the public	5	435	4	389	-1	-46
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	18	1,639	17	1,608	-1	-31
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	9	881	10	917	1	36
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	1	100	1	103	0	3
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	4	300	5	428	1	128
Modernize the Institution's financial management and accounting operations	1	87	1	91	0	4
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	88	1	69	0	-19
Modernize and streamline the Institution's acquisitions management operations	1	87	1	91	0	4
<b>Total</b>	<b>47</b>	<b>4,272</b>	<b>47</b>	<b>4,412</b>	<b>0</b>	<b>140</b>

## **BACKGROUND AND CONTEXT**

The Hirshhorn Museum and Sculpture Garden (HMSG) is a leading voice for contemporary art and culture, and provides a national platform for the art and artists of our time. The Museum seeks to share the transformative power of modern and contemporary art with audiences at all levels of awareness and understanding by creating meaningful, personal experiences in which art, artists, audiences, and ideas converge. The HMSG enhances public understanding and appreciation of contemporary art through acquisition, exhibitions, education and public programs, conservation, and research.

The HMSG dedicates a significant portion of its resources to 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. The HMSG's resources also support national and local outreach initiatives through community programs, website development, catalogues and brochures, outgoing loans, collaborations with other museums, and traveling exhibitions. Associated with these activities is a continued emphasis on the study, 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 — particularly in the area of conservation of works in new media — exhibitions, and publications based on scholarly research.

The Museum will continue key initiatives to pursue the goal of Enhanced Management Excellence. The Museum will sustain projects to deliver unique cultural experiences for diverse audiences, and carry on work to improve visitor amenities and way-finding. The HMSG will streamline financial reporting and procurement processes to improve oversight and control. In addition, the Museum will continue its media outreach to promote broader international awareness of the HMSG as a major contemporary art and culture center.

For FY 2010, the budget estimate reflects an increase of \$140,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To engage and inspire diverse audiences, the Museum will offer two Artist at Work and two Art Lab for Teens workshops, bringing practicing artists together with middle school and high school students to learn artistic concepts in individual and group projects. The HMSG will expand its Interpretive Guides program, which trains undergraduate and graduate-level art students to engage

visitors in the galleries in informal but highly personalized discussions of the exhibitions and collections. The HMSG will design and print information packets for teachers and conduct school and group tours. In addition, the HMSG will continue to augment the resources and information on its website to allow visitors to customize their own personal educational experiences. The website and HMSG's quarterly magazine, in its third year of publication (and winner of a design award from the American Association of Museums), will enable both local visitors and distant audiences to access visually rich and innovative information about the HMSG's programs, exhibitions, collections, and research.

To help visitors focus on their personal experiences with art, the HMSG will continue to improve signage to assist the public's exploration of the galleries. The Museum will present "Meet the Artist" programs that will provide the public with the opportunity to hear working contemporary artists speak about their ideas and approaches. The 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.

The HMSG will continue to present important exhibitions of both major artists and emerging figures in modern and contemporary art. In FY 2010, the Museum will present the first retrospective of American artist Anne Truitt since her death in 2004. The highlight of the year will be a major Yves Klein exhibition, the first retrospective of the influential French artist in the United States in nearly 30 years, organized in collaboration with the Walker Art Center in Minneapolis. HMSG will continue its *Directions* exhibition series that showcases emerging or mid-career artists. The FY 2010 *Directions* series will feature Peter Coffin and other important young artists. A continuing series of new moving-image works by emerging artists will also be displayed in HMSG's Black Box gallery. The year will be rounded out by insightful, thematic exhibitions drawn from HMSG's renowned permanent collection, including a *Ways of Seeing* exhibition curated by an important visiting artist. All exhibitions will be complemented by numerous public tours led by docents, interpretive guides, curators, and artists. Substantial planning and development will continue in FY 2010 for major exhibition projects opening in upcoming years, including an in-depth survey of the works of Argentine artist Guillermo Kuitca and a potential international tour of HMSG's widely admired *Cinema Effect* exhibition.

In FY 2010, to advance the goal of improving stewardship of the national collections, and aided by non-appropriated Smithsonian resources, the Museum will be hard at work moving 60 percent of its collection to a secure storage location at the Museum Support Center in Suitland, Maryland. With more

available workspace, the HMSG will start a space redesign for its busy conservation laboratory. As photographic documentation of its collection grows and improves, the Museum will increase public access to its permanent collections by adding new images and expanded records on its public website.

The Museum will continue thorough inspections of its extensive collections by beginning to study works composed, in whole or in part, of plastic and rubber, and to conduct material analyses of these works. The HMSG will continue research on works in new media, within both its collection and those of other institutions, to deepen its own and other institutions' understanding of preservation issues for these delicate and complicated artworks.

To meet the goal of Enhanced Management Excellence, the HMSG will further improve the individual's personal experience at the Museum by working to improve visitor flow and information resources around the Museum. Selected staff will complete training in various office technology and management skills to improve the Museum's operations and enable staff to devote more time to exhibitions and programs for the public.

The HMSG will emphasize effective financial management and procurement, thereby bolstering existing internal processes with the establishment of monthly closing procedures for accounting and procurement activities to maximize available fund balances.

The Museum will build greater public awareness of its role as a center of modern and contemporary art and culture by continuing its regular slate of press events to provide information on upcoming exhibitions and programs. Under the Museum's new director, the HMSG will build a global profile that will connect the Museum with its audiences — wherever they may physically reside.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of administrative and development personnel, as well as 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 2008 ACTUAL	29	4,359	2	483	1	211	0	0
FY 2009 ESTIMATE	32	4,392	2	508	1	558	0	0
FY 2010 ESTIMATE	32	4,504	2	508	1	558	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	5	659	5	666	0	7
Provide reference services and information	4	443	3	489	-1	46
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	10	1,691	10	1,659	0	-32
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	5	572	4	614	-1	42
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	0	0	2	225	2	225
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	125	1	126	0	1
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	4	620	4	470	0	-150
Modernize the Institution's financial management and accounting operations	2	183	2	177	0	-6
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	99	1	78	0	-21
<b>Total</b>	<b>32</b>	<b>4,392</b>	<b>32</b>	<b>4,504</b>	<b>0</b>	<b>112</b>

## **BACKGROUND AND CONTEXT**

Africa — the cradle of humanity — is part of everyone’s heritage. The mission of the National Museum of African Art (NMAfA) is to foster an appreciation of that heritage and understanding of the continent of Africa and its rich artistic traditions. The Museum accomplishes this through exhibitions, collections, publications, research, and public programs that stimulate an interest in and awareness of the diverse cultures in Africa as they are embodied in aesthetic achievements in the visual arts. The Museum collects and exhibits ancient to contemporary works of art from the entire continent of Africa.

To achieve the goal of Increased Public Engagement, the NMAfA dedicates resources to the Web, integrates digital technology in exhibitions, provides online educational resources, and promotes public access to the Museum’s art and photographic collections. A key component of Museum operations is the creation of temporary and semi-permanent exhibitions of artworks from its own collection and from other museum and private collections. In FY 2010, the NMAfA intends to present one semi-permanent and three temporary exhibitions. In addition, the NMAfA will be involved in planning three exhibitions scheduled to open in FY 2011. In FY 2010, the NMAfA will present new educational programs online, continue to add online cataloguing of objects and images from its collections, and expand its outreach to local communities.

The NMAfA will achieve its goal of Enhanced Management Excellence by continuing to improve information technology (IT) operations, staff performance, and media relations and marketing. A comprehensive IT plan will integrate all of the Museum’s IT operations. A media and marketing strategy will expand the Museum’s visibility and promote its programs locally and nationally. A fundraising plan, renewed annually, will enhance the Museum’s capacity to offer outstanding exhibitions, publications, programs, and outreach. Furthermore, the Museum will continue to assess its effectiveness in reaching out to educators, scholars, and the public through continued use of visitor surveys and other performance evaluation tools.

As a way to establish the staff as stakeholders in the success of NMAfA, the goals of the Museum’s strategic plan and the Secretary’s goals will continue to be integrated into the performance plans of all staff members. Emphasis will be on public visibility and customer-centered performances. At the same time, quality programming and ongoing research as the foundation for programs, including exhibitions, will continue.

The Museum will continue to increase its public visibility and fulfill its mission to various stakeholders, including teachers, cultural community organizations, the diplomatic corps, African immigrant groups, scholars, collectors, and volunteers located in the metropolitan Washington, DC area. An enhanced Web presence will expand the Museum's visibility and impact nationally and internationally.

For FY 2010, the budget estimate includes an increase of \$112,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, the NMAfA is directing resources to activities that will result in consistently high-quality programs and increased audiences. In FY 2010, the Museum will provide greater Web and digital access to NMAfA collections through enhanced navigation features and multi-media applications and the completion of additional image and object catalogue records for the Museum's public access database. The Museum's website will be expanded to include additional podcasts, online educational resources, activities for younger audiences, and a guide to the Eliot Elisofon Photographic Archives.

The NMAfA will continue to commission regular visitor surveys and implement performance assessments of its public programs. In FY 2010, the Museum will hold "town hall" meetings with teachers of primary, secondary, and college students, and with representatives from local community groups, to solicit input for future exhibitions and activities. These efforts will result in more effective planning and development of programs and services that will enable the Museum to effectively reach its target groups and expand its audience base. In addition, marketing strategies will be reviewed and tested to determine the most effective ways to engage and communicate with diverse audiences.

Ongoing educational programs will include "Africa in Motion" musical and dance performances, programs geared to younger visitors and family groups, such as "Let's Read About Africa," storytelling and art-making activities, exhibition-related teacher/student workshops, and an annual Community Day. The NMAfA will also use lectures, gallery tours, and film series based on the Museum's current exhibitions to target mixed-generation audiences. For adult audiences, the Museum will continue its highly successful film and lecture series, drawing on current exhibitions and featuring noted scholars and artists.

In FY 2010, the NMAfA will continue its quarterly Conservation Clinics to educate the public about conservation and the important relationship between science, technology, and art. Ongoing quarterly Curatorial Clinics will continue to provide opportunities for members of the public to learn about African art forms, styles, materials, and contexts of use as part of museum connoisseurship and object quality assessments.

The Museum will continue online cataloguing of its art and photographic collections; priorities will continue to be the Walt Disney-Tishman African Art Collection and the Eliot Elisofon Photographic Archives. Digital access of these materials will facilitate research and study by students, teachers, scholars, conservators, and the general public. With the funds and staffing available, preservation and copying of approximately 10,000 feet of the Paul Tishman film collection will be used for exhibitions and allow public viewing and scholarly research of footage that complements the Walt Disney-Tishman African Art Collection.

The Museum's family-oriented exhibition *Artful Animals*, which opened toward the latter part of FY 2009, will continue into the new fiscal year, along with its programs organized in collaboration with the National Postal Museum and the National Zoo. In FY 2010, the Museum will present two new exhibitions expected to attract diverse audiences and positive media attention. The Museum will host the important touring exhibition *Yinka Shonibare MBE*, a mid-career retrospective of this internationally acclaimed contemporary artist. It will start the Museum's year-long period of exhibitions and activities celebrating the 50th anniversary of Nigeria's independence.

The Museum will also launch *African Cosmos*, a groundbreaking exhibition exploring African cultural astronomy through some 90 works of traditional and contemporary African art that date from ancient times to the present. The exhibition will be accompanied by a major publication, authored by an NMAfA curator along with selected scholars and artists. One or two contemporary exhibitions, on loan or developed in-house, will also be scheduled for the Museum's Sylvia Williams Gallery.

The Museum also expects to redesign a large gallery space devoted to the display of important African masterworks and recent acquisitions from its collection, including approximately 60 works from the Walt Disney-Tishman African Art Collection. This long-term display of selected works from the NMAfA's permanent collection will attract general audiences, collectors, and scholars, as well as local school groups that rely on consistently available works of art for their themed tours and curriculum projects. Educational brochures and special sites on the Web will augment the educational value of NMAfA exhibits.

In FY 2010, research and planning will be devoted to an FY 2011 exhibition of photographs by the Nigerian photographer *Chief S.O. Alonge*, one of Nigeria's most important photographers of the 20th century. For more than four decades, Chief Alonge documented Nigerian society and, as court photographer, documented the royal court of Benin. Photographs, fragile glass-plate negatives, and other visual images from the Elisofon Archives will be included, along with selected Nigerian artworks from the Museum's collection.

The Museum will also continue plans to develop contemporary art exhibitions slated for late FY 2011 and FY 2012, with artist Fred Wilson and with artist and curator Simon Njami. The NMAfA will also proceed with plans to collaborate with the National Museum of African American History and Culture on future exhibitions and programs.

In FY 2010, the NMAfA will return to its schedule to deaccession works from the art collection.

To address the goal of Enhanced Management Excellence, the 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 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 the NMAfA's strategic goals and operational plans and the Secretary's annual goals into performance plans for all Museum staff members. In addition, personnel and programmatic management responsibilities have been incorporated into the performance plans of all department heads to provide more effective programs, activities, and relevant projects that meet the expectations of the Museum's audiences and visitors. The Museum intends to forge better relations with media, corporations, foundations, community interest groups and congressional representatives by expanding its contact base and increasing distribution of information about the Museum.

**NONAPPROPRIATED RESOURCES** — General trust funds support staff salaries, benefits, and travel. Funds raised from individual and corporate donors will support NMAfA’s major exhibition efforts in FY 2010, including exhibition-related publications, educational programming and outreach. Corporate and foundation sponsorship supports the planning and implementation of exhibitions, including installation expenses and exhibition-related public programming, travel, and curatorial collaborations.

## 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 2008 ACTUAL	52	5,579	2	372	6	1,623	0	0
FY 2009 ESTIMATE	59	5,651	2	688	9	4,071	0	0
FY 2010 ESTIMATE	59	5,867	2	688	9	4,071	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<b><i>Public Programs</i></b>						
Engage and inspire diverse audiences	8	711	8	766	0	55
Provide reference services and information	5	580	5	627	0	47
<b><i>Exhibitions</i></b>						
Offer compelling, first-class exhibitions	11	1,002	11	1,102	0	100
<b><i>Collections</i></b>						
Improve the stewardship of the national collections	18	1,557	18	1,652	0	95
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Ensure the advancement of knowledge in the humanities	4	403	4	417	0	14
<b>Enhanced Management Excellence</b>						
<b><i>Information Technology</i></b>						
Modernize the Institution's information technology systems and infrastructure	1	141	1	154	0	13
<b><i>Management Operations</i></b>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,082	9	968	0	-114
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	3	175	3	181	0	6
<b>Total</b>	<b>59</b>	<b>5,651</b>	<b>59</b>	<b>5,867</b>	<b>0</b>	<b>216</b>

## **BACKGROUND AND CONTEXT**

The National Portrait Gallery (NPG) functions as a free public museum for the exhibition and study of portraiture depicting women and men who have had a significant influence on the history, development, and culture of the people of the United States, as well as the artists who have 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.

The Gallery devotes a major portion of its resources to achieve its Increased Public Engagement goals. Compelling exhibitions, educational and public programs, publications, the management and growth of its collections and the use of innovative media in its galleries and website will attract new visitors and appeal to its diverse national and international audiences.

Strengthened Research resources will be used to produce scholarly publications to accompany exhibitions such as *Faces of the Frontier: Photographic Portraits from the American West, 1845–1924* and to encourage continued scholarship on objects and sitters (portrait subjects) in the collection.

NPG will continue to manage its resources for Enhanced Management Excellence by expanding its public media campaign to increase promotion of its exhibitions, programs, and website at national and local levels. Technological platforms and electronic outreach initiatives will be updated and human resources and management objectives will be examined to improve systems communication and training.

The FY 2010 budget estimate includes an increase of \$216,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

Two major exhibitions are planned for FY 2010. The triennial *Outwin Boochever Portrait Competition* — a nationwide endeavor wherein known and unknown artists compete for a portrait commission and a cash award — will culminate in an exhibition of portraits by 50 to 60 finalists (who are still to be selected) and *Faces of the Frontier*. Four smaller exhibitions will be presented, as follows: *Communities*, documenting the lives of contemporary Americans in the Portraiture Now series; *One Life: Thomas Paine*; *One Life: Elvis*, celebrating the 75th anniversary of Presley's birth; and *Preserving Penn Quarter*, showcasing individuals associated with the history of the neighborhood surrounding the Patent Office Building.

The Gallery's permanent collection galleries will undergo a significant change as approximately 250 works on paper will be rotated off view for preservation, and new collection objects will be matted and framed and new labels will be researched, written, edited, and prepared for public display. Cell phone tour guides will be established to enrich the visitor's experience of the Hall of Presidents.

Outgoing national and international loans provide a significant opportunity for outreach. Among other loans in 2009, the Gallery lent five drawings by Marius de Zayas to a retrospective exhibition (May through September, 2009) at the Museo Nacional de Arte in Mexico City. A portrait of the author, Willard Huntington Wright, by Stanton MacDonald Wright was lent to the exhibition *Cezanne and American Modernism*, which will travel to museums in Montclair, New Jersey; Baltimore, Maryland; and Phoenix, Arizona. In 2010, the Gallery will be lending to the Tate Liverpool, National Portrait Gallery of London, the Houston Museum of Art and the Yokohama Museum in Japan.

**NONAPPROPRIATED RESOURCES** — General trust funds support critical positions and help defray costs of exhibitions, publications, public lectures, symposia, special events for exhibition openings, loan exhibition development, fund raising, management, and research. Donor/sponsor-designated funds support specific programs and projects for exhibitions, collection acquisitions, educational programming, outreach, and support of the NPG Presidents 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 2008 ACTUAL	90	8,780	7	1,144	20	5,393	3	236
FY 2009 ESTIMATE	94	8,789	8	1,328	16	5,989	4	203
FY 2010 ESTIMATE	94	9,145	8	1,282	16	5,917	4	203

### STRATEGIC GOALS: INCREASED PUBLIC ENGAGEMENT; STRENGTHENED RESEARCH; SECURITY & SAFETY; ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	15	1,540	15	1,628	0	88
Provide reference services and information	4	340	4	342	0	2
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	20	1,894	20	1,920	0	26
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	27	2,505	27	2,610	0	105
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure advancement of knowledge in humanities	5	525	5	566	0	41
<b>Security and Safety</b>						
Provide a safe and healthy environment	1	106	1	108	0	2
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's IT systems/infrastructure	7	550	7	619	0	69
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	5	425	5	435	0	10
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	1	96	1	98	0	2
Modernize the Institution's financial management and accounting operations	3	238	3	241	0	3
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	5	518	5	525	0	7
Modernize and streamline the Institution's acquisitions management operations	1	52	1	53	0	1
<b>Total</b>	<b>94</b>	<b>8,789</b>	<b>94</b>	<b>9,145</b>	<b>0</b>	<b>356</b>

## BACKGROUND AND CONTEXT

The Smithsonian American Art Museum (American Art) 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 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 Donald W. Reynolds Center (DWRC) for American Art and Portraiture (shared by American Art and the National Portrait Gallery) and the Renwick Gallery, dedicated to American crafts and decorative arts.

To achieve the goal of Increased Public Engagement, American Art devotes most of its federal resources to exhibitions, education, collections care and enhancement, Web and research resources, publications, and public programs. An ambitious schedule of exhibitions developed in-house, and complemented by shows obtained from other organizations, will attract new visitors and encourage repeat visits. Large exhibition spaces, shops, and restaurants provide visitors with a broad menu of activities, encouraging frequent return visits to the Museum. The Lunder Conservation Center opens the window on collections care, and the Luce Foundation Center for American Art displays an additional 3,500 collection objects in densely installed glass cases. The Museum is taking full advantage of the latest technologies (e.g., audio, multi-media, cell phone and podcast tours and applications) as well as innovative cross-platform educational games that integrate new social media and services to engage audiences both online and on-site. The 350-seat Nan McEvoy Auditorium hosts a wide range of public programming that includes lectures and films as well as music, theater, and dance performances. A glass atrium over the Kogod Courtyard creates a grand, year-round gathering space for premier events. The Renwick Gallery, American Art's branch museum, provides additional space for exhibitions (including the *Renwick Craft Invitational*, a popular biennial exhibition), public programs, and rotations of its permanent collection of American crafts. Multiple traveling exhibitions simultaneously crisscross the country, providing the public with broad, direct access to the nation's artistic and cultural heritage.

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

Excellence. This ongoing effort resulted in reaccreditation by the American Association of Museums in 2008.

The FY 2010 budget estimate includes an increase of \$356,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

Five major exhibitions are planned for FY 2010 at American Art and its Renwick Gallery. These exhibitions include: *What's It All Mean: William T. Wiley in Retrospect* (about the California artist); *Christo and Jeanne-Claude: Remembering the "Running Fence," Sonoma and Marin Counties, California, 1972–76*; *Telling Stories: Norman Rockwell from the Collections of George Lucas and Steven Spielberg*; and *Framing the West: The Expedition Photographs of Timothy O' Sullivan* which provides a closer look at this Western landscape photographer. In addition, the Renwick Gallery will feature *The Art of Gaman: Arts and Crafts from the Japanese American Internment Camps, 1942–46*, and *Graphic Masters III*, a rotation from the permanent collection.

As part of its ongoing effort to make as many materials as possible more accessible to the public, the Museum regularly rotates artworks in the permanent collection galleries to show the many facets of American art and culture, as well as to encourage return visits. Interactive exhibition components continue evolving to keep pace with proliferating information conduits. National outreach includes touring exhibitions with three exhibitions travelling to five museums in FY 2010. In addition, American Art honors requests by other museums for loans of collection items whenever possible.

Educational and public programs will continue to expand as the Museum implements new ways to use facilities (e.g., in the McEvoy Auditorium and Kogod Courtyard) to reach larger audiences by webcasting events and hosting online discussions via instant messaging and blogs. American Art will build on its highly successful distance-learning program that helps teachers develop lesson plans based on the collection and then teams with the teacher to present the material. The opening of the new video conference center will let American Art surpass the 7,000 students served in the 2007–2008 school year. Half of American Art's collection already is online and the balance will be digitized and posted quickly. The Museum makes images and content available through online image and video-sharing sites and seeks collaborative initiatives with other institutions. "Ask Joan of Art," the highly successful online reference service (with 5,000 queries last year), will continue to serve the general public and researchers alike. American Art's online database of American outdoor sculpture will be updated to include new community-building platforms such as online maps and Wikis. Finally, the intern program, serving approximately 50 students

each year, will continue to prepare the next generation of museum professionals.

The safe storage and display of collection objects is always a top priority. American Art continues to develop public interest and awareness of conservation issues through the Lunder Visible Conservation Laboratory and its many public programs. New artworks will be acquired to fill gaps in the collection identified through the Museum's recently approved collections development plan.

Research on the collections and related topics by staff continues in support of exhibitions and the permanent collection. American Art will host 20 Fellows from throughout the country each year; greatly increasing the number of scholars using the collection. The resulting discoveries and interpretations by staff and Fellows help Americans understand and appreciate their rich cultural heritage as well as advance scholarship in American art. In addition, the Museum's award-winning, peer-reviewed journal, *American Art*, will publish three issues in FY 2010.

Information technology and administrative processes will be strengthened through close monitoring of resources and processes. Strong partnerships with Smithsonian central offices enable American Art to provide an end-user perspective on policy changes. Use of the Museum's searchable, Web-based Wiki format keeps staff current on the dynamic procedural and regulatory environment.

Extensive marketing and media campaigns, including expanded use of social networking platforms, will promote the Museum's collections, exhibitions, and programs to a growing public audience.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of personnel, fund raising, and other related costs. Donor/sponsor-designated funds support specific programs and projects. Nearly all of American Art's non-personnel program costs, including those for exhibitions, educational and public programs, and additions to the national collection, are paid with funds provided by 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 2008 ACTUAL	168	17,111	35	5,289	16	3,121	6	1,311
FY 2009 ESTIMATE	174	17,474	34	5,003	23	4,213	6	2,052
FY 2010 ESTIMATE	174	18,119	34	4,003	23	4,213	6	2,052

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	12	1,000	12	1,037	0	37
Provide reference services and information to the public	7	626	7	649	0	23
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	45	5,116	45	5,305	0	189
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	53	3,990	53	4,137	0	147
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	4	1,011	4	1,048	0	37
Ensure the advancement of knowledge in the humanities	25	2,750	25	2,852	0	102
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	9	873	9	905	0	32
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	19	2,108	19	2,186	0	78
<b>Total</b>	<b>174</b>	<b>17,474</b>	<b>174</b>	<b>18,119</b>	<b>0</b>	<b>645</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. NASM provides access to the nation's aviation and space-flight history to an average of 6–8 million on-site visitors from around the world per year, making it one of the most visited museums in the world. In addition, NASM draws tens of millions of virtual visitors to its website and broadcast and webcast educational programming.

In FY 2010, 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 2010, the budget estimate includes an increase of \$645,000 for necessary pay for 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 building and Udvar-Hazy Center, docents offer thousands of tours annually, and education volunteers provide on-the-floor educational demonstrations.

The National Mall building's recently renovated, 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 10–12 "Family Day" events and related programs during the year, which are tied to specific themes. Recent Family Days 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. On this day, 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 2010, 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-the-floor Discovery Stations. During FY 2009, 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 2009, NASM will continue to expand its integrated website and on-site visitor information. This feature enables 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 FY 2009, NASM continues work on a major renovation of the *Pioneers of Flight* gallery, scheduled to reopen to the public in FY 2010. Work has begun on the first phase of *Moving Beyond Earth*, which deals with human space flight since the Moon landings. In addition, *Spectacular Saturn: Images from the Cassini-Huygens Mission* has opened in the Museum's art gallery, and the *Universal Dimensions* art show in the Museum's West End gallery and *Painted Apollo: the Art of Alan Bean* in the Museum's art gallery will open in FY 2009. Other galleries will be evaluated for upgrades as funding permits. Two Hollywood movies due for release in 2009 were filmed at the Museum — *Night at the Museum: Battle of the Smithsonian* at the National Mall building and *Transformers 2* at the Udvar-Hazy Center. NASM is also mounting extensive public programming throughout 2009 in connection with the International Year of Astronomy and the Centennial of Military Aviation.

*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 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 the goal of Strengthened Research, NASM's Center for Earth and Planetary Studies conducts basic research related to planetary exploration with an emphasis on Mars, and curates galleries and public offerings in the space sciences. NASM continues to work with the excellent data provided by the Mars 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. NASM applied for a grant to lead a \$350 million Mars Radar Mission. In FY 2009, 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 numerous public inquiries. NASM will also continue to upgrade exhibits dealing with aviation and space, thereby 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, the Udvar-Hazy Center, and the Garber Facility. 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.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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 under way for Phase Two of the Steven F. Udvar-Hazy Center, as well as future galleries. Government grants and contracts support 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 2008 ACTUAL	362	44,985	13	1,929	40	15,898	14	17,023
FY 2009 ESTIMATE	377	46,138	8	1,771	45	22,743	20	7,745
FY 2010 ESTIMATE	377	47,728	8	1,806	45	23,198	20	7,900

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	51	5,481	51	5,670	0	189
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	45	5,284	45	5,466	0	182
<i><b>Collections</b></i>						
Improve the stewardship of the national collections for present and future generations	133	15,996	133	16,546	0	550
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	122	16,378	122	16,944	0	566
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	3	317	3	327	0	10
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment	2	227	2	235	0	8
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	11	1,301	11	1,346	0	45
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	10	1,154	10	1,194	0	40
<b>Total</b>	<b>377</b>	<b>46,138</b>	<b>377</b>	<b>47,728</b>	<b>0</b>	<b>1,590</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 scientific agendas, looking at such important societal issues as global change, biodiversity, cultural conflict, and natural hazards.

The Museum's stewardship of its collections comprising more than 126 million natural history specimens and human artifacts is at the core of its mission. This set of collections, 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 activity. These anthropological, biological, and geological specimens and objects are the foundation for all of the Museum's scientific products. With their unparalleled spatial breadth and temporal depth, the collections promote analyses and interpretations that allow scientists to connect observations of contemporary phenomena with the past and around the world so that we can better understand our planet and the effect of human activities on it. The Museum's collections capture the imagination and stimulate the next generation of scientists, and are important for the intellectual infrastructure and the Administration's continuing goal of competitiveness in international science and application of scientific knowledge. NMNH collections and their attendant information are a dynamic resource used by researchers, educators, and policy makers worldwide.

In addition, NMNH's collections serve as critical reference materials for U.S. Government agencies. These resources are actively and collaboratively used by staff members of the Departments of Defense, Commerce, Agriculture, and Interior, who are housed in NMNH facilities. For example, tens of thousands of insects urgently requiring identification are sent to NMNH from ports of entry each year. Scientists at the U.S. Department of Agriculture and NMNH consult the collections and rapidly provide identifications to border control agencies so that U.S. agricultural and economic interests are kept secure from damage by potential invasive species. The NMNH bird collections provide answers to the Federal Aviation Administration (FAA) and the U.S. Department of Defense,

revealing the species of birds that damage aircraft, and leading to improved habitat control around airports and improved aircraft and engine design. The National Cancer Institute relies upon NMNH as a trusted repository for plant specimens that must be kept as vouchers for pharmacological and biomolecular research. Similarly, the U.S. Department of the Interior Minerals Management Survey relies on the NMNH as a trusted repository for ecologically significant invertebrate animals it collects in the course of its research. Meteorites collected from Antarctica are deposited at NMNH by the Johnson Space Center and the National Aeronautics and Space Administration (NASA). The Federal Bureau of Investigation benefits from the identifications and analyses conducted by experts in the Department of Anthropology, who consult the human skeletal collections when providing answers about the remains of crime victims. Analyses of the collections have provided vital clues regarding the spread of H5N1, the Avian Flu virus, and the etiology of past influenza epidemics.

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 presentations on every aspect of life on Earth. Through many 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 across 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 2010 budget estimate includes an increase of \$1,590,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, funding will be used to replace outdated exhibits with integrated, multi-disciplinary, and interactive exhibitions on the Mall and in other venues through traveling exhibits and electronic outreach across the country. In FY 2010, NMNH will continue renovating its permanent exhibition halls and offer new temporary exhibitions. In March 2010, NMNH will open an exciting and important new permanent, 15,000-square-foot exhibition on *Human Origins*. There are five new temporary exhibitions planned for FY 2010: *Nature's Best Photography* (fall 2009); *Revealing 100 Years: A Century of Photography* (spring 2010), an exhibition in celebration of the *100th Anniversary of the NMNH*; *Yup'ik* (spring 2010), presenting over 250 19th century Yup'ik Eskimo artifacts; *Losing Paradise* (summer 2010), featuring botanical illustrations of endangered plants from around the world; and *Hyperbolic Crochet Reef* (fall 2010), displaying artistic recreations of corals in the Sant Ocean Hall changing gallery. Working in partnership with the Smithsonian Institution's Traveling Exhibition Services, NMNH will travel a major 4,000-square-foot temporary exhibition, *Dig It! The*

*Secret of Soils*. This exhibition represents the first comprehensive introduction to soils and their significance in the United States. NMNH will also develop a strategic plan for installation of over 25,000 square feet of permanent anthropological exhibitions. The effectiveness of NMNH exhibitions and presentations can be seen in the excitement they generate and their popularity with family audiences. In FY 2008, NMNH welcomed over 6.5 million visitors.

In FY 2010, the Museum's fundamental commitment to education and outreach will be further deepened and expanded. Building on the Museum's cutting-edge research, its vast collections, and its exciting new permanent and temporary exhibitions such as *The Ocean Hall*, *Butterflies + Plants: Partners in Evolution*, and *Written in Bone: Life and Death in the Colonial Chesapeake*, the Museum will reach out to a growing national and international audience, including children and families, students and teachers, and adults who visit the Museum on the Mall or its extensive site on the Web. Outreach activities will include traveling exhibitions, distance learning, and in-depth, online resources including the new Ocean Portal, as well as longstanding programs of lectures, films, teacher education, and hands-on opportunities. These efforts serve tens of millions of visitors around the globe.

In FY 2010, NMNH will plan, develop, and implement a rich array of monthly public programs to complement the Museum's exhibitions related to the *Human Origins* exhibition and prepare for the nationally acclaimed traveling exhibition, *Race: Are We So Different?* scheduled for 2011. This includes family programming, public lectures, films and additional events each month for local and national audiences. NMNH will prepare and distribute new educational resources for the public and for students and teachers to support each of the major exhibitions opening in 2010, such as *Human Origins* and the *100th Anniversary of the NMNH*.

An area of particular focus will be greater outreach for NMNH science to the public and increased public access to the collections through Web-based resources and use of distance-learning technologies. This includes, using the Ocean Portal as a model, creating a *Human Origins* interactive educational website and integrating new media as it becomes available. NMNH will continue to increase access to exhibits, research, and collections for students with disabilities and for economically disadvantaged students. This includes enhancing educational resources to provide access for students with disabilities by training docents and using new services to reach traditionally underserved audiences.

Finally, NMNH will complete 95 percent design for the newly integrated and relocated Naturalist Center and Discovery Room complex, which is scheduled to open in 2012 and will provide a major innovative facility for informal science education for the Museum's many audiences.

A critical element of NMNH's plans for FY 2010 is the Museum's commitment to the stewardship of its federal scientific collections. As was underscored by a recent survey of federal collections, these collections play an important role in public health and safety, homeland security, trade and economic development, medical research, and environmental monitoring. They also provide the foundation for the Museum's diverse research, exhibits, and public outreach programs. NMNH will continue to strengthen its commitment to cutting-edge research on and state-of-the-art stewardship of the collections, in partnership with affiliated federal agencies such as the Departments of Defense, Commerce, Agriculture, and the Interior. 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 that, for example, facilitates recovery efforts after natural disasters like volcanic eruptions and the associated loss of biodiversity. The breadth of NMNH research and its collections of biological, geological, and anthropological objects fosters an interdisciplinary environment that attracts other academic institutions, foreign researchers, and national and international policy makers.

Furthermore, the NMNH has a long history of training future scientists here and abroad to examine and monitor biodiversity in their own countries, among their other research endeavors, which also serves to strengthen the NMNH collections and connections with these countries. NMNH is committed to training future generations of scientists by increasing the number of its postdoctoral fellowship awards and providing an entry-level research 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. Continuation of the Latin American Training Program in collections management, begun in FY 2008, serves this goal well.

In FY 2010, NMNH will continue work on prioritizing collections care projects based on a comprehensive, quantitative survey of the status of the collections that was completed in FY 2009. This effort has provided an invaluable baseline about the health and status of the Museum's collections and now informs allocation of resources. Furthermore, NMNH will focus on significantly increasing the number of specimen records in its electronic databases for scientists, the Research and Collections Information System, or RCIS, and expanding the availability of these invaluable and unique assets via the Internet to researchers, policy makers, and the public, both nationally and worldwide. NMNH also will continue migrating records from the in-house Transaction Management (TM) system into the RCIS, using EMu, a commercial software application for museums. TM records document ownership and custody of NMNH's collections as well as objects and collections on loan. NMNH will continue image digitization of selected plant, insect, and artifact

collections. In addition, NMNH will continue digitizing selected data 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.

In FY 2010, NMNH will complete a project to conserve all botanical specimens from the U.S. Exploring (Wilkes) Expedition that were originally preserved with mercuric chloride and will provide conservation treatments to fossil collections in need of physical stabilization, vertebrate skeletons including human skeletal remains in need of re-housing, and geological collections in need of microclimate stabilization. NMNH will also continue to re-house marine mammal collections in new collection cabinets, and continue re-housing selected dry-preserved vertebrate collections as a result of HVAC renovations and will prepare for and initiate the move of eight million feet of irreplaceable ethnographic film in the Human Studies Film Archives into the renovated Pod 3 at the Museum Support Center.

To achieve the goal of Strengthened Research in FY 2010, NMNH will update its five-year strategic plan that is linked to the new Smithsonian Strategic 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. NMNH publications will have a more integrated quality, providing insights from all viewpoints of the Museum on pressing national and international topics.

Highlights of research NMNH scientists will continue in FY 2010 include: research on the geological history of global climate change, with a special emphasis on periods of global warming; work on ocean environments and circulation, focusing on past intervals and greenhouse climate; 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; participation in the first effort to catalogue and DNA-barcode an entire tropical ecosystem of Moorea, French Polynesia, from the bottom of the ocean to the top of the mountains; work on evolution and phylogenetic relationships of dinosaurs; exploration of the diversity of various groups of vertebrates and invertebrates, particularly in tropical regions, with emphasis on undescribed forms and the development of comprehensive studies of various groups, their

phylogenies, and biogeographic histories; 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 diverse but still largely unknown communities of animals; 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 Paleogene eras; research as part of 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; research on human/environment interaction within the climatic and environmental context of human evolution in East Africa; interdisciplinary fieldwork in Mongolia and Central Asia to study the development of early civilizations; research into the spread of the earliest humans from Africa and Asia, with funding from NSF; research on indigenous knowledge of climate change; and research on the earliest migrations to the Americas.

In addition, NMNH will continue its work on a new scientific effort started in 2007, the *Encyclopedia of Life*. The NMNH hosts the Secretariat (administrative and leadership hub) for the *Encyclopedia of Life* (EOL), which has the ambitious goal of documenting every known species living on Earth. The EOL, funded through two leadership grants from foundations, is a Web-based, online database, which is expected to encompass the 1.8 million known species of animals, plants, and other life forms in about 10 years. The database will be configurable for all types of audiences, from students and scientists, to policy makers and the general public. The NMNH is uniquely positioned to contribute to this global effort of documenting every known species currently living on Earth, through its extensive and broad collections as well as through the scientific staff who provide the context for these specimens. The specimens require the scientific expertise to provide related ecological and evolutionary information.

In FY 2010, NMNH will address the goal of Enhanced Management Excellence in part by beginning the move of collections that require special environments from the Natural History Building on the National Mall and other locations, into the newly renovated Pod 3 at the state-of-the-art research, conservation, and collection storage facility at the Museum Support Center (MSC) in Suitland, Maryland. An additional focus in FY 2010 for the Natural History Building will be to continue the renovation of major building systems and improved security in the building that will result in improved collections housing, upgraded laboratory facilities for researchers, and improved public space for exhibitions and educational opportunities. Finally, an important management focus will be to support a robust and reliable information technology 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 and maintaining important collaborative Web projects such as the Ocean Portal.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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, exhibitions, public programs, and administrative functions. This includes securing donations from special events to promote new exhibitions and educational initiatives, and public outreach through the news media. Donor/sponsor-designated funds are critical to support exhibition hall renovation, such as the major gifts that are helping to fund the Museum's *Human Origins Hall*, which will open in March 2010. In addition, significant endowment gifts support the maintenance, updating, and educational programs for the *Ocean Hall*, as well as the study of human origins at the Museum. Other examples include the Johnson and Hunterdon endowments, which provide operating support for the Smithsonian Marine Station in Fort Pierce, Florida, in addition to supplying a significant portion of the base funds needed to run the NMNH research station at Carrie Bow Cay in Belize. The endowments also support 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 nationwide.

In addition, the Museum continues to receive grants and contracts from both non-Government and Government institutions. The Museum was awarded 90 grants and contracts in FY 2008, totaling \$8.7 million, and anticipates awards totaling approximately \$12 million in 2009. These funds support both cutting-edge research and exhibitions, and demonstrate international collaboration in addition to cross-agency collaboration on shared projects and issues. For example, researchers in the Departments of Mineral Sciences and Paleobiology continue to receive significant grants from NASA and the NASA Jet Propulsion Lab for various research projects. The U.S. Air Force and the U.S. Department of Transportation continue 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. Funds were provided to continue work on the Consortium for the Barcode of Life, an international initiative devoted to developing DNA barcoding as a global standard for the identification of biological species. British Petroleum provided new funds for the study of archaeological and cultural heritage of the Azerbaijan, Georgia, and Turkey pipeline corridor regions. The Museum's forensic anthropology program continues to receive support from the FBI, and the Museum continues to receive funds through various partner universities for work on the *Tree of Life*.

These funds support continued studies of the large-scale evolutionary relationships among birds, plants, spiders, and ants as part of collaborative

research projects in the NSF-funded *Tree of Life* initiative. The primary goal of the *Tree of Life* initiative is to produce a robust phylogeny of all the oldest lineages within a particular group of organisms, which provides an important predictive framework for diverse purposes, including biodiversity studies.

Finally, NMNH's leadership in training the next generation of scientists and collections managers received a significant boost from the International Development Bank and the Andrew Mellon Foundation, with funding to implement a collections training initiative designed to strengthen technical and scientific cooperation with Latin American countries.

## 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 2008 ACTUAL	215	21,943	10	1,196	15	5,076	3	888
FY 2009 ESTIMATE	220	22,437	11	1,271	15	4,628	3	800
FY 2010 ESTIMATE	220	23,190	11	1,271	15	4,613	3	800

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	2	252	2	259	0	7
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	115	10,249	115	10,640	0	391
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	51	6,199	51	6,372	0	173
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	30	2,484	30	2,586	0	102
<b>Enhanced Management Excellence</b>						
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment	5	776	5	793	0	17
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	4	802	4	816	0	14
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	9	1,109	9	1,126	0	17
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	0	100	0	116	0	16
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	466	4	482	0	16
<b>Total</b>	<b>220</b>	<b>22,437</b>	<b>220</b>	<b>23,190</b>	<b>0</b>	<b>753</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 of, by 2016, being 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 that ensures optimal safety and protection of facilities, collections, visitors, staff, and volunteers. This will provide the necessary infrastructure to achieve 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 systems for management purposes and for communicating the Zoo's stories and messages to the public, and enhance the skills of staff and managers to increase their effectiveness. Major improvements already have been made in these and other areas, and the National Zoo received its Association of Zoos and Aquariums (AZA) re-accreditation in 2008.

For FY 2010, the budget estimate includes an increase of \$753,000 for necessary pay for existing staff funded under this line item.

## MEANS AND STRATEGY

To achieve the goal of Increased Public Engagement, the NZP continues 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 at both the Zoo's public exhibitions in Washington, DC's Rock Creek Park and its Conservation and Research Center (CRC) at Front Royal, Virginia.

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 include Asia Trails II (Elephant Trails) and the start of the renovation of the Seal and Sea Lion Facility and Exhibit. Planning and programming continue for the future improvements to the Bird House facility and exhibits. These improvements support the highest level of animal care, and connect visitors to the Zoo's extensive depth of science and research while educating and inspiring our visitors to understand the importance of the conservation.

NZP staff continues 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 provides enhanced opportunities for fund raising and developing relationships with niche audiences. In 2008, the NZP set new records in online fundraising amounts, and the NZP became the first zoo to offer downloadable animal sound ring tones for cell phones. Friends of the National Zoo (FONZ) also hired a Web editor for science to revitalize and expand the science offerings, including the development of a new science e-newsletter. Last year, the website hosted about 13,000 pages and attracted 20.5 million visits, thereby maintaining its position as one of the most popular Smithsonian websites. Surveys to be conducted in 2009 will guide future developments. In 2010, the NZP plans to re-launch the website with a new look and feel, with enhanced abilities to engage with the Zoo's many audiences through social and other media.

NZP continues to renovate and modernize the Zoo's exhibit, staff and visitor areas. The upgrading of inadequate fire-detection and suppression systems throughout the Rock Creek Park and Front Royal facilities remains a high priority and has been incorporated in the Zoo's Facilities Capital Program. Projects to upgrade extant fire-detection and suppression systems

and to install new systems will continue in FY 2010.

In FY 2008, new master plans were completed for both the Zoo's Rock Creek Park and Front Royal facilities to guide future planning and development at both sites. The NZP also began 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 has designed 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. Similar components are being incorporated into the planning process for the major renovations of the seal and sea lion exhibit and the Bird House.

To achieve the goal of Strengthened Research, the NZP continues to address significant scientific and conservation issues of key species and critical habitats by studying animals in the field and in captive environments. 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 threatened and endangered species, including the cheetah, tiger, clouded leopard, black-footed ferret, Przewalski's horse, and Asian elephant. Ongoing studies on these and many other species will help secure sustainable wild and captive populations, and are conducted in collaboration with other scientific zoological and conservation organizations worldwide. NZP scientists will continue to share this research with the public and a wide range of scholars, university researchers, and field biologists, and will use their findings to enhance the health and welfare of the NZP collection and strengthen NZP exhibits as well as educational and outreach programs. The NZP continues 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.

As part of this effort, the Zoo continues to be a major center of conservation-based training. In FY 2008, 15 undergraduate students attended the first Smithsonian Institution-George Mason Semester at the Front Royal CRC facility. The three-month long, hands-on program was a resounding success, and will be continued each year from January through April. NZP conservation and science staff convened 11 workshops, trained more than 215 professionals in various conservation specialties, and sponsored 53 interns, residents and post-graduates in ongoing research

projects during FY 2008. Additionally, conservation and science education programs reached more than 10,500 elementary and high school students in the Northern Virginia area, an increase of 13 percent from FY 2007.

To achieve the goal of Enhanced Management Excellence, the NZP has increased safety training and set a goal of zero injuries. Zoonotic training and increased biosecurity protocols have been implemented to minimize health risks to staff and the animal collection. The NZP is aggressively executing its strategic and long-range renewal plans and continuing 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 continually assesses its around-the-clock infrastructure support operation for animal exhibits to ensure the safety and well-being of the living collection, visitors, facilities, and staff. The Zoo's master planning efforts, begun in January 2005, incorporate the goals of the NZP strategic plan to increase animal exhibit spaces and visitor amenities, as well as to provide improved circulation for both visitors and staff operations. It will also help to establish priorities for facility renovation and improvements at both the Rock Creek Park and Front Royal sites.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits of education personnel, general operational requirements for adequate animal care, professional training in conservation sciences, and animal acquisitions. Donor/sponsor-designated funds support the costs related to specific programs and projects, including field and captive studies on Sahelo-Saharan antelopes, cheetahs, giant pandas, Asian elephants, tigers and clouded leopards, ecological studies on migratory birds, and the documentation and monitoring of biodiversity and habitat quality in selected sites around the world. In addition, donor/sponsor-designated funds also support continuing research and conservation training in southern Africa. A large percentage of these funds supplement federal funding for renovating and modernizing the Zoo. Private donations for the Asia Trail II, "Elephant Trails," contribute to a portion of construction costs and support all exhibit interpretive design and implementation. Government grants and contracts support a wide array of scientific studies on the biology and habitats of endangered and threatened species. Government grants continue to support field studies on Hybrid Plethodon Salamander genetics, reproductive studies on the genetic assessment of the Desert Tortoise, and research and analysis of genetic and environmental changes in the arctic due to global warming. NZP education, visitor services, and volunteer programs are funded almost exclusively by FONZ.

## SMITHSONIAN ASTROPHYSICAL OBSERVATORY

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2008 ACTUAL	108	23,773	7	2,266	7	2,237	320	87,476
FY 2009 ESTIMATE	113	23,619	6	2,703	11	3,397	311	86,463
FY 2010 ESTIMATE	113	24,323	5	2,653	11	3,397	311	86,463

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Provide reference services and information to the public	3	700	3	716	0	16
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	105	21,500	105	22,162	0	662
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	0	540	0	540	0	0
<i><b>Management Operations</b></i>						
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	5	879	5	905	0	26
<b>Total</b>	<b>113</b>	<b>23,619</b>	<b>113</b>	<b>24,323</b>	<b>0</b>	<b>704</b>

### BACKGROUND AND CONTEXT

The mission of the Smithsonian Astrophysical Observatory (SAO) is to advance the public's knowledge and understanding of the universe through research and education in astronomy and astrophysics. SAO engages in cutting-edge research in areas ranging from small, individual projects to

major partnerships with other Government organizations and academic institutions, and which involve unique ground- and space-based facilities to study the breadth of the electromagnetic spectrum from radio waves to infrared and visible light to x-rays and the highest energy gamma rays. These varied activities create the distinctively fertile research environment that underpins SAO's success.

Founded in 1890, SAO is the largest and most diverse astrophysical institution in the world. It has pioneered the development of orbiting observatories and large, ground-based telescopes; the application of computers to study astrophysical problems; and the integration of laboratory measurements and theoretical astrophysics. Observational data are gathered at SAO's premier facilities: the Submillimeter Array (SMA) in Hawaii; the 6.5-meter Multiple Mirror Telescope (MMT), the Very Energetic Radiation Imaging Telescope Array System (VERITAS), 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 the Spitzer Space Telescope); and locations as diverse as the high plateaus of northern Chile and the Amundsen South Pole Station. Headquartered in Cambridge, Massachusetts, SAO partners with the Harvard College Observatory to form the Harvard-Smithsonian Center for Astrophysics.

During the past 50 years, SAO astronomers and their colleagues have made revolutionary discoveries that have changed our fundamental understanding of the universe and our place in it. We have discovered and examined extrasolar planets, watched as new stars are born, and discovered bizarre remnants of dead stars that emit vast quantities of x-rays. We have determined that the age of the universe is about 14 billion years, and that it is populated with billions of galaxies, many of which have supermassive black holes at their centers. In addition, we have found convincing evidence that most of the matter in the universe is an unexpected mixture of some unseen "dark matter," with normal matter comprising less than four percent of the total; and that the expansion of the universe is apparently accelerating, driven by a mysterious and invisible "dark energy." At the same time, SAO astronomers work systematically on the vital basic research that seeks to explain the sun and its x-ray-emitting corona, the nature of the solar system, the abundant elements in our Milky Way galaxy, the gas and dust between the stars, the formation and evolution of galaxies, and other important questions about the nature of the universe. Today, SAO is poised to make the connections between all these discoveries, large and small, and produce a coherent story of the cosmos from the Big Bang to life here on Earth.

SAO's research is unique and world renowned because of the strength of its diverse, expert staff of observers, theoreticians, instrumentalists, and laboratory experimentalists, and because it emphasizes multiple strategies, which draw from the strengths of both small projects and large research centers. Indeed, SAO's extraordinary research success is partly the result of the rich cross-fertilization that its outstanding scholars bring to each other in a climate that nurtures collaborative excellence. SAO's discoveries, and its research leadership, have placed it at the forefront of the new generation of astronomers and astrophysicists. Together with its partner, the Harvard College Observatory, SAO is the top choice of graduate- and postdoctoral-level young scientists. Federal support makes this leadership possible.

For FY 2010, the budget estimate includes an increase of \$582,000 for necessary pay for existing staff funded under this line item. It also includes \$122,000 for rent escalation, described in the Mandatory Costs section of this budget submission.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, SAO will produce and deliver educational services and products that are rooted in SAO research and that meet the educational needs of SAO's audiences. This sustained outreach effort will give SAO increased publicity and recognition.

To achieve the goal of Strengthened Research, SAO scientists will make optimal 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, most notably the Chandra X-ray Observatory, which is operated by SAO on behalf of the National Aeronautics and Space Administration (NASA). SAO scientists also have research privileges at the two 6.5-meter Magellan telescopes in northern Chile (because of SAO's partnership with the Harvard College Observatory). In addition, SAO scientists and engineers are leading the science operations team and carrying out a vital science research program in very high-energy astrophysics at the VERITAS telescope in southern Arizona. These facilities enable SAO scientists to make substantial progress in answering fundamental questions about the origin and nature of the universe, as well as questions about the formation and evolution of Earth and similar planets — two of the four science themes endorsed by the SI Science Strategic Plan.

SAO scientists will continue to take a leadership role in astrophysics 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 achieved by making SAO's information technology (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 the effectiveness of 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.

**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 2008 ACTUAL	19	2,993	0	50	0	0	0	0
FY 2009 ESTIMATE	24	3,031	0	27	0	46	0	0
FY 2010 ESTIMATE	24	3,119	0	15	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/ Performance Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	1	151	1	124	0	-27
Provide reference services and information to the public	1	118	1	123	0	5
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	6	978	6	929	0	-49
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	11	1,039	11	1,177	0	138
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	4	643	4	660	0	17
Modernize the Institution's financial management and accounting operations	1	102	1	106	0	4
<b>Total</b>	<b>24</b>	<b>3,031</b>	<b>24</b>	<b>3,119</b>	<b>0</b>	<b>88</b>

### BACKGROUND AND CONTEXT

The Smithsonian's Museum Conservation Institute (MCI) 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 collection objects. These studies aim to elucidate the provenance, composition, and cultural context of Smithsonian collections. Through its *Healthy Environments, Healthy Practices, and Healthy Collections* initiative to improve Smithsonian conservation and collection storage capabilities, MCI provides specialized knowledge to assess and remediate collections hazards, including pesticide contamination for natural history and Native American ethnographic collections.

MCI, as the only Smithsonian resource for technical studies and scientific analyses for most of the Smithsonian's collections, brings unique analytical capabilities to the Smithsonian's researchers, including a central mass spectroscopy instrument core and advanced technological capabilities. These services are available to Smithsonian units at no charge. In addition to requests for consultations from within the Smithsonian, MCI responds to requests 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 2010, the budget estimate includes an increase of \$88,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To achieve the goal of Increased Public Engagement, 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. MCI will also 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 the Institution's 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's 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, such as museum environments (involving light, temperature, and humidity), museum hazards (involving fire suppressant impacts), and collections storage.

To achieve the goal of Strengthened Research, MCI will provide increased technical and research assistance to the museums and science research centers. MCI will facilitate and support collaborative research projects on biological isotopes and proteomics, nanoscale analysis of museum materials, modern museum and collection materials such as plastics, the mechanisms of degradation and biodeterioration, and historical and archaeological technologies. MCI will continue its study of the assessment and remediation of collection hazards. In addition, MCI will provide specialized knowledge and analytical capabilities to natural history and Native American ethnographic collections in assessing and remediating pesticide contamination. MCI will also 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.

**NONAPPROPRIATED RESOURCES** — Annually, MCI receives non-appropriated resources from gifts and endowments, grants and contracts, discretionary income, and business ventures. These sources provide, on average, \$50,000 for specific programs and projects in research, education,

and outreach designated by the donor/sponsor and \$15,000 for general activities at the discretion of the director. In FY 2008, MCI was awarded more than \$475,000 in non-Government grants for sponsor-designated research and training of Conservation and Conservation Science Fellows, which will be spent in FY 2009. In FY 2009, MCI will receive \$20,000 through a contract to support costs associated with an exhibit traveling to a Smithsonian Affiliate, and almost \$20,000 in a designated award for purchase of small equipment. In addition, The Andrew W. Mellon Foundation has awarded MCI a challenge grant of \$1.75 million. The Smithsonian Institution agreed to match the Mellon grant by raising \$3.25 million in additional funds within four years to establish a restricted endowment of \$5 million. The funds released by the endowment will remain in the MCI budget for strengthening conservation science research.

## 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 2008 ACTUAL	31	3,436	2	227	8	1,181	51	5,499
FY 2009 ESTIMATE	34	3,443	2	90	5	980	45	5,000
FY 2010 ESTIMATE	34	3,596	2	90	5	980	45	5,000

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	1	99	1	104	0	5
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	26	2,724	26	2,840	0	116
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	4	420	4	440	0	20
Modernize the Institution's financial management and accounting operations	3	200	3	212	0	12
<b>Total</b>	<b>34</b>	<b>3,443</b>	<b>34</b>	<b>3,596</b>	<b>0</b>	<b>153</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, 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 the goal of Enhanced Management Excellence, SERC will update management systems and functions, advance construction of its long-term Facilities Master Plan through completion of its privately funded Visitors' Housing complex, and ensure the safety and protection of staff, Fellows, volunteers, and visitors.

For FY 2010, the budget estimate includes an increase of \$153,000 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 15,000 students and members of the general public. SERC will continue to expand its successful distance-learning programs to improve access for traditionally underserved audiences. 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. SERC recently acquired the adjacent 575-acre Contee farm, which will eventually provide a dramatic increase in the number of visitor experiences, and, with suitable funding, an increase in outreach opportunities.

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 underrepresented minorities.

To address the goal of Strengthened Research, SERC will use its 2,650-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 44-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 recently completed a comprehensive Facilities Master Plan that projects controlled and operationally sustainable growth over the next 30 years. 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.

**NONAPPROPRIATED RESOURCES** — General trust funds provide core administrative support for SERC as well as support for fundraising and intern/fellowship programs. Donor/sponsor-designated funds provide critical operating support related to specific programs and projects in research, public education, and professional training. The bulk of SERC's scientific research program of more than \$5 million is supported by Government grants and contracts.

## SMITHSONIAN TROPICAL RESEARCH INSTITUTE

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2008 ACTUAL	251	12,782	25	873	47	6,865	13	1,310
FY 2009 ESTIMATE	248	12,611	21	1,003	44	5,408	15	1,230
FY 2010 ESTIMATE	253	14,546	21	1,003	44	5,408	15	1,230

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	7	253	7	267		14
Provide reference services and information	3	89	3	94		5
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	109	7,000	114	8,627	5	1,627
<b>Enhanced Management Excellence</b>						
<i><b>Facilities</b></i>						
Execute an aggressive, long-range revitalization program and limited construction of new facilities	4	407	4	429		22
Implement an aggressive and professional maintenance program	21	1,096	21	1,156		60
Improve the overall cleanliness and efficient operation of Smithsonian facilities	22	569	22	600		31
<i><b>Security and Safety</b></i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	26	734	26	774		40
Provide a safe and healthy environment	2	135	2	142		7
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	6	323	6	340		17

Performance Objective/ Program Category	FY 2009		FY 2010		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	386	12	409		23
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	8	506	8	533		27
Modernize the Institution's financial management and accounting operations	13	596	13	629		33
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	4	170	4	179		9
Modernize and streamline the Institution's acquisitions management operations	11	347	11	367		20
<b>Total</b>	<b>248</b>	<b>12,611</b>	<b>253</b>	<b>14,546</b>	<b>5</b>	<b>1,935</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 last year more than 1,000 resident and visiting scientists representing 41 states in the United States and 41 countries around the world accessed diverse tropical environments, including rain forest and coral reef ecosystems. STRI serves as official custodian for the Barro Colorado Nature Monument (BCNM) in Panama under the terms of the Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere, ratified by the U.S. Senate in April 1941. The BCNM is the only mainland tropical reserve under U.S. stewardship.

The long-term research conducted by STRI scientists and collaborators is a critical contribution to the Smithsonian Institution's strategic plan "Science Matters" set forth in 2005. The relevance, quality, and performance of STRI scientists is top tier, as evaluated biannually by a Visiting Committee of outside experts. In 2006, the Visiting Committee used National Research Council criteria to measure the productivity and impact of STRI science compared to 142 of the best university research departments in the United States; STRI scientists ranked first in all measures of scientific relevance (e.g., publication citations), quality (e.g., scientific honors), and productivity (e.g., 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 to the future of tropical biology and policy. FY 2009 marked the seventh year in a row that the number

of visiting scientists and students choosing to base their research at STRI has increased from the previous year.

As part of its core mission, STRI has begun to transform its network of tropical forest plots, begun in 1980 and spanning 34 sites in 20 countries, including 16 percent of all tree species, into an Institution-wide science initiative known as the Smithsonian Institution Global Earth Observatories (SIGEO). The overall aim is to forecast the consequences of global climate change on forest function and biodiversity in tropical and temperate forests and to provide objective and rigorous scientific data quickly via the World Wide Web to scientists, policy makers, and people around the world.

Through this expanded network, the Smithsonian Institution will build on its unique research infrastructure to successfully link climate change expertise across Smithsonian science units such as Smithsonian Environmental Research Center (SERC), the National Zoological Park's (NZIP) Conservation and Research Center (CRC), the National Air and Space Museum (NASM), the National Museum of Natural History (NMNH), and the Smithsonian Astrophysical Observatory (SAO). To date, the Smithsonian has directed 7 FTEs and \$608,000 per year in federal funds and more than \$38 million from other federal and private sources toward the global network of Earth observatories. Each plot is managed in each country by one or more partner institutions and the SIGEO network involves hundreds of scientists from around the world.

The FY 2010 budget estimate also includes \$685,000 for mandatory pay increases for existing federal staff funded under this line item. The budget request also includes an increase of \$1,250,000 and 5 FTEs to provide core salary support and other resources for the SIGEO system. The increase will support continued biomass and carbon censuses across the SIGEO network, DNA barcoding aimed at automating data collection, and remote sensing aimed at extrapolating data from large-scale forest plots to whole landscapes.

## **MEANS AND STRATEGY**

Smithsonian science aims to continue the transformation of the STRI Center for Tropical Forest Science (CTFS) network of tropical forest plots into a system of SI Global Earth Observatories through a private-public partnership that will require, in the long term, an infusion of federal support for necessary continuity.

Increased federal investment will ensure that SIGEO can recruit the number and caliber of scientists required to provide long-term, reliable oversight of the network and data quality; make fundamental observations regarding the nature of forest change over time; and develop a predictive

science capable of informing policy makers of the potential consequences for forests of global climate change and biodiversity loss. The need for these staff positions results from the success of the SIGEO network, which has grown in global representation and in the sheer quantity of data collected, maintained, distributed, analyzed, and interpreted. Some of the new scientists will be responsible for the long-term quality, reliability, and consistency of the data across the different forest plots in the network. Other scientists will be responsible for maintaining the distributed network database and for developing the database tools, analytical approaches, and the predictive environmental science required to take full advantage of the SIGEO.

Currently, SIGEO leverages huge intellectual horsepower; the network is extremely well used by independent, university-associated faculty and network partners. More than 200 scientists have published research from the CTFS data sets, attesting to the broad usability and benefits of the network. One measure of this effective leveraging is the large number of National Science Foundation (NSF) funded research projects based within the network. Also, Harvard and Yale universities have pledged \$8 million, in addition to \$10 million pledged from a single private donor, to support the network for the next four years, maintain partnerships with SIGEO, and strengthen the network's basic and social research programs.

SIGEO has already established a Global Carbon Research Program to provide *in situ* measures of above- and below-ground carbon and its change over time in response to rising levels of carbon dioxide (CO<sub>2</sub>). A recent publication by SIGEO scientists, using 25 years worth of data from two forest plots (Barro Colorado Island, Panama, and Pasoh, Malaysia), has shown that, despite increased atmospheric carbon fertilization, the growth rates of tropical forest trees have decreased, perhaps in response to global warming. Objective long-term data from a global network of forest plots provide critical empirical data for modeling carbon dynamics in the future, and permit direct measurement of the effectiveness of efforts to reduce carbon emissions.

In FY 2010, SIGEO will cement the inter-unit advances involving STRI, SERC, the NZP and NMNH, resulting from an \$8 million dollar grant by the HSBC Bank to study the consequences of global climate change on carbon sequestered by the world's forests. Tropical and temperate forests are believed to behave differently with regard to carbon, owing to differences in seasonality and other climate factors. Using the same methodology as that developed for the tropical plots, the SIGEO initiative has taken advantage of long-term forest plot-associated research at SERC, located in the Chesapeake Bay watershed in Maryland, and the National Zoo's Conservation and Research Center in the forested areas of Front Royal, Virginia to quickly establish a series of large-scale temperate plots that will permit direct comparison to the forests in the

tropical plot network. Partnerships in temperate China and Europe have helped expand temperate-tropical and temperate-temperate comparisons to a global scale. The HSBC, a major donor, has recently formed a climate partnership with the Smithsonian and the environmental organization Earthwatch Institute to establish a regional training center on climate change at SERC. Furthermore, the National Zoo's CRC has become one of the National Ecological Observatory Network (NEON) sites, providing a tremendous opportunity for cross-fertilization and synergy between SIGEO and NEON, and creating the potential to establish forest plots at other NEON sites.

## **FY 2010 REQUEST – EXPLANATION OF CHANGE**

The budget estimate includes an increase of \$1,935,000 and 5 FTEs. The increase includes \$373,000 for necessary pay for existing federal workers; \$312,000 for pay for the Panamanian employees; and \$1,250,000 and 5 FTEs to support the Smithsonian's Institution-wide expansion of the SIGEO. The SIGEO funds will be used across various Smithsonian science units (i.e., STRI, SERC, CRC, NMNH, SAO, and NASM) to re-census forest plots, conduct annual carbon censuses, perform DNA barcoding and plot-based arthropod studies, and gather remote sensing data.

The requested SIGEO increases will be used as follows:

- (\$179,000 + 1 FTE) Ecosystem Ecologist/Carbon Scientist (STRI)
- (\$390,000 + 3 FTEs) Forest Ecologist/Plot Coordinators (STRI [2] SERC/CRC [1])
- (\$153,000 + 1 FTE) Database Scientist (STRI)
- (\$210,000) Re-census of SIGEO forest plots (STRI administers for network, including SERC/CRC)
- (\$70,000 ) Annual carbon census on SIGEO forest plots (STRI administers for network, including SERC/CRC)
- (\$90,000) DNA barcoding and plot-based arthropod studies (NMNH and STRI)
- (\$100,000) Remote sensing/space-based Earth observatory science (SAO/NASM)
- (\$58,000) Travel, supplies and materials (All participating science units)

As one of the premier U.S.-led international partnerships, SIGEO will integrate the Smithsonian Institution network of forest dynamics plots with the U.S. Group on Earth Observations (USGEO), and work toward implementation of an international Global Earth Observation System of Systems (GEOSS) to further advance the progress of science across borders. In the context of Global Earth Observatories, the Smithsonian collaborates with the Environmental Protection Agency (EPA), United States Geological Survey

(USGS), U.S. Department of Agriculture (USDA) Forest Service, the National Oceanic and Atmospheric Administration (NOAA), and the National Aeronautics and Space Administration (NASA). SIGEO promotes large-scale environmental monitoring and maintains enormous banks of data and metadata, which help galvanize advanced data networks and sophisticated analyses, extending from single forest plots to the remote sensing of forests at landscape scales monitored from space-based observatories.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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 to investigate key indicators of global environmental health, such as the HSBC Climate Partnership. Donor-designated support includes an endowed chair for the director of STRI and an endowed staff position in tropical paleoecology. The chair in paleoecology is investigating climate change over the last 60 million years, in part by taking advantage of the multi-billion-dollar expansion of the Panama Canal, which is exposing new fossils and geology during the massive excavations, literally a once-in-a-hundred-year opportunity to improve our understanding of the role the Isthmus of Panama has played with regard to climate and biodiversity change through time. Donor-designated support also funds postdoctoral positions for the study of the relationship between brain size and behavioral complexity. In addition, donor support makes possible postdoctoral fellowships in tropical marine biology, using STRI's unique geographic position to study marine systems from its Bocas del Toro and Galeta field stations in the Caribbean and its Naos laboratory and Rancheria Island field station in the eastern Pacific.

Government grants and contracts support programs such as the Panama International Cooperative Biodiversity Group (ICBG), funded by the National Institutes of Health (NIH) and administered by STRI, which conducts innovative biomedical research and training, and monitors wildlife that could carry 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 2008 ACTUAL	56	8,871	33	5,057	15	4,804	1	286
FY 2009 ESTIMATE	62	9,720	38	5,124	20	6,461	4	1,799
FY 2010 ESTIMATE	62	9,969	38	4,869	24	7,323	4	1,813

### 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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	10	1,057	10	1,092	0	35
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	42	4,934	42	5,097	0	163
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	1	2,300	1	2,323	0	23
Ensure the advancement of knowledge in the humanities	0	633	0	633	0	0
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	8	718	8	743	0	25
Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse	1	78	1	81	0	3
<b>Total</b>	<b>62</b>	<b>9,720</b>	<b>62</b>	<b>9,969</b>	<b>0</b>	<b>249</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 2008, 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 Fellowships (OF); 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 2010 budget estimate includes an increase of \$249,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

**Smithsonian Institution Traveling Exhibition Service (40 FTEs and \$4,792,000)** — FY 2010 will be the 58th year SITES travels exhibitions that capture the vastness of Smithsonian collections and research to people and places all across the country. More than 50 exhibits on subjects as varied as Elvis, spacesuits and historic American quilts will travel to hundreds of communities, in cities and towns in all 50 states.

SITES is a national leader in exhibitions that honor and celebrate the cultural heritages of African Americans, Latinos, Asian Pacific Americans, Native Americans, and the many other peoples who comprise the nation. Considerable FY 2010 resources will continue to be dedicated to this focus, energizing public involvement through such exhibitions as *The Asian Pacific Americans: History, Heritage, Culture*; *Becoming American: Teenagers and Immigration*; *IndiVisible: African-Native American Lives*; *Black Wings: African-Americans in Aviation and Space History*; and *Bittersweet Harvest: The Braceros Project* (migrant labor in support of agriculture on the home front during World War II). At the community level, each of these exhibits is

the catalyst for dynamic collaborations within and between diverse cultural groups.

SITES' landmark Museum on Main Street (MoMS) program continues to enrich in tangible ways the underserved populations of rural America, whose access to national cultural programs is profoundly limited. Civic engagement and community collaboration are watchwords when small-town USA opens a MoMS exhibit. In FY 2010, in addition to the start-up of the *Journey Stories* exhibit, two other MoMS shows — *Key Ingredients: America by Food* and *New Harmonies: American Roots Music*, will be updated and sent out on tours extended by popular demand.

Education, scientific research, and the harnessing of technology to reach younger generations are central tenets of today's Smithsonian, and SITES is positioned in FY 2010 to parlay all three into a groundbreaking exhibit for children. A collaboration with professional educators and members of the Jim Henson family, *Sid the Science Kid* will use digital puppetry and interactive science experiments to engage preschoolers, teachers and caregivers in scientific principles. Added to the new science-learning exhibits in SITES' FY 2010 program will be *Green Revolution*, which explores technology and innovation in renewable energy and organic agriculture, and *Spectacular Saturn*, which captures stunning imagery and discoveries from the Cassini-Huygens Mission.

While Americans may know the Smithsonian from one-time school trips or family visits, the presence of the Institution's resources on their home town turf has a deeper resonance. SITES exhibitions represent the valuable public impact of the federal dollar. They are a source of immense local pride, bringing together people from diverse ethnic, age and socio-economic groups to celebrate a shared national heritage.

**Smithsonian Affiliations (2 FTEs and \$305,000)** — The mission of Smithsonian Affiliations is to build a strong, national network of affiliated museums and educational and cultural organizations that will facilitate the display of Smithsonian artifacts and expertise to communities across America. By working with both emerging and well-established museums of diverse sizes, subject areas, audience bases, and scholarly disciplines, 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 affiliated organizations to increase their audiences, expand their professional capabilities, and gain greater recognition in their local communities. There are currently 164 affiliate museums in 41 states, the District of Columbia, Puerto Rico, and Panama.

These strategies have resulted in the display of more than 7,500 Smithsonian artifacts in Affiliate locations, including items such as historic spacecraft, First Ladies' gowns, Civil War arms and uniforms, outdoor sculptures, scientifically significant mineral collections, and many more. Smithsonian scholars have participated in science literacy, American history, and art education programs at Affiliate locations. Professional development workshops, internships, and visiting professional residencies have given Affiliates the opportunities to increase their knowledge and skills in areas such as collections management, exhibition planning, and museum administration. The Smithsonian Affiliations' annual conference creates a forum for networking, information sharing, and future planning.

**Smithsonian Center for Education and Museum Studies (14 FTEs and \$1,535,000)** – The mission of SCEMS is to increase the Smithsonian's impact as a national educational organization. SCEMS provides leadership in education in a number of ways. For example:

- producing the award-winning website SmithsonianEducation.org, the gateway to the Institution's educational resources and programs
- publishing *Smithsonian in Your Classroom*, a journal for educators in all elementary and middle schools across the nation
- offering research opportunities and resources to the nation's museum community
- conducting professional-development programs for educators at all levels

SCEMS has created a long-term alliance with state education officials that has become the basis for several collaborative teacher-training and resource-development projects in a wide range of subjects. SCEMS also manages pan-institutional functions such as internships, heritage month celebrations, school tour programming, and the collection and analysis of data on Smithsonian education programs.

The national outreach role of the website necessitates ongoing measures to maintain effectiveness. To ensure accuracy, every year SCEMS updates the 1,700 educational resources in the online database and correlates them to the standards of learning in all 50 states. To inform a website restructuring and redesign in FY 2010, SCEMS has initiated a year-long customer satisfaction study.

SCEMS has designed several programs for the purpose of building a national network of educators who are proficient in working with Smithsonian resources. SCEMS guides and underwrites a distance-learning program for Smithsonian and other educators with the Harvard Graduate

School of Education. By the end of FY 2009, the program will have trained more than 50 staff members from 16 units, and an additional 20 will be trained in FY 2010. Two online education conferences will take place in FY 2010 as part of a new series in history, science, and the arts. The debut conference in this series, in February 2009, presented a pan-institutional program on Abraham Lincoln that drew more than 3,000 participants in 700 communities on six continents. All of these programs will be integrated with our publications and our Smithsonian Teacher Ambassador network, which conducts outreach to educators throughout the nation.

In FY 2007, SCEMS implemented a system to standardize and aggregate information about educational activities throughout the Institution. In FY 2010, SCEMS will coordinate a project to define and establish learning outcomes for the Smithsonian's educational activities as part of a long-range goal to measure achievement of outcomes and to determine the impact of the Institution's educational activities.

**Office of Fellowships (5 FTEs and \$1,934,000)** — To meet the goal of Strengthened Research and maintain the Smithsonian's level of expertise in the research community, the Institution must be able to continue to attract the best scholars. Increasing fellowship stipends to provide awards comparable to other prestigious awards will enable the Smithsonian to stay competitive.

In recent years, many internal funding sources at the Smithsonian have been diminished. However, there is a genuine need to rebuild the funding available to the Institution's Scholarly Studies Program so that the Smithsonian will have the resources necessary to help today's young scientists become the next generation's top researchers. In addition, current staff need funds to develop new research initiatives, collaborate with other scholars, and establish the scope and feasibility of projects. Members of the research community see the Smithsonian as a seed bank for research specialties. To maintain this position, OF, through the Scholarly Studies Program, will need to regain the level of funding that was provided in years past.

External funding is often very competitive, and, in some cases, the Institution's researchers are not eligible. Awards given through the Smithsonian Scholarly Studies Program provide basic funding for new research projects, especially when external funding is not available. Although these awards help develop research concepts, they are not large enough to fund long-term research requiring two to four years to complete. In recent years, the Scholarly Studies Program has provided start-up funding for major research at the National Zoo, and two of these efforts received additional

five-year funding from the National Institutes of Health to continue the research. New research initiatives include:

- improving cryopreservation technologies in rare and endangered species
- the study of Earth-like planets around other stars
- determining the impact of reduced genetic diversity on male reproductive function

**Smithsonian Institution Scholarly Press (1 FTE and \$1,403,000) —**

Through the Contributions Series program, continuously published since 1875, SISP publishes research conducted by Smithsonian staff. The federal resources will support the production of the first-class science results and widened public distribution to libraries, universities and other organizations. The program publishes monographs in several subject areas, including anthropology, botany, marine sciences, paleobiology, zoology, museum conservation, and history and technology. Further, federal resources will underpin the publishing of scholarly books written by Smithsonian staff or books closely related to Smithsonian collections.

**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 2008 ACTUAL	18	2,177	21	2,872	0	0	0	0
FY 2009 ESTIMATE	23	2,211	20	2,908	0	0	0	0
FY 2010 ESTIMATE	23	2,328	20	2,908	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Public Programs</i>						
Provide reference services and information to the public	10	791	11	862	1	71
<b>Strengthened Research</b>						
<i>Research</i>						
Engage in research and discovery	1	51	1	54	0	3
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	12	1,369	11	1,412	-1	43
<b>Total</b>	<b>23</b>	<b>2,211</b>	<b>23</b>	<b>2,328</b>	<b>0</b>	<b>117</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 the Office of Government Relations.

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 and press room websites. 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 conducting their research.

The Office of Government Relations serves as the liaison between the Smithsonian Institution and the various federal agencies as follows: Office of Management and Budget, House and Senate Appropriations and oversight Committees, House and Senate staff, and other contacts.

The FY 2010 budget estimate includes an increase of \$117,000 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 and visitors' brochures. It also produces *Inside Smithsonian Research*, an online blog devoted to scientific research, and *The Torch*, a monthly online staff newsletter. 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 for 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. VIARC advances the goal of Strengthened Research through the “Behind-the-Scenes” volunteer program, which assists staff in conducting 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.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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 2008 ACTUAL	2	7,126	0	0	0	0	0	0
FY 2009 ESTIMATE	0	7,839	0	0	0	0	0	0
FY 2010 ESTIMATE	0	8,839	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	0	1,121	0	1,121	0	0
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	0	2,878	0	3,878	0	1,000
<b>Strengthened Research</b>						
<b>Research</b>						
Engage in research and discovery	0	1,614	0	1,614	0	0
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	0	2,226	0	2,226	0	0
<b>Total</b>	<b>0</b>	<b>7,839</b>	<b>0</b>	<b>8,839</b>	<b>0</b>	<b>1,000</b>

### BACKGROUND AND CONTEXT

Since 1993, Congress has approved the creation of the following four Institution-wide funding programs:

- Research Equipment Pool
- Latino Initiatives Pool
- Collections Care and Preservation Fund
- Information Resources Management Pool

In 1993, Congress approved the Smithsonian's reallocation of funds to create two Institution-wide funding programs: the Research Equipment Pool to support the units' needs for state-of-the-art research equipment, and the Information Resources Management (IRM) Pool to systematically address information technology (IT) needs throughout the Institution. In FY 1995, the Institution first received funds to support the development of a third Institution-wide program, this one for Latino initiatives, including research, exhibitions, and educational programming. In FY 1998, Congress approved a \$960,000 increase to the IRM Pool specifically dedicated to collections information systems (CIS) needs. The FY 2006 appropriation included an increase of \$1 million to establish another Institution-wide program — the Collections Care and Preservation Fund (CCPF). The CCPF 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.

The FY 2010 budget request for Institution-wide programs includes an increase of \$1,000,000 for the Collections Care and Preservation Fund.

## **ADDITIONAL BACKGROUND AND CONTEXT — COLLECTIONS CARE INITIATIVE**

Smithsonian collections are a national and global resource accessed each year by millions of visitors and researchers who use traditional methods and cutting-edge technologies to explore subjects from aeronautics to zoology. Through its collections, the Smithsonian presents the astonishing record of American and international artistic, historical, cultural, and scientific achievement, with a scope and depth that no other institution in the world can match. Collections are acquired from tropical rainforests, archaeological sites, everyday life, the depths of the oceans, and extra-terrestrially. Whatever the source, the objects and specimens are preserved and maintained for public exhibition, education, and study.

Currently, Smithsonian museum collections total more than 137 million objects and specimens. Included in the holdings of the Smithsonian are 1.7 million library volumes and materials, including rare books, and 90,000 cubic feet of archives. Among the vast collections are irreplaceable national icons, examples of everyday life, and scientific material vital to the study of the world's scientific and cultural heritage. The scope is staggering: from a magnificent collection of ancient Chinese bronzes to the Star-Spangled Banner; from a 3.5-billion-year-old fossil to the Apollo lunar landing module; from insects and meteorites to paintings and memorabilia of the U.S. presidency. As the steward of the national collections, the Smithsonian has the unique responsibility to manage and preserve the collections held in trust for the public. This responsibility for preserving and making collections accessible is an historic

tradition at the Smithsonian. The scope, depth, and unparalleled quality of these collections make it imperative to ensure that they are properly preserved and made accessible for current and future generations to enjoy and study.

Moreover, Smithsonian collections have a unique and significant role in addressing scientific and societal issues of the 21st century. Smithsonian collections serve as a storehouse of ideas and a foundation for scholarship, discovery, and education. For example:

- Scientific collections acquired a century or more ago are being used today to address challenges facing society, including global warming, invasive species, and deadly diseases such as Avian Flu.
- Smithsonian collections contribute to population recovery of endangered species, advances in reproductive biology, genome resource banking, medical research, forensic analysis, bio-security, and conservation policy worldwide.
- The encyclopedic collection at the National Museum of Natural History (NMNH) is an essential resource for scientists worldwide studying the earth sciences, the biological world, and human origins and cultures.
- Smithsonian collections define our national identity, documenting our history and diversity.

Collections care is not a single process or procedure, but a series of components that are interwoven, interdependent, and ongoing. The condition of facilities housing collections, the quality of storage and preservation, and the ability to document collections in manual and electronic formats directly affect the Smithsonian's ability to make collections available to scholars and the general public worldwide. Because collections care is fundamental to the Smithsonian's mission, there is a critical and urgent need for new resources to accomplish basic collections management activities for accountability, preservation, and accessibility of the collections.

During 2004–2005, the Smithsonian participated in the Heritage Health Index (HHI), a nationwide survey that documented the condition and preservation needs of the nation's cultural and scientific heritage. The survey found that Smithsonian collections are at risk of damage, deterioration, or loss due to declining resources for basic collections care that have resulted in substandard or insufficient storage, inadequate object housing, and adverse environmental conditions. The survey documented the following statistics:

- One-third of Smithsonian collections space is below acceptable quality
- Seventy-seven percent of Smithsonian units have experienced damage to their collections due to improper storage
- Seventy-five percent need additional collections space to accommodate all collections safely and appropriately

Since 2005, the White House has defined stewardship of federal scientific collections as a key priority that is critical for maintaining America's excellence and leadership in science and technology. Smithsonian scientific collections serve an important role in public health and safety, national security, trade and economic development, medical research, and environmental monitoring. In addition, Smithsonian cryo-collections support the use of new technologies in emerging Institution-wide and national research initiatives. In December 2008, the Interagency Working Group on Scientific Collections (IWGSC), established by the Committee on Science of the National Science and Technology Council and co-chaired by the Smithsonian, issued a report on the current state of federal scientific collections and provided recommendations for their management and use. The Smithsonian's collections care initiative directly supports the recommendations of the IWGSC report *Scientific Collections: Mission-Critical Infrastructure for Federal Science Agencies* by taking a systematic approach to safeguarding collections for current and future generations of scientists.

#### **MEANS AND STRATEGY – RESEARCH EQUIPMENT POOL**

The Smithsonian's ambitious research agenda requires appropriate equipment to reach its goals. This basic equipment infrastructure requires regular maintenance, upgrades, and routine replacement. With the current allocation, the Institution will strive to prioritize and address the many research needs throughout the Smithsonian community.

#### **MEANS AND STRATEGY – LATINO INITIATIVES POOL**

To achieve the goal of Increased Public Engagement through research, exhibitions, collections, performing arts, 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 the Smithsonian's ability to provide relevant programming through the support of exhibits, collections management, public programs, education, research, and community/public outreach and the acquisition of Latino art and artifacts. Projects are selected on a competitive basis from proposals that demonstrate effective deployment of the pool funds, other Smithsonian resources, and external funding.

## **MEANS AND STRATEGY — COLLECTIONS CARE INITIATIVE**

To achieve the goals of Increased Public Engagement and Enhanced Management Excellence, resources will be applied to address the most critical collections needs in the two main areas: the CCPF and the IRM Pool for collections information systems.

The collections care and preservation resources will enable the Smithsonian to implement an Institution-wide collections assessment program, preserve collections, and store them in better conditions for use, while the collections information systems resources will continue the digitization of collections information and images, and provide improved public access to the national collections through the Internet.

- **Collections Care and Preservation**

The Smithsonian has taken a pragmatic and systematic approach to improve the stewardship of Smithsonian collections. Critical steps taken to date include:

- creation of the first-ever Smithsonian Collections Advisory Committee to establish the Institution's priorities for collections management and implement an action plan
- 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
- development of short- and long-term collection goals for Smithsonian units
- development of an inventory of current Smithsonian collections storage space, including the identification of unit collections storage requirements
- stabilization and treatment of specific collections at risk

In FY 2010, the Smithsonian will continue to build on these initiatives and follow an action plan for systematically addressing the critical preservation and storage needs of collections, including short- and long-term priorities, goals, and objectives.

- **IRM Pool — Collections Information Systems**

Collections information systems serve as cornerstones for accountability, public education, and research. Digitizing collections information helps achieve the goal of improving the stewardship and accessibility of the national collections via the Internet. CIS resources 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. Examples of past funded projects include:

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

## **MEANS AND STRATEGY – 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 information technology (IT) infrastructure
- contractor support in the Network Operations Center
- provision of Active Directory and desktop migration technicians
- network hardware/software maintenance
- digitization of collections information and images
- public delivery of Smithsonian digital assets

## **FY 2010 REQUEST – EXPLANATION OF CHANGE**

The FY 2010 budget estimate for Institution-wide programs includes an increase of \$1,000,000 for the Collections Care and Preservation Fund. The Smithsonian has developed a pragmatic approach to improve the stewardship of its collections, and the Smithsonian Collections Advisory Committee has developed an action plan to systematically address the critical needs of collections, including short- and long-term priorities, goals, and objectives. The Collections Care and Preservation Fund is the key to the successful execution of this plan, but the current level of funding is insufficient to meet the Smithsonian's collections needs.

This increase is requested to improve collections care, mitigate collections deterioration, and address the highest priority collections care needs throughout the Institution by:

- implementing an Institution-wide collections assessment program, based on established professional benchmarks, to guide long-term strategic plans and performance metrics for collections care
- addressing the Smithsonian Inspector General's audit recommendations regarding deficiencies in collections inventory and security
- stabilizing, re-housing, and inventorying specific collections at risk throughout the Smithsonian, including film, fossils, textiles, botanical and marine mammal specimens, meteorites, minerals, works on paper, DNA collections, graphic arts, and new media
- providing funds to continue purchasing compact storage units and housing for collections, as well as replacing obsolete cabinetry and materials that are currently detrimental and hazardous to collections, staff, and researchers
- stabilizing, conserving, and storing the Smithsonian's photographic holdings of 13 million images
- providing funds to conduct collections-level assessments, preservation surveys, and inventories to establish priorities and strategic plans for the allocation of collections care resources

## 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 2008 ACTUAL	26	2,851	12	223	0	17	0	0
FY 2009 ESTIMATE	30	2,872	12	965	0	0	0	0
FY 2010 ESTIMATE	30	2,982	12	965	0	0	0	0

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

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

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	26	2,440	26	2,520	0	80
<b>Enhanced Management Excellence</b>						
<i>Management Operations</i>						
Strengthen an institutional culture that is customer centered and results oriented	4	432	4	462	0	30
<b>Total</b>	<b>30</b>	<b>2,872</b>	<b>30</b>	<b>2,982</b>	<b>0</b>	<b>110</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, the 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 the OEC's consultation and exhibition planning services

to improve the exhibition planning and development processes throughout the Institution. In addition, the OEC will increase the amount of unique work done in-house, outsource more production-oriented work, and broaden its collaborations with other Smithsonian units. The 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 the OEC and the International Gallery Exhibition Services, the 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, the OEC will ensure that its cost-reimbursement process is fair and reasonable, and will measure progress based on feedback from customers.

The FY 2010 budget request includes an increase of \$110,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

As the Smithsonian's most comprehensive producer of exhibits, the OEC is dedicated to providing its Smithsonian clients with first-class exhibition design, editing, production, and installation services. Each year, the 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 the OEC's largest client. The OEC has taken over the International Gallery Exhibition Services and is expanding its museum exhibition services throughout the museum community.

In FY 2010, 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, the 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. The 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 the 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.

The 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

**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 2008 ACTUAL	0	3,550	0	0	0	0	0	0
FY 2009 ESTIMATE	0	3,822	0	0	0	0	0	0
FY 2010 ESTIMATE	0	3,822	0	0	0	0	0	0

## STRATEGIC GOAL: STRENGTHENED RESEARCH

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

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Strengthened Research</b>						
<b><i>Research</i></b>						
Engage in research and discovery	0	3,822	0	3,822	0	0
<b>Total</b>	<b>0</b>	<b>3,822</b>	<b>0</b>	<b>3,822</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 remain at the forefront of astronomy and astrophysics research. The Smithsonian's criteria for selecting and proposing MSI 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 MSI funds for these projects be kept available until they are spent.

During the past 50 years, astronomers have made fundamental discoveries about the universe, such as the existence of more than 344 planets around nearby stars and the bizarre remnants of dead stars that emit large quantities of x-rays in the Milky Way Galaxy. Scientists have determined that the universe is about 14 billion years old and that it is populated with billions of galaxies, many of which have super-massive black holes at their centers. Research has produced strong evidence that the expansion of the universe has been accelerated by a mysterious and invisible “dark energy.” Today, astronomers are poised to make the connections that will transform these discoveries into a coherent story of the cosmos from the Big Bang to the origins of life here on Earth. MSI funds are essential to meet this objective.

Two SAO projects are included in the MSI line item: the Submillimeter Telescope Array (SMA) on Mauna Kea, Hawaii, and instrumentation for the converted Multiple Mirror Telescope (MMT) at SAO’s Fred L. Whipple Observatory at Mt. Hopkins, Arizona.

## **MEANS AND STRATEGY**

SAO’s mission is to engage in astrophysical research and discovery. Observational astrophysics is the basic science responsible for the understanding of the universe and its components beyond Earth. SAO has made leading contributions to many key discoveries in astrophysics, including: 1) the remarkable discovery that the universe is accelerating; 2) the discovery of enormous patterns traced by galaxies in the universe; 3) the most compelling demonstration of the existence of super-massive black holes at the centers of most galaxies; 4) the discovery of very high-energy gamma rays; 5) the most convincing observational evidence for the existence of dark matter; and 6) the discovery of planets orbiting other stars. SAO scientists contributed to these discoveries by using key facilities that enable observations in several different bands of the electromagnetic spectrum (i.e., the broad range of light that is emitted by objects in the universe). These contributions have put SAO in the forefront of this generation of astronomers and astrophysicists, and have made SAO, with its partner, the Harvard College Observatory, the top choice of graduate- and

postdoctoral-level young scientists. SAO will continue to strive to make the next great contribution to understanding the universe and our place in it.

SAO's strength in observational astrophysics depends on its major ground-based facilities, the SMA and MMT, and the National Aeronautics and Space Administration's space-based facilities, the Chandra X-ray Observatory and the Spitzer Space Telescope. Access to both ground- and space-based observatories enables SAO scientists to conduct research that would be impossible with either type of observatory alone. SAO's future strength in ground-based observational astrophysics is critically dependent on equipping the SMA and MMT with powerful new instrumentation. Maintaining its leadership depends on developing instruments and facilities that do not now exist. A team of talented scientists and engineers must work together, over a period of several years, to bring these tools into being, with support from multi-year MSI funding.

#### *Submillimeter Telescope Array (\$1,900,000)*

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 the most capable submillimeter observatory in the world, providing new insights into a wide variety of astrophysical phenomena, including the formation of galaxies, stars and planets, and the nature of the super-massive black hole at the center of the Milky Way. The SMA is ideal for making direct observations of such phenomena because submillimeter radiation emerges from these compact regions, which are often enshrouded in dust, and therefore shielded from view. The construction and deployment of enhanced receivers with improved sensitivity for the shortest wavelengths, together with equipment to enable daytime observations and improve image quality, will keep the SMA on the path to new discoveries.

The construction and deployment of a full complement of enhanced receivers with improved sensitivity for the 0.5-mm wavelength will better enable the SMA to observe thermal emission from cool objects, including young stars and proto-planetary disks, solar system bodies, and distant, dusty galaxies. These improvements will also enable the SMA to perform detailed spectroscopic observations needed to determine the physical conditions within these objects, and hence improve understanding of the

physics of heating and cooling mechanisms, as well as the distribution of mass and energy.

Unlike optical telescopes, the SMA can make observations during the daytime. However, instabilities in the atmosphere, largely as a result of varying amounts of water vapor in the line of sight above each antenna, can lead to significant distortion of image quality. Indeed, in extreme cases, an image may be completely washed out due to atmospheric instabilities. Such effects are well known in the optical domain and are responsible for the twinkling of stars in all but the best weather. A real-time, phase-correction system is being developed that will compensate for different atmospheric conditions above each of the SMA's eight antennas. Successful implementation of this system will enable the SMA to extend its operations during the daytime and substantially increase the time that the SMA can obtain the highest fidelity images.

In FY 2010, MSI support will be used to continue work on the phase-correction system and installation of new receivers.

#### *Multiple Mirror Telescope (\$1,922,000)*

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. This large mirror more than doubled the light-gathering capability of the telescope and a set of large corrector lenses increased its field of view some 400 times.

The converted MMT is an extremely powerful telescope. The final instrument needed for it is Binospec, an imaging spectrograph with dual 8'x15' fields of view and a very compact layout for excellent stability. Binospec will enable SAO scientists to test the theory that galaxies form from mergers of smaller galaxies with halos of invisible dark matter. Astronomers will observe the motion of stars in neighboring galaxies to identify the disrupted fragments of galaxies that have merged. These mergers are accompanied by bursts of star formation, including the formation of compact globular clusters of stars. Spectroscopic studies of these star clusters will enable SAO scientists to measure the age and composition of neighboring galaxies, from which they will learn about the formation epoch of galaxy disks, bulges, and halos. In addition, Binospec will enable astronomers to study the formation of large-scale structure when the

universe was only one-fifth of its current age. By combining these observations with spectroscopic studies and measurements of galaxies obtained via the Chandra X-ray Observatory, SAO scientists can create a map of the cosmic web at that epoch. A complementary program will probe even further back in time to measure the environments of distant galaxies, and compare these measurements with those from theoretical astrophysical simulations being carried out at SAO using the Keck computer cluster.

FY 2010 MSI support will be used to continue work on Binospec. Binospec is expected to be completed in FY 2012, when it will be shipped to the MMT for commissioning and its first research experiments.

## 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 2008 ACTUAL	25	1,888	0	0	0	0	0	0
FY 2009 ESTIMATE	25	1,800	0	0	0	0	0	0
FY 2010 ESTIMATE	25	1,858	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	25	1,800	25	1,858	0	58
<b>Total</b>	<b>25</b>	<b>1,800</b>	<b>25</b>	<b>1,858</b>	<b>0</b>	<b>58</b>

### BACKGROUND AND CONTEXT

The Museum Support Center (MSC) is the principal off-site conservation and collections 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 55 million objects. The MSC accommodates collections within several general types of storage media: collections in cabinets; open shelving for biological specimens preserved in alcohol; high bay storage for very large objects such as totem poles, boats, meteorites, and large mounted mammals; and freezers for tissues and film.

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 oversee security operations required for the proper care of museum collections,

and provide computer support services for administrative, research, and collections management data needs.

The FY 2010 budget request includes an increase of \$58,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

To support the goal of Increased Public Engagement, funding will be used to upgrade facilities to provide more accessibility to visiting researchers, students, museum professionals and designers, and others. Upgrades to electronic communications capabilities will increase access to collections by conservators and researchers. Enhanced preservation equipment and programs will increase the long-term use of the collections.

In FY 2010, funds will be used to prepare for moving physical anthropology collections currently stored in the NMNH, and art, tissue and film collections stored in multiple locations to the recently renovated Pod 3 at the MSC. Funds will also be used to begin moving art and natural history collections to Pod 3. Preparation will include cleaning, stabilization (such as object supports and archival storage containers), and pest control. Funds will also support staff and equipment relocations as space is reassigned and renovated in preparation for master plan renovations at the MSC.

## SMITHSONIAN INSTITUTION ARCHIVES

	APPLICATION OF OPERATING RESOURCES							
	FEDERAL APPROPRIATIONS		GENERAL TRUST		DONOR/SPONSOR-DESIGNATED		GOV'T GRANTS & CONTRACTS	
	FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
FY 2008 ACTUAL	18	1,888	3	219	1	51	0	0
FY 2009 ESTIMATE	20	1,968	4	509	3	347	0	0
FY 2010 ESTIMATE	20	2,064	4	509	3	347	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	3	302	3	316	0	14
Provide reference services and information to the public	2	207	2	217	0	10
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	1	78	1	82	0	4
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	10	953	10	1,000	0	47
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Ensure the advancement of knowledge in the humanities	2	202	2	212	0	10
<b>Enhanced Management Excellence</b>						
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	2	226	2	237	0	11
<b>Total</b>	<b>20</b>	<b>1,968</b>	<b>20</b>	<b>2,064</b>	<b>0</b>	<b>96</b>

### BACKGROUND AND CONTEXT

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

In 2008, the Office of Smithsonian Photographic Services (SPS) was transferred from the Communications line item to SIA. SPS enhances public access to the Smithsonian Institution 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. In addition, 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 U.S. Supreme Court.

The FY 2010 budget estimate includes an increase of \$96,000 for necessary pay for existing staff funded under this line item.

## **MEANS AND STRATEGY**

In FY 2010, SIA will continue consolidating its off-site collections storage at the National Underground Storage facility (Iron Mountain in Boyers, Pennsylvania), becoming less dependent on rented space in the Washington, DC area.

SIA will focus on capturing, preserving, and providing access to research materials on Smithsonian history. SIA will continue to support the needs of thousands of researchers seeking information from the Archives; provide online access to ever more information from or about the holdings; collaborate fully with units serving broad external audiences (such as The Smithsonian Associates, the Smithsonian Center for Education and Museum Studies, and the Smithsonian Affiliations Program); set archival collections management standards; and assist all Smithsonian units with the proper disposition of their files.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits for an archivist and paper conservator. During FY 2009, the Smithsonian Photography Initiative will become part of SIA, bringing two additional positions paid for with Central Trust funds and three additional positions funded by donor/sponsor-designated trust funds.

## 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 2008 ACTUAL	89	9,290	9	1,337	1	2,014	0	0
FY 2009 ESTIMATE	97	9,619	10	1,161	3	2,120	0	0
FY 2010 ESTIMATE	97	10,008	10	1,160	3	1,685	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	1	69	1	73	0	4
Provide reference services and information to the public	19	1,452	17	1,429	-2	-23
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	1	64	1	68	0	4
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	47	3,824	49	4,138	2	314
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	8	1,413	8	1,562	0	149
Ensure the advancement of knowledge in the humanities	6	852	6	970	0	118
<b>Enhanced Management Excellence</b>						
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	1	78	0	0	-1	-78
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	13	1,814	14	1,701	1	-113
Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments	1	53	1	67	0	14
<b>Total</b>	<b>97</b>	<b>9,619</b>	<b>97</b>	<b>10,008</b>	<b>0</b>	<b>389</b>

## **BACKGROUND AND CONTEXT**

As the largest and most diverse museum library in the world, the Smithsonian Institution Libraries (SIL) leads the Smithsonian in taking advantage of the opportunities of the digital society. SIL provides authoritative information and creates innovative services for Smithsonian Institution researchers, scholars, visiting Fellows and the general public, to further their quest for knowledge. Through paper preservation and digital technologies, SIL ensures broad and enduring access to the Libraries' collections for all users.

For FY 2010, the budget estimate includes a total increase of \$289,000 for necessary pay for existing staff funded under this line item, and \$100,000 for library serials (journal subscriptions) inflation.

## **MEANS AND STRATEGY**

SIL's expanding and diverse Web content has fueled an exponential rise in users each year and will continue to reach millions of scholars, students, teachers, researchers, and the general public. Through exhibitions, public lectures, educational programs, publications, and the Web, SIL will increase its audiences nationwide in FY 2010. SIL also 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. The Dibner Library and Baird Resident Scholar programs will continue to build collaborative partnerships with scholarly programs throughout the Institution and elsewhere.

Based on the recently completed SIL strategic plan, SIL will, in 2010, enhance researchers' access to Smithsonian collections through digital images and information offered on networked resources. Initiatives include developing Web-based discovery and retrieval tools and continuing to add new information to the Smithsonian Institution Research and Information System (SIRIS). SIL recently completed indexing its trade literature collection, resulting in a searchable database of 400,000 items housed in the National Museum of American History (NMAH) Library. SIL will make the index accessible to the public for comments and additional information. SIL will work with the Office of the Chief Information Officer to add the trade literature index to the SIRIS cross-search capability.

In addition, SIL will continue a vigilant program of collections management through the disciplined acquisition of the most significant library materials and collections documenting the nation's cultural and scientific heritage. SIL staff maintains strong, ongoing conservation efforts. SIL is continuing to develop a facilities plan that responds to changes in SI researchers' needs: maintaining tightly focused on-site collections while

relieving overcrowded libraries by providing environmentally sound off-site shelving and housing for expanded conservation and imaging activities. SIL will coordinate efforts with planned renovations and master space plans of the National Museum of Natural History (NMNH), the Smithsonian Environmental Research Center (SERC), Cooper-Hewitt, National Design Museum, and other units. In FY 2010, SIL will address the most critical needs for adequately organized and environmentally controlled collections space at NMNH, where there will be a new central library facility, and at the National Zoological Park (NZP) Conservation and Research Center at Front Royal, Virginia.

SIL will also continue to inform the nation about its collections and create interest in them through its exhibition program, which shows the intrinsic beauty of books as artifacts and cultural icons, as well as the value of books for the information they provide as documentation for art, science, and artifact collections. In FY 2010, SIL intends to open an exhibition in NMAH on moveable books, including pop-up books and other three-dimensional creations. These works display a high level of creativity and exquisite paper engineering. For FY 2011, SIL is working with NMAH curators to plan an exhibition focusing on trade literature and the objects it accompanies. Both of these exhibits will have an online component as well as public programs.

SIL staff has also begun collaborating with NMNH personnel on an exhibition focusing on interactions between Smithsonian scientists and the work of Charles Darwin, which will open at NMNH in early FY 2010 as part of the NMNH's celebration of the 150th anniversary of the publication of Darwin's *Origin of Species* and Darwin's 200th birthday celebration. In FY 2011, SIL will collaborate with NMNH on an exhibition in the NMNH Lobby.

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 significant out-of-print books and articles, original diaries and manuscripts, collections of archival literature, illustrations, topical exhibitions, and bibliographic guides and databases. With the support of private funding, SIL will continue digitizing the legacy literature of biodiversity to contribute to the Biodiversity Heritage Library and will explore options for digitization projects in other disciplines. SIL will also continue its partnership with the SI Scholarly Press by producing the electronic versions of new publications that form the *SI Contributions* series, and by hosting and maintaining the Scholarly Press's website. As part of its archival responsibility, SIL has established the Smithsonian Research Online (SRO) database, comprised of both the Smithsonian Digital Repository (SDR) and the Smithsonian Research Bibliography (SRB) to preserve and provide

permanent access to the scholarly results of the Institution's research. In FY 2010, SIL will continue to work with the Institution's art and history museums to expand the content of the SRO system. SIL will also expand the number of units contributing information about their staffs' research publications to the SRB.

In FY 2010, SIL will improve access to electronic journals and databases to make their contents easily 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 provide metadata guidance and incorporate, as appropriate, emerging national metadata standards on an Institution-wide basis for SIL and SI digital publications and products.

### **FY 2010 REQUEST — EXPLANATION OF CHANGE**

The FY 2010 budget estimate includes an increase of \$389,000. Included are an increase of \$289,000 in necessary pay for existing staff funded under this line item, and an increase of \$100,000 to account for library serials (journals) inflation, which is also justified in the Mandatory Costs section of the budget.

- (+ \$100,000) This increase provides the funds to keep pace with the extraordinary inflation rate of subscriptions to library journals. The average price of journals has increased more than 45 percent over the last several years.

If the FY 2010 budget request is not allowed, SIL will not be able to maintain its current level of staff and access to library journals and subscriptions. As a result, the Institution will no longer be capable of providing the public with the high-quality, research-oriented services that are expected from the largest museum library complex in the world.

**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 2008 ACTUAL	256	64,950	170	28,530	7	2,447	0	0
FY 2009 ESTIMATE	269	69,384	192	31,208	5	2,059	0	0
FY 2010 ESTIMATE	284	76,494	194	31,419	5	1,666	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i><b>Public Programs</b></i>						
Engage and inspire diverse audiences	3	277	5	1,282	2	1,005
<i><b>Exhibitions</b></i>						
Offer compelling, first-class exhibitions	0	44	0	44	0	0
<i><b>Collections</b></i>						
Improve the stewardship of the national collections	2	228	4	1,236	2	1,008
<b>Strengthened Research</b>						
<i><b>Research</b></i>						
Engage in research and discovery	10	1,412	10	1,461	0	49
Ensure the advancement of knowledge in the humanities	0	0	0	0	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	0	0	0	0	0
<i><b>Security and Safety</b></i>						
Provide a safe and healthy environment to support Smithsonian programs	0	0	0	0	0	0
<i><b>Information Technology</b></i>						
Modernize the Institution's information technology systems and infrastructure	86	39,400	86	41,551	0	2,151
<i><b>Management Operations</b></i>						
Strengthen an institutional culture that is customer centered and results oriented	28	4,674	29	5,239	1	565

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Ensure that the workforce is efficient, collaborative, committed, innovative, and diverse	61	11,193	61	11,651	0	458
Modernize the Institution's financial management and accounting operations	56	8,482	60	9,560	4	1,078
Modernize and streamline the Institution's acquisitions management operations	23	3,674	29	4,470	6	796
<b>Total</b>	<b>269</b>	<b>69,384</b>	<b>284</b>	<b>76,494</b>	<b>15</b>	<b>7,110</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 Under Secretaries for Science, History, Art, and Culture, and Finance and Administration, as well as the central administrative activities of human resources, diversity, financial, information technology (IT), and contract management, as well as legal services.

For FY 2010, the budget estimate reflects an increase of 15 FTEs and \$7,110,000. This request includes:

- \$1,313,000 for necessary pay for existing staff funded in this line item
- \$2,071,000 for non-discretionary increases that are justified in the Mandatory Costs section of this budget submission
- \$3,726,000 and 15 FTEs in programmatic increases to support critical requirements for financial analysis, reporting, and documentation of financial data to implement the recommendations of the Board of Regents' Governance Committee, and for critical improvements to the Institution's IT infrastructure and support

## MEANS AND STRATEGY

The Institution will use best practices in management 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:

- Support the Board of Regents and its committees
- Develop and implement necessary internal controls as recommended by the Board of Regents' Governance Committee, which will involve strengthening personal property management inventory controls and meeting increasing demands for acquisition of goods and services by realigning and augmenting resources

- 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
- Provide oversight of the Smithsonian budget process as it is developed and executed to support the operating and capital programs of the Institution, establish and enforce budgetary policies and procedures and ensure that Smithsonian resources support achievement of the Institution's goals and objectives
- Provide quality legal counsel and advice to the Regents, the Secretary, Under Secretaries, advisory boards, unit directors, Smithsonian Enterprises, and the Woodrow Wilson International Center for Scholars
- Manage human resources, foster diversity, and align human capital with the Institution's goals and performance objectives. 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, facilities management, collections, education, and research processes
- Replace network equipment, servers, desktop computers, and scientific workstations on an industry best practice life cycle to increase reliability and improve the security of information systems and the data that they contain
- Leverage commercially available technology to enhance existing IT systems at the Smithsonian so that they will increase public access to and use of digital surrogates of collection objects and research data; and develop an Institution-wide Digitization Strategic Plan that addresses the creation, management, and use of these digital assets
- Maintain the Institution's telecommunications infrastructure to provide reliable, secure, and cost-effective voice and data communications systems that support Smithsonian missions
- Meet federal requirements for providing timely and accurate financial information and improve the Institution's ability to integrate financial and performance management systems as part of the Enterprise Resource Planning (ERP) effort
- Ensure the financial strength of the Institution and provide the Smithsonian with effective and efficient budgeting, financial, contracting, and management support services, including reliable financial reporting
- Advance the Institution's mission in the most economic, efficient, and effective way by supporting audit, evaluation, investigative, contracting, and other advisory services
- Expand and improve on the Latino Virtual Museum in Second Life, the most advanced three-dimensional Internet-based technology available, thus increasing the Latino Center's educational reach and impact

- Work with the Smithsonian Secretary's executive diversity committee, Office of Human Resources and the Office of Equal Employment and Minority Affairs to increase and diversify the workforce throughout the Institution

## **FY 2010 REQUEST – EXPLANATION OF CHANGE**

For FY 2010, the Administration budget estimate includes a total increase of 15 FTEs and \$7,110,000, which includes \$1,313,000 for necessary pay for existing staff funded under this line item; \$191,000 for the annual Smithsonian financial statement audit; \$29,000 to conduct the annual inventory of one-third of the Institution's physical assets; \$227,000 for Workers' Compensation; \$11,000 to support Institution-wide procurement training; and \$1,613,000 for increased communications costs. These amounts are justified in the Mandatory Costs section of this budget submission.

The programmatic summary of 15 FTEs and \$3,726,000 for the FY 2010 requested budget increases is described in greater detail below:

### **Governance Support**

- (+ \$136,000, + 1 FTE) This increase is requested for one GS-13 budget analyst to provide policy developments, policy interpretation, and training on the uses of funds that correspond with the policies, procedures, and spending limitations that continue to evolve in the wake of the 2007 governance crisis. The Office of Planning, Management and Budget requires a small dedicated staff to provide much-needed policy development, training, and support to the larger Office of the Chief Financial Officer (OCFO) policy compliance function.
- (+ \$221,000, + 1 FTE) This increase is requested to hire one senior-level deputy chief financial officer to assist the CFO in strengthening the Institution's financial operations and leading what will inevitably be a multi-year effort to improve the Smithsonian's internal controls. Specifically, this position will support the review of the Institution's critical financial processes, as initiated by the Governance team. The deputy chief financial officer would assume responsibility for writing the Institution's financial reports and other analytical studies that are currently prepared by the CFO, thereby making the CFO available for the more critical and time-consuming work that needs to be done to promote a culture of accountability among the museum directors and the senior leadership.
- (+ \$332,000, + 2 FTEs) This increase, for the Office of the Comptroller, supports one GS-14 travel program specialist to provide Federal Travel Regulation (FAR) guidance and assist in conducting post-travel compliance reviews, and one GS-14 accountant to support an effective compliance review program to include a much higher frequency of random reviews of specific unit transactions, perform audit follow-up actions to ensure that units take the

actions recommended to improve policy compliance, and conduct 100 percent post travel audits for all voucher-paid travel of senior executives.

- (+ \$697,000, + 6 FTEs) This increase is requested to hire two GS-13 policy coordinators, three GS-11 personal property officers for training and development for the Office of Contracting and Personal Property Management (OCon&PPM) and one GS-13 compliance review specialist position to support random review of specific contract and personal property management actions and cross-functional reviews of units with delegated authority for compliance with policies and procedures and documentations standards. In response to Governance Committee recommendations, OCon&PPM is developing a series of contracting procedures manuals for use Institution-wide, which will need to be maintained and updated. Institution contract clauses need to be updated to reflect changes in Smithsonian policy and sections of the Federal Acquisition Regulation applicable to Smithsonian contracts. New training courses need to be developed to correspond with the new policies and procedures resulting from the plan to reissue delegations of authority.
- (+ \$155,000) This request supports the additional rental space required for the OCFO's nine new positions (justified in bullets 2–4 above) located at the Crystal City location.
- (+ \$185,000, + 1 FTE) This increase supports one GS-15 attorney to provide additional legal support to the Institution and help relieve the workload of current Office of the General Counsel (OGC) attorneys. This position will improve OGC's ability to serve as the gatekeeper that the Governance Committee of the Board of Regents and the Independent Review Committee have recognized the Institution requires.

#### **Increase and Diffusion of Knowledge**

- (+ \$1,000,000, + 2 FTEs) Digitization Access and Preservation — Funds are requested to establish a central digitization office to coordinate the digitization strategic plan, policies, and standards throughout the Institution. This increase is requested to hire a GS-15 director, the Smithsonian's Central Digitization Office, and a GS-13/14 digitization project manager to implement its Pan-Institutional Digitization Strategic Plan, which is being finalized in FY 2009. The Smithsonian is uniquely positioned to become the trusted source of information on the World Wide Web because of its vast collections and extensive research, along with the expertise of its scholars, scientists, researchers, museum specialists, and curators. Specifically, this request provides funds for the Digital Asset Management (DAM) system. DAM is a key component of the Smithsonian's digital infrastructure. It is essential for both preserving and sharing the Smithsonian's wide array of digital assets (e.g., images, video, and sound). Failure to develop such an integrated, accessible

digitized repository threatens the ability of the Smithsonian to execute its responsibilities for stewardship and preservation.

- (+ \$1,000,000, +2 FTEs) This increase is requested to hire a GS-14 Web architect and a GS-12/13 Web designer to support advanced functionalities that Smithsonian museums and units require, including enterprise calendars, surveys, e-commerce, blogs, Wikis, RSS feeds, user "mySite" portals, social networking, folksonomy (user-provided metadata), mash-ups, mobile technologies, and public authentications. With the emergence of "Web 2.0," many museums and units attempt to implement some of these functions independently but, in doing so, their efforts often lead to increased brand and infrastructure fragmentation due to the lack of a cohesive Institution-wide Web strategy. This request provides funds to redesign the Smithsonian home website to make it easier for the general public and Smithsonian colleagues to find and access the information they seek. These funds also support in-house expertise within the Office of the Chief Information Officer (OCIO) to provide central resources for Web infrastructure management and to augment unit webmasters' skills with shared resources. These efforts address the three key areas identified in an early FY 2008 Web strategy study to increase the authoritative nature of Smithsonian websites by reducing brand confusion, identifying and exceeding audience expectations, and providing shared services to unit webmasters.

With the FY 2010 budget request, the Smithsonian will be able to resolve critical internal control weaknesses identified in the Institution's risk assessment; complete the *Purchasing and Contracting Procedures Handbook* required to strengthen the control environment; begin implementing OCon&PPM staff training and policy compliance reviews; train Smithsonian staff on current budgetary policies and how to monitor compliance with these policies to reduce the risk of misuse of federal and trust funds; promote a culture of accountability Institution-wide; strengthen critical internal controls; ensure reliable financial reporting; and mitigate financial risk through validation and testing of internal controls.

In addition, the Central Digitization Office, OCIO, will be able to implement its Pan-Institutional Digitization Strategic Plan. Executing this plan is critical to develop Smithsonian digitization efforts into a sustainable program, carried out effectively, to ensure that the Institution is delivering digital images, audio, and video to the American public through Smithsonian educational and outreach activities.

With the requested increase for Web outreach and shared services, the Smithsonian will be able to complete the redesign of its websites and provide the necessary support for its units. The Institution will also be able to improve and

increase the authoritative nature of Smithsonian websites, eliminate brand confusion, and meet the expectations of the public.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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. 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 scientific 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 2008 ACTUAL	12	1,826	3	369	0	0	0	0
FY 2009 ESTIMATE	20	2,222	2	361	0	0	0	0
FY 2010 ESTIMATE	22	2,576	2	361	0	0	0	0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2009		FY 2010		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	20	2,222	22	2,576	2	354
<b>Total</b>	<b>20</b>	<b>2,222</b>	<b>22</b>	<b>2,576</b>	<b>2</b>	<b>354</b>

### BACKGROUND AND CONTEXT

The Inspector General Act requires the Office of the Inspector General (OIG) to conduct and supervise audits and investigations relating to programs and operations of the Smithsonian Institution that are, in the judgment of the IG, necessary or desirable.

The OIG fulfills its mandate by conducting administrative and criminal investigations and engaging in audits and reviews of Smithsonian Institution operations and programs. The OIG's audits include annually required reports, such as the quality assurance review of the external auditor's financial statement audit and the Federal Information Security Management Act (FISMA) review. The OIG also conducts annual reviews of executive compensation and expenses, and reviews other areas listed in its audit inventory.

For FY 2010, the budget estimate includes an increase of \$80,000 for necessary pay for existing staff funded under this line item, and a program increase of 2 FTEs and \$274,000 to hire two auditors.

The Inspector General Reform Act, signed by the President in 2008, requires that the budget request detail the amount of funds requested by the OIG for staff training and for support of the Council of the Inspectors General on Integrity and Efficiency (CIGIE). The OIG has requested \$38,640 for training and \$6,182 for support of the CIGIE.

## **MEANS AND STRATEGY**

The resources requested will be used to fund salaries, benefits, and support costs for staff engaged in audits, investigations, and other activities necessary to accomplish the OIG's mission. To balance its oversight responsibility 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 audit inventory includes: travel and other expenses of Smithsonian executives; the modernization of the information technology (IT) infrastructure and development of IT investment strategies; the contracting practices of Smithsonian Enterprises; collections information systems; the effectiveness of the Institution's processes for identifying, measuring, and managing risk; and the status of human capital and workforce restructuring efforts. In addition, the OIG oversees the annual financial statement audits; conducts annual FISMA reviews; and assists the Treasury Department and the Government Accountability Office in preparing Government-wide financial statements and 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.

In addition, 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. The OIG will also continue to maintain a substantial inventory of areas identified as needing audit work.

#### **FY 2010 REQUEST — EXPLANATION OF CHANGE**

For FY 2010, the budget estimate includes an increase of 2 FTEs and \$354,000. This amount includes an increase of \$80,000 for necessary pay for existing staff funded under this line item, and 2 FTEs and \$274,000 to fund two auditors. The increase is as follows:

- (+ \$274,000, + 2 FTEs) Hire two staff auditors to support reviews of capital spending, facilities revitalization, IT modernization, executive expenses and compensation, and other high-risk areas. The additional two positions will improve the OIG's ability to serve as the "gatekeeper" that the Congress, the Regents' Governance Committee, and the Independent Review Committee have recognized the Institution requires.

**NONAPPROPRIATED RESOURCES** — General trust funds support 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 2008 ACTUAL	339	51,127	0	75	0	18	0	0
FY 2009 ESTIMATE	352	67,646	0	75	0	19	0	0
FY 2010 ESTIMATE	357	72,935	0	75	0	19	0	0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>						
<b><i>Facilities</i></b>						
Implement an aggressive and professional maintenance program	345	63,587	350	68,676	5	5,089
<b><i>Security and Safety</i></b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	7	4,059	7	4,259	0	200
<b>Total</b>	<b>352</b>	<b>67,646</b>	<b>357</b>	<b>72,935</b>	<b>5</b>	<b>5,289</b>

### BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFEO) is to provide world-class services and stewardship by building, operating, maintaining and ensuring a safe, secure, and healthy environment that enhances the Smithsonian experience for more than 25 million visitors annually.

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. OFEO is responsible for the maintenance and repair of an infrastructure of

approximately 12 million square feet of owned and leased buildings and structures, including 19 museums and galleries, nine research centers, and the National Zoological Park (NZN). The buildings and structures range from the well-known museums to supporting structures such as guard booths, animal shelters, and hay barns.

The National Research Council (NRC) recommends that annual maintenance funding total 2 to 4 percent of the physical plant current replacement value. The Institution's FY 2008 replacement value is conservatively estimated at \$5.3 billion. This equates to minimum required funding of \$100 million for maintenance and minor repair projects. These requirements have been validated through the Facility Condition Assessment process and Reliability Centered Maintenance (RCM) analysis, and were reviewed and confirmed by the Government Accountability Office (GAO) in 2005 and in 2007. Additionally, as new and renovated museums and major exhibitions open, maintenance requirements rise due to technological advances and the increased number of systems supporting the Smithsonian's infrastructure.

In its April 2005 and September 2007 reports to Congress, the GAO recognized the deteriorating condition of Smithsonian buildings and cited the underfunded maintenance program as one of the principal causes. The GAO reports confirmed the findings of the 2001 National Academy of Public Administration's review, and reiterated the need for an infusion of maintenance funds.

The Smithsonian's goal is to attain the \$100 million minimal maintenance funding recommended by the NRC. Most of the current maintenance funding is consumed with day-to-day emergencies and unplanned repairs created by insufficient maintenance. The quality, effectiveness, and longevity of repairs are being compromised by the need to stretch resources to meet all of the requirements. Degradation of building systems and components will continue to escalate capital repair costs until the Smithsonian achieves at least the minimum maintenance funding level.

The FY 2010 budget estimate for OFEO includes an increase of 5 FTEs and \$5,289,000. This increase includes \$1,289,000 for necessary pay for existing staff; \$1,500,000 to support priority 1 and 2 facilities maintenance projects; and 5 FTEs and \$2,500,000 to help support necessary maintenance contracts, as well as maintenance and repair projects that support the Smithsonian's most critical systems.

## **MEANS AND STRATEGY**

To support the Institution's goal of Enhanced Management Excellence, OFEO continues an aggressive, long-range facilities maintenance and minor repair program, using an RCM approach that includes benchmarking efforts with 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-1 standard for building maintenance, referred to as "Showpiece Facility." The "Showpiece Facility" level of maintenance will ensure that preventive maintenance is scheduled and performed on time; emergencies are infrequent and handled efficiently to ensure proper temperature and humidity levels for collections requirements; maintenance activities are highly organized and focused; and service and maintenance calls are responded to immediately. This optimum level of maintenance is no less than what should be expected at the world's largest and most visited museum complex.

With increased funding in FY 2010, the Institution will continue raising its level of service to approach APPA's maintenance level 2, "Comprehensive Stewardship" standard. This level of maintenance will ensure that equipment and building components are in operating condition; sufficient staffing is in place to respond to maintenance calls in a timely manner; and electrical and mechanical systems are routinely tested and upgraded.

Additionally, OFEO will continue providing protection for the Institution's facilities, collections, staff, visitors, and volunteers through state-of-the-art physical security measures.

## **FY 2010 REQUEST – EXPLANATION OF CHANGE**

The FY 2010 budget estimate includes an increase of 5 FTEs and \$5,289,000. This increase includes \$1,289,000 for necessary pay for existing staff; \$1,500,000 to support priority 1 and 2 facilities maintenance projects; and 5 FTEs and \$2,500,000 to help support vital maintenance contracts as well as maintenance and repair projects that support the Smithsonian's most critical systems. The programmatic increases are as follows:

- (+ \$1,500,000) The request provides funding to support priority 1 and 2 facilities maintenance projects. The funds will support critical maintenance and minor repair projects throughout the Institution.

- ( + \$2,500,000, + 5 FTEs ) Funding is requested to continue efforts to approach APPA's level 2, "Comprehensive Stewardship." The requested funds provide \$2,075,000 for contractual services, supplies and materials, and \$425,000 to support salaries and benefits for three WG-11 utility system repair operators and two WG-11 electricians. These funds will support maintenance of building systems, plumbing requirements, window repairs, sheet-metal repairs, and inspection of fire and life-safety equipment throughout the Smithsonian, as well as help ensure that indoor air quality is regulated to protect the national collections.

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries and benefits, and other related costs. Donor/sponsor-designated funds provide support for costs related to Smithsonian programs, such as horticulture operations, architectural history, and historic preservation projects.

## 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 2008 ACTUAL	1,332	177,321	8	2,513	4	264	0	0
FY 2009 ESTIMATE	1,342	181,400	8	3,787	4	294	0	0
FY 2010 ESTIMATE	1,342	198,087	8	3,767	4	294	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 2009		FY 2010		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
<b>Increased Public Engagement</b>						
<i>Exhibitions</i>						
Offer compelling, first-class exhibitions	7	707	7	772	0	65
<b>Enhanced Management Excellence</b>						
<i>Facilities</i>						
Improve the overall cleanliness and efficient operation of Smithsonian facilities	411	119,695	411	130,678	0	10,983
<i>Security and Safety</i>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	884	55,103	884	60,199	0	5,096
Provide a safe and healthy environment to support Smithsonian programs	40	5,895	40	6,438	0	543
<b>Total</b>	<b>1,342</b>	<b>181,400</b>	<b>1,342</b>	<b>198,087</b>	<b>0</b>	<b>16,687</b>

### BACKGROUND AND CONTEXT

The mission of the Office of Facilities Engineering and Operations (OFE) is to provide world-class services and stewardship by building, operating, maintaining, and ensuring a safe, secure, and healthy environment

that enhances the Smithsonian experience for more than 25 million visitors annually.

The Facilities Operations, Security, and Support (OSS) program within OFEO operates, secures, and supports the Smithsonian's physical infrastructure in partnership with Smithsonian program staff. OFEO provides operational security and support services for approximately 12 million square feet of owned and leased facilities, including 19 museums and galleries, nine research centers, and the National Zoological Park.

Resources within OSS support facilities operations include activities such as fire protection; building system operations; grounds care and landscaping; snow removal; pest control; refuse collection and disposal; custodial work; security services; 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 2010, the budget estimate includes an increase \$16,687,000. This amount includes \$3,628,000 for necessary pay for existing staff funded under this line item; \$8,559,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget; \$3,500,000 to support priority security, custodial, and operations requirements; and a programmatic increase of \$1,000,000 for the implementation of a comprehensive security officer staffing strategy.

## **MEANS AND STRATEGY**

To achieve the Institution's goal of Increased Public Engagement, OFEO will protect, maintain, and preserve historic materials and resources when developing exhibits and public programs for horticulture, architectural history, and historic preservation.

To achieve the goal of Enhanced Management Excellence, OFEO's base resources will focus on meeting the growing operational requirements of the Institution's facilities. OFEO will continue to efficiently use its resources to revitalize facilities and grounds to provide attractive and appealing spaces to meet program needs and public expectations. OFEO will continue benchmarking the Institution's custodial staffing and service levels with other museums and professional organizations, including the Association of Higher Education Facilities Officers (APPA). As a past recipient of the prestigious APPA Award of Excellence, OFEO is committed to measuring performance and staffing levels to ensure appropriate levels of appearance and cleanliness, as well as efficient operations.

Ultimately, the Institution intends to achieve APPA's appearance level 2, referred to as "Ordinary Tidiness." This level of appearance will provide an acceptable level of cleanliness that meets public expectations. Currently, OFEO achieves appearance level 3, "Casual Inattention." Although this level of appearance is not totally acceptable, it will ensure a generally clean and odorless environment. The Institution is committed to achieving the "Ordinary Tidiness" appearance level as befitting the largest and most visited museum complex in the world.

Just as OFEO is committed to providing the highest levels of facility care, its Office of Protection Services (OPS) is equally committed to providing the highest levels of security. OPS will continue to provide protection for the Smithsonian's facilities, staff, visitors, 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 2010 will be used to begin implementing a two-year phased security officer staffing plan.

OFEO continues its commitment to ensure that Smithsonian employees lead safer and healthier lives by creating a culture that embraces and promotes zero injuries; provides professional services promoting a culture of health and wellness; and ensures that all Smithsonian facilities comply with environmental regulations and best practices.

## **FY 2010 REQUEST – EXPLANATION OF CHANGE**

The FY 2010 budget estimate includes an increase \$16,687,000. This increase includes \$3,628,000 for necessary pay for existing staff funded under this line item; \$8,559,000 for utilities, postage, and rent, which are justified in the Mandatory Costs section of this budget; \$3,500,000 to support priority security, custodial, and operations requirements; and a programmatic increase of \$1,000,000 for the implementation of a security officer staffing strategy. The programmatic increases are as follows:

- (+ \$3,500,000) This increase supports priority security, custodial, and operations requirements throughout the Institution. The funds are essential to support an acceptable appearance level in the Museums and to provide adequate protection for the Smithsonian's collections, facilities, staff, and visitors.
- (+ \$1,000,000) This increase provides funding to implement a new strategic security plan. The plan will allow the Institution to transition to

a force with greater presence in museums, key supervisory positions, and more clearly defined advancement potential. This increase will only be needed for a two-year transition period, after which the Institution will revert to prior funding levels but still provide greater presence. The plan will strengthen the Institution's commitment to maintain an effective and efficient security program, while ensuring a high and consistent level of quality, service, and responsiveness from the Institution's security program.

One of Institution's highest priorities is to maintain a stable security force. Beginning in FY 2003, significant security staffing declines were primarily attributable to the following factors:

- Low Retention of Security Officers — OFEO has experienced an attrition rate of three security officers per pay period, or nearly 80 employee departures annually in recent years. This high turnover rate is due in part to the departure of security officers to other agencies that advertise entry-level positions at least one grade level higher than those advertised by the Smithsonian.
- Increase in Security Staffing Requirements — The Smithsonian's footprint has increased in the last several years with the opening of the National Museum of American Indian and the reopening of Donald W. Reynolds Center and the National Museum of American History. However, OFEO could not fully staff all the additional security posts that came along with the increase in physical space.

In FY 2008, in an effort to combat overall staffing problems, an independent contractor was hired to conduct an Institution-wide security staffing assessment. The contractor recommended risk security-levels for 24-hour-a-day security coverage at all museums and facilities. The contractor determined that current staffing levels were not sufficient to ensure the security and safety of staff, visitors, and the national collections.

The staffing plan recommends a hybrid force of unarmed contract security officers at lower risk security posts, with more flexible armed federal security officers at more critical posts and response positions. This allows for the most cost-efficient staffing mix that can immediately respond to the Institution's needs and requirements, as well as ensure a high level of security and customer service.

This staffing strategy will ensure an Institution-wide increase in security staffing, greater retention of security officers, and more qualified

candidates for the federal security officer positions. The basic elements of the plan include:

- contracting for less critical unarmed security posts
- promoting armed security officers from GS-5 to GS-6
- adding more supervisory security officer positions

**NONAPPROPRIATED RESOURCES** — General trust funds support salaries, 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 2008 Appropriation	\$105,429,240
FY 2009 Appropriation	\$123,000,000
FY 2009 Recovery Act	\$ 25,000,000
FY 2010 Estimate	\$125,000,000

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

Performance Objective/ Program Category	FY 2009		FY 2010		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	48	101,912	48	122,355	0	20,443
<b><i>Security and Safety</i></b>						
Provide world-class protection for Smithsonian facilities, collections, staff, visitors, and volunteers	0	7,230	0	2,345	0	-4,885
Provide a safe and healthy environment	0	13,858	0	300	0	-13,558
<b>Total</b>	<b>48</b>	<b>123,000</b>	<b>48</b>	<b>125,000</b>	<b>0</b>	<b>2,000</b>

### BACKGROUND AND CONTEXT

The Facilities Capital Program underpins the Smithsonian's mission and represents a vital investment in the long-term interest of the nation. It is intended to provide modern facilities that satisfy public programming needs and facilitate world-renowned research efforts. However, many years of insufficient investment in both facilities capital and maintenance led to widespread deterioration and 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) reports of April 2005 and September 2007 confirmed that the Institution needs an investment of

\$2.5 billion (in FY 2007 dollars) for revitalization, construction, and maintenance in the coming decade. This amount includes requirements for anti-terrorism modifications and maintenance that were not addressed during the NAPA study. Funding levels of the past few years have allowed the Smithsonian to make some progress against this requirement.

## **MEANS AND STRATEGY**

The FY 2010 budget request for the Facilities Capital Program represents a continuation of the Institution's investment in the goal of Enhanced Management Excellence, with an increase of \$2 million from the FY 2009 level. 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 gained 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 failures in building systems that can create hazardous conditions for visitors and staff, harm animals, damage collections, and cause the loss of precious scientific data.

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 the Institution's capital investment by prematurely shifting increased costs to the Facilities Capital Program.

The Institution plans to use these combined resources to arrest the downward spiral of deterioration and provide for safe, code-compliant, and

functional facilities that support Smithsonian programs. Future funding to meet both requirements is essential to sustain the viability of the Institution's physical plant.

## **FY 2010 REQUEST — EXPLANATION OF CHANGE**

The Institution requests \$125,000,000 and 48 FTEs for the Facilities Capital Program in FY 2010. Included in this amount is \$20 million for the design of the National Museum of African American History and Culture. To enable the Smithsonian to continue progress against the NAPA- and GAO-recommended \$150 million annual goal, \$103.2 million is for Revitalization and the Planning and Design for future projects. Major renovation efforts will continue at the Zoo, which will be guided by the master plan to correct the deteriorating conditions there. This request also recognizes the need to sustain progress in other priority areas, which include revitalizing the National Museum of Natural History (NMNH) and the National Museum of American History (NMAH). This request also provides funding to replace the roof of the Arts and Industries Building (AIB). Several emerging priorities are also represented, including the need to address serious deficiencies in collection storage conditions, and to renovate/replace research and support facilities to protect the viability of ongoing operations. The remaining funds are requested for anti-terrorism protection barriers at NMNH.

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 2010, and the related future program requirements through FY 2014.

# SMITHSONIAN INSTITUTION

## Federal Facilities Capital Program Summary

FY 2010 - FY 2017

CATEGORY <i>\$Millions</i>	Received			Congress	Trust**	Future Program					Trust**
	FY 2008*	FY 2009	ARRA	Request	Estimate	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015-17	Estimate
				FY 2010	FY 2010						FY 2011-15
<b>REVITALIZATION</b>											
<i>Major Projects</i>											
Arts & Industries Building			4.6	12.6		19.9	30.0				TBD
Greenhouse Replacement	2.8	8.2		2.5							
Hirshhorn Museum					0.8				8.7		
Museum Support Center	10.0	15.0		15.0		5.0		7.0	7.0	17.0	
National Air and Space Museum	6.8						1.0		25.0	29.0	
National Museum of American History				7.0		18.0	25.0	26.8			3.5
National Museum of Natural History	22.5	25.7		16.3		17.6	12.1	26.5	20.0	62.0	
National Zoological Park	18.8	21.1	11.4	16.0	26.0	14.5	16.5	21.8	23.8	57.0	8.0
Quadrangle											
Renwick Gallery										28.0	
SERC, Mathias Lab & Contees Wharf Road						16.0	22.4		5.3		
Smithsonian Castle								2.5	2.7	140.0	
STRI, Gamboa	1.5	3.0		3.0	TBD	7.0	4.0				TBD
Suitland Collection Center										5.0	
Udvar-Hazy Center											
<i>Other Revitalization Projects</i>	20.5	26.5	9.0	15.1	16.7	33.2	28.3	42.0	37.0	78.7	28.7
<i>Facilities Planning and Design</i>	12.0	20.5	0.0	15.7		18.8	10.7	23.4	20.5	33.3	
<b>SUBTOTAL</b>	<b>94.9</b>	<b>120.0</b>	<b>25.0</b>	<b>103.2</b>	<b>43.5</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>	<b>450.0</b>	<b>40.2</b>
<b>ANTI-TERRORISM AND CONSTRUCTION</b>											
	<i>(estimates include planning/design)</i>										
Anti-Terrorism Protection	8.5			1.8		2.9	3.0	14.2	23.0	30.4	
National Museum of African American History & Culture	2.0	3.0		20.0	4.5	40.0	187.0				239.5
Construct Hilo Control Building Extension							0.1	1.5			
Construct SERC Library/Seminar Facility								5.0			
Other Future Construction										135.0	
<b>SUBTOTAL</b>	<b>10.5</b>	<b>3.0</b>	<b>0.0</b>	<b>21.8</b>	<b>4.5</b>	<b>42.9</b>	<b>190.1</b>	<b>20.7</b>	<b>23.0</b>	<b>165.4</b>	<b>239.5</b>
<b>TOTAL REQUEST</b>	<b>105.4</b>	<b>123.0</b>	<b>25.0</b>	<b>125.0</b>	<b>48.0</b>	<b>192.9</b>	<b>340.1</b>	<b>170.7</b>	<b>173.0</b>	<b>615.4</b>	<b>279.7</b>

\* FY 2008 and FY 2009 do not include Legacy Funds

\*\* Trust funding is mostly programmatic

## 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>
Arts and Industries Building	Replace Roof	12,600
Suitland Collections Center	Replace Greenhouses	2,500
Museum Support Center	Renovate Pod 3	10,000
	Renovate Laboratory (HVAC)	5,000
National Museum of American History	Convert Garage into Swing Space for West Wing Renovation	7,000
National Museum of Natural History	Revitalize Public and Non-Public Space	16,300
National Zoological Park	Renew Seal/Sea Lion Facility, Phase I: Life-Support Systems	12,000
	Repair Structural Systems, General Services Building	4,000
Smithsonian Tropical Research Institute	Replace Gamboa Old Schoolhouse and Upgrade Utility Infrastructure	<u>3,000</u>
<b>TOTAL MAJOR PROJECTS</b>		<b>\$72,400</b>

**Other Revitalization Projects**

These projects correct extensive and serious facilities deficiencies to materially extend the service life of systems. Unlike the major projects, 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>
National Air and Space Museum	Complete Terrace Waterproofing	1,000
	Replace Condensate System	700
Smithsonian Astrophysical Observatory	Construct Instrument Repair Facility	900
Smithsonian Castle	Replace High-Voltage Switchgear	1,000
Smithsonian Tropical Research Institute	Replace Barro Colorado Island (BCI) Visitor Center	650
Multiple Locations	Construction Supervision and Admin	5,100
	Misc. projects \$500,000 and under	<u>5,750</u>
<b>TOTAL OTHER PROJECTS</b>		<b>\$15,100</b>
<b>FACILITIES PLANNING AND DESIGN</b>		<b>\$15,700</b>
<b>TOTAL REVITALIZATION</b>		<b>\$103,200</b>

***ANTI-TERRORISM AND CONSTRUCTION PROJECTS***

These projects are not included in the \$2.5 billion in revitalization requirements documented by NAPA and GAO, but are needed to ensure full protection against possible terrorist attacks and to provide mission-related new facilities.

<u>Facility</u>	<u>Project</u>	<u>\$(000)</u>
Anti-Terrorism Protection	Construct National Museum of Natural History Barriers at 12 St. and Madison	1,800
National Museum of African American History and Culture	Design New Museum	<u>20,000</u>
<b>TOTAL ANTI-TERRORISM AND CONSTRUCTION</b>		<b>\$21,800</b>
<b>TOTAL REQUEST</b>		<b>\$125,000</b>

## ***REVITALIZATION PROJECTS***

### **Major Projects:**

**PROJECT TITLE:** Replace Roof and Windows, Restore Building Exterior  
**INSTALLATION:** Arts and Industries Building  
**LOCATION:** Washington, DC

FY 2010 COST ESTIMATE (Thousands of Dollars):

Replace Roof	\$12,600
<u>PRIOR-YEAR FUNDING (including ARRA):</u>	\$8,000
<u>FUTURE-YEAR FUNDING (FY 2011 +):</u>	<u>\$54,400</u>
Total	\$75,000

BUILDING BACKGROUND:

The Smithsonian's Arts and Industries Building, built between 1879 and 1881, is the nation's best-preserved example of 19th century exposition architecture. After the Castle, it is the second building built by the Smithsonian and the first designed as a museum. For 30 years, it was known as the National Museum and over the past 100 years has been the first home of the National Museum of Natural History, the National Museum of American History, the National Air and Space Museum, and the Smithsonian's art museums.

PROJECT JUSTIFICATION:

A leaking roof and antiquated, failing electrical and mechanical systems prompted the Regents to close the Arts and Industries Building to the public in January 2004. The Regents also directed that all building staff be relocated. It is now closed to all but essential maintenance and security staff. Despite its physical condition, the building remains a valuable asset and an important link to our nation's past and the Smithsonian's as well. The building is a National Historic Landmark and its restoration offers an opportunity to accommodate unique public programs on the Mall.

PROJECT DESCRIPTION:

The revitalization of the Arts and Industries Building will include the removal of the existing roof, restoration of the historic roof trusses, and reconstruction of the roof in conformance with current code requirements. All of the deteriorated, non-historic windows will be replaced. The brick and stone exterior will be repaired and restored. Floors and interior partitions that were added after the building opened have obscured its original, open character and will be removed. Antiquated equipment and systems will be replaced with modern, efficient equipment and systems. Hazardous materials in the building will be abated. The project is an excellent opportunity to demonstrate the

integration of historic preservation and sustainable design, particularly since the building was designed in 1879 to take advantage of natural daylight and ventilation and to demonstrate the pioneering technologies of its day. The Smithsonian requests \$12.6 million in FY 2010 to replace the roof.

PROGRESS TO DATE:

A structural survey and analysis of the roof structure is nearing completion. Its results will help guide the design of the roof replacement. The preparation of a Historic Structure Report, including documentation of existing building conditions, is under way. A survey of hazardous materials within the building and specifications for their removal is in progress. The removal and abatement will be carried out in conjunction with the first phase of interior demolition that will include the removal of abandoned equipment and non-historic fixtures and finishes. Work has begun on construction drawings for the restoration of the building's exterior brick and stone surfaces. The masonry restoration and the first phase of interior demolition, including hazardous materials removal, are being funded by the American Recovery and Reinvestment Act (ARRA), with work slated to begin this summer. Planning studies, including the identification of opportunities for sustainable construction and options for the incorporation of structural improvements and mechanical systems, will be under contract this summer. Design contracts for the roof and window replacement will be in place before the end of the fiscal year.

Concurrently, the Smithsonian has initiated a program planning process to identify the best use of this landmark building to fulfill the Smithsonian's mission.

IMPACT OF DELAY:

Continued neglect would result in further deterioration of an historic building.

**PROJECT TITLE:** Replace Greenhouses  
**INSTALLATION:** Suitland Support Facility  
**LOCATION:** Suitland, Maryland

FY 2010 COST ESTIMATE (Thousands of Dollars): \$2,500

PRIOR-YEAR FUNDING:

Planning	\$400	
Design/Construction	\$11,600	
	\$12,000	<u>\$12,000</u>
	Total	\$14,500

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, which would be costly to obtain commercially.

PROJECT JUSTIFICATION:

AFRH is planning for commercial development of the site forcing the Smithsonian to acquire 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 with comparable growing and administrative space. Although the Institution's space requirement will grow due to such new activities as the Butterfly House at NMNH, that must use plant materials grown without pesticides to protect the live butterflies, other operating efficiencies will allow the horticultural function to stay within the same square footage they now occupy. To reduce design requirements and expedite construction, the greenhouses will be built using off-the-shelf prefabricated building kits and polycarbonate plastic material. Despite these cost-saving measures, project bids were higher than expected and the Smithsonian was unable to award the entire scope of the project with available funds. The Institution requests \$2.5 million in FY 2010 to complete construction of the greenhouse complex.

PROGRESS TO DATE:

The base construction contract was awarded in September 2008. The project is 20 percent complete, with completion of the base contract work scheduled for December 2009, when the Institution expects to relocate its greenhouse operations. The work to complete the project will be awarded using funds requested in FY 2010.

IMPACT OF DELAY:

Delay in funding the remaining element of this project will leave the Institution without a complete greenhouse facility when the lease with AFRH expires. As a result, the Institution will not be able to maintain its valuable orchid collection or provide plantings in and around the monumental buildings on the National Mall without incurring additional operating costs such as leasing alternative space or buying plant materials from commercial growers.

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

FY 2010 COST ESTIMATE (Thousands of Dollars):

Renovate Pod 3 \$10,000

PRIOR-YEAR FUNDING:

Design	\$2,500	
Construction	<u>\$25,000</u>	
Subtotal	\$27,500	\$27,500

FUTURE-YEAR FUNDING (FY 2011): \$5,000

Total \$42,500

BUILDING BACKGROUND:

Designed and built in 1983, the modern, precast concrete center is a research, conservation, and collection storage facility providing optimum environments for the storage, preservation, and study of Smithsonian collections. The original 524,000-square-foot facility has four large collection storage bays, referred to as pods, and an office-laboratory complex. The 120,000-square-foot Pod 5, completed in 2008, provides code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Pod 3 was originally intended for the storage of natural history specimens preserved in alcohol. The National Museum of Natural History (NMNH) engaged in a lengthy design process to complete the installation of a steel collections storage structure in Pod 3; this was necessary as the pod was not constructed with intermediate floors in order to permit maximum flexibility. In the face of fire and safety codes and the needs of the collections, it became impractical to upgrade Pod 3 to meet the standards required for alcohol storage. The alcohol preserved collections in Pod 3 have been moved to the newly completed Pod 5. This 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 footprint of about 36,000 square feet. It contains an attached, interior, three-level structural system for collection storage, which covers one-third of the available floor space and is being used to store part of the NMNH wet alcohol collection. The revitalization of Pod 3 includes

demolishing the inefficient interior three-level structural system, all electrical equipment, and all existing sprinkler piping systems, and reconfiguring the facility to provide additional collection storage capacity for NMNH (36,000 square feet) and art collections for multiple art museums (36,000 square feet). The space will be divided into two permanent floors, with separate areas for each collection type, and a new mechanical system independent from the rest of the building to provide appropriate environmental conditions for each space. The new space will meet all current fire codes, with a two-hour fire rating for floor slabs and fire walls, and new fire-detection and suppression systems. The Institution requests \$10 million in FY 2010 to purchase storage equipment; funds will be requested in FY 2011 to install the necessary equipment and move the collections into the building.

PROGRESS TO DATE:

Design of the project was completed and construction awarded in FY 2008. Construction was 38 percent complete on March 31, 2009, with a scheduled completion of June 2010. Phased procurement of the equipment, shelving, and collections cabinets is under way for award in FY 2010, with final delivery in 2011.

IMPACT OF DELAY:

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

**PROJECT TITLE:** Renovate Laboratory (HVAC and Systems)  
**INSTALLATION:** Museum Support Center  
**LOCATION:** Suitland, Maryland

FY 2010 COST ESTIMATE (Thousands of Dollars):

Laboratory Renovation \$5,000

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 recently constructed provides code-compliant housing and laboratory space for natural history specimens stored in alcohol.

PROJECT JUSTIFICATION:

Now over 25 years old, the facility's mechanical, electrical, and utilities systems require a large amount of major repair and maintenance to keep them operational. While preventive maintenance is being done, these major systems have reached the end of their useful life and are deteriorating faster than it is possible to fix. A major power or chiller outage would seriously compromise the collections environment and threaten damage to or the loss of priceless national treasures.

The renovation to Pod 3 will bring new collections and associated staff from additional SI Museums and National Museums of Natural History (NMNH) departments. Not only will this influx of collections and personnel add more stress and deterioration to the already greatly weakened and failing infrastructure support systems, but without the initial lab renovations, the personnel and curators who support the Pod 3 collections will have limited work and office space to work onsite. This inadequate collections support will limit research and education related to the Pod 3 collections and will delay the move of collections from NMNH to Pod 3. The renovated lab space will be flexible, modular stacked blocks of space that will achieve a more efficient use of space and enable the facility to respond to changes in research and collections processing techniques and missions. The renovation will allow a greater degree of modularity in the layout of the lab space and offices so that large areas of the lab can be reconfigured in a way that minimizes disruption and lowers the cost of future research.

PROJECT DESCRIPTION:

This project will prepare the swing space necessary to move collections and personnel out of portions of the lab wing, which can then be renovated in phases under future projects. The project includes minor demolition and replacement of HVAC, mechanical, electrical/power, fire protection/alarm,

structural, and security systems of the lab. Modular structures to be used for temporary office, study, and minor lab work will be constructed exterior to the existing lab wing and tied in to the main corridor and utility systems. The Institution requests \$5 million in FY 2010 to renovate the lab for swing space, which will mainly be used by staff working on Pod 3 related-collections.

PROGRESS TO DATE:

A space programming, based on current Smithsonian Space Guidelines, has been completed. Concept design of the entire lab wing, which includes the full design of the swing space and first phase I lab renovation, has begun. Construction award for swing space is expected in FY 2010.

IMPACT OF DELAY:

The renovating of Pod 3 is to be completed in FY 2010, and the physical anthropology collections (now in NMNH) requiring special environmental conditions, and art collections (multiple leased locations) are to be relocated out of currently inappropriate space. Without this first lab project, inadequate on-site collections support will cause a more rapid deterioration of collections items, higher security risks, and higher lease costs for the Institution, and will also delay the move of all collections from NMNH. As a result, not only will collections be adversely affected, but the next major HVAC renovations in NMNH and at MSC will be delayed because work cannot be done with collections in those spaces.

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

FY 2010 COST ESTIMATE (Thousands of Dollars):

Construction \$7,000

PRIOR-YEAR FUNDING:

Design \$2,500

FUTURE-YEAR FUNDING:

Complete Construction \$13,000

Total \$ 22,500

BUILDING BACKGROUND:

Built in 1964, the National Museum of American History (NMAH), *Kenneth E. Behring Center* is one of the Smithsonian's most visited museums. This modern, classical building (752,000 gross square feet) houses a variety of exhibitions that explore America's technological, scientific, cultural, and political history. The collections on display include the *Star-Spangled Banner* that inspired Francis Scott Key, the First Ladies' gowns, and a new exhibition focused on the American presidency. From its re-opening in late-November 2008 through the end of February 2009, NMAH hosted more than one million visitors. The Museum is attracting more than double the attendance it had prior to its closure for the renovation of its central core areas.

PROJECT JUSTIFICATION:

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

PROJECT DESCRIPTION:

The proposed in-fill site includes approximately 30,000 square feet of space, of which 25,000 square feet is an underground, non-visible parking area. The existing parking space, located along the southern edge of NMAH, will be converted into office space that is contiguous to a semi-private zone. The converted space will accommodate the Lemelson Center for the Study of Invention and Innovation; Smithsonian Early Enrichment Center (SEEC); Department of Collections, Documentation Services; Information Technology Group; Exhibits Technology Group; Smithsonian Occupational Health Services; and building support areas such as the Office of Protection Services. The Institution requests \$7 million in FY 2010 to begin construction.

PROGRESS TO DATE:

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

IMPACT OF DELAY:

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

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

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

FY 2010 COST ESTIMATE (Thousands of Dollars):

Continue HVAC/Utility System Replacement and Building Renovation	\$16,300*
<u>PRIOR-YEAR FUNDING</u>	\$205,070
<u>FUTURE-YEAR FUNDING (FY 2011–FY 2017)</u>	
Ongoing HVAC replacement and code improvements	\$138,200*
Total	\$359,570

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

BUILDING BACKGROUND:

The NMNH building opened to the public in 1910. The East and West wings were added in the early 1960s. Two infill buildings were constructed in the original building's East and West courtyards in the late 1990s. The gross interior square footage of the building is approximately one-and-a-half million square feet. The building includes 300,000 square feet of public museum space, with collections, laboratory, office, and building services spaces filling the remaining 1.2 million square feet. NMNH typically hosts six to seven million visitors annually, and is one of the most visited museums in the world.

PROJECT JUSTIFICATION:

The building's mechanical and electrical systems were installed in the early 1960s. At more than 40 years old, they are in need of major renovations. Breakdowns of the mechanical systems are frequent, repair parts are often difficult to procure, and the system does not provide the environmental air quality necessary for visitors or collections. The reliability of the electrical system is compromised by the deteriorated condition of the building's three main electrical switchgears, and the antiquated distribution system poses a safety hazard. In addition, main stairwells and auditorium exit corridors are dark, violating building codes, and are insufficiently served by smoke-evacuation fans. Dozens of building elevators constantly break down, occasionally trapping staff and visitors. Asbestos-laden pipes in the utility tunnels are a potential health hazard and hamper proper maintenance and response to utility failures. The windows in the original portion of the building are deteriorated.

PROJECT DESCRIPTION:

Based on the master implementation plan completed in 1987, the Institution is struggling to complete a comprehensive renovation program in the NMNH building, which will replace the HVAC equipment, ductwork, electrical equipment and wiring, piping systems, and windows of the main

building. Asbestos and lead will be abated or encapsulated; the fire-protection, communications, alarm, and emergency power systems will be upgraded; and stormwater systems and a hazardous-chemical control facility will be installed. To date, \$205 million has been appropriated for the revitalization project.

The Institution requests \$16.3 million in FY 2010 to continue the renovation. Specific work will include: completion of the HVAC replacement and associated renovation of the West Wing ground floor and first floor (\$3.5 million) as well as the East Court basement, ground floor and first floor (\$2.8 million); continuing replacement of the main building windows (\$1.0 million); and start of the HVAC renovations of the Northeast and Northwest ground floors of the main building (\$9.0 million).

PROGRESS TO DATE:

Soon to be or recently completed construction includes HVAC renovations of the West Wing basement, the southwest portion of the third floor of the main building, the west air tower, and Hall 12. Work has started on renovating 25 percent of the building's elevators, renovation of the main utility tunnels, structural improvements to the attics, HVAC penthouse upgrades, and replacement of the emergency generator. Design nearing completion for other work planned for FY 2010 includes the HVAC renovation of the ground and first floor of the West Wing and the renovation of the basement/ground/first floor of the East Court. The updated space plan and master plan are now complete and form the basis for the sequencing of future infrastructure renovations.

IMPACT OF DELAY:

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

**PROJECT TITLE:** Repair Structural Systems, General Services Building (GSB)  
**INSTALLATION:** National Zoological Park (NZIP), Rock Creek Park  
**LOCATION:** Washington, DC

FY 2010 COST ESTIMATE (Thousands of Dollars): \$4,000

PRIOR-YEAR FUNDING: \$1,957  
(Design funding not shown)

FUTURE-YEAR FUNDING (FY 2012 +): \$20,500

Total \$26,457

PROJECT JUSTIFICATION:

The General Services Building (GSB) houses numerous critical functions at NZIP, including the animal nutrition commissary, 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 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 strengthen and repair structural deficiencies (e.g., cracked concrete, deteriorated steel reinforcement and degraded tie-back tension rods) in the GSB and in the retaining wall that supports the North Road, the main public and private thoroughfare through the Zoo. These extremely complex and disruptive repairs include the installation of structural shear-walls and mezzanines for lateral stability, reinforcement of columns, underpinning of a portion of the foundation wall and waterproofing. In order to accomplish this, the GSB functions and occupants must be relocated during the course of a phased two-year construction period. The planned fire protection and safety upgrades that were previously identified as a separate effort will be incorporated into this structural renovation to minimize impact on the functionality of critical services. Prior-year funding was used to address the most immediately required repairs to the GSB. During the course of design in 2008–2009, the Institution re-evaluated programmatic uses of the GSB and determined that all functions except the commissary would need to be relocated during the construction period. Nearly all functions will be relocated temporarily into swing space created in the building for the duration of the phased construction.

PROGRESS TO DATE:

Repairs addressing the most immediate areas of structural concern were completed early in 2009. Design for comprehensive structural stabilization, fire protection and safety upgrades is approximately 65 percent complete and will be finished in late 2009. Design for the Vehicle Maintenance Branch Facility in Suitland is complete and the Institution hopes to award construction in FY 2010, pending approval of congressional authorization. Construction and occupancy of the Vehicle Maintenance Branch Facility is expected to take approximately one year. After the relocation phase, the Institution expects to award the GSB work at the outset of FY 2012.

IMPACT OF DELAY:

Until the work is completed, NZP will not be able to comply with the USDA requirement to stop water infiltration into the commissary.

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

FY 2010 COST ESTIMATE (Thousands of Dollars):

Second funding component of multi-year construction \$12,000

PRIOR-YEAR FUNDING\*:

Initial component of construction funding \$11,000

\*design funding not shown

FUTURE-YEAR FUNDING (FY 2011):

Final increment of construction funding \$6,000

Total \$29,000

PROJECT JUSTIFICATION:

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

PROJECT DESCRIPTION:

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

PROGRESS TO DATE:

The Institution will complete the design for this project in June 2009. The design concept was approved by both the U.S. Commission of Fine Arts and the National Capital Planning Commission at the end of 2008. Final approvals are expected in May 2009. The Smithsonian expects to award a construction contract near the end of FY 2009. The \$12 million requested for FY 2010 will fund the second increment of a multi-year construction contract. The final increment will be requested in the FY 2011 budget.

IMPACT OF DELAY:

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

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

FY 2010 COST ESTIMATE (Thousands of Dollars):

Replace Laboratory Facilities \$3,000

PRIOR-YEAR FUNDING (FY 2008):

Planning and design \$1,664

FUTURE-YEAR FUNDING (FY 2011 +): \$11,000

TOTAL \$15,664

BACKGROUND:

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

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

PROJECT JUSTIFICATION:

Future development at Gamboa will be further defined as part of the overall master plan for STRI, which is currently being updated. A key element of the plan will be to consolidate the Terrestrial Tropical Science program, from its current urban location to Gamboa, to take advantage of the excellent research conditions and more direct access to research sites. The research staff, currently located at three sites and in four different buildings, will be relocated to the Gamboa campus. STRI administrative staff, currently located in three buildings, will be relocated to the Tupper Center at the edge of Panama City, which will permit

STRI to demolish or transfer approximately 48,000 square feet of old, expensive-to-maintain buildings in Panama City. This major consolidation will lead to an immediate improvement in administrative efficiency and will establish a critical mass of researchers in a single location, permitting improved flow of ideas and major equipment sharing, as well as shortening the distance to research sites.

#### PROJECT DESCRIPTION:

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

For FY 2010, the Institution requests \$3 million to begin construction of the schoolhouse replacement for use as laboratory space, which includes the upgrade of site utilities and infrastructure. The Smithsonian will request future funding for additional site development at Gamboa, as defined by the master plan, and to complete the laboratory facilities replacement. The Institution received \$1.5 million in FY 2008 to begin design of the new building. The FY 2009 appropriation included \$3 million to begin the site preparation work and construction. However, difficulties in the planning process have pushed that work into FY 2010.

#### PROGRESS TO DATE:

STRI has begun planning for the laboratory facilities, and is updating the earlier Facilities Master Plan to incorporate current requirements at Gamboa. In FY 2009, STRI will design the new building and the associated site infrastructure requirements, and expects to be ready to begin construction in FY 2010.

#### IMPACT OF DELAY:

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

## Other Revitalization Projects

**PROJECT TITLE:** Complete Terrace Waterproofing  
**INSTALLATION:** National Air and Space Museum (NASM)  
**LOCATION:** Washington, DC

FY 2010 COST ESTIMATE (Thousands of Dollars): \$1,000

PRIOR-YEAR FUNDING (FY 2008) \$2,892

PROJECT DESCRIPTION: A few years after the General Services Administration (GSA) completed construction of the NASM in 1976, leaks into the garage began to appear, causing structural steel members to rust and damage to insulation on pipes and ducts as well as to materials stored in the garage. While many of the leaks have been fixed, several still exist, especially at corners and the exterior stairwells. The FY 2010 funding is requested to repair four egress stairs leading out of the basement, and to repair waterproofing at both the north and south main entrance stairs. Completion of this project will arrest the leaks and prevent further damage to the structural steel, insulation, and stored materials.

**PROJECT TITLE:** Replace Condensate System  
**INSTALLATION:** National Air and Space Museum  
**LOCATION:** Washington, DC

FY 2010 COST ESTIMATE (Thousands of Dollars): \$700

PROJECT DESCRIPTION: GSA provides steam to many facilities on the Mall, including NASM. The GSA system is a giant loop, with steam supplied and hot condensate water (condensed steam) returned. The condensate system in the building is not functioning properly, and only a portion of the water is being returned to GSA. To improve efficiency and reduce energy costs, this project will replace the original 1975 condensate system within NASM, including all of the condensate return pumps, piping, valves, steam traps, pipe insulation, controls, pressure-reducing valves, emergency steam flash valves, etc. The system is beyond its useful life and beyond the point where repairs will keep it functioning. To keep the building open, the new system, including a new + 1,000 gallon tank, will be installed prior to switching over from the old system. The old system will be demolished and removed once the new system is operational. The insulation on the old pipes will be tested for asbestos prior to their removal. Most of the work will be in parking level mechanical rooms, with a small portion located in third floor mechanical rooms. Access to the vertical pipes connecting the levels is limited and will require scaffolding and safety precautions for working within confined spaces and open shafts. The project is being timed to dovetail with GSA's ongoing project to replace the condensate return system beneath Independence Avenue.

**PROJECT TITLE:** Construct Instrument Repair Facility  
**INSTALLATION:** Smithsonian Astrophysical Observatory (SAO)  
**LOCATION:** Tucson, Arizona

FY 2010 COST ESTIMATE (Thousands of Dollars): \$900

PROJECT DESCRIPTION: The SAO is dedicated to the ongoing development of a new generation of large optical and infrared instruments. This requires that the instruments that make up the 6.5-meter Multiple Mirror Telescope (MMT) and other telescopes at the Fred L. Whipple Observatory be taken down and reconfigured on a regular basis. There is no appropriate space at the summit of Mt. Hopkins for this activity, which must take place six to eight times a year. The staff must now transport the very delicate and large instruments down the mountain by road to an alternate location to complete the necessary changes. The summit road is not fully paved and is very twisty, making movement of such equipment problematic. This project will construct a small building of 4,500 square feet to support the reconfiguration and assembly activities on the mountain, and will be just large enough to accommodate instruments the size of a small vehicle. The new building will eliminate the risks and inefficiencies involved in transporting large, delicate, expensive instruments down the mountain, and will support vital maintenance of the telescopes.

**PROJECT TITLE:** Replace Main Switchgear  
**INSTALLATION:** Smithsonian Institution Building (Castle)  
**LOCATION:** Washington, DC

FY 2010 COST ESTIMATE (Thousands of Dollars): \$1,000

PROJECT DESCRIPTION: The main incoming electrical service equipment at the Smithsonian Institution Building, Switchgear A, was installed 40 years ago and is at the end of its useful life. Parts of the equipment are failing or are no longer functioning and have been abandoned in place. The existing switchgear lacks standard modern technology, including ground-fault protection and transient voltage-surge protection, putting the building's electrical system at risk. To protect the switchgear from flooding, the new equipment must be installed on a raised concrete pad. New switchgear will be fabricated to accommodate the limited ceiling height of the main electrical room. Its installation will provide essential protection for the Castle's electrical infrastructure.

**PROJECT TITLE:** Replace BCI Visitor Center  
**INSTALLATION:** Smithsonian Tropical Research Institute  
**LOCATION:** Panama

FY 2010 COST ESTIMATE (Thousands of Dollars): \$650

PROJECT DESCRIPTION: A wood structure built in 1923 over a clearing on the hill facing the canal, the visitor center was the first laboratory at Barro Colorado Island (BCI). Through the years, the building also served as library, dining room, kitchen, refuge, dormitory, gathering area, and other numerous functions. Today it represents an icon of the tropical science research site at BCI. The upper level, used recently as an exhibit hall for visitors, has been condemned due to structural damage and code violations. A recent assessment conducted by a consultant recommends repair by replacement, keeping the same façade but using materials that are low maintenance for the remainder of the reconstruction. The finished multi-purpose building will provide an exhibit hall, lecture hall, historic spot, interactive library, visitor support center, and gathering area for scientific interaction, which are not otherwise available on the island.

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

FY 2010 COST ESTIMATE (Thousands of Dollars): \$5,100

PRIOR-YEAR FUNDING (FY 2009): \$4,950

FUTURE-YEAR FUNDING (FY 2011): \$5,245

PROJECT DESCRIPTION: This request includes staff costs for permanent construction management staff required to supervise and administer construction contracts, as well as term and temporary staff required to perform specialized work associated with revitalization projects. A total of 48 FTEs will be funded from the \$5.1 million. Forty-three of the 48 FTEs are construction management engineers and will cost approximately \$4.5 million in FY 2010. The engineers directly supervise construction contractors to ensure that quality work is performed safely. In addition, they resolve issues that arise during construction, negotiate change orders, approve payments, and perform other administrative functions as contracting officer's technical representatives (COTRs). These necessary "owner functions" are critical to ensure that quality work is completed safely, on time, and within budget.

This request also funds five contract specialists who support all aspects of the procurement process for acquiring the necessary contract services to execute the Capital Program. These five positions will cost approximately \$600,000 in FY 2010, 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 assessments, and design for capital projects are required before site work can take place. This category includes all costs for contract facility master planning, preliminary and final design for all revitalization and construction projects, special studies, and a small amount for facility engineering, capital leveraging, and research activities, similar to operations at the Department of Defense and National Aeronautics and Space Administration (NASA). The funding will enable development of project baselines, including costs, scope, and schedules, prior to receiving funds to perform the work.

In order to plan and design ahead of Capital Program execution, funding of about 10 to 15 percent of the following year's program is required each year. The funding requested for FY 2010 will provide necessary planning and design to at least the 35 percent stage for most projects included in the planned FY 2012 program, and will complete design for projects planned for FY 2011. 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 2010. These funds will be used to design several major revitalization projects at the National Museum of Natural History (\$2.5 million), the National Museum of American History (\$4 million), the National Zoological Park (\$3 million), and the Museum Support Center (\$.0.5 million), as well as to prepare designs for numerous smaller revitalization projects and master planning (\$5.7 million). This budget request will also enable the Smithsonian to prepare comprehensive master planning studies to guide future facilities decisions, and other studies to ensure more effective use of existing space.

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

## ***ANTI-TERRORISM AND CONSTRUCTION PROJECTS***

**PROJECT TITLE:** Construct/Install Anti-terrorism Protection  
**INSTALLATION:** Mall and Off-Mall Facilities  
**LOCATION:** Washington, DC, New York City, and Panama

### FY 2010 COST ESTIMATE (Thousands of Dollars):

Construct Barriers at 12 Street & Madison Drive	\$1,800
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### PRIOR-YEAR FUNDING (includes S&E and supplemental funding):

Design	\$3,590	
Construction of permanent physical security barriers at Mall facilities	\$25,325	
Anti-shatter film (window hardening)	\$1,400	
	\$30,315	\$30,315

<u>FUTURE-YEAR FUNDING (FY 2011–FY 2015 +)</u>	<u>\$88,600</u>
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Total	\$120,715
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### 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; the National Zoological Park in Washington, DC; 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, DC 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 these 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 attacks; and mitigation against the effects of blasts and the 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 Department of Homeland Security's "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 over several fiscal years, with an emphasis on the highest priority projects to reduce the vulnerability to attack. The Institution requests \$1.8 million in FY 2010 to complete the permanent perimeter security barriers along Madison Drive and 12 Street at the National Museum of Natural History (NMNH). Design of the project is complete.

PROGRESS TO DATE:

The Institution has completed risk and blast assessments at all its major facilities; installed temporary barriers around NMNH and National Museum of American History (NMAH); and partial barriers at Hirshhorn, Arts and Industries Building/Quadrangle/Freer, and the Udvar-Hazy Center; and completed installation or awarded contracts for select closed-circuit television, emergency voice (or PA) systems, and glass mitigation projects. Construction of permanent perimeter barriers at the National Air and Space Museum (NASM) and phase 1 construction is complete at NMNH. NMAH permanent perimeter barriers are 50 percent constructed and will be complete in the summer of 2010. The balance of the barriers at Mall facilities are designed to 35 percent. Glass mitigation at some facilities is complete through film application. At other facilities, glass blast mitigation through retrofit will be accomplished within the context of revitalization or major renewal projects. Design is complete for the Donald W. Reynolds Center and 35 percent complete for the Freer Gallery of Art, Renwick Gallery, Smithsonian Institution Building, and Cooper-Hewitt, National Design Museum. A feasibility study is complete for NASM.

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.

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

(\$000s)			
		Federal	Private
FY 2010 Cost Estimate	Continue Design	\$20,000	\$4,500
Prior-Year Funding	Design	\$5,000	\$6,000
Future-Year Funding		\$225,000	\$239,500
<b>TOTAL</b>		<b>\$250,000</b>	<b>\$250,000</b>

**BUILDING BACKGROUND:**

The National Museum of African American History and Culture Act, enacted by the Congress on December 16, 2003, established the newest museum within the Smithsonian Institution.

**PROJECT JUSTIFICATION:**

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

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

“...the time has come to establish the National Museum of African American History and Culture because the museum is important not only for African Americans but for all Americans. It is the only institution that can provide a national meeting place for all Americans to learn about the history and culture of African Americans and their contributions to and relationship with every

aspect of our national life. Further, the museum is the only national venue that can respond to the interests and needs of diverse racial constituencies who share a common commitment to a full and accurate telling of our country's past as we prepare for our country's future. And, even more importantly, it is the only national venue that can serve as an educational healing space to further racial reconciliation."

PROJECT DESCRIPTION:

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

PROGRESS TO DATE:

The Smithsonian Board of Regents selected the Monument site for the new museum building in January 2006. Transfer of the site from the National Park Service to the Smithsonian was completed in June 2007. Contractor selection and service procurement for an environmental impact statement (EIS) and Section 106 Historic Resource impact review have been completed. The Cultural Resources Report and the Preliminary Final (Tier I) EIS have also been completed. Pre-Design Services (Architectural Programming/Exhibitions Master Planning) have been completed. A two-month design competition between six invited A/E teams was initiated on January 30, 2009. The selected A/E team was announced on April 14, 2009.

IMPACT OF DELAY:

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

## LEGACY FUND

FY 2008 Appropriation	\$14,766,000
FY 2009 Appropriation	\$15,000,000
FY 2010 Estimate	\$0

### STRATEGIC GOAL: ENHANCED MANAGEMENT EXCELLENCE

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

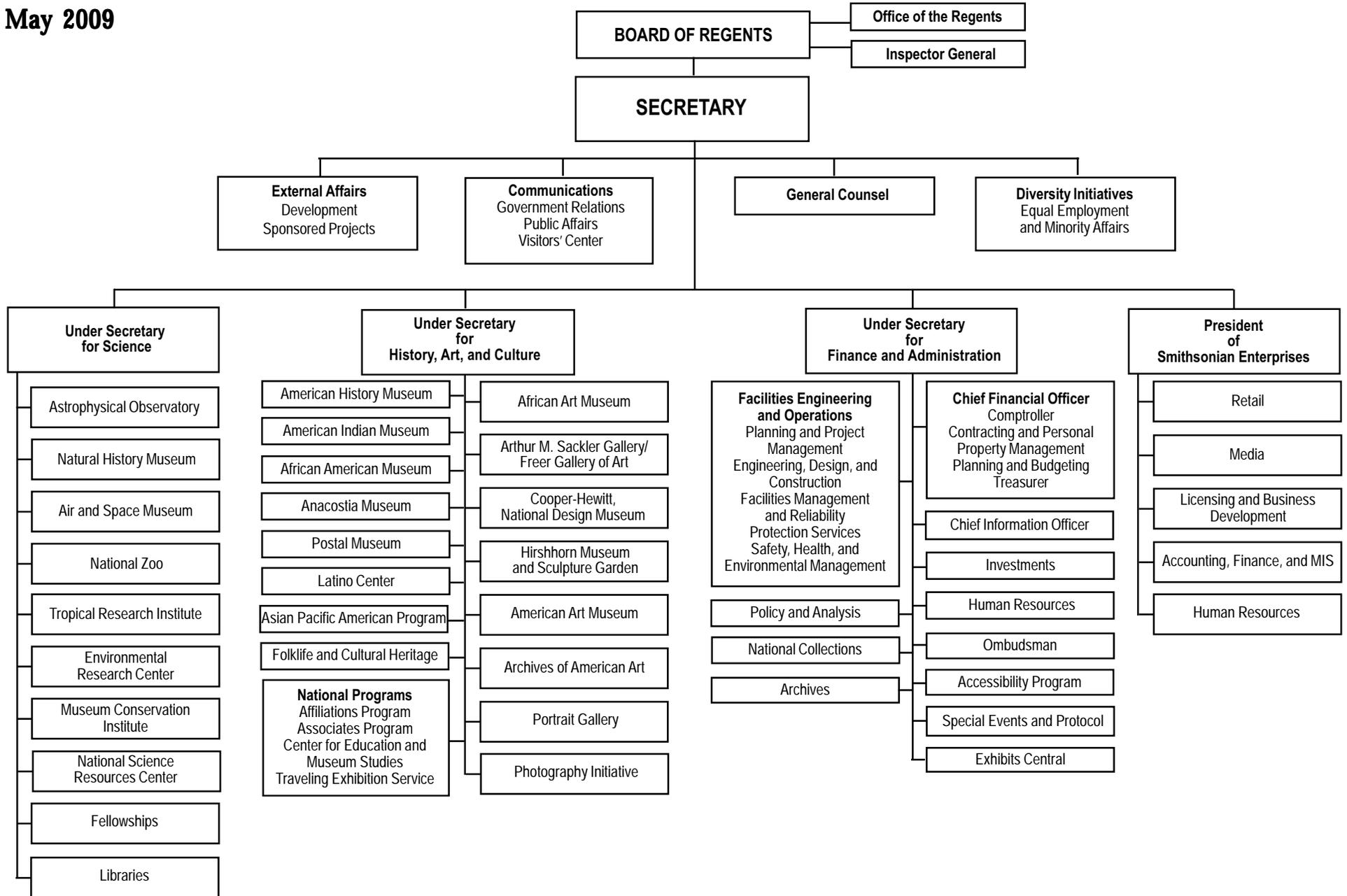
Performance Objective/ Program Category	FY 2009		FY 2010	
	FTE	\$000	FTE	\$000
<b>Enhanced Management Excellence</b>				
<i><b>Facilities</b></i>				
Execute an aggressive, long-range revitalization program and limited construction of new facilities	0	15,000	0	0
<b>Total</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>0</b>

#### BACKGROUND AND CONTEXT

The Legacy Fund was continued in FY 2009 in Public Law 111-8 and allows the Institution to spend incremental amounts from the fund as equal amounts are raised from private sources. The Smithsonian is developing plans to raise the matching private funds. The Legacy Fund was first established by Congress in 2008 in Public Law 110-161 to provide a means to address the Smithsonian Institution's backlog of major repair and restoration of its facilities. The Fund was designed as a public-private partnership, and, in FY 2008, for each federal dollar provided it must be matched by twice that amount in private contributions before the full \$15 million is made available for obligation.



**SMITHSONIAN INSTITUTION**  
**May 2009**



2005

**VISITS TO THE SMITHSONIAN  
FY 2004–FY 2008**

<u>MUSEUM</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>
<b>MALL</b>					
SI Castle	1,423,028	1,355,147	1,202,611	1,580,962	1,683,655
A&I Building <sup>1</sup>	250,743	3,564	0	0	0
Natural History	4,542,979	5,491,602	5,561,758	7,285,149	6,583,858
Air and Space/ Silver Hill <sup>2</sup>	4,586,088	6,113,032	5,045,712	5,942,353	6,867,547
American Indian <sup>3</sup>	112,097	2,468,524	1,620,692	1,822,087	1,479,338
Freer Gallery	360,231	322,175	420,319	564,178	606,486
Sackler Gallery	186,939	147,089	223,958	318,792	283,671
African Art	169,941	156,538	192,845	290,727	311,788
Ripley Center	184,679	193,995	233,226	278,672	415,601
American History <sup>4</sup>	2,848,114	3,064,083	2,874,640	0	0
Hirshhorn	668,132	715,836	749,313	743,126	670,330
<b>OFF MALL</b>					
DW Reynolds Center (AA/PG) <sup>5</sup>	0	0	274,840	787,648	960,202
Renwick	134,035	133,608	165,103	122,801	129,124
Anacostia	22,017	24,098	42,805	38,288	38,963
Cooper-Hewitt	141,548	143,303	186,628	226,998	165,468
American Indian <sup>6</sup>	250,738	304,100	233,696	275,542	318,312
National Zoo	1,878,823	1,854,423	2,480,967	2,843,018	2,061,848
Postal	347,228	463,070	439,048	365,180	306,785
Udvar-Hazy Center <sup>7</sup>	1,490,750	1,260,971	1,019,885	1,069,398	1,128,003
<b>TOTAL</b>	<b>19,598,110</b>	<b>24,215,158</b>	<b>22,968,046</b>	<b>24,554,919</b>	<b>24,010,979</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>The Donald W. Reynolds Center (AA/PG) was closed to the public from January 2000 through June 2006. It reopened in July 2006.

<sup>6</sup>Includes the George Gustav Heye Center in New York City, and the Cultural Resources Center in Suitland, Maryland.

<sup>7</sup>The Udvar-Hazy Center at Dulles opened to the public in December 2003.

## TRUST FUNDS

In addition to support provided by federal appropriations, the Smithsonian Institution receives and generates trust funds to expand and enrich its programs. The following provides an overview of the sources of trust funds.

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, magazine, catalogue, 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 2008 Actual	FY 2009 Estimate
General Trust	65.3	71.7
Donor/Sponsor-Designated	173.8	135.5
Government Grants and Contracts	119.2	108.1
Total Available for Operations	\$358.3	\$315.3

**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; payout from unrestricted endowments; net proceeds from the museum shops, catalogue, 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; licensing fees from the Smithsonian Channel; 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 2009 general trust funds total \$71,700,000. 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 2009 are projected to total \$135,500,000. 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 2009, Government grants and contracts are projected to be \$108,100,000. Of this amount, \$88,100,000 is provided for astrophysical research and development carried out by the Smithsonian Astrophysical Observatory.

## APPROPRIATION LANGUAGE AND CITATIONS

The Act of August 10, 1846, 9 Stat. 102-106, 20 U.S.C. §§ 41-70, established the Smithsonian Institution “for the increase and diffusion of knowledge,” and provided the organizational structure for the Institution’s administration. The mission of the Smithsonian Institution has remained unchanged throughout its 163-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 2009 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. 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 fellowships and scholarly awards shall remain available until September 30, 2010,

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.

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:

Wording added by the Congress in Public Law 99-190 making appropriations for the Department of Interior and Related Agencies in 1986.

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..."

**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."

**Appropriation: Legacy Fund**

1. For major restoration, renovation, and rehabilitation of existing Smithsonian facilities,

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."

2. \$ \_\_\_\_\_ 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."

3. *Provided*, that such funds may be made available in incremental amounts for individual projects after being matched by private donations, which shall not include in-kind contributions:

Wording added in Consolidated Appropriations Act, 2008 to establish the Legacy Fund as a matching fund for private contributions.

20 U.S.C. §§ 55, provides that "...such sums as the Regents may, from time to time, see fit to deposit, not exceeding, with the original bequest, ...This shall not operate as a limitation on the power of the Smithsonian Institution to receive money or other property by gift, bequest, or devise, and to hold and dispose of the same in promotion of the purposes thereof."

20 U.S.C. §§ 56, provides that "The Regents are authorized to make such disposal of any other moneys which have accrued, or shall hereafter accrue, as interest upon the Smithsonian fund, not herein appropriated, or not required for the purposes herein provided, as they shall deem best suited for the promotion of the purpose of the testator."

4. *Provided further*, That none of the funds made available under this heading or any required matching funds shall be used for day-to-day maintenance, general salaries and expenses, or programmatic purposes.

Wording added in Consolidated Appropriations Act, 2008 for further clarification of use of funds.

5. *Provided further*, That the total amount of private contributions may be adjusted to reflect any provision in this or any other appropriations Act that affects the overall amount of the Federal appropriation for this Fund.

Wording added in Omnibus Appropriations Act, 2009 for further clarification of amount of funds.

**Adjustments to FY 2009 Funding**  
(Dollars in Thousands)

Unit	FY 2009 Appropriation \$000	Reorganizations and Reprogrammings \$000	FY 2009 Adjusted Base \$000
<b>MUSEUMS AND RESEARCH CENTERS</b>			
<i>American Museums</i>			
Anacostia Community Museum	1,994	0	1,994
Center for Folklife and Cultural Heritage	2,219	0	2,219
National Museum of African American History & Culture	12,329	(553) \1	11,776
National Museum of American History, Behring Center	22,037	(609) \2	21,428
National Museum of the American Indian	31,996	0	31,996
<b>Subtotal, American Museums</b>	<b>70,575</b>	<b>(1,162)</b>	<b>69,413</b>
<i>Art Museums</i>			
Archives of American Art	1,784	0	1,784
Arthur M. Sackler Gallery/Freer Gallery of Art	5,906	0	5,906
Cooper-Hewitt, National Design Museum	3,937	0	3,937
Hirshhorn Museum & Sculpture Garden	4,272	0	4,272
National Museum of African Art	4,392	0	4,392
National Portrait Gallery	5,651	0	5,651
Smithsonian American Art Museum	8,789	0	8,789
<b>Subtotal, Art Museums</b>	<b>34,731</b>	<b>0</b>	<b>34,731</b>
<i>Science Museums and Research Centers</i>			
National Air and Space Museum	17,474	0	17,474
National Museum of Natural History	46,138	0	46,138
National Zoological Park	22,437	0	22,437
Smithsonian Astrophysical Observatory	23,612	7 \3	23,619
Museum Conservation Institute	3,031	0	3,031
Smithsonian Environmental Research Center	3,443	0	3,443
Smithsonian Tropical Research Institute	12,611	0	12,611
<b>Subtotal, Science Museums and Research Institutes</b>	<b>128,746</b>	<b>7</b>	<b>128,753</b>
<b>TOTAL MUSEUMS AND RESEARCH CENTERS</b>	<b>234,052</b>	<b>(1,155)</b>	<b>232,897</b>

**Adjustments to FY 2009 Funding**  
(Dollars in Thousands)

Unit	FY 2009 Appropriation \$000	Reorganizations and Reprogrammings \$000	FY 2009 Adjusted Base \$000
<b>PROGRAM SUPPORT AND OUTREACH</b>			
Outreach	9,720	0	9,720
Communications	2,161	50 \4	2,211
Institution-wide Programs	7,839	0	7,839
Office of Exhibits Central	2,872	0	2,872
Major Scientific Instrumentation	3,822	0	3,822
Museum Support Center	1,800	0	1,800
Smithsonian Institution Archives	1,968	0	1,968
Smithsonian Institution Libraries	9,624	(5) \5	9,619
<b>TOTAL PROGRAM SUPPORT AND OUTREACH</b>	<b>39,806</b>	<b>45</b>	<b>39,851</b>
<b>ADMINISTRATION</b>	<b>69,229</b>	<b>155</b> \4,5,6	<b>69,384</b>
<b>OFFICE OF INSPECTOR GENERAL</b>	<b>2,422</b>	<b>(200)</b> \6	<b>2,222</b>
<b>FACILITIES SERVICES</b>			
Facilities Maintenance	67,646	0	67,646
Facilities Operations, Security, and Support	180,245	1,155 \1,2,3	181,400
<b>TOTAL FACILITIES SERVICES</b>	<b>247,891</b>	<b>1,155</b>	<b>249,046</b>
<b>GRAND TOTAL, SMITHSONIAN INSTITUTION</b>	<b>593,400</b>	<b>0</b>	<b>593,400</b>

219

- \1 Transfer of \$553,000 from National Museum of African American History and Culture to Facilities Operations, Security, and Support, (Central Rent) to properly align rent funds for leased space at Capital Gallery and Pennsy Drive
- \2 Transfer of \$609,000 from National Museum of American History to Facilities Operations, Security, and Support (Central Rent) to properly align rent funds for leased space at Pennsy Drive
- \3 Transfer of \$7,000 from Facilities Operations, Security, and Support (Central Utilities) to Smithsonian Astrophysical Observatory to cover inflationary increases for leased space in Cambridge, Massachusetts.
- \4 Transfer of \$50,000 from Administration to Communications to provide funding to cover increased salaries and benefits costs for the Office of Government Relations
- \5 Transfer of \$5,000 from Smithsonian Institution Libraries to Administration to fund travel requirements
- \6 Transfer of \$200,000 from the Office of the Inspector General to Administration for return of funding for salaries and benefits