

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 2002 ACTUAL	272	25,116	6	1,242	4	3,305	0	24
FY 2003 ESTIMATE	329	33,616	6	4782	4	1,617	0	0
FY 2004 ESTIMATE	360	38,610	6	2843	4	1,008	0	0

STRATEGIC GOALS: PUBLIC IMPACT, MANAGEMENT EXCELLENCE, AND FINANCIAL STRENGTH

Federal Resource Summary by Performance Objective

Performance Objective	FY 2003		FY 2004		Change	
	FTE	\$000	FTE	\$000	FTE	\$000
Public Impact:						
Offer compelling, first-class exhibitions and other public programs	32	8,102	39	4,205	7	-3,897
Expand a national outreach effort	34	2,806	39	3,483	5	677
Provide diverse national audiences with high-quality education resources	41	2,994	62	5,393	21	2,399
Judiciously build, refine, care for, and manage the national collections	100	8,043	101	8,304	1	261
Deliver the highest quality visitors' services	0	60	6	623	6	563
Management Excellence:						
Strengthen an Institutional culture that is customer-centered and results-oriented	46	5,053	48	5,559	2	506
Modernize the Institution's information technology systems and functions	17	2,347	20	4,435	3	2,088
Strengthen human capital resources	6	350	5	302	-1	-48
Execute an aggressive, long-range facilities program	37	2,705	24	5,113	-13	2,408
Financial Strength:						
Secure the financial resources needed for Institutional operations	16	1,156	16	1,193	0	37
Total	329	33,616	360	38,610	31	4,994

BACKGROUND AND CONTEXT

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

To achieve the goal of Public Impact, NMAI is focusing on completing exhibitions and educational programs for the new Museum on the national Mall. This last Museum on the Mall represents the fulfillment of a commitment made to the indigenous peoples of this hemisphere and is a fitting monument to the living cultures of our lands. Through an innovative approach to the exhibitions, involving input from representatives of the cultures presented in them, and public programming that presents the contemporary voice of Native peoples, the Museum will educate and inform the public while countering widespread stereotypes.

For FY 2004, the estimate includes increases of 44 FTEs and \$10,817,000 to support the Mall Museum opening and \$552,000 for necessary pay for existing staff funded under this line item; and decreases of \$5,703,000 to reduce one-time funding for exhibition preparation and installation (\$4,903,000) and for communications cabling costs (\$800,000) for the Mall Museum, and 13 FTEs and \$672,000 to reflect the transfer of facilities management services to the Office of Facilities Engineering and Operations. Also justified here but included in the Facilities Operations and Facilities Maintenance line items is an increase of 59 FTEs and \$2,841,000 for central support in the areas of security, utilities maintenance, and related building engineering monitoring (33 FTEs and \$1,858,000) and building maintenance services, supplies, and equipment (26 FTEs and \$983,000).

MEANS AND STRATEGY

To achieve the goal of Public Impact, NMAI will focus on completing three major long term exhibitions: *Our Universes*, on Native cosmologies and philosophies; *Our Peoples*, on Native histories; and *Our Lives*, on Native identities; and a temporary exhibition featuring contemporary works of art by two prominent Native American artists, George Morrison and Alan Houser. To orient visitors to the exhibition, the Preparation Theater will present an 8-10 minute multi-media film. In addition, NMAI will produce a permanent Study Collection area featuring rotating and in-depth presentations revealing the breadth and scope of the NMAI collection, and an exhibition that honors local Native communities, *Return to a Native Place*. NMAI will also continue to direct resources to the changing exhibition program at the Heye Center in New York, celebrating its tenth anniversary in 2004.

Outreach efforts will bring the Museum and its resources to audiences through media such as the radio and the Web, and innovative outreach and

training programs. These contacts will link external communities to audiences at the Mall Museum through technology and involvement in planning and programming. A Film and Video center will present the variety and excellence of Native productions.

In education, funding will allow for planning and development of programs seven days a week, including interpretative activities, cultural arts performances, demonstrations, and resource materials about Native American history and cultural heritage. Print, audio, and electronic materials will be produced to reach an audience of more than three million visitors, and inform those who are unable to visit. The Resource Center will provide daily information about Native peoples of the western hemisphere, including Hawaii, providing opportunities to correct stereotyping. A variety of tribal educational resources will be prepared in FY 2004, including curricula to be made available to local teachers before and after the opening of the Museum. Native boat building will be demonstrated and exhibited in the Potomac area, along with a variety of other activities.

Funds will be used to complete the collections move in FY 2004 and prepare collections images and text databases for broad access by Mall visitors and external audiences. In addition, staff will make research, film, video, audio, and photographic content developed for Mall exhibitions broadly available both in the Mall Museum and to Native American communities and public audiences, including through the Web.

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

The goal of Management Excellence will be addressed in part by developing the infrastructure needed to support the new Mall Museum and its extensive, specifically designed educational spaces and technologies. Resources at the Cultural Resources Center and New York's Heye Center will be made available to Mall audiences by procuring technology-related equipment and software for the new Museum including a voice-over Internet protocol, as well as increasing support for information resources and website enhancement. Office equipment not covered in the construction contract will be procured in FY 2004 for staff offices and workrooms. Funds will also be directed towards facility management to care for the new building and grounds and security for staff, collections, and visitors. The goal of Financial Strength will be addressed by

continuing to use resources to secure private funds for Mall Museum construction and operations.

STRATEGIC GOALS AND FY 2004 ANNUAL PERFORMANCE GOALS

Public Impact

Offer compelling first-class exhibitions (39 FTEs and \$4,205,000)

- Ensure that the four opening exhibitions and eight public space installations are coordinated with the Mall building construction schedule and completed on time
- Develop effective exhibition guidelines and processes to ensure that exhibitions and public spaces are created in collaboration with Native communities and other museums, and attain the highest professional standards
- Design education programs linked to exhibitions to serve an estimated 8,000 visitors a day.

Expand a national outreach effort (39 FTEs and \$3,483,000)

- Develop a signature film for the Mall Museum
- Provide daily information services about NMAI and Native peoples to the public using technology-based capacity at the Resource Center
- Develop strategies to extend Mall and Heye Center educational products and public programming to national audiences through Smithsonian affiliates and other venues
- Develop and adopt a strategy for using the Web to bring the Smithsonian to the nation and the world

Provide diverse national audiences with high-quality education resources (62 FTEs and \$5,393,000)

- Produce and distribute initial publications and media products augmenting Mall opening exhibitions
- Present diversified and ongoing publications and living arts programs that will educate the public about the history and significance of Native cultures, including about 30 cultural arts programs each month once the museum opens, craft demonstrations, storytelling, discussions, music, dance, theater performances, seven books, one recording, and 12–15 printed pieces, including brochures and mailers
- Coordinate five community-based research heritage projects to expand the body of new Native scholarship to be used in developing programs and publications

Judiciously build, refine, care for, and manage the national collections (101 FTEs and \$8,304,000)

- Prepare condition reports for and safely pack, track, unpack, and install approximately 6,000 collection objects, exhibit props, and mounts for the opening exhibitions of the Mall Museum
- Purchase equipment to reliably track environmental conditions and implement an integrated pest management program at the Mall Museum

- As part of the move process, create digital images for some 50,000 objects
- Enter CD-ROM location data for about 2,500 ethnographic-historic images
- Complete the collections move, with all 800,000 artifacts, 100,000 photographs, and 2,500 film and video items removed from New York facilities and relocated to CRC
- Complete disposition of all human remains

Deliver the highest quality visitors' services (6 FTEs and \$623,000)

- Implement new systems for visitor passes, guidance, information, and services at the Mall Museum

Management Excellence

Strengthen an Institutional culture that is customer-centered and results-oriented (48 FTEs and \$5,559,000)

- Respond to all internal, OMB, Congressional, and other budgetary requirements accurately and on time
- Meet all NMAI and Smithsonian needs for procurement/travel management and reporting

Modernize the Institution's information technology systems and functions (20 FTEs and \$4,435,000)

- Install and test all electronic, technology, and information management systems necessary for the opening of the Mall Museum
- Integrate NMAI collection databases and images representing over 800,000 artifacts and 100,000 photographs for greater public use and access
- Formulate, design, and launch a pilot technology initiative linked to the opening of the Mall museum that demonstrates the application of electronic technologies to fulfill NMAI's "fourth museum" (outreach) commitments

Strengthen human capital resources (5 FTEs and \$302,000)

- Recruit highly qualified candidates with an emphasis on reaching out to Native communities to support the opening of the Mall Museum and to fill other vacancies
- Set up a cost-effective and efficient position management structure within the Museum and incorporate strategic goals and objectives into staff performance plans

Execute an aggressive, long-range facilities program (24 FTEs and \$5,113,000)

- Provide maintenance, security, and visitor support services for a seven-day-a-week operation open to the public at the George Gustav Heye Center (GGHC), and meet the facility requirements for the Mall Museum not included in the construction contract.

Financial Strength

***Secure the financial resources needed for Institutional operations
(16 FTEs and \$1,193,000)***

- Set goals and priorities for substantially increased private donations to sustain an annual support goal of \$15 million
- Maintain and manage growth of corporate members from current level of 18
- Fundraise for renovation of GGHC Pavilion and for gala to celebrate GGHC's 10th anniversary
- Increase membership to 60,000-70,000
- Invest 20% of the membership revenues in an acquisitions program, and launch an aggressive marketing campaign for new members

FY 2004 REQUEST—EXPLANATION OF CHANGE

The fiscal year 2004 budget estimate includes a net increase of 31 FTEs and \$4,994,000. As in previous years, these resources are requested to remain available until expended. Included are an increase of \$552,000 for necessary pay, a decrease of \$5,703,000 in one-time prior-year funds (as discussed in the Non-recurring Costs section of this budget), and a decrease of \$672,000 and 13 FTEs to reflect the transfer of facilities management services to the Office of Facilities Engineering and Operations. The request includes increases of 44 FTEs and \$10,817,000 that are necessary for the opening of the Mall Museum. These funds are required to develop and implement inaugural and continuing exhibitions and related programs; implement a diverse public program of educational resources and activities, cultural arts performances, presentations, and demonstrations; establish an extensive outreach program to expand NMAI's resources throughout the country and the world; ensure that collections are managed and cared for properly; ensure that comprehensive assistance and services are provided to visitors; and to implement necessary information technology capacity. NMAI's request also includes an increase of \$2,841,000 and 59 FTEs for central support in the areas of security, utilities maintenance, and related building engineering monitoring (\$1,858,000 and 33 FTEs) and building maintenance services, supplies, and equipment (26 FTEs and \$983,000). These resources are included under the Facilities Operations and Facilities Maintenance line items, but are justified here. The increases are as follows:

- (+\$944,000, +7 FTEs) This increase supports the establishment of the exhibitions operation in the new facility and will permit the continuation of contracting activities to meet the exhibition development and implementation schedule required for the opening of the Mall Museum to the public in September 2004. This will ensure that three major galleries with curatorial input from approximately 30 tribal groups represented by the collection and one gallery devoted to contemporary arts, along with study collections throughout the building, are ready for the opening.
- (+\$2,982,000, +26 FTEs) This increase will support the planning, development, and implementation of interconnected educational and cultural

programs, activities, and resources that NMAI will share with on-site visitors and constituents across the country and around the world.

NMAI will provide ongoing and dynamic programming to allow visitors to experience the contemporary arts, lives, and concerns of the indigenous peoples of the western hemisphere through performances, demonstrations, workshops, and oral presentations. In addition, outreach programs for communities throughout the hemisphere will be planned, as well as conferences and symposia that will include electronic links for distance-learning opportunities with Native American colleges and other community organizations and tribes. Necessary staff for these activities includes a program specialist, program secretary, program assistant, and two performance coordinators.

Educational programs will be presented to supplement the exhibits with an emphasis on the contemporary aspects of Native cultures. These activities will include classes, demonstrations, workshops, curricula, and interpretive materials, and will serve an estimated 4,000 ticketed visitors per day and another 4,000 not accommodated in the galleries. Required staff includes an administrative assistant, a lead interpreter, six cultural interpreters, a classes/workshop specialist, a reservations secretary, a reservations supervisor, and a theater program specialist.

Funding is also required for the operation of the Resource Center, which consists of 18 interactive multi-media stations and extensive reference areas to supplement the exhibition galleries and respond to visitor needs for information about Native American experience and culture. This is anticipated to be a very popular, high-traffic area, requiring substantial coverage on a seven-day-a-week basis. Staff will respond to public inquiries, support distance learning opportunities, and keep up-to-date documentation on ongoing NMAI programs. FTEs required to deliver this service include two cultural information specialists, an administrative assistant, and an audio-visual specialist. One-time funds in the amount of \$325,000 will be required for the Resource Center, including software and equipment, technological support for classrooms, and a wide range of devices to enhance access to information resources for disabled visitors.

A Web multimedia specialist is requested to develop and release a new NMAI public website, and one-time funds of \$40,000 are requested for Web development and Web content management systems.

A Film and Video Center will offer programming in the theater using NMAI's notable and expanding collection of Native American media products, and also will support filming of Native American presentations in Washington so that wider audiences can benefit from one-time programming. The Center will provide special workshops and information to Native media makers and

support NMAI's outreach activities. A program manager, screening coordinator, and secretary are required to staff the Center.

The funding will also be used for a position to build on and sustain the extensive community contacts and relationships initiated to develop the Mall exhibitions and help bring the Museum and its resources to constituents through media such as radio and the Web and innovative outreach and training programs. In addition, these funds will provide ongoing print, audio, and electronic materials to support the Museum.

- (+\$563,000, +6 FTEs) This increase supports a comprehensive visitor services and support function. Funding is needed to provide staff to act as the primary interface with the public in order to provide information; direct visitors to public space, exhibit gallery, theater, and special programs; oversee volunteer training and coordination; provide crowd-management and on-floor pass systems; and coordinate with Smithsonian security. To manage the array of programs and presentations for 8,000 anticipated daily visitors, visitor services will require a manager, an assistant manager, two floor staff, a volunteer coordinator, and an administrative assistant for seven-day-a-week coverage.
- (+\$131,000, +1 FTE) This increase includes \$131,000 and 1 FTE for the Mall Museum Collections Manager to oversee all aspects of collections receiving, care, and installation in the building's exhibitions.
- (+\$3,419,000, +1 FTE) \$3,042,000 in one-time costs is requested for all facilities requirements not included under the construction contract, including equipment for the loading dock and mailroom, office equipment such as faxes and copiers, and all office and public furniture. Funding of \$277,000 is also required for a mail clerk and general administrative support for the new facility and staff, such as equipment maintenance, communications, and general supplies. Also included are one-time funds of \$100,000 for the move of staff from rented space to the Museum.
- (+\$2,778,000, +3 FTEs) This increase is required to implement, manage, and support NMAI's complex technology environment. Of this amount, one-time funds of \$2,338,000 are required for opening the new Museum, and \$440,000 and 3 FTEs are for ongoing operations.

One-time funds totaling \$2,108,000 will be used for technology infrastructure for the new Museum, including a voice-over Internet protocol; desk-top computers, laptops, printers, software, and other peripherals; servers; serve racks; redundant power supply modules; cables; and external communications systems. Other one-time costs of \$230,000 are for systems planning and systems design to support the integration of collections, contracts, media asset management and interactive systems in support of NMAI's opening exhibitions.

Support for ongoing operations includes costs for software and hardware maintenance for various systems including collections, contracting, media,

and Web content, and three positions—technology coordinator, audio visual specialist, and systems analyst programmer—to support NMAI staff and additional technical activities at the Mall Museum, and also numerous computer applications at all NMAI locations.

- (+983,000, +26 FTEs) This increase is requested for all facilities-related activities, based on the need to provide facilities service for a seven-day-a-week operation with heavy public traffic. It provides \$983,000 and 26 FTEs (included under the Facilities Maintenance and Operations line items) for two custodial supervisors, 21 laborers, one maintenance worker, and two foremen in addition to funding for cleaning supplies and equipment to maintain the building for both the public and office staff.
- (+1,858,000, +33 FTEs) The requested level of FTEs and funding will provide the necessary staff and operating dollars required to provide minimum levels of security, operation, and related building engineering monitoring for the new Mall Museum. This amount (included under the Facilities Maintenance and Facilities Operations line items) only allows for the very minimum requirements of providing security, maintenance, and grounds care in time for the opening of the Museum. An additional 32 FTEs (for a total of 65 FTEs) and related funds will be required in FY 2005 to provide sufficient personnel and funding for full-scale operation of the building security operation and systems.

The FY 2004 request will allow the Institution to hire 45 security employees (1 security manager, 1 lieutenant, 5 sergeants, 3 control room operators, 34 officers, 1 administrative staff) and \$185,000 for supplies and equipment; 7 maintenance personnel (1 HVAC supervisor, 2 HVAC leaders, 4 HVAC mechanics) and \$60,000 for supplies and materials; and 2 operations personnel (1 supervisory horticulturist, 1 horticulturist) and \$69,000 for equipment and supplies. Incumbents for these positions will be hired on a staggered basis during FY 2004 so that maximum use can be made of requested funds and FTEs.

The federal support requested for FY 2004 is the level required to open the new Mall museum in September 2004 as planned. Without the requested increases, NMAI would not have sufficient staff during FY 2004 to prepare or install the approximately 6,000 objects that will be displayed in the four major exhibitions or eight smaller presentations, and would curtail full development of interactive and multi-media visitor experiences. The result would be a phased opening of an unfinished museum rather than making a strong initial impact by presenting a complete and coherent experience for visitors. Reduced education, public programs, and visitor services staff would reduce access to education spaces and programs outside of the exhibition galleries, thus preventing full educational use of the building. NMAI will also not be able to launch new Web products to bring Mall exhibitions content to a vast number of visitors unable to come to Washington. The Institutional goal of Management Excellence would also suffer without adequate staff to provide oversight and carry out technical

support, facilities management, and administrative functions. Without the resources for new facilities, the Institution will be unable to provide sufficient security for staff and collections, and for operation and maintenance of installed systems. This inability will lead to increased risk of damage or loss of collections and accelerated deterioration of the building systems and building structure.

NONAPPROPRIATED RESOURCES—General trust funds provide support for salaries and benefits of personnel, and help defray costs of publications, special events for exhibition openings, and other related costs. Donor/ sponsor designated funds provide support for costs related to specific programs and projects, including educational programs, pro-bono advertising, production of fundraising proposals, member- and donor-related special events, exhibition openings, and outreach in cities across the United States.