

**NATIONAL GALLERY OF ART
FY 2016 CONGRESSIONAL BUDGET REQUEST**

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**NATIONAL GALLERY OF ART
INTRODUCTION
FY 2016**

The National Gallery of Art's mission and goals were set in place with the initial correspondence between founder Andrew W. Mellon and President Franklin D. Roosevelt and in the subsequent Joint Resolution of Congress signed in 1937 establishing the Gallery, which states in part:

“The faith of the United States is pledged that...the United States will provide such funds as may be necessary for the upkeep of the National Gallery of Art and the administrative expenses and costs of operation thereof, including the protection and care of works of art acquired by the Board, so that the National Gallery of Art shall be at all times properly maintained and the works of art contained therein shall be exhibited regularly to the general public free of charge. For these purposes there are hereby authorized to be appropriated such sums as may be necessary.”

In accordance with its enabling legislation, the Gallery is under the direction of a Board of Trustees comprised of five private members and four ex-officio members: The Chief Justice of the United States, the Secretary of State, the Secretary of the Treasury, and the Secretary of the Smithsonian Institution.

The National Gallery is one of the world's premier art museums with a renowned collection of American and European masterworks. Sustaining the high standards of excellence, achievement, and service to the nation, which were established at its founding, continues to be the National Gallery's highest priority. That priority is reflected in the Gallery's mission, which is to serve the country by preserving, collecting, exhibiting, interpreting and encouraging the understanding by the American public of original, great works of art.

The architecture of the National Gallery's two landmark buildings is dignified and monumental in keeping with their location on the National Mall. The West Building, designed by the preeminent neoclassical architect John Russell Pope, is one of the most acclaimed art museum buildings in the world for the display and security of the works of art held in trust for the nation. A gift to the nation from Andrew W. Mellon, it opened on March 17, 1941. Renowned 20th century architect I. M. Pei designed the East Building, and it has entered the canons of architecture as a masterpiece of design. A gift to the nation from Paul Mellon, Ailsa Mellon Bruce, and the Andrew W. Mellon Foundation, the East Building opened on June 1, 1978.

On May 23, 1999 the National Gallery Sculpture Garden, given to the nation by The Morris and Gwendolyn Cafritz Foundation, opened to the public. The Sculpture Garden provides a distinctive setting for major sculptures by masters of 20th century art. In this unique outdoor space, visitors are surrounded by indigenous North American trees and plants and can enjoy a reflecting pool with a fountain in the center that converts to an ice skating rink in winter. The Sculpture Garden is one of the most popular outdoor spaces in Washington, D.C.

The Gallery is committed to protecting and maintaining its two landmark buildings, the Sculpture Garden and the grounds. Major repair, restoration, and renovation of the buildings and infrastructure is necessary to keep the complex functioning efficiently, securely, and safely and to ensure that they continue to serve as examples of the Gallery's high aesthetic standards.

A major aspect of the National Gallery's programming is its special exhibitions, which offer the American people a wide range of visual experiences. The Gallery organizes and presents special exhibitions that augment the strengths of its collection and that focus on works of art of exceptional merit from other cultures and periods lent from public and private collections around the world. The Gallery's high attendance is directly related to its special exhibitions which introduce many people to art for the first time. The Gallery's audience is further extended by featuring many of these exhibitions on its web site for millions more to enjoy.

Using the latest technology to provide the public with increased and continual access to the collection, special exhibitions and educational materials is key to the success of the Gallery in meeting its high standards of excellence in education. To achieve this goal, the Gallery's information technology initiatives align closely with the Gallery's mission and goals and are a high priority.

The Gallery's role as an educational institution on a national level extends through its wide variety of education programs and resources specially developed for adults, students, families, and scholars. This broad spectrum of offerings includes tours, gallery talks, lectures, symposia, and film series, among other events; numerous tours offered on its web site of the collection and architecture, as well as virtual tours of the Sculpture Garden and selected special exhibitions; and specially designed workshops and resources for teachers such as school tours and online programs for all grade levels.

The National Gallery's Conservation Division is one of the largest and most comprehensive of the world's art museums, with laboratories for conserving paintings, sculpture, works on paper, photographs and textiles as well as for scientific research. The most dramatic advances in art conservation take place in the Gallery's Scientific Research lab using highly advanced technologies and sophisticated equipment. Using carefully researched conservation techniques, the Gallery also fulfills its mission of protecting a collection of over 134,000 works of art in its care to ensure they remain available for enjoyment by the public for generations to come.

A key element of the Gallery's commitment to scholarship in art history and the consequent enrichment of higher education across the country is the Art Research Library, one of the finest and most respected art libraries in the world. The comprehensive, in-depth collection comprises nearly 473,000 volumes on the history, theory, and criticism of art and architecture including a rare book collection with more than 10,500 volumes. The Art Research Library is used by staff, visiting fellows, professors, and scholars associated with the Gallery's Center for Advanced Study in the Visual Arts, as well as by some 3,000 members of the public each year.

The Strategic Plan for the National Gallery of Art identifies the following goals and objectives:

- The Gallery will continue to seek out the finest works of art available for donation or for purchase with private funds to strengthen the core collection donated by Andrew W. Mellon.
- In order to maintain the very highest standards, the Gallery will consistently hire and retain the best available curatorial, conservation, educational, and management staffs.
- Day-to-day operations will support the Gallery's mission through the care, maintenance, and security of the works of art and the facilities at optimum levels.
- The Gallery will serve as a model for other museums from coast to coast, offering its expertise and educational resources, including loans of works of art and special exhibitions from the collection.

The FY 2016 Budget Request strives to support these Strategic Plan goals and objectives.

NATIONAL GALLERY OF ART
AUTHORIZING LEGISLATION

This request for an appropriation is based on the authorizing legislation contained in section 4(a) of the Joint Resolution of Congress, March 24, 1937, (20 U.S.C. 71-75) which states:

“The faith of the United States is pledged that...the United States will provide such funds as may be necessary for the upkeep of the National Gallery of Art and the administrative expenses and costs of operation thereof, including the protection and care of works of art acquired by the Board, so that the National Gallery of Art shall be at all times properly maintained and the works of art contained therein shall be exhibited regularly to the general public free of charge. For these purposes there are hereby authorized to be appropriated such sums as may be necessary.”

NATIONAL GALLERY OF ART
APPROPRIATION LANGUAGE

Salaries & Expenses

For the upkeep and operations of the National Gallery of Art, the protection and care of the works of art therein, and administrative expenses incident thereto, as authorized by the Act of March 24, 1937 (50 Stat. 51), as amended by the public resolution of April 13, 1939 (Public Resolution 9, Seventy-sixth Congress), including services as authorized by 5 U.S.C. 3109; payment in advance when authorized by the treasurer of the Gallery for membership in library, museum, and art associations or societies whose publications or services are available to members only, or to members at a price lower than to the general public; purchase, repair, and cleaning of uniforms for guards, and uniforms, or allowances therefore, for other employees as authorized by law (5 U.S.C. 5901-5902); purchase or rental of devices and services for protecting buildings and contents thereof, and maintenance, alteration, improvement, and repair of buildings, approaches, and grounds; and purchase of services for restoration and repair of works of art for the National Gallery of Art by contracts made, without advertising, with individuals, firms, or organizations at such rates or prices and under such terms and conditions as the Gallery may deem proper, [\$119,500,000] \$126,660,000, to remain available until September 30,[2016] 2017, of which not to exceed \$3,578,000 for the special exhibition program shall remain available until expended.

*(P.L. 113-235, Consolidated and Further Continuing
Appropriations Act, 2015)*

NATIONAL GALLERY OF ART
APPROPRIATION LANGUAGE

Repair, Restoration and Renovation of Buildings

For necessary expenses of repair, restoration and renovation of buildings, grounds and facilities owned or occupied by the National Gallery of Art, by contract or otherwise, for operating lease agreements of no more than ten years, with no extensions or renewals beyond the 10 years, that address space needs created by the ongoing renovations in the Master Facilities Plan, as authorized, [~~\$19,000,000~~] \$26,000,000, to remain available until expended: Provided, That contracts awarded for environmental systems, protection systems, and exterior repair or renovation of buildings of the National Gallery of Art may be negotiated with selected contractors and awarded on the basis of contractor qualifications as well as price.

(P.L. 113-235, Consolidated and Further Continuing Appropriations Act, 2015)

NATIONAL GALLERY OF ART
FY 2016 CONGRESSIONAL BUDGET REQUEST
(Dollars in Thousands)

<u>Appropriation Account</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase/ (Decrease)</u>
Salaries & Expenses	\$ 119,500	\$ 126,660	\$ 7,160
Repair, Restoration & Renovation	<u>19,000</u>	<u>26,000</u>	<u>7,000</u>
Total Funding	<u>\$ 138,500</u>	<u>\$ 152,660</u>	<u>\$ 14,160</u>
Full-time Equivalent Employment	807	807	-

The Salaries & Expenses account includes no-year funding for special exhibitions.

FY 2016 Budget Request

The FY 2016 Budget Request totals \$152,660,000 and supports 807 full-time equivalent positions. Fiscal 2016 is a major milestone in the Gallery's history and marks the 75th anniversary of the opening of the National Gallery of Art on March 17, 1941. The East Building renovations and privately-funded expansion will be completed and the galleries reopened to the public in 2016 to coincide with the 75th anniversary. Furthermore, for the first time since work began on the Master Facilities Program in 1998, 100 percent of the galleries will be open to the public.

The Gallery's FY 2016 budget request supports the following key performance goals and management initiatives which are detailed in the Gallery's FY 2016 Performance Plan in Tab 9.

- Provide the public with continuing and increased access to the Gallery's collection and educational materials
- Address the backlog of deferred capital projects and maintenance
- Advance the Gallery's Information Technology (IT) Strategic Plan
- Provide the highest level of security for the Gallery's collection, visitors, staff, and facilities

A summary of the significant budget increases and decreases within the Salaries and Expenses and the Repair, Restoration and Renovation accounts follows below and is explained in greater detail in Tab 4 (S&E), and Tab 5 (R,R&R).

Salaries and Expenses (+\$7,160,000)

Personnel Compensation and Benefits (+\$4,460,000)

An increase of \$4,460,000 is requested for necessary compensation and benefits costs supporting 807 FTEs as described in detail under each functional area in Tab 4. (Please note that two of these FTEs are included in the Repair, Restoration, and Renovation appropriation described in Tab 5). The increase covers mandatory pay and benefits increases for existing staff including within grades, locality pay and a 1.3% general pay raise in January, 2016 pro-rated for $\frac{3}{4}$ of the fiscal year.

Non-pay (+\$2,700,000)

An increase of \$2,700,000 is requested for non-personnel costs for operations. The major components of non-pay increases in the FY 2016 Salaries and Expenses request are outlined below and described in detail under each functional area in Tab 4 and in Tab 7.

- **Other Services (+\$835,000)**
 - \$635,000 is for increases in IT services consisting of:
 - \$125,000 for the Integrated Security Management System includes \$25,000 for contractual rate escalation and \$100,000 to conduct a long-term strategy assessment to identify future improvements needed for the security network,
 - \$145,000 for mandatory contractual increases for hosting and licenses for the Financial Management and Contract Writing Systems and technical support, whose cost is increasing with the completion of the software upgrades,
 - \$140,000 for new hosting fees for email and help desk work ticket systems that were migrated to the cloud in 2014,
 - \$147,000 for higher costs of server and network support contracts,
 - \$126,000 for IT contract professionals to implement cloud enterprise solutions and other system upgrades,
 - (-\$48,000) reduction in costs for IT security achieved by transferring services to scan Gallery networks to the Department of Homeland Security which provides the service at no cost to the Gallery.
 - \$200,000 is for professional art handling services to ensure safe handling and movement of artworks by the Registrar's office. During FY 2014, eleven art handlers managed over 18,300 moves of art, including 1,025 outgoing loans, a level of activity that increases the risks to both the art and staff.

- **Equipment (+\$1,865,000)**

- \$1,865,000 is requested for IT equipment consisting of:
 - \$637,000 for Art Care to support migration of major Art Care applications to a Cloud-based platform consistent with government-wide e-Gov directives, enhancements to the public website to better serve the majority of the American public who cannot visit the Gallery in Washington DC, and implementation of the initial phase of the Digital Asset Management System (eDAM) that underlies the Gallery's ability to expand on-line public access to the collections.
 - \$175,000 for Protection for security network modernizations resulting from the recommendations of the independent review of the security network conducted in 2015.
 - \$1,053,000 for General Administration includes \$723,000 to provide public Wi-Fi in the West Building for visitor access to the Gallery's website information resources, migrate the in-house data storage network to a cloud-hosted platform and modernize the Gallery's 25 year old intranet. Also included in this figure is \$150,000 for upgrades to the Gallery's Financial Management and Contract Writing systems software to meet Treasury requirements for consolidated federal financial reporting and \$180,000 to develop and implement a long-delayed Human Resources Management system.

Repair, Restoration and Renovation (+\$7,000,000)

The Gallery's FY 2016 request for the Master's Facilities Plan (MFP) and Ongoing Renovations totals \$26,000,000, an increase of \$7,000,000 over the FY 2015 Enacted Budget. The requested funds will be used for the following MFP projects which are described in greater detail in Tab 5:

- \$12,907,000 is needed to complete Work Area 9.1 construction in the East Building galleries in order to reopen to the public in 2016 for the 75th anniversary of the National and to seamlessly continue the adjacent Work Area 9.2 construction.
- \$7,385,000 is for the East Building emergency generator and related emergency power systems, which is a requirement for reopening the building to the public.
- \$4,708,000 is required for continued contractual lease expenses.

Funding for the Gallery's Ongoing Renovations program, also described in Tab 5, remains \$1,000,000, no change from the FY 2015 Enacted Budget.

**NATIONAL GALLERY OF ART
COMPARATIVE BUDGETS BY OBJECT CLASS
FY 2015 - FY 2016
(Dollars in Thousands)**

<u>Object Class</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase/ (Decrease)</u>
<u>Salaries & Expenses:</u>			
Personnel Compensation	\$ 63,424	\$ 66,236	\$ 2,812
Personnel Benefits	<u>19,441</u>	<u>21,089</u>	<u>1,648</u>
Subtotal - Compensation & Benefits	<u>82,865</u>	<u>87,325</u>	<u>4,460</u>
Travel of Persons	214	214	-
Transportation of Things	606	606	-
Rent, Communications, & Utilities	12,750	12,750	-
Printing & Reproduction	292	292	-
Other Services	16,949	17,784	835
Supplies & Materials	2,570	2,570	-
Equipment	<u>3,254</u>	<u>5,119</u>	<u>1,865</u>
Subtotal - Non-pay	<u>36,635</u>	<u>39,335</u>	<u>2,700</u>
Total - Salaries & Expenses	<u>119,500</u>	<u>126,660</u>	<u>7,160</u>
<u>Repair, Restoration & Renovation:</u>			
Master Facilities Plan	18,000	25,000	7,000
Ongoing Renovation	<u>1,000</u>	<u>1,000</u>	<u>-</u>
Total - Repair, Restoration and Renovation	<u>19,000</u>	<u>26,000</u>	<u>7,000</u>
Total Funding	<u>\$ 138,500</u>	<u>\$ 152,660</u>	<u>\$ 14,160</u>

The Salaries & Expenses account includes no-year funding for special exhibitions.

**NATIONAL GALLERY OF ART
COMPARATIVE BUDGETS BY FUNCTION
FY 2015 - FY 2016
(Dollars in Thousands)**

<u>Function</u>	<u>FY 2015 Enacted</u>		<u>FY 2016 Request</u>		<u>Increase/ (Decrease)</u>	
	<u>Funding</u>	<u>FTEs</u>	<u>Funding</u>	<u>FTEs</u>	<u>Funding</u>	<u>FTEs</u>
Care and utilization of art collections	\$ 39,418	268	\$ 42,226	268	\$ 2,808	-
Operation and maintenance of buildings and grounds	33,858	156	34,532	156	674	-
Protection of buildings, grounds, and contents	22,418	282	22,943	282	525	-
General administration	<u>23,806</u>	<u>99</u>	<u>26,959</u>	<u>99</u>	<u>3,153</u>	<u>-</u>
Total - Salaries & Expenses	119,500	805	126,660	805	7,160	-
Repair, Restoration & Renovator	<u>19,000</u>	<u>2</u>	<u>26,000</u>	<u>2</u>	<u>7,000</u>	<u>-</u>
Total Funding	<u>\$ 138,500</u>	<u>807</u>	<u>\$ 152,660</u>	<u>807</u>	<u>\$ 14,160</u>	<u>-</u>

The Salaries & Expenses account includes no-year funding for special exhibitions.

**NATIONAL GALLERY OF ART
FY 2016 BUDGET REQUEST
SUMMARY OF INCREASES AND DECREASES BY FUNCTION
(Dollars in Thousands)**

	<u>Art Care</u>	<u>Ops & Maint</u>	<u>Protection</u>	<u>Gen Admin</u>	<u>Subtotal Salaries and Expenses</u>	<u>MFP/ Renovation</u>	<u>Total</u>
FY 2015 Enacted Budget	\$ 39,418	\$ 33,858	\$ 22,418	\$ 23,806	\$ 119,500	\$ 19,000	\$ 138,500
1. Compensation and Benefits	1,963	674	225	1,598	4,460	-	4,460
2. Travel of Persons	-	-	-	-	-	-	-
3. Transportation	-	-	-	-	-	-	-
4. Rent, Comm. & Utilities	-	-	-	-	-	-	-
5. Printing and Reproduction	-	-	-	-	-	-	-
6. Other Services							
IT Services	-	-	125	510	635	-	635
Repair & Maintenance	-	-	-	-	-	-	-
All Other Services	200	-	-	-	200	-	200
Total Other Services	200	-	125	510	835	-	835
7. Supplies	8	-	-	(8)	-	-	-
8. Equipment							
IT Equipment	637	-	175	1,053	1,865	-	1,865
Other Equipment	-	-	-	-	-	-	-
Total Equipment	637	-	175	1,053	1,865	-	1,865
9. Master Facilities Plan	-	-	-	-	-	7,000	7,000
Subtotal - Non-Pay Changes	845	-	300	1,555	2,700	7,000	9,700
FY 2016 Budget Request	\$ 42,226	\$ 34,532	\$ 22,943	\$ 26,959	\$ 126,660	\$ 26,000	\$ 152,660
Net Increase / (Decrease) over FY 2015 Enacted Budget	\$ 2,808	\$ 674	\$ 525	\$ 3,153	\$ 7,160	\$ 7,000	\$ 14,160

NATIONAL GALLERY OF ART
Salaries and Expenses
Art Care Function Budget
FY 2015 - FY 2016
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase/ (Decrease)</u>
Personnel Compensation	\$ 25,617	\$ 26,825	\$ 1,208
Personnel Benefits	7,210	7,965	755
Subtotal - Compensation & Benefits	32,827	34,790	1,963
Travel of Persons	180	180	-
Transportation of Things	451	451	-
Rent, Communications, & Utilities	7	7	-
Printing & Reproduction	292	292	-
Other Services	3,652	3,852	200
Supplies & Materials	783	791	8
Equipment	1,226	1,863	637
Subtotal - Non-pay	6,591	7,436	845
Total - Salaries & Expenses	\$ 39,418	\$ 42,226	\$ 2,808
FTE	268	268	-

The Salaries & Expenses account for Art Care includes no-year funding for special exhibitions.

Art Care Introduction

The Art Care function is at the core of the Gallery's mission to serve the nation by preserving, collecting, exhibiting, interpreting and fostering the understanding of original great works of art by the American public. Since its establishment by a joint resolution of Congress in 1937, the Gallery has assembled its collection of original works of art through donation or purchase from private funds.

The Gallery's curators are responsible for the care, display and interpretation of the works of art. The Chief Curator, with assistance from the curatorial staff, is responsible for identifying great works of original art that may be considered for acquisition by the Board of Trustees either through donation or purchase. The care, display and elucidation of the Gallery's collections are financed primarily from federal funds.

Another key function of Art Care is exhibiting the Gallery's works of art in the permanent collection as well as presenting special exhibitions which include works of art from around the world. Highly acclaimed international loan exhibitions are developed through the efforts of many of the departments of the Gallery, and often are the result of the Gallery's collaboration with foreign governments, other major art museums, and scholars throughout the world. Exhibitions are the result of years of planning and close coordination between the curators and many other

Art Care

departments. The Exhibitions department helps plan and organize the show; the Design and Installation department plans and builds the installation of the show; the Registrar arranges safe transit of works of art in the exhibition; the Education and Film departments plan and develop educational materials to accompany the exhibition; the Development offices help raise private funds to support the exhibitions. The Information office promotes the exhibition to the press and the public directly. Many other departments are involved in the educational process at the core of exhibiting, interpreting and disseminating knowledge of art. The department of Imaging and Visual Services, for example, takes digital photographs of works of art and makes them available for numerous educational purposes including publications, the web, school materials and for basic documentation purposes for conservation.

Whether working from special exhibitions or from the permanent collection, the objective of the educational programs staff is to disseminate knowledge of art and make the art accessible to as many people as possible throughout the nation. This is accomplished by in-house lectures and tours, as well as through the outreach programs of the Gallery's extension service, through the Gallery's web site, and through reproductions, DVD's, films and books. The extension service distributes information primarily to schools, and other institutions and groups throughout the fifty states.

The Conservation Division's mission is to preserve the Gallery's works of art. It is one of the largest and most comprehensive conservation facilities among the world's art museums, with laboratories for conserving paintings, sculpture, works on paper, photographs and textiles as well as for scientific research. Some of the greatest advances in the field of art conservation take place in the Gallery's Scientific Research Lab using highly advanced technologies and sophisticated equipment.

The activities above rely on the resources of an extensive art reference library, photo archives and art information database, all of which are used as research and educational resources for studying the collections, performing research on potential acquisitions, and organizing exhibitions as well as disseminating the knowledge of art to the general public.

The magnitude of the art collections in the National Gallery's care and the general public's interest in those collections can be suggested by summary statistics. The National Gallery has sizable collections: over 134,000 works of art, nearly 473,000 volumes on the history, theory and criticism of art and architecture, and a rare book collection with more than 10,500 volumes. The Art Research Library is used by staff, visiting fellows, professors and scholars associated with the Gallery's Center for Advanced Study in the Visual Arts, as well as by some 3,000 members of the public each year. These collections, augmented by the special exhibitions held during the year, attracted over 3.7 million visitors to the Gallery during FY 2014.

FY 2016 Art Care Budget Request

The FY 2016 Budget Request for the Art Care function totals \$42,226,000, an increase of \$2,808,000 over the FY 2015 Enacted Budget.

A summary of the significant budget increases from the FY 2015 Enacted Budget is provided on the following pages.

Art Care

SUMMARY OF ART CARE FUNCTION BUDGET BY OBJECT CLASS

Personnel Compensation and Benefits (\$34,790,000; +\$1,963,000)

A total of \$34,790,000 is requested for personnel compensation and benefits in FY 2016 (including \$1,456,000 of no-year funding for Special Exhibitions), an increase of \$1,963,000 over the FY 2015 Enacted Budget. These funds support 268 FTEs.

The increase is necessary for mandatory pay and benefits increases including within grades, locality pay and a 1.3% general pay raise in January, 2016 pro-rated for $\frac{3}{4}$ of the fiscal year.

Travel of Persons (\$180,000; no change)

A total of \$180,000 is requested for travel of persons, no change from the FY 2015 Enacted Budget.

- \$130,000 is for staff travel in curatorial, exhibitions and related supporting offices. Travel is an integral part of the art care function. Gallery curators are required to travel to New York, London, Paris, Rome and other major art centers to observe exhibitions and public collections. In addition, travel is necessary to visit and cultivate potential donors and collectors of works of art, attend auctions and help raise funds needed to purchase art and rare books for the library. Registrar and Conservation staffs are required to travel as couriers to inspect and accompany works of art on loan to the Gallery. Staff travel ensures that works of art that are shipped to the Gallery have adequate protection and are properly crated. Travel is also an element of research in relation to the work of creating scholarly publications about the Gallery's collections. In addition, these funds are used to attend professional conferences and training seminars and other professional business travel. These funds are also used by the Information office to promote the Gallery, its programs, and exhibitions.
- \$50,000 is no-year funding for Special Exhibitions travel. During the planning phase of an exhibition, NGA curators travel to view works of art for consideration of inclusion in exhibitions. Travel is also required for Gallery staff to accompany works of art during transit to the museum, as well as travel for the purpose of preparing condition reports on the objects (both a requirement of the U.S. Federal Indemnity Program).

Transportation of Things (\$451,000; no change)

A total of \$451,000 is requested in FY 2016 for transportation of things, no change from the FY 2015 Enacted Budget.

- \$300,000 is no-year funding for Special Exhibitions. The costs to transport art for an exhibition typically represent over one third of the total exhibition budget. These funds cover air and ground transportation of the works of art sent to or from the Gallery.
- \$151,000 is for air and ground transportation of works of art coming to the Gallery. Transportation costs are used to ship art for off-site professional restoration and for loan exchanges with other museums. A portion of this budget is used for Education and Film programs. Since much of the film material used for Gallery programs comes from

Art Care

Europe, customs charges and special handling are mandatory. Film archives require this kind of treatment and often will not permit their fragile materials to be shipped via standard commercial carriers such as FedEx. These funds are also used to ship catalogues, brochures and other promotional materials to and from the Art Education Association convention.

Rent, Communications & Utilities (\$7,000; no change)

A total of \$7,000 is requested in FY 2016 for rent, communications and utilities, no change from the FY 2015 Enacted Budget. These funds are used to rent film production equipment for films produced by the department of Exhibition Programs and for the Education department to rent a booth at the annual National Art Education Association convention.

Printing & Reproduction (\$292,000; no change)

A total of \$292,000 is requested in FY 2016 for printing and reproduction, no change from the FY 2015 Enacted Budget.

- \$79,000 is for the Information office to print and distribute the Quarterly Brochure of Events and to print press kits to promote the Galley's programs.
- \$67,000 is for the Editor's office for printing of Gallery stationery, forms, and pamphlets; and to reprint hundreds of thousands of copies of the Gallery Map and the Visitors Guide in several languages.
- \$94,000 is for the Library and Curatorial departments for book binding, preservation photocopying, printing of the film calendar, and the restoration of rare books.
- \$52,000 is for the Education department to print Gallery guides, maps, public information and educational resource publications.

Other Services (\$3,852,000; +\$200,000)

A total of \$3,852,000 is requested in FY 2016 for other services, an increase of \$200,000 over the FY 2015 Enacted Budget.

- \$1,572,000 is for no-year funding for other services for Special Exhibitions. A wide variety of contract services are required for the successful mounting of an exhibition. Much of the cost of these services is incurred by the Registrar's office. The Registrar contracts with shipping agents and brokers to execute the movement of art, and they procure security and packing services to ensure the safekeeping of the works in transit. The Design and Installation department manages a portion of these costs by designing and constructing temporary spaces in which special exhibitions are presented. These funds are also used for the contracted services of carpenters, electricians and painters.
- \$703,000 is for contracts to repair and maintain the galleries and Art Care equipment as described below.

Art Care

- \$617,000 is for repair and maintenance of the permanent collection galleries and includes service contracts for carpentry, painting, lighting, and electrical maintenance of the galleries and public spaces.
- \$86,000 is for preventative maintenance and repair contracts to maintain costly scientific equipment used by the Conservation Department to preserve the art. These funds are also required to maintain specialized equipment including cameras and printing machinery for the Library, the Editor's office, and the Digital Imaging Services Department.
- \$608,000 is for IT Art Care services to maintain, create and update content on the Gallery's website. In addition, these funds support user licenses, maintenance, training, and other steady state requirements for the collections management system, library, image collection, and other Art Care systems.
- \$276,000 is for conservation services including those provided by professional contract art restorers. These specialists assist the regular staff in continuing to preserve the collections and to provide unique expertise.
- \$151,000 is for the Library's external database subscriptions, cataloging utilities and inter-library loan fees.
- \$482,000 (+\$200,000) is for other services used by a variety of departments including Curatorial, Registrar, Development, Information and other departments. These funds are used for professional conference registrations, on-line database subscriptions such as LexisNexis, press-clipping services, mailing list management, fulfillment services, contract art handling, crate construction for transporting and storing works of art, crane rental for moving large artworks, equipment repair, temporary employee services and interns as well as for professional training for all staff in the Art Care function. In the Film department, these funds are used for translation services, film subtitles, tape duplication, piano tuning for silent film accompaniment, introductions by film historians and archivists, writing of program notes and other materials. These funds also support honoraria for guest speakers at film showings and license fees for rights for certain films to be screened.

The requested increase is for professional art handling services to ensure safe handling and movement of artworks by the Registrar's office. During FY 2014, eleven art handlers managed over 18,300 moves of art, including 1,025 outgoing loans, a level of activity that increases the risks to both the art and the staff.

- \$60,000 is for the Education department for honoraria, travel and lodging fees for speakers at the Sunday Lecture Series, and for education content within the Gallery's website. The Sunday lecture series is offered every Sunday and often has more than one guest speaker. Guest speaker honoraria, travel and lodging costs are also required to support the Teacher Institute, an educational program to enhance art education for teachers throughout the country. The Education department also uses these funds for professional services such as brochure design, image acquisition, translation, and production services for its publications such as the Teacher Resource Packet.

Art Care

Supplies & Materials (\$791,000; +\$8,000)

A total of \$791,000 is requested in FY 2016 for supplies and materials, an increase of \$8,000 over the FY 2015 Enacted Budget due to a transfer of costs from the General Administration function to Art Care.

Supplies are used in a variety of ways by several Gallery departments. The Film department uses its supplies budget for film stock, film rentals, image permissions and DVDs of films. The Digital Imaging department purchases specialized films, papers and inks for the production and distribution of digital images. The Editor's office uses these funds to procure specialized films for its silk screening operation. The Library uses these funds to purchase barcodes and labels for inventory control, custom-made boxes and acid-free containers for printed books and image materials, and computer supplies for the integrated library system. The Education department uses these funds to purchase materials for teacher packets, color slides, videos, CD-ROMs and DVDs that are sent out to audiences across the nation in order to foster awareness of the visual arts and make Gallery collections accessible to a broad audience beyond the Gallery's walls. The Registrar uses these funds to purchase specialized supplies for art handling, such as plastic sheeting to protect art in storage, plywood, tape, screws, and packing foam. Departments also purchase small IT hardware such as hard drives, flash drives and flash cards.

- \$200,000 is requested for no-year funding for supplies and materials for Special Exhibitions. Exhibition installation supplies (including lumber, drywall, paint, lighting and floor materials) typically represent almost twenty-five percent of the cost of mounting an exhibition. These funds are also used for the construction of packing crates for the movement of the works of art in an exhibition.
- \$101,000 is for supplies related to the maintenance of the permanent collection galleries. These funds are used for carpentry, painting, lighting and electrical supplies required to maintain the galleries and public spaces. It also includes uniforms, professional grade papers, inks, design supplies, and general office supplies not stocked in-house.
- \$89,000 (+\$8,000) is for the purchase of conservation supplies and subscriptions. The increase reflects a transfer of the cost of bottled gas products used in the conservation labs from the Administrative Services budget (General Administration function) to the Conservation budget (Art Care function). Conservation supplies include solvents, paints, gold leaf, mat board, brushes, cleaning agents, X-ray film, varnish, adhesives, scalpels, cotton and linen canvas, painting stretchers, archival papers, silica gel, and other specialized conservation supplies. These funds are also used for subscriptions to professional journals, and specialized electronic databases.
- \$401,000 is for all other supplies used by the Library, Education, Digital Imaging, CASVA, Publications, Music, Film and other Art Care departments.

Art Care

Equipment (\$1,863,000; +\$637,000)

A total of \$1,863,000 is requested in FY 2016 for Art Care equipment, an increase of \$637,000 over the FY 2015 Enacted Budget.

- \$1,097,000 (+\$637,000) is for IT equipment and software including:
 - \$357,000 (+\$107,000) supports the public web site and provides funds for expanding public access to educational and collections resources through mobile devices. The web site plays a key role supporting the educational mission of the Gallery. The requested increase is for web site enhancements that will provide authors new tools to create features about special exhibitions and the permanent collection and will extend powerful user capabilities that were developed for the new on-line systematic catalog, across the entire web site.
 - \$410,000 (+\$200,000) is for digital asset management system enhancements. The purpose of the Enterprise Digital Asset Management (eDAM) initiative is to expand the existing local digital asset management system (DAM) into a Gallery-wide repository. The eDAM will serve as the central source for storing, preserving and accessing digital assets by internal and external stakeholders. This Initiative includes ongoing storage of master digital images and derivatives, and implementing the strategic plan for digitization and preservation of rich media, e.g. audio and video. The eDAM will increase public access to the Gallery's digital collections by providing centralized asset management integrated with the image intellectual database with appropriate controls over access to content to ensure compliance with applicable copyrights and usage policies.
 - \$250,000 (+\$250,000) is to begin migrating art care systems to the cloud. The Government-wide e-Gov directive calls for agencies to migrate systems to shared services, such as cloud-computing, to achieve greater reliability and long-term cost management through lower capital expense, maintenance and energy costs. In FY 2014 the Gallery retained Accenture to conduct an assessment of IT operations. One of their recommendations was for the Gallery to accelerate implementing cloud computing and to increase the use of shared services for many applications.
 - \$80,000 (+\$80,000) is for on-line education programs, social media and steady state art care systems. The increase requested is for the annual maintenance costs for new systems implemented in FY 2014-2015. Mobile applications and social media channels reach a larger national audience to provide Information on works of art, upcoming exhibitions and events, and educational programs.
- \$364,000 is for the Library to acquire books, monographs, exhibition catalogs, publications in microform, rare books, current and rare photographs, albums and digital images. Library funds are also used to acquire or replace library shelving, specialized processing and preservation equipment, library automation peripherals, office furnishings including lamps, chairs and filing cabinets.
- \$234,000 is for the purchase of highly specialized conservation equipment for the conservation labs. This equipment is needed for such things as photography lab

Art Care

equipment, digital radiograph units, and microscopes that are necessary to conduct examinations and analyses to determine appropriate treatments of works of art.

- \$168,000 is for all other equipment. These funds are used by all of the Curatorial, Education, Exhibitions departments as well as the Registrar, Editorial and Press offices for routine replacement of equipment such as office furniture, tools and electronic equipment such as digital cameras and flash drives.

NATIONAL GALLERY OF ART
Salaries and Expenses
Operations and Maintenance Function Budget
FY 2015 - FY 2016
(Dollars in Thousands)

Object Class	FY 2015 Enacted	FY 2016 Request	Increase/ (Decrease)
Personnel Compensation	\$ 11,464	\$ 12,059	\$ 595
Personnel Benefits	<u>3,703</u>	<u>3,782</u>	<u>79</u>
Subtotal - Compensation & Benefits	15,167	15,841	674
Travel of Persons	5	5	-
Transportation of Things	4	4	-
Rent, Communications, & Utilities	10,502	10,502	-
Other Services	6,498	6,498	-
Supplies & Materials	1,307	1,307	-
Equipment	<u>375</u>	<u>375</u>	<u>-</u>
Subtotal - Non-pay	18,691	18,691	-
Total - Salaries & Expenses	\$ <u>33,858</u>	\$ <u>34,532</u>	\$ <u>674</u>
FTE	156	156	-

Operations & Maintenance Introduction

The Operations and Maintenance function operates and maintains all Gallery buildings and grounds, including: 1,374,000 square feet of floor space; 10.2 acres of landscaped grounds; the 6 acre Sculpture Garden; 70,900 square feet of glass rails and window walls; 16,800 light fixtures; 60 restrooms with 363 plumbing fixtures; 34 conveying systems (elevators, escalators, and moving walkways); 49 major air handlers; over 1,500 major pieces of equipment (pumps, compressors, valves, etc.); and the Building Automation System (BAS) with approximately 10,000 monitoring points within the buildings. All operating systems are monitored 24 hours a day every day of the year. In addition, the staff maintains all horticultural and planting arrangements in both buildings. All building spaces are cleaned and maintained daily, and the grounds are maintained throughout the year. Daily maintenance and care of the buildings and grounds is essential to ensure the safety of the collections, the visiting public, and the staff and volunteers of the Gallery.

FY 2016 Operations and Maintenance Budget Request

The FY 2016 Budget Request for the Operations and Maintenance function totals \$34,532,000, an increase of \$674,000 over the FY 2015 Enacted Budget.

A summary of the significant budget increases from the FY 2015 Enacted Budget is provided on the following pages.

Operations & Maintenance

SUMMARY OF OPERATIONS & MAINTENANCE FUNCTION BUDGET BY OBJECT CLASS

Personnel Compensation and Benefits (\$15,841,000; +\$674,000)

A total of \$15,841,000 is requested for personnel compensation and benefits in FY 2016, an increase of \$674,000 over the FY 2015 Enacted Budget. These funds support 156 FTEs.

This increase is necessary for mandatory pay increases including within grades, locality pay, and a 1.3% general pay raise in January, 2016 pro-rated for $\frac{3}{4}$ of the fiscal year.

Travel of Persons (\$5,000; no change)

A total of \$5,000 is requested for travel in FY 2016, no change from the FY 2015 Enacted Budget. These funds are used for staff to attend professional seminars and training off-site.

Transportation of Things (\$4,000; no change)

A total of \$4,000 is requested for transportation of things in FY 2016, no change from the FY 2015 Enacted Budget. These funds are used by the Horticulture department to transport shrubs and flowers purchased for display in and around the buildings.

Rent, Communications & Utilities (\$10,502,000; no change)

A total of \$10,502,000 is requested for rent, communications, and utilities in FY 2016, no change from the FY 2015 Enacted Budget. These funds are primarily used to pay for utilities for the Gallery's buildings and the Sculpture Garden. In addition to the normal requirements for HVAC, electricity, and water systems, a temperature of 70 degrees Fahrenheit and 50 percent humidity is maintained at all times for the preservation of the works of art. Details of this request are below and additional information on utilities can be found in Tab 10:

- \$3,669,000 is for electricity provided by PEPCO.
- \$3,335,000 is for steam provided by GSA.
- \$2,516,000 is for chilled water supplied by GSA.
- \$951,000 is for water supplied by the D.C. Water & Sewer Authority.
- \$14,000 is for natural gas.
- \$17,000 is for off-site greenhouse rental costs for the Ames-Haskell Azalea Collection and for rental of lifts to prune trees and shrubbery.

Other Services (\$6,498,000; no change)

A total of \$6,498,000 is requested in FY 2016 for other services, no change from the FY 2015 Enacted Budget.

- \$6,417,000 is needed for repair of the Gallery's grounds, buildings, and equipment, as well as routine preventive maintenance. Funding is used to repair building HVAC, conveyance, plumbing, and electrical systems, to replace failed building system components, such as air

Operations & Maintenance

supply fans, heating coils, dampers, actuators, and all other building systems, and for preventive maintenance contracts. Preventive maintenance contracts are used by the Gallery to maintain building systems, such as fire protection, electrical switchgear, emergency generators, and elevators and other conveying systems. In addition, these funds are for day-to-day operational expenses for trash removal, furniture repairs, and staff training. Below is a summary of the major items to be supported by these funds in FY 2016:

- \$4,098,000 is for the Gallery's repair program and is based on the Facility Condition Assessment (FCA) report. The FCA was updated in FY 2014 and identified a maintenance backlog totaling \$57,500,000, an increase of \$12.5 million since 2011 when the assessment was first conducted. The FCA is the basis for setting priorities to carry out repairs within available funding. Projects identified by the FCA are prioritized by fiscal year and assigned to the four classifications described below. The exact projects executed in a given year are subject to change based on available funding and intervening circumstances such as unanticipated emergency repairs which must be addressed.
 - Correction of fire and life safety deficiencies (\$704,000): Projects which present imminent danger to Gallery staff and visitors are included in this classification. Work includes correcting building code violations and correcting unsafe conditions in Gallery spaces. Projects planned for FY 2016 include the installation of OSHA approved fall protection systems in West Building laylight spaces and the replacement of non-code compliant exhaust ductwork in Cascade Café food preparation areas.
 - Correction of general electrical, mechanical, and structural deficiencies (\$2,752,000): This category includes repairs to mechanical, plumbing, electrical, HVAC, and miscellaneous building equipment whose condition has caused, or is in imminent danger of causing, damage to Gallery structures. Examples of projects planned for FY 2016 include the upgrade of controls and mechanical components associated with West Building passenger elevator WP-3 and freight elevator WF-3, modification of AC-35 air distribution in the Connecting Link, repair of East Building atrium skylights, and renovation of the Rotunda fountain. As numerous PSUs and related mechanical devices are obsolete and/or inoperative, temperatures in spaces served cannot be uniformly controlled, resulting in increased energy costs due to overheating/cooling and discomfort to Gallery staff.
 - Repairs to structural finishes (\$197,000): These projects address restoration of structural finishes such as paint, flooring, and surface treatments necessary to maintain the appearance of Gallery facilities and prevent damage to the underlying structures. Examples of projects planned for FY 2016 include the replacement of glass doors on the 7th Floor of the East Building.
 - Energy saving systems upgrades (\$445,000): These projects help the Gallery meet the Administration's goals for sustainability and energy efficiency, as well as to control and reduce utility costs through upgrades of mechanical and electrical systems. Projects planned for FY 2016 include the installation of meters in Gallery steam rooms to monitor steam usage and to

Operations & Maintenance

prevent the accidental tripping of freeze warning thermostats in major air handling systems.

- \$1,954,000 is for preventative maintenance contracts, including elevators and other conveying systems, fire protection equipment, air compressors and dryers, radio system equipment, equipment in the Sculpture Garden Pavilion, off-site greenhouses, special air conditioning systems to preserve photographs and photographic negatives, and emergency generators. This funding also covers ongoing service contracts, including interior and exterior trash removal, grounds maintenance, snow removal, pest control, window cleaning, and setup and storage of the ice skating rink at the Sculpture Garden. Additionally, this funding provides for a variety of day-to-day repair and maintenance services, including design services for repair projects, door and door hardware maintenance, equipment rentals, maintenance of high voltage systems, maintenance of cleaning equipment and machines, and other services.
- \$365,000 is for small miscellaneous contract repair projects for work under \$3,000 including furniture throughout the public spaces and in offices. Uniform cleaning services are also provided by these funds.
- \$25,000 is for IT costs to support the Building Automation System (BAS). The Gallery has in place a multi-year program to acquire and connect additional alarms and environmental sensors to gallery spaces that are used for temporary exhibitions and staff offices not previously connected to the BAS in order to improve physical security and HVAC controls affecting artworks. These funds are for steady state costs associated with basic maintenance contracts for the BAS.
- \$56,000 is for training and certifications for operations and maintenance staff including engineers and managers, as well as horticulturists and architects.

Supplies & Materials (\$1,307,000; no change)

A total of \$1,307,000 is requested in FY 2016 for supplies and materials, no change from the FY 2015 Enacted Budget. These funds are used by the Facilities and Horticulture departments to purchase supplies for the day-to-day operation of the Gallery in the following categories:

- \$576,000 for operations supplies such as valves, motors, pumps, electrical supplies and components for control systems.
- \$347,000 for maintenance supplies such as paint and painting supplies, carpentry supplies and materials, mason supplies and materials, and horticultural supplies such as fertilizer.
- \$384,000 for janitorial and cleaning supplies.

Operations & Maintenance

Equipment (\$375,000; no change)

A total of \$375,000 is requested in FY 2016 for equipment, no change from the FY 2015 Enacted Budget.

- \$275,000 is for parts and materials for building equipment repair, and replacement of other worn or broken equipment. Examples include replacement of the Sculpture Garden Pavilion building systems, replacement of steam cleaners, electric service carts, floor scrubbing machines, riding mowers, tractors, leaf and snow blowers, aerators, general office equipment and similar items of equipment on an annual basis.
- \$100,000 is for IT equipment required for routine cyclical replacement of controllers and sensors for the Building Automation System.

NATIONAL GALLERY OF ART
Salaries and Expenses
Protection Function Budget
FY 2015 - FY 2016
(Dollars in Thousands)

Object Class	FY 2015 Enacted	FY 2016 Request	Increase/ (Decrease)
Personnel Compensation	\$ 15,836	\$ 15,881	\$ 45
Personnel Benefits	<u>4,824</u>	<u>5,004</u>	<u>180</u>
Subtotal - Compensation & Benefits	20,660	20,885	225
Travel of Persons	5	5	-
Other Services	1,291	1,416	125
Supplies & Materials	120	120	-
Equipment	<u>342</u>	<u>517</u>	<u>175</u>
Subtotal - Non-pay	1,758	2,058	300
Total - Salaries & Expenses	<u>\$ 22,418</u>	<u>\$ 22,943</u>	<u>\$ 525</u>
FTE	282	282	-

Protection Introduction

The Protection function provides security for the Gallery's buildings, grounds, and contents from vandalism, theft, fire, environmental, and other hazards. It also provides first aid to Gallery staff and over 4 million visitors annually, and operates the public checkroom services. To provide adequate protection, it is necessary that a Security Officer and/or appropriate electronic surveillance be located so that all visitors and works of art are within view at all times. Other positions are determined by the number of building entrances open to the public, relief schedules, special requirements, necessary patrols, and staffing requirements for the Security Command Center.

FY 2016 Protection Budget Request

The FY 2016 Budget Request for the Protection Function totals \$22,943,000, an increase of \$525,000 over the FY 2015 Enacted Budget.

A summary of the significant budget increases from the FY 2015 Enacted Budget is provided on the following pages.

Protection

SUMMARY OF PROTECTION FUNCTION BUDGET BY OBJECT CLASS

Personnel Compensation and Benefits (\$20,885,000; +\$225,000)

A total of \$20,885,000 is requested for personnel compensation and benefits in FY 2016, an increase of \$225,000 over the FY 2015 Enacted Budget. These funds support 282 FTEs.

This increase is necessary for mandatory pay increases for existing staff including within grades, locality pay, and a 1.3% general pay raise in January, 2016 pro-rated for $\frac{3}{4}$ of the fiscal year.

Travel (\$5,000; no change)

A total of \$5,000 is requested in FY 2016 for travel, no change from the FY 2015 Enacted Budget. These funds are used by Protection management staff to maintain required certifications (asbestos, lead inspection, firearms, etc.) and also to attend professional development seminars and off-site training.

Other Services (\$1,416,000; +\$125,000)

A total of \$1,416,000 is requested for other services in FY 2016, an increase of \$125,000 over the FY 2015 Enacted Budget.

- \$706,000 is for Protection Services. These funds support several activities that ensure the safety and security of the Gallery's staff, visitors, buildings, and works of art. Protection Services operates and maintains the Integrated Security Management System (ISMS), fire protection and emergency notification systems, communication devices such as radios, security cameras, and field panels for security badges. Protection Services also administers contracts for on-site medical and environmental hygiene services, workers' compensation claims, drug testing, customer service training, and background investigations of job applicants. In addition, projects to upgrade overall security, through different security review studies, are prioritized and implemented annually. These funds will be used as follows:
 - \$320,000 is for a contract with Federal Occupational Health (FOH). FOH provides on-site medical services through a staffed nurse's office, which renders both emergency care to staff and visitors and preventive care to staff, including vaccinations. FOH also provides environmental hygiene services on an as-needed and emergency basis.
 - \$202,000 is for maintenance of security equipment, uniform cleaning services, and for various security services, including drug testing of all Special Police Officers, firearm recertification, firearms range rentals, customer service and emergency preparedness training, First Aid/AED, hazardous waste removal, and other recurring services.
 - \$75,000 is for contract services to manage workers' compensation claims.
 - \$74,000 is for continuous systematic security reviews and risk assessments of the Gallery's different areas such as the East Building, West Building, Sculpture

Protection

Garden, public spaces, non-public spaces, and art storage areas, to ensure physical protection is improved, upgraded, and maintained.

- \$35,000 is for U.S. Department of Justice (DOJ) contracts. DOJ provides information used during background investigations and processes fingerprints for job applicants. These services allow the Gallery to determine the suitability of candidates for positions, which would put them in contact with valuable works of art.
- \$710,000 (+\$125,000) is for IT maintenance contracts for the ISMS and the Fire Alarm System, and for GSA fees for use of their HSPD-12 shared services program which provides Gallery employees with common secure access cards. The increase includes \$25,000 for contractual rate escalation and \$100,000 to conduct a long-term strategy assessment to identify future improvements needed for the security network.

Supplies & Materials (\$120,000; no change)

A total of \$120,000 is requested in FY 2016 for supplies and materials, no change from the FY 2015 Enacted Budget. These funds are for the day-to-day supplies and materials required for the operation of the Gallery's Protection function including uniforms, identification badges, ammunition, keys, and parts for security system repairs, as well as administrative supplies as follows:

- \$80,000 is for the purchase of uniforms and accessories.
- \$40,000 is for supplies, parts, and materials such as ID badge and accessories stock, locksmith supplies, security system parts, and ammunition used by Security Officers.

Equipment (\$517,000; +\$175,000)

A total of \$517,000 is requested in FY 2016 for Protection equipment, an increase of \$175,000 over the FY 2015 Enacted Budget.

Protection equipment provides for security of the buildings through a variety of means such as the Integrated Security Management System (ISMS), vehicle barriers, security cameras, X-ray machines, bullet proof vests, and patrol vehicles. These funds are used for physical enhancements to the overall security program and cyclic replacement of ISMS and other equipment as follows:

- \$175,000 (+\$175,000) is for security network modernization resulting from the recommendations of the independent review of the security network conducted in 2015. The security network is a key component of the Gallery's means to protect the priceless art collections and to ensure the safety of staff and visitors to the buildings and grounds and must be upgraded to support the growing number of networked security devices.
- \$342,000 is for other security equipment. These funds are used for physical enhancements to the overall security program and cyclic replacement of equipment. Protection equipment provides for security of the buildings through a variety of means such as vehicle barriers, security cameras, X-ray machines, bullet proof vests, and patrol vehicles. Cyclic replacement of security equipment is necessary to maintain effective protection of the visitors, staff, buildings, and collections.

NATIONAL GALLERY OF ART
Salaries and Expenses
General Administration Function Budget
FY 2015 - FY 2016
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Request</u>	<u>Increase/</u> <u>(Decrease)</u>
Personnel Compensation	\$ 10,507	\$ 11,471	\$ 964
Personnel Benefits	<u>3,704</u>	<u>4,338</u>	<u>634</u>
Subtotal - Compensation & Benefits	14,211	15,809	1,598
Travel of Persons	24	24	-
Transportation of Things	151	151	-
Rent, Communications, & Utilities	2,241	2,241	-
Other Services	5,508	6,018	510
Supplies & Materials	360	352	(8)
Equipment	<u>1,311</u>	<u>2,364</u>	<u>1,053</u>
Subtotal - Non-pay	9,595	11,150	1,555
Total - Salaries & Expenses	<u>\$ 23,806</u>	<u>\$ 26,959</u>	<u>\$ 3,153</u>
FTE	99	99	-

General Administration Introduction

The General Administration function provides for the daily operations, maintenance and support of all other activities in the Gallery. Included in this function is maintenance of the basic IT infrastructure that supports the networks, the office automation software, the cabling, the Help Desk support contract and IT security. The Procurement department acquires all supplies, services, materials, and equipment needed for the operations of the Gallery. The Personnel department manages all recruiting, hiring, terminations, promotions and all other personnel actions required to maintain the highest quality workforce at the Gallery. The Secretary-General Counsel's office provides legal support and expert professional advice to the Gallery management, the Board of Trustees and its committees. The Gallery Archives is responsible for the management and disposition of all official Gallery documents. The Finance, Accounting and Payroll departments are responsible for the proper management and control of all of the Gallery's financial resources in accordance with applicable legislation, by-laws and regulations, as well as the maintenance of proper books, records, and financial reports in accordance with generally accepted accounting principles. The Administrative Services department provides support for warehouse operations, general supplies, centralized mail services, telephone and audio-visual services, printing and duplicating services, copier management, copier supplies and transportation of staff and objects between the Gallery's buildings. Rent for the Gallery's warehouse and art storage is also included in this program.

General Administration

FY 2016 General Administration Budget Request

The FY 2016 Budget Request for the General Administration Function totals \$26,959,000, an increase of \$3,153,000 over the FY 2015 Enacted Budget.

A summary of the significant increases and decreases from the FY 2015 Enacted Budget is provided below.

SUMMARY OF GENERAL ADMINISTRATION FUNCTION BUDGET BY OBJECT CLASS

Personnel Compensation and Benefits (\$15,809,000; +\$1,598,000)

A total of \$15,809,000 is requested for personnel compensation and benefits in FY 2016, an increase of \$1,598,000 over the FY 2015 Enacted Budget. These funds support 99 FTEs.

The increase is necessary for mandatory pay and benefits increases including within grades, locality pay and a 1.3% general pay raise in January, 2016 pro-rated for $\frac{3}{4}$ of the fiscal year.

Travel (\$24,000; no change)

A total of \$24,000 is requested in FY 2016 for General and Administrative staff travel, no change from the FY 2015 Enacted Budget. These funds are used for staff to attend professional development seminars, certifications and training off-site as well as for the General Counsel staff to travel to be present at hearings, trials, depositions and litigation conferences involving the Gallery.

Transportation of Things (\$151,000; no change)

A total of \$151,000 is requested in FY 2016 for transportation of things, no change from the FY 2015 Enacted Budget. These funds will be used as follows:

- \$97,000 is for the cost of shipping services such as for FedEx, UPS and local courier services for programs Gallery-wide.
- \$54,000 is for GSA and commercial vehicle leases.

Rent, Communications & Utilities (\$2,241,000; no change)

A total of \$2,241,000 is requested in FY 2016 for rent, communications and utilities, no change from the FY 2015 Enacted Budget. These funds will be used as follows:

- \$1,380,000 is for warehouse rent, offsite art and vital records storage. These funds support the cost of a warehouse in Maryland as well as art storage space at a separate nearby warehouse. Both the Gallery's warehouse and its art storage facility are an essential part of its infrastructure. The Gallery's warehouse is the central point of receiving, inspection, distribution and storage of supplies, equipment and mail. As such, it performs an important security function, allowing the Gallery to screen all incoming packages before they are delivered, and reduces the number of delivery vehicles

General Administration

arriving at Gallery buildings located on the National Mall. The Gallery's Production Center which is also housed in the warehouse is used for custom fabrication for exhibitions and building maintenance. The art storage facility provides the Gallery with much needed additional, secure and climate-controlled off-site storage for works of art.

- \$335,000 is for metered postage.
- \$266,000 is for equipment rental, including the cost of copier rentals.
- \$260,000 is for telephone, cellular and data services provided by the Federal Telecommunications System (FTS) and other major commercial carriers.

Other Services (\$6,018,000; +\$510,000)

A total of \$6,018,000 is requested for other services in FY 2016, an increase of \$510,000 over the FY 2015 Enacted Budget.

- \$5,581,000 (+\$510,000) is for General and Administrative IT other services. These funds will be used as follows:
 - \$3,150,000 (+\$287,000) is for General Support Systems (GSS), an increase of \$287,000 over the FY 2015 Enacted Budget due to new service charges for email and help-desk systems in the cloud (\$140,000) and mandatory contractual cost increases for server support and maintenance (\$147,000). These funds provide for Help Desk customer support staff and license fees for office automation software by Microsoft, Apple, Adobe, and others. These funds also pay for the maintenance fees for telecommunications hardware and software, software training for key users, and the cost of IT professionals who support the Gallery's network, intranet and office automation.
 - \$1,161,000 (+\$126,000) is for maintaining and supporting the Gallery's Enterprise Architecture, an increase of \$126,000 over the FY 2015 Enacted Budget. This increase is necessary for IT contract professionals to implement cloud enterprise solutions and other system upgrades.
 - \$890,000 (+\$145,000) is for maintenance of the Financial Management and Contract Writing Systems, an increase of \$145,000 over the FY 2015 Enacted Budget. This increase is for mandatory contractual increases for hosting and licenses, whose cost is increasing with the completion of the software upgrades.
 - \$200,000 (-\$48,000) is to maintain and support IT security programs, a decrease of \$48,000 from the FY 2015 Enacted Budget due to transferring contractor-provided scans of the internal and external networks to the Department of Homeland Security which now provides this service at no cost to the Gallery. These funds provide for mandatory security awareness training to end-users of the Gallery's network, and maintenance costs of the various IT security software used throughout the Gallery's IT infrastructure (e.g., Checkpoint firewall, virus protection software, remote access tokens, and spam filtering software). These funds also support the cost of IT professionals who are responsible for maintaining the IT security program, and for the required certification and

General Administration

accreditation requirements under the Federal Information Security Management Act (FISMA).

- \$180,000 is for payroll services contracted with the National Finance Center (NFC), processing fees paid to the Office of Personnel Management for the OMB-mandated electronic-Official Personnel Files, and maintenance of the Human Resources Management platform.
- \$437,000 is for General Administration other services. These funds will be used as follows:
 - \$205,000 is for Gallery-wide staff training programs, equipment maintenance, and for various other services costs, including the use of Lexus Nexus and other databases by the Gallery's legal department.
 - \$150,000 is for the annual audit of the Gallery's financial statements.
 - \$82,000 is for Office of Personnel Management and Federal Occupational Health to provide services associated with hiring including certification, investigations and training.

Supplies & Materials (\$352,000; (-\$8,000)

A total of \$352,000 is requested in FY 2016 for supplies and materials, a reduction of \$8,000 from the FY 2015 Enacted Budget due to a transfer of the cost of bottled gas products used in the conservation labs from the General Administration function to the Art Care function. These funds are used for a variety of items serving the entire Gallery including uniforms, office and IT supplies, and subscriptions required primarily by the General Counsel and Personnel departments.

Equipment (\$2,364,000; +\$1,053,000)

A total of \$2,364,000 is requested in FY 2016 for equipment, an increase of \$1,053,000 over the FY 2015 Enacted Budget.

- \$2,312,000 (+\$1,053,000) is for IT equipment required to maintain the General and Administrative computer and telecommunications systems, an increase of \$1,053,000 over the FY 2015 Enacted Budget. The increase consists of the following:
 - \$1,812,000 (+\$723,000) is for General Support Systems (GSS). The increase provides for cyclic replacement of equipment for existing systems, migrating the in-house data storage network to a cloud-hosted platform and modernizing the Gallery's 25 year old administrative intranet system. Funds are also required for systems improvements including public Wi-Fi in the West Building for visitor access to the Gallery's website information resources, and infrastructure modernization to upgrade the storage area network to meet the demands of digital images and media.
 - \$150,000 (+\$150,000) is for necessary upgrades to the Gallery's Financial Management and Contract Writing systems software to meet Treasury requirements for consolidated federal financial reporting.

General Administration

- \$350,000 (+\$180,000) is for Human Resources Management. The funds requested are for the development and implementation of a long-delayed Human Resources Management system.
- \$52,000 is for a variety of equipment and reference books for all other administrative departments.

NATIONAL GALLERY OF ART
Repair, Restoration and Renovation Function
FY 2015 - FY 2016
(Dollars in Thousands)

	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Request</u>	<u>Increase/</u> <u>(Decrease)</u>
Master Facilities Plan	\$ 18,000	\$ 25,000	\$ 7,000
Ongoing Renovation	<u>1,000</u>	<u>1,000</u>	-
Total Repair, Restoration & Renovation	<u>\$ 19,000</u>	<u>\$ 26,000</u>	<u>\$ 7,000</u>
FTE	2	2	-

Repair, Restoration and Renovation Introduction

The National Gallery's Repair, Restoration, and Renovation function is comprised of the Master Facilities Plan (MFP) and Ongoing Renovation projects (the East Building Stone Repair was completed in FY 2014). The function was developed as an integrated approach to major capital renewal projects for the Gallery's aging buildings. These facilities improvements will prevent the continued degradation of the physical plant and ensure that the Gallery's landmark buildings, and the collections they house, will remain available to the American public in perpetuity.

The Gallery is a highly complex facility with 1.4 million square feet of buildings, a 6 acre Sculpture Garden, 3 acres of skylights, and over 1,500 major pieces of equipment, all of which must be maintained under the strictest operational and environmental conditions for the preservation of the art and the safety of visitors and staff.

FY 2016 Repair, Restoration and Renovation Budget Request

The FY 2016 Budget Request for Repair, Restoration, and Renovation is \$26,000,000 and supports two full time equivalent positions, an increase of \$7,000,000 over the FY 2015 Enacted Budget. This increase provides funds needed to complete the East Building emergency generator prior to reopening in 2016 and to continue major infrastructure upgrades in the East Building.

Master Facilities Plan

The Master Facilities Plan (MFP) provides for major building systems and equipment capital renewal projects identified as priorities in the MFP. These projects extend the useful life of the facilities and address critical security and life safety needs.

The Gallery's buildings are held to strict interior environmental, life safety, and security requirements. Environmental conditions are maintained by complex heating, ventilating and air

Repair, Restoration and Renovation

conditioning systems that must function at peak performance twenty four hours a day, every day of the year. Few buildings operate under such demanding performance requirements.

Development of the MFP began in 1997 when the facilities had reached an age at which many building components were approaching or had exceeded the end of their useful lives and were in need of repair, replacement or significant refurbishment. The plan was completed in 1998 and the Gallery began to implement a program of 40 federally funded capital renewal projects that year. The original plan consisted of three categories of projects: Stand Alone, Central Plant, and Work Area Projects. Each Work Area, a discrete physical section of the building, would close for renovations while adjacent areas remained open and functioning to minimize impact on public programs and other Gallery operations. While four of the five work areas in the West Building are completed and significant progress has been made over the past decade, fluctuations in federal funding leave numerous, important planned projects undone. In addition, critical new work items have emerged.

In anticipation of undertaking building systems renovations in the East Building and Connecting Link, an updated implementation plan was completed in FY 2012. Deficiencies previously identified in the Gallery's MFP were reviewed and an updated assessment was completed. A new implementation strategy based on the update is reflected in the FY 2016 budget request.

The updated MFP is guided by the following goals:

- Extend the useful life of the facilities, with systems performance at the required levels;
- Respond to new, evolving standards;
- Reduce risk to the collection, staff and visitors and the potential for emergencies;
- Provide an organizing framework for effective decision making and implementation of infrastructure improvements and renovations;
- Maintain the Gallery's public programs during construction;
- Minimize disruption to the Gallery's operations and avoid extended closure of public spaces; and
- Provide flexibility to adapt to fluctuating federal funding levels.

Ongoing Renovation:

The Ongoing Renovation projects are grouped into the categories described below. Projects are reviewed annually and prioritized based on urgency and availability of funds.

- **Security:** Upgrade and enhancement of security to protect art collections and other assets, and to protect staff and visitors.
- **Environmental Compliance:** Improve the interior environment by continuing removal or encapsulation of asbestos and lead paint, upgrading exhaust systems, and implementing other measures to ensure adherence to indoor air quality standards.
- **Energy Management:** Continue development of a comprehensive energy management program that upgrades ventilation systems and climate controls to protect works of art and to reduce energy usage and costs.

Repair, Restoration and Renovation

- Access, Safety, and Building Repairs: Repair and replace equipment and building components, and compliance with accessibility legislation and safety regulations.
- Alterations/Renovations: Reconfigure collections storage, curatorial work areas, and other office and support spaces to accommodate changing activities and to better use existing space.

EAST BUILDING STONE REPAIR

FY 2014 Accomplishments:

Funding was appropriated in FY 2010 and 2011 to repair the systemic structural failure of the anchors that support the Gallery's East Building marble veneer. In total, more than 17,000 marble panels were removed and re-installed, with only six panels requiring replacement. The project began construction in FY 2010 and was successfully completed during FY 2014. In the spring of 2014, the contractor demobilized and the site was partially restored. Final site restoration will follow after the interior renovations are completed.

MASTER FACILITIES PLAN

A total of \$25,000,000 is requested for the MFP in FY 2016, an increase of \$7,000,000 over the FY 2015 Enacted Budget. The increase is necessary to continue the construction project currently underway which is scheduled for completion upon the Gallery's 75th anniversary in March 2016, as well as to seamlessly move to Work Area 9.2 which addresses necessary life safety improvements including infrastructure system upgrades and fire and smoke management in adjacent East Building public spaces.

The MFP accomplishments, objectives, and the FY 2016 Budget Request are discussed below in the following components:

- Exterior, Structural, and Architectural Repairs
- Interior Mechanical, Electrical, and Plumbing Systems Replacements
- Life Safety and Security Renovations

Exterior, Structural, and Architectural Repairs

FY 2014 Accomplishments:

A construction contract for Work Area #9, Phase 1 was awarded in early FY 2014. Updated building systems improvements will be integrated with improved egress and fire safety separations in the East Building gallery spaces. Skylight replacement and re-roofing at Pods 1 and 2 will provide weather-tight enclosures to protect the collections. Phase 1 construction includes the galleries from Level 1 to 6 along the north side of the main atrium and two new emergency exit stairs in the pods, serving all levels of the building.

Repair and restoration of the exterior stone on part of the West Building north façade was completed. Repairs to the north portico that had been deferred for almost a decade were completed as stones had cracked and some column bases were temporarily pinned or banded

Repair, Restoration and Renovation

awaiting permanent repairs. In addition, portico damage from the August 20, 2011 earthquake was repaired.

FY 2015 Objectives:

Construction work will continue for Work Area #9, Phase 1. This is the first East Building work area project and marks the beginning of life safety improvements and systems renovation in the public spaces of the East Building. Systems are over 35 years old and require capital renewal. Following the FY 2012 update of the MFP implementation plan, this project's design integrates required life safety improvements providing exit stairs from the public areas of the East Building at all levels and increases the exit capacity leading directly outside. After completion, visitors will no longer need to exit through the main atrium to leave the building in an emergency.

Design for Work Area #9, Phase 2 will continue. This design continues the life safety improvements and system renovation in the public spaces of the East Building. A portion of Phase 2 is being renovated concurrently with Phase 1 because the Concourse galleries are directly below the Work Area #9, Phase 1 spaces, and the new exit stairs service all levels of the building.

FY 2016 Budget Request (\$2,749,000) consists of:

- \$447,000 to complete the construction for Work Area #9, Phase 1. The requested funding will allow this important project to stay on schedule for completion in 2016.
- \$2,302,000 to continue the design and construction for Work Area #9, Phase 2. Phase 2 will continue the life safety improvements and systems renovation in the public spaces of the East Building. The public galleries on the Concourse of the East Building are directly below the Work Area #9, Phase 1 galleries and, therefore, the work is being done concurrently. The West Bridge and Tower galleries and the Concourse spaces are part of Phase 2. The interconnected nature of the physical space and the systems being renovated requires that work proceed with Phase 2 immediately after completion of Phase 1.

Interior Mechanical, Electrical, and Plumbing Systems Replacements

FY 2014 Accomplishments:

A construction contract for Work Area #9, Phase 1 was awarded in early FY 2014. This work includes replacement or refurbishment of six building air handling units, electrical equipment and distribution systems, plumbing, and telecommunications infrastructure. This project executes the MFP improvements included in the updated implementation plan by renovating major mechanical, electrical, and plumbing, and data infrastructure systems. Air handling units and ductwork will be replaced, and the water systems supplying them will be updated. Improvements were made to integrate smoke control and other life safety work. Major systems in the East Building have not been replaced or substantially re-built since they were installed prior to the building's opening in 1978.

Repair, Restoration and Renovation

FY 2015 Objectives:

The Gallery will continue the construction currently underway for Work Area #9, Phase 1. This is the first East Building work area project and marks the beginning of infrastructure systems renovation in the public spaces of the East Building.

Design will be underway for Work Area #9, Phase 2. This design will continue the life safety improvements and system renovation in the public spaces of the East Building. A portion of Phase 2 must be renovated concurrently with Phase 1 because the Concourse galleries and exit stairs as well as the associated systems in these areas are all inseparable from the upper level floors in Phase 1.

FY 2016 Budget Request (\$11,123,000) consists of:

- \$1,042,000 to complete the construction for Work Area #9, Phase 1. The requested funding will allow this important project to stay on schedule for completion in 2016.
- \$5,373,000 to continue the design and construction for Work Area #9, Phase 2. This phase will continue the building system renovation in the public spaces of the East Building. The Concourse galleries of the East Building must be renovated concurrently with the Work Area #9, Phase 1 construction. Additional Concourse spaces including the large auditorium and upper levels of the West Bridge and Tower galleries require that systems renovations begin immediately following Phase 1 because they are interconnected.
- \$4,708,000 for continued funding of off-site relocation costs.

Life Safety and Security Renovations

FY 2014 Accomplishments:

Work Area #9, Phase 1 construction contract was awarded in early 2014. In accordance with national fire protection standards for unique buildings and priceless art collections, a fire risk assessment was conducted in 2005 for the East Building. The fire risk assessment made a series of recommendations calling for completion of the improvements within ten years. In addition to the two new emergency exit stairs and increased egress capacity at the ground floor, smoke control improvements were designed for gallery spaces in Phase 1. A dedicated smoke control system for the main atrium is planned and will be installed in phases. These systems, in conjunction with better fire separations, fire suppression in key areas, and increased exit capacity, will limit the spread of fire, improve life safety, and reduce risk to the collection. Improvements to Work Area #9 will also include speaker and strobe fire alarm systems in public spaces as required by the Americans with Disabilities Act.

FY 2015 Objectives:

The Gallery will continue construction of Work Area #9, Phase 1 allowing this important project to be completed within a three year timeframe and preventing extended closure of public galleries. Work Area #9, Phase 1 is the first East Building work area project and marks the beginning of life safety and security systems renovation in the public spaces of the East Building. A feasibility study to improve exiting in East Building public spaces was completed following the 2005 fire risk assessment. This project includes improved fire separations between

Repair, Restoration and Renovation

the galleries and the atrium, two improved exit stairs. Design will be underway for Work Area #9, Phase 2. This design will continue the life safety improvements and system renovation in the public spaces of the East Building including the West Bridge and Tower galleries and the large auditorium in the Concourse. A portion of Phase 2 must be renovated concurrently with Phase 1 because the Concourse galleries and exit stairs as well as the associated building systems in these areas are all inseparable from the upper level floors in Phase 1.

FY 2016 Budget Request (\$11,128,000) consists of:

- \$608,000 to complete the construction for Work Area #9, Phase 1. The requested funding will allow this important project to stay on schedule for completion in 2016 and provide critical life safety improvements and system renovation in the public spaces of the East Building.
- \$3,135,000 to continue the design and construction for Work Area #9, Phase 2. This phase will continue the life safety improvements and system renovation in the public spaces of the East Building. The public galleries on the Concourse of the East Building will be provided with a pre-action fire suppression system. The interconnected nature of the physical spaces and the systems being renovated requires that work proceed with Phase 2 immediately after completion of Phase 1.
- \$7,385,000 for the design and construction of the East Building fire pump, emergency generator and power system. In conjunction with Work Area #9, Phase 1, the original East Building emergency generator (installed in 1976) must be replaced. This generator supports life safety, security, and essential building systems during a power outage. The generator's engine is well beyond its designed useful life and has been rebuilt after it failed in August of 2003. A new, larger emergency generator and dedicated emergency power supply system with increased capacity is necessary to meet building code requirements and to serve the fire protection and life safety equipment planned for the entire building. In order to comply with fire codes and provide the necessary fire-rated enclosure, the generator location will move to a new underground structure adjacent to the current location in the basement. In order to provide fire sprinkler systems in future East Building Work Areas, a fire pump will be installed along with the emergency generator to provide the necessary water pressure for these systems.

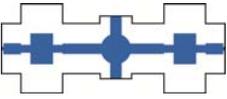
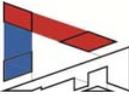
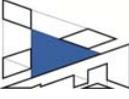
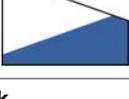
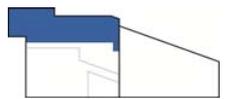
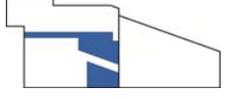
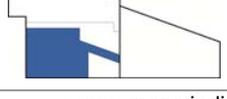
Repair, Restoration and Renovation

**NATIONAL GALLERY OF ART
REPAIR, RESTORATION & RENOVATION BUDGET
FY 2014 - FY 2016**

Description	FY 2014 Actual	FY 2015 Enacted	FY 2016 Request
FUND BALANCES, BEGINNING OF YEAR	\$ 13,756,873	\$ 1,251,211	\$ 955,003
 <u>BUDGET</u>			
I. Major Critical Project East Building <i>Façade</i>	-	-	-
II. Master Facilities Plan			
Exterior/Structural Repairs	2,069,000	2,731,000	2,749,000
Interior Systems Replacement	9,115,000	10,886,000	11,123,000
Life Safety & Security	<u>2,816,000</u>	<u>4,383,000</u>	<u>11,128,000</u>
Subtotal - Master Facilities Plan	<u>14,000,000</u>	<u>18,000,000</u>	<u>25,000,000</u>
III. Ongoing Renovation	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
Total Budget Approved/Pending	<u>15,000,000</u>	<u>19,000,000</u>	<u>26,000,000</u>
TOTAL FUNDS AVAILABLE	<u>28,756,873</u>	<u>20,251,211</u>	<u>26,955,003</u>
 <u>OBLIGATIONS</u>			
I. Major Critical Project East Building <i>Façade</i>	<u>6,367,054</u>	<u>82,891</u>	<u>-</u>
II. Master Facilities Plan			
Exterior/Structural Repairs	3,626,523	2,828,000	2,733,000
Interior Systems Replacement	11,701,718	10,756,000	11,103,000
Life Safety & Security	<u>4,551,024</u>	<u>4,517,000</u>	<u>11,106,000</u>
Subtotal - Master Facilities Plan	<u>19,879,265</u>	<u>18,101,000</u>	<u>24,942,000</u>
III. Ongoing Renovation	<u>1,259,343</u>	<u>1,112,317</u>	<u>1,000,000</u>
TOTAL OBLIGATIONS	<u>27,505,662</u>	<u>19,296,208</u>	<u>25,942,000</u>
FUND BALANCES, END OF YEAR	<u>\$ 1,251,211</u>	<u>\$ 955,003</u>	<u>\$ 1,013,003</u>

Repair, Restoration and Renovaton

National Gallery of Art Master Facilities Plan Updated Work Area Diagrams

Work Area	Area Affected	Activities	Floor Levels Involved	Construction Start
West Building				
1-4		Construction is complete for Work Areas 1-4. Construction for conservation and art care staff in the southeast section of the ground floor is underway. Includes all building systems distribution, air handling unit upgrades, fire suppression, smoke management, replacing steam with hot water and associated abatement.	West Building Ground and above	2000
5		"Open" Work Area. Circulation will be maintained while building systems are renovated. Abandoned steam distribution system will be removed; remaining air handling units will be upgraded.	West Building Basement, Ground, Main	TBD
East Building Public Space				
9.1		Construction currently underway for the East Building public space renovations, including life safety improvements, infrastructure system upgrades, fire suppression and smoke management.	East Building All Levels, primarily Pods 1 and 2, and North galleries	2014
9.2		Continuation of East Building public space renovations, including life safety improvements, and other building systems renovations to support the Concourse level, West galleries and auditoria.	East Building All Levels, Pod 3, West galleries, and Auditoria	FY 2016
			Concourse	2014
9.3		Final phase of East Building public space renovations, which includes the Atrium smoke exhaust system, replacement of the main Atrium skylight, and window replacement.	East Building All Levels, primarily Main Atrium	Planned FY 2017
East Building Study Center				
10.1		Building systems renovation to support the west end of the Study Center from the Concourse level up through the 8th level.	East Building, Concourse, and Levels 1-8	Planned FY 2019
10.2		Building systems renovation to support the east end of the Study Center from 1st level up through 8th level.	East Building Ground and Above	Planned FY 2019
10.3		Building systems renovation to support the main Concourse and the Basement levels of the Study Center.	East Building, Concourse, Basement	Planned FY 2020
Connecting Link				
6		"Open" Work Area. Circulation will be maintained while building systems and the Parking Garage exhaust are renovated.	Connecting Link, Basement, Concourse	TBD
7		Building systems renovation to support back of house in the Concourse and Basement levels of the Connecting Link.	Connecting Link, Basement, Concourse	TBD
8		Building systems renovation to support the Concourse level of the Connecting Link; includes shops, cafeteria and kitchen areas.	Basement, Concourse	TBD

green maps indicate completed work areas
red maps indicate work areas in construction

purple maps indicate work areas in design
blue maps indicate future work areas

Former work areas 9 through 14 have been renumbered 9.1 through 9.3 and 10.1 through 10.3.

Master Facilities Plan Budget Formulation

Estimated Project Costs by Fiscal Year		Amt (\$000)	FY 1999 - FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Future Cost To Complete
Preliminary Design	Exterior Envelope Analyses	\$ 160	\$ 160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Air Rebalancing Design / Implementation (all 3 buildings)	\$ 1,585	\$ 1,585	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	MEP Systems Analysis and Preliminary Design	\$ 730	\$ 730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	MFP Update East Building and Connecting Link Building	\$ 855	\$ 855	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior Projects	West Building Mall Steps: design	\$ 260	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	West Building Mall Steps	\$ 2,270	\$ 2,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	West Building Exterior Stone Repairs: design	\$ 190	\$ 190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	West Building Exterior Stone Repairs	\$ 1,570	\$ 1,570	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Connecting Link Structural and Expansion Joint Repairs: design	\$ 201	\$ 201	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Connecting Link Structural and Expansion Joint Repairs	\$ 1,940	\$ 1,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	East Building Re-Roofing: design	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	East Building Re-Roofing	\$ 2,520	\$ 2,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	West Building Exterior Renovations: design	\$ 1,908	\$ 837	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 571
	West Building Exterior Renovations	\$ 5,335	\$ -	\$ 2,198	\$ -	\$ -	\$ -	\$ -	\$ 3,137
	West Building Site Renovations: design	\$ 877	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 877
	West Building Site Renovations	\$ 6,228	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,228
	Connecting Link Plaza Renovations: design	\$ 4,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,412
	Connecting Link Plaza Renovations	\$ 43,302	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,302
	East Building Exterior Renovations: design (Glass Walls-Vertical Slots)	\$ 2,133	\$ 2,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	East Building Exterior Renovations (Glass Walls-Vertical Slots) *	\$ 829	\$ -	\$ 5,517	\$ 1,161	\$ (5,849)	\$ -	\$ -	\$ -
East Building Site Renovations: design	\$ 1,324	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,324	
East Building Site Renovations	\$ 13,455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,455	
Work Area projects, installing systems in interior spaces	Work Area 1, West Building: design	\$ 2,911	\$ 1,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,541
	Work Area 1, West Building	\$ 16,782	\$ 6,595	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,187
	Work Area 2, West Building: design	\$ 760	\$ 760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 2, West Building	\$ 15,155	\$ 15,155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 3, West Building: design	\$ 2,638	\$ 2,638	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 3, West Building	\$ 20,210	\$ 20,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 4, West Building: design	\$ 4,291	\$ 4,291	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 4, West Building	\$ 29,347	\$ 29,347	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Work Area 5, West Building: design	\$ 7,675	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,675
	Work Area 5, West Building	\$ 56,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,161
	Work Area 6, Connecting Link: design	\$ 1,565	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,565
	Work Area 6, Connecting Link	\$ 17,027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,027
	Work Area 7, Connecting Link: design	\$ 843	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 843
	Work Area 7, Connecting Link	\$ 8,534	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,534
	Work Area 8, Connecting Link: design	\$ 1,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,558
	Work Area 8, Connecting Link	\$ 15,713	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,713
	Work Area 9.1, East Building: design	\$ 4,757	\$ -	\$ 1,549	\$ 3,208	\$ -	\$ -	\$ -	\$ -
	Work Area 9.1, East Building *	\$ 34,210	\$ -	\$ -	\$ 4,233	\$ 15,560	\$ 12,320	\$ 2,097	\$ -
	Work Area 9.2, East Building: design	\$ 3,239	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 2,739	\$ -
	Work Area 9.2, East Building	\$ 36,444	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,071	\$ 28,373
Work Area 9.3, East Building: design	\$ 2,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,887	
Work Area 9.3, East Building	\$ 28,054	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,054	
Work Area 10.1, East Building: design	\$ 3,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,296	
Work Area 10.1, East Building	\$ 39,947	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,947	
Work Area 10.2, East Building: design	\$ 6,344	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,344	
Work Area 10.2, East Building	\$ 74,113	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,113	
Work Area 10.3, East Building: design	\$ 679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 679	
Work Area 10.3, East Building	\$ 6,740	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,740	

Master Facilities Plan Budget Formulation

Coordinate "central plant" and stand-alone projects

Estimated Project Costs by Fiscal Year	Amt (\$000)	FY 1999 - FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Future Cost To Complete
West Building GSA Pipe Connection: design	\$ 715	\$ 715	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building GSA Pipe Connection	\$ 4,713	\$ 4,713	\$ -					
West Building Water Service, Distribution, and Treatment: design	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Water Service, Distribution, and Treatment	\$ 2,071	\$ 2,071	\$ -					
West Building Electrical Service Equipment and Transformers: design	\$ 190	\$ 190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Electrical Service Equipment and Transformers	\$ 2,020	\$ 2,020	\$ -					
West Building Emergency Generator: design	\$ 40	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Emergency Generator	\$ 2,485	\$ 2,485	\$ -					
West Building Chiller Plant: design	\$ 797	\$ 797	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Chiller Plant	\$ 13,589	\$ 13,589	\$ -					
West Building Lightning Protection: design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Lightning Protection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Air Handling Unit Upgrades: design	\$ 153	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
West Building Air Handling Unit Upgrades	\$ 1,102	\$ 1,102	\$ -					
East Building Smoke Control: design	\$ 310	\$ -	\$ 310	\$ -	\$ -	\$ -	\$ -	\$ -
East Building Smoke Control	\$ 665	\$ -	\$ -	\$ -	\$ -	\$ 665	\$ -	\$ -
East Building Emergency Generator and Power System: design	\$ 885	\$ -	\$ -	\$ 89	\$ -	\$ -	\$ 796	\$ -
East Building Emergency Generator and Power System	\$ 6,589	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,589	\$ -
East Building Electrical Service Equipment: design	\$ 2,202	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,122
East Building Electrical Service Equipment	\$ 18,927	\$ 860	\$ -	\$ 18,067				
East Building HVAC Systems Upgrades: design	\$ 1,495	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,495
East Building HVAC Systems Upgrades	\$ 15,012	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,012
Conveying Systems Modernizations (elevators, etc.): design	\$ 51	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
Conveying Systems Modernizations (elevators, etc.)	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110
Security Systems Improvements: design	\$ 864	\$ 864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Security Systems Improvements	\$ 3,118	\$ 3,118	\$ -					
Sub-Total Projects (in \$000)	\$ 612,417	\$ 128,804	\$ 10,074	\$ 8,691	\$ 9,711	\$ 13,485	\$ 20,292	\$ 421,360
Off-Site Relocation Costs	\$ 26,326	\$ 21,587	\$ 3,419	\$ 1,320	\$ -	\$ -	\$ -	\$ -
Off-Site Relocation Costs (Extended Plan)	\$ 51,845	\$ -	\$ -	\$ 2,724	\$ 4,289	\$ 4,515	\$ 4,708	\$ 35,609
Off-Site Relocation Costs for Additional Office Swing Space	\$ 26,461	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,461
Sub-Total Off-Site Relocation Costs (in \$000)	\$ 104,632	\$ 21,587	\$ 3,419	\$ 4,044	\$ 4,289	\$ 4,515	\$ 4,708	\$ 62,070
Total Appropriation Request (in \$000)	\$ 717,049	\$ 150,391	\$ 13,493	\$ 12,735	\$ 14,000	\$ 18,000	\$ 25,000	\$ 483,430

* In FY2014 \$5,849,000 of costs for the EB Glass Walls was charged to the EB Facade repair project, allowing these MFP funds to be allocated to Work Area 9.1.

Repair, Restoration and Renovation

ONGOING RENOVATION

The Gallery's FY 2016 request for Ongoing Renovation totals \$1,000,000, no change from the FY 2015 Enacted Budget.

Activities within each category of the Gallery's Ongoing Renovation budget are summarized below.

Security

There are no Security projects currently under consideration for FY 2016.

Environmental Compliance

Remediation of asbestos will continue in the course of repair and renovation activities to ensure strict environmental conditions for the safety of staff and visitors, and the preservation of art.

Energy Management

A comprehensive energy management program to upgrade ventilation systems and climate controls to protect works of art and to reduce energy usage and costs will continue in FY 2016.

Access, Safety, and Building Repairs

The FY 2016 budget request supports 2 FTE architect positions for the Gallery's Repair, Restoration and Renovation activities. In addition, these funds will support accessibility improvements to public elevators as required to comply with the Americans with Disabilities Act (ADA) in FY 2016.

Alterations/Renovations

These funds are necessary for office and collection storage alterations to better use existing space. In FY 2016, improvements and updates to the collection storage spaces, particularly those in the Connecting Link, will be a priority. Routine carpet replacement and maintenance of the CAD system used by the architects are also included in this program.

Repair, Restoration and Renovation

**NATIONAL GALLERY OF ART
ONGOING RENOVATION BUDGET
FY 2014 - FY 2016**

<u>Description</u>	<u>FY 2014 Actual</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>
FUND BALANCES, BEGINNING OF YEAR	\$ 371,660	\$ 112,317	\$ -
<u>BUDGET</u>			
ONGOING RENOVATION PROJECTS			
<u>Environmental Compliance</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>
<u>Energy Management</u>	<u>130,000</u>	<u>130,000</u>	<u>130,000</u>
<u>Access, Safety, and Building Repairs</u>			
Staff Salaries	275,000	290,000	290,000
Accessibility Improvements	<u>285,000</u>	<u>370,000</u>	<u>370,000</u>
Sub-Total: Access, Safety & Building Repairs	560,000	660,000	660,000
<u>Alterations and Renovations</u>			
CAD Services	10,000	20,000	20,000
Carpet Replacement	20,000	30,000	30,000
Collection's Storage and Office Modifications	<u>250,000</u>	<u>130,000</u>	<u>130,000</u>
Sub-Total: Alterations and Renovations	280,000	180,000	180,000
Total Budget Approved/Pending	<u>1,000,000</u>	<u>1,000,000</u>	<u>1,000,000</u>
TOTAL FUNDS AVAILABLE	<u>1,371,660</u>	<u>1,112,317</u>	<u>1,000,000</u>
<u>OBLIGATIONS</u>			
Environmental Compliance	10,738	30,000	30,000
Energy Management	147,500	130,000	130,000
Access, Safety, and Building Repairs	843,919	772,317	660,000
Alterations/Renovations	<u>257,186</u>	<u>180,000</u>	<u>180,000</u>
TOTAL OBLIGATIONS	<u>1,259,343</u>	<u>1,112,317</u>	<u>1,000,000</u>
FUND BALANCES, END OF YEAR	<u>\$ 112,317</u>	<u>\$ -</u>	<u>\$ -</u>

The FY 2015 and FY 2016 obligations and end of year balances are estimated.

NATIONAL GALLERY OF ART
Special Exhibitions Budget
FY 2015 - FY 2016
(Dollars in Thousands)

<u>Object Class</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase/ (Decrease)</u>
Personnel Compensation	\$ 1,093	\$ 1,093	\$ -
Personnel Benefits	363	363	-
Travel	50	50	-
Transportation	300	300	-
Services	1,572	1,572	-
Supplies & Materials	<u>200</u>	<u>200</u>	<u>-</u>
Total - Special Exhibitions	<u>\$ 3,578</u>	<u>\$ 3,578</u>	<u>\$ -</u>

The Salaries & Expenses account includes no-year funding for special exhibitions.

The FY 2016 Special Exhibitions Budget Request is included as part of the FY 2016 Art Care Request beginning on page 4-1.

Introduction

Federal funding of the National Gallery of Art provides crucial support for its renowned Special Exhibitions. This activity, which is the cornerstone of the Gallery's educational mission, exemplifies the successful model of the public and private sectors working together for the benefit of the American public. Federal support for the special exhibition program enables the Gallery to continue to play a significant leadership role nationally and internationally through its organization and presentation of special exhibitions enjoyed by millions around the world. Over half of the special exhibitions organized by the Gallery travel to cities outside the Washington, DC area.

The National Gallery of Art's Special Exhibitions provide the public with a unique opportunity to personally experience great works of art from around the world. Representing the nation, the Gallery serves as America's cultural ambassador and as an international showcase for cultural diplomacy by bringing to the United States art from the international community as well as sharing with it art from the Gallery's own collections. Special exhibitions enhance the core strengths of the Gallery's permanent collection and present works of exceptional quality and merit from other cultures and periods.

The Gallery's special exhibitions extend the educational mission of the Gallery by contributing to a wide range of complementary educational events, including adult tours, student tours, family workshops, and teacher workshops. In addition, the Gallery produces a variety of educational materials that contribute to scholarship in the field, including special exhibition

Special Exhibitions

brochures and catalogues, features, virtual tours, podcasts, and video podcasts on the Gallery's website, as well as films, videos and DVD's that are distributed free of charge to thousands of schools and community organizations.

The Public-Private Partnership

Federal funds have provided vital support to the Gallery's Special Exhibitions since the opening of the Gallery in 1941. Funding provided by both the public and private sectors, has enabled the Gallery to conduct long-term planning for special exhibitions with private collectors, museums and governments throughout the world. Due to the complexity of coordinating loans of works of art, insurance, transportation, exhibition space design and catalogue research and production, the Gallery's exhibition planning process typically begins four to five years in advance of the show's opening. Because of this long development period, a large portion of the planning and research costs must be incurred before the exhibition can be formally presented for private sector support. Federal no-year funding helps accommodate the multi-year exhibition planning and execution process.

Organization of Special Exhibitions

Organizing special exhibitions requires significant expertise and resources. The curatorial, special exhibitions, legal, registrar and design and installation staffs of the Gallery organize over a dozen special exhibitions annually. Each one requires knowledge and experience in such areas as contract negotiations, insurance, transportation of art, design of exhibition spaces, as well as developing educational materials and exhibition catalogues. In addition, significant costs may be incurred for travel, art transportation, insurance premiums, exhibition space design and construction, curatorial services, and catalogue publishing.

As a result of its longstanding reputation for mounting successful special exhibitions, the Gallery serves as a model for other museums coast to coast. Many American museums now look to the Gallery to take the lead in organizing exhibitions that will travel to their city or town. Federal funding, which provides the crucial support for the necessary planning and development of an exhibition, has thereby enabled the Gallery to share the benefit of its organizational expertise with other museums in all regions of the country. These efforts extend a special exhibition's impact beyond those who view it in Washington to others throughout the country who are unable to view the exhibition in the Nation's capital.

Special Exhibitions bring master works of art from public and private collections around the world to Washington, DC. They are integral to the Gallery's educational outreach at a national and international level, and they are our most popular program with visitors. Federal support remains vitally important in ensuring the Gallery's leadership in organizing and presenting special exhibitions of distinction for the American public such as the following highly attended exhibitions over the past five years:

- *Looking In: Robert Frank's "the Americans"* (2009)
- *Colorful Realm: Japanese Bird and Flower Paintings by Ito Jakuchu* (2012)
- *George Bellows* (2012)
- *Degas/Cassatt* (2014)
- *Andrew Wyeth: Looking Out, Looking In* (2014)

Special Exhibitions

**NATIONAL GALLERY OF ART
SPECIAL EXHIBITIONS FUNDING SOURCES
FY 2000 - FY 2016
(Dollars in Thousands)**

	Funding			Percent of Funding	
	Federal	Nonfederal	Total	Federal	Nonfederal
FY 2000 Actual	\$ 3,319	\$ 3,172	\$ 6,491	51	49
FY 2001 Actual	2,816	4,259	7,075	40	60
FY 2002 Actual	3,208	4,055	7,263	44	56
FY 2003 Actual	3,174	4,104	7,278	44	56
FY 2004 Actual	3,041	3,495	6,536	47	53
FY 2005 Actual	2,982	3,765	6,747	44	56
FY 2006 Actual	3,122	4,363	7,485	42	58
FY 2007 Actual	2,912	2,531	5,443	53	47
FY 2008 Actual	3,415	4,390	7,805	44	56
FY 2009 Actual	3,380	3,176	6,556	52	48
FY 2010 Actual	3,436	2,263	5,699	60	40
FY 2011 Actual	3,383	2,873	6,256	54	46
FY 2012 Actual	3,474	4,318	7,792	45	55
FY 2013 Actual	3,294	6,641	9,935	33	67
FY 2014 Actual	3,002	2,857	5,859	51	49
FY 2015 Enacted	3,578	4,009	7,587	47	53
FY 2016 Request	3,578	5,857	9,435	38	62

Amount and percentage of non-federal funding in FY 2015 and FY 2016 are dependent upon the amount of funds the Gallery is able to raise from the private sector.

NATIONAL GALLERY OF ART
Information Technology
FY 2015 - FY 2016
(Dollars in Thousands)

<u>FUNCTION</u>	<u>FY 2015</u> <u>Enacted</u>	<u>FY 2016</u> <u>Request</u>	<u>Increase/</u> <u>(Decrease)</u>
Art Care	\$ 1,068	\$ 1,705	\$ 637
Operations and Maintenance	125	125	-
Protection	585	885	300
General Administration	6,663	8,226	1,563
TOTAL	\$ 8,441	\$ 10,941	\$ 2,500

Information Technology Introduction

The National Gallery of Art depends heavily on Information Technology (IT) to support its interaction with the public and the staff and the protection of the valuable works of art entrusted to it. The Gallery's IT environment is a complex infrastructure consisting of 11 major IT systems serving the multi-faceted requirements of the Gallery including acquisition, care and display of works of art, special exhibitions and education programs, as well as financial and administrative management. The basic daily operations, beginning with opening the Gallery to the public each morning, require a variety of systems such as those for security, building automation, collections management, education, financial management, and retail.

IT supports many other non-major systems that also play an important role in the day-to-day functions of the institution. Such systems include the VISTA scheduling system for school and group tours, a facilities work order tracking system, a security incident reporting system, payroll time and attendance systems, and computer-assisted design (CAD) systems used by the Gallery's architects, designers and engineers.

IT is central to the Gallery's risk management strategy as many of the systems require sophisticated IT support, from advanced climate control and security, to collections, library, and financial management. The failure of any of these mission-critical systems jeopardizes the security and safety of the works of art, buildings, staff and visitors and impedes the ability of the staff to meet performance goals and management initiatives.

Through the Gallery's website, educational resources on the collection and special exhibitions offer anyone with Internet access features ranging from virtual tours to planning an actual visit and researching the collection. The Gallery's educational role is also supported by IT through the Internet, Intranet, and Office Automation systems which provide the public with direct communication through its website and e-mail and enable efficient staff communication throughout the Gallery.

The Gallery's FY 2016 IT budget submission is driven by the need to maintain existing systems and make improvements identified in the IT 2020 Strategic Plan consistent with

Information Technology

government-wide e-Gov directive. Costs for existing systems include annual licensing and periodic software updates, cyclic hardware replacement, and support services. IT improvements include developing and implementing new systems where none exist and modernizing existing systems. IT improvements often require multiple years to implement – up to one year to perform market research and prepare the solicitation packages and select a vendor, then up to an additional year to install, configure and test the new systems. This plan addresses the proactive implementation, replacement, and repair of the Gallery's mission critical systems.

The Gallery's IT environment is divided into the following categories:

- Art Care Systems
- Operations and Maintenance Systems
- Protection Systems
- General Administration Systems
- Enterprise Architecture and Planning

FY 2016 Information Technology Budget Request

The FY 2016 budget request for information technology totals \$10,941,000, an increase of \$2,500,000 over the FY 2015 Enacted Budget.

The FY 2016 request provides adequate funds for steady state maintenance of existing systems and provides modest funding for the important improvements described below in each functional area.

Current State of the Art Care Systems

Collection Management System (CMS): The Gallery uses *The Museum System (TMS)*, a commercial off-the-shelf system that is used extensively throughout the museum community, to manage the collection of original works of art. This system was acquired and became operational in FY 2008. The risk of failure to CMS is low (unchanged from FY 2015).

Integrated Library System (ILS): The Gallery continues to use the Ex Libris commercial off-the-shelf *Voyager* system as its Integrated Library System which was deployed in 2003. In the last year, the Library transitioned to using *Voyager* for all of its holdings, including print and digital. Ex Libris' *MetaLib* and *SFX* products continue to be used for cross database searching and full text link resolution. A strong technology refreshment program is in place for these systems. The risk of failure to ILS is low (unchanged from FY 2015).

Digital Imaging: The Gallery's archives of slides and color transparencies are degenerating. In order to preserve quality images of the collection, this aging technology must be replaced to prevent further deterioration of the images of the works of art and to archive for future generations images of the works of art as they appear today. The Gallery's digital imaging strategy, based on a number of recommendations from an internal study, has resulted in the creation of a digital photographic laboratory and the development of a prototype central electronic repository and management system for digital images of works of art in the collection. *NGA Images* was launched in 2012 to provide the public with on-line access and free download of high quality images of the collection. The risk associated with the digital imaging program is

Information Technology

medium as the Gallery lacks an enterprise-wide system for management and preservation of the digital assets of the collection (unchanged from FY 2015).

Public Website: A project to redesign the Gallery's Public Website was completed with the public launch of the new site in April 2013. The risk assigned to the Public Website is low (unchanged from FY 2014).

Current State of the Operations and Maintenance Systems

Building Automation System (BAS): One of the Gallery's key goals is to expand the coverage for monitoring and controlling temperature and relative humidity conditions throughout the Gallery complex by adding non-proprietary controllers to the BAS. Temperature and humidity must be maintained at all times at 70 degrees Fahrenheit and 50 percent humidity in order to protect the art therefore a robust HVAC/BAS system is required. The deployment of these additional controllers continued in FY 2014 as part of a multi-year BAS improvement program. The risk of failure assigned to this system is low (unchanged from FY 2015).

Current State of the Physical Protection Systems

Integrated Security Management System (ISMS): The Gallery operates a sophisticated program of physical security to protect the collection, facilities, visitors and staff. A strong technology refreshment program is in place for this system. The security network, however, has aged since it was designed in 2004 and installed in 2005-2006 and no longer has sufficient capacity for handling today's security devices. An independent review of system requirements will be conducted in 2015 and is expected to identify needed improvements. The risk of failure assigned to the security system is raised to medium (changed from low in FY 2015).

Fire Alarm System: The Gallery's Fire Alarm system provides for fire detection, emergency notification, fixed and portable fire suppression, and life safety controls. An independent assessment of the system was completed in 2012 to ensure that the system is properly configured and supported to meet the Gallery's needs for protection of people and the works of art. This assessment identified areas needing immediate attention as well as improvements that could be made over time and addressed in the course of the Master Facilities Plan renovations. In FY 2014, the Fire Alarm System's Emergency Notification system was upgraded from the Siemens MXL system to the state of the art XLS system, increasing reliability and operational simplicity. Currently, the risk assigned to this system is medium until the critical risk items identified in the risk assessment are addressed (unchanged from FY 2015).

Current State of the General Administration Systems

Financial Management System (FMS): The Gallery uses *Oracle Federal Financials*, a web-based, externally hosted system as its FMS. The financial system was deployed in FY 2007. The Gallery's FMS operates on version 11.5.10 which entered "Sustaining Support" in December 2013. Support is now limited to Severity 1 production issues until "Sustaining Support" ends in December 2015 at which time there will be no further vendor support. The risk of failure assigned to FMS remains high until the upgrade to release 12 is completed in FY 2015 (unchanged from FY 2015).

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Human Resources Management (HRM) Platform: The Gallery lacks a Human Resource Management platform and relies on the National Finance Center (NFC) for its payroll processing. As a result, a patchwork of inadequate and inefficient home grown systems are used to track and process personnel information. These systems lack a strong IT security infrastructure, putting this information at risk. The Gallery plans to pursue a shared service provider solution for its Human Resources Management needs. Until an enterprise solution is in place the risk of failure assigned to the HRM is high (unchanged from FY 2015).

General Support System (GSS)

- **End User Systems and Services (EUSS):** The Gallery has standardized and modernized its Office Automation (OA) environment. Current Gallery-wide desktop Intel-based PC and Apple Macintosh hardware platforms are in place with standardized Microsoft Windows operating system, Office software suite and Macintosh operating system software. Users are supported by an outsourced Help Desk. Inventory control of the OA assets is in place with the use of an on-line inventory management system and bar coding of equipment. A highly successful on-site OA training program has been implemented. The risk of failure to EUSS remains low (unchanged from FY 2015).
- **Mainframes and Servers Services and Support (MSSS):** The Gallery's server environment is kept current with a strong technology refreshment program. We have put in place virtual server technology as part of our efforts to reduce cost and increase the reliability and availability of our IT systems. However, the rapid growth of technology across virtually every activity and the current level of funding have not allowed the Gallery to properly staff and maintain these systems. The risk of failure to the MSSS is high (unchanged from FY 2015).
- **Telecommunications Systems and Support (TSS):** The Gallery's current data network infrastructure supports the 11 major IT mission systems and approximately 1,000 users. Phase 3 of the Network Modernization program, replacement of routers and wiring in the telecommunications closets and the wiring from the closets to staff desktops, is complete. A wireless network has been installed in the East Building to provide temporary network access while the East Building renovation is accomplished. Wireless networks, however, are not capable of meeting projected bandwidth requirements and new cabling will be installed concurrent with the East Building renovations. The wireless network has been expanded to staff offices in the West Building and Connecting Link. The Gallery now offers public Wi-Fi access in the West Building Rotunda area, Library and Cascade Café. Support for mobile devices (smart phones and tablets) are in place with a strong Bring-Your-Own-Device (BYOD) program as well as support for Gallery provided devices. We continue to use the Avaya system for voice (land-line and cellular) and voicemail service. Annual technology refreshment of network equipment continues to be a critical, ongoing activity due to the complexity of the network infrastructure. This risk of failure to the TSS is low (unchanged from FY 2015).
- **FISMA/IT Security Program** Gallery-wide IT security is a high priority and the Gallery continues to make progress in voluntarily meeting FISMA requirements. An independent contractor continues to assist the Gallery with Certification and Accreditation (C&A) of the major IT systems. All IT security vulnerabilities are

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documented in an IT Security Plan of Action and Milestone (POA&M) database and the Gallery's Chief Information Officer conducts quarterly reviews of the POA&M with IT System Owners to track resolution of vulnerabilities. High priority areas of focus include business continuity/disaster recovery, privacy impact assessments, and real-time event-auditing of IT systems. The Gallery has developed a Continuous Monitoring Plan and has begun its implementation. The risk associated with the FISMA/IT Security Program is high due to the number and criticality of vulnerabilities that are outstanding (changed from medium in FY 2015).

Current State of Enterprise Architecture and Planning

Enterprise Architecture: The Gallery continues to maintain and modify its Enterprise Architecture as it executes the Gallery's IT 2020 Strategic Plan. The Gallery will be working to consolidate and simplify the current architecture. The Gallery has embarked on a multi-year program to consolidate and convert many internally hosted applications to Cloud-based services. The first two applications were migrated to the Cloud at the end of FY 2014 and the beginning of FY 2015.

Capital Planning and Control Process (CPIC): The Executive Digital and Technology Committee (EDTC) serves as the governance body for IT and digital media activities, a new initiative formed in FY 2014. The EDTC establishes the priorities for the IT budget and provides monthly oversight of all significant IT modernization efforts via an IT Scorecard.

FY 2014 Accomplishments

During FY 2014, the Gallery moved forward with high priority projects as well as low cost IT improvements identified in the Gallery's IT 2020 Strategic Plan.

The Gallery took the initial steps to implement a new enterprise-wide Digital Media strategy. A new Digital Media Center comprised of three departments - Digital Outreach, Media Production, and Imaging and Visual Services - was established. The newly formed organization will raise the level of excellence in all digital media efforts by leveraging investments in infrastructure and building scalable, sustainable and robust enterprise-wide solutions. This holistic program will allow content to be created once and then published or interfaced to many platforms.

The Gallery also undertook an independent assessment of IT operations. Findings and recommendations were presented that identified shortfalls in IT enterprise architecture standards, staff resources and organizational alignment. In addition, it highlighted an extraordinarily high proportion of the IT budget required to keep existing systems functioning and a very small proportion of the IT budget dedicated to system improvements, which is a key factor in the risk profile for the Gallery's major systems and impetus for the FY 2016 budget request.

Art Care:

All Art Care systems continued to operate successfully.

The Collections Management System was upgraded to include expanded batch update functionality for outgoing loan data and back-end improvements.

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The Integrated Library System (ILS) was enhanced to include patron self-service inter-library loan requests through the Online Computer Library Center (OCLC) cloud-based ILLiad system. The system also automates the staff's management of inter-library loans. In support of a strategy to consolidate systems, work commenced to move the slide images stored in DigiTool to the Voyager ILS.

NGA Images, the on-line system which provides 45,000 images of works of art, has provided more than 1 million free downloaded images to the public since its launch in 2012. Work has begun to upgrade NGA Images to the new release, version 2, expected to be available to the public in 2015. In addition, over 70% of the Gallery's collection has been captured in high resolution digital images.

Since its launch in April 2013, the new website has attracted almost ten million visits. Almost 70% of these visits were from new visitors to the site. In November 2013 the "Change Language" functionality was added to website's home screen to provide translations to French, Japanese, Mandarin, Russian, and Spanish. The website's new distributed content management system continued to bring efficiency for the entry of new content by over 50 Gallery staff. The website is being enhanced this year to provide support for mobile devices, including iPads and Android based tablets. It also serves as the new on-line platform for scholarly catalogues of the Gallery's permanent collections, starting with the Dutch catalogue, a rich resource for curators, researchers, and educators, which was made available to the public in April 2014.

Operations and Maintenance:

As part of the Gallery's multi-year Building Automation System (BAS) Modernization Program, the BAS is being upgraded to a distributed web-based architecture. The new architecture builds on the "open system" controller installations from prior years and moves away from the proprietary Honeywell single server central management software model. When the Honeywell central management server is decommissioned in the winter of 2014, the BAS will have greater accessibility and, most importantly, will no longer be dependent on a single vendor for equipment and support.

The Gallery acquired a Central Calendar / Resource Scheduling (CC/RS) system, one of the Gallery's IT 2020 strategic plan initiatives. This new system will automate and centrally manage the scheduling of resources for both public and internal Gallery events. Events available to the public will be published via the Gallery's website. Today, these activities are performed manually, relying on e-mail, phone calls, and locally developed databases for tracking events and their required resources (room availability, audio/visual services, facilities, security, etc.). Requirements for a Phase 1 pilot were defined and have been configured. As part of Phase 1, a stand-alone Gallery system that tracks events requiring audio-visual support was migrated to CC/RS and the legacy system was decommissioned.

Protection:

The ISMS and Fire Alarm System continued to operate successfully. Both continued to move forward with strong technology refreshment programs, to include planning for the upgrade of the ISMS access control system. Work progressed on further addressing recommendations provided to the Gallery by an independent review of the Gallery's Fire Alarm System. The Fire Alarm System's Emergency Notification system was upgraded from the Siemens MXL system to the state of the art XLS system, increasing reliability and operational simplicity.

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General Administration:

Phase 3 of the Network Modernization Project was completed with the upgrade of the final telecommunications rooms and associated wiring to staff offices in the West Building.

The Gallery's wireless network was extended and is in place for staff use throughout all Gallery staff work areas. Public Wi-Fi access is now in place in the West Building Rotunda area, Library and Cascade Café.

Technology refreshment of the Gallery's office automation systems continued with equipment replacement and software upgrades. The migration of nearly 1,000 workstations from Windows XP to Windows 7 was completed.

Two Cloud-based projects commenced. The first project moved e-mail and calendar functions to Microsoft's Office 365 cloud service in September of 2014. The second project is a Cloud-based workflow application called *ServiceNow*. *ServiceNow* was configured and launched in December 2014 to replace the existing Help Desk work-ticket system and will be expanded to become an enterprise-wide workflow system for IT and other business area service requests.

The Gallery continued to strengthen its IT Security program concentrating on business continuity, disaster recovery and incident response in FY 2014. A four-tiered framework for system availability was developed with improvements focused this year on the availability of the Tier 1 systems. The General Support System was re-certified through an independent C&A assessment and received its authority to operate. A formalized process for Enterprise IT Change Management was introduced. The Continuous Monitoring program continued to mature with account management being formalized for all major IT systems. Routine security operations continued including remote access renewals, IT security awareness training, and network scans.

The Gallery began the upgrade of its Oracle financial management system to Release 12 and is scheduled to complete the project in FY 2015. Configuration and testing of the new software is underway.

The IT 2020 initiative to acquire a Human Resource Management (HRM) platform commenced with the development of high level objectives for the system and research being gathered on possible shared service providers. Due to a decision by the National Finance Center (NFC) to no longer support their StarWeb time reporting system, the Gallery acquired and configured the NFC supported Kronos WebTA system as a replacement. This new system, which became operational in early FY 2015, transitions the Gallery from manual timekeeping to a fully automated system.

Information Technology

FY 2015 Objectives

In FY 2015, the Gallery will continue to maintain and enhance the 11 major IT systems through a strong technology refreshment program. We will continue to implement the recommendations from the independent assessment of IT operations with movement of applications off-premise to selected cloud services.

Art Care:

The Gallery will continue to implement its new Digital Media Strategy, establishing a roadmap and prioritizing digital media initiatives. Work will continue on the Enterprise Digital Asset Management (eDAM) system. As part of the Gallery's Cloud migration strategy, a plan will be developed and implemented to migrate major Art Care applications off-premise to be hosted by a third-party vendor. DigiTool will be decommissioned, simplifying the architecture for the Integrated Library System. Vendor maintenance will continue for existing Art Care IT systems.

Operations and Maintenance:

The Gallery will complete the multi-year BAS Modernization Program and phase 1 of the new Centralized Calendar and Resource Scheduling System will be deployed. Planning for Phase 2 will commence to extend the system for use to support public events.

Protection:

The Gallery will continue with a strong technology refreshment program for the ISMS, the Fire Alarm system, and the security network. The Skyline access control system will be upgraded to the new Mavin access control system. Work will continue on recommended improvements to the Fire Alarm System, and an independent review of the security network will be performed which will inform the plan for a set of technology improvements.

General Administration:

A strong technology refreshment program will continue for office automation, the data network and the data center. The wireless network will be extended into an initial set of galleries of the West Building, allowing for public access to educational resources about the works of art displayed in those galleries. Vendor maintenance will continue for existing G&A IT systems.

In FY 2015, the Gallery will award a contract to develop a master plan and schedule and initial requirements for a new Human Resource Management (HRM) platform from a shared service provider.

As part of the Gallery's Cloud migration strategy and to mitigate the risk of data center failure, the Gallery will migrate a set of General Administration servers and applications off-premises to a third party vendor in a hosted Infrastructure as a Service (IaaS) cloud model.

Information Technology

FY 2016 IT Budget Request: (\$10,941,000; +\$2,500,000)

The Gallery's FY 2016 budget request for Information Technology (IT) is outlined below according to the functional areas addressed

Art Care: (\$1,705,000; +\$637,000)

A total of \$1,705,000 is requested for Art Care IT systems in FY 2016, an increase of \$637,000 over the FY 2015 Enacted Budget. The increase will support migration of major Art Care applications to a Cloud-based platform consistent with government-wide e-Gov directives, enhancements to the public website to better serve the majority of the American public who cannot visit the Gallery in Washington DC, and implementation of the initial phase of the Digital Asset Management System (eDAM) that underlies the Gallery's ability to expand on-line public access to the collections.

Operations and Maintenance: (\$125,000; no change)

A total of \$125,000 is requested for Operations and Maintenance IT programs in FY 2016, no change from the FY 2015 Enacted Budget. This funding level provides for steady state maintenance costs of the Building Automation System and the Central Calendar System

Protection: (\$885,000; +\$300,000)

A total of \$885,000 is requested for Protection IT programs in FY 2016, an increase of \$300,000 over the FY 2015 Enacted Budget. The increase of \$125,000 for services includes \$25,000 for contractual maintenance rate escalation, and \$100,000 to conduct a long-term strategy assessment to identify future improvements needed for the security network. Also included is an increase of \$175,000 in equipment for security network modernizations. The security network is a key component of the Gallery's means to protect the priceless art collections and to ensure the safety of staff and visitors and must be maintained to the highest standards.

General Administration: (\$8,226,000; +\$1,563,000)

A total of \$8,226,000 is requested for General Administration IT systems in FY 2016, an increase of \$1,563,000 over the FY 2015 Enacted Budget to address the following needs:

- IT contractual services (+\$510,000) consisting of:
 - \$287,000 for General Support Systems (GSS) due to new service charges for email and help-desk systems in the cloud (\$140,000), and mandatory contractual cost increases for server support and maintenance (\$147,000). These funds provide for Help Desk customer support staff and license fees for office automation software by Microsoft, Apple, Adobe, and others. These funds also pay for the maintenance fees for telecommunications hardware and software, software training for key users, and the cost of IT professionals who support the Gallery's network, intranet and office automation.
 - \$126,000 to provide additional Enterprise Architecture contractual services to support the continuation of the Gallery's IT2020 Strategic Plan and IT

Information Technology

professionals to implement cloud enterprise solutions and related project management.

- \$145,000 for mandatory contractual increases for hosting and licenses for the Financial Management and Contract Writing Systems and technical support, whose cost is increasing with the completion of the software upgrades.
- (-\$48,000) reflects decreased costs for IT security programs due to transferring contractor-provided scans of the internal and external networks to the Department of Homeland Security which now provides this service at no cost to the Gallery.
- IT equipment (+\$1,053,000) consisting of:
 - \$723,000 for increased cost of cyclic equipment replacement for existing systems, migrating the in-house data storage network to a cloud-hosted platform and modernizing the Gallery's 25 year old administrative intranet system. Funds are also required for systems improvements including public Wi-Fi in the West Building for visitor access to the Gallery's website information resources, infrastructure modernization to upgrade the storage area network to meet the demands of digital images and media, and intranet modernization.
 - \$150,000 for necessary upgrades to the Gallery's Financial Management and Contract Writing systems software to meet Treasury requirements for consolidated federal financial reporting.
 - \$180,000 for development and implementation of a long-delayed Human Resources Management system.

Information Technology

**NATIONAL GALLERY OF ART
Information Technology Budget
FY 2015 - FY 2016
(Dollars in Thousands)**

Function	FY 2015 Enacted	FY 2016 Request	Increase/ (Decrease)
Art Care			
<u>Other Services</u>			
Other Art Care Systems	\$ 28	\$ 28	\$ -
Collections Management System	55	55	-
Digital Imaging	35	35	-
Integrated Library System	90	90	-
Web Site	400	400	-
Subtotal	608	608	-
<u>Equipment</u>			
Other Art Care Systems	-	80	80
Web Site	250	357	107
Cloud Migration	-	250	250
Digital Imaging	210	410	200
Subtotal	460	1,097	637
Total Art Care	1,068	1,705	637
Operations and Maintenance			
<u>Other Services</u>			
Building Automation System	25	25	-
Subtotal	25	25	-
<u>Equipment</u>			
Building Automation System	100	100	-
Total Operations and Maintenance	125	125	-
Protection			
<u>Other Services</u>			
Integrated Security Management System	585	710	125
<u>Equipment</u>			
Integrated Security Management System	-	175	175
Total Protection	585	885	300

Information Technology

**NATIONAL GALLERY OF ART
Information Technology Budget
FY 2015 - FY 2016
(Dollars in Thousands)**

Function	FY 2015 Enacted	FY 2016 Request	Increase/ (Decrease)
General Administration			
<u>Rent, Communications, Utilities</u>			
Telecommunications	\$ 260	\$ 260	\$ -
<u>Other Services</u>			
Financial Management Systems	745	890	145
General Support Systems	2,863	3,150	287
IT Security	248	200	(48)
Enterprise Architecture	1,035	1,161	126
Human Resources Management	180	180	-
Subtotal	5,071	5,581	510
<u>Supplies</u>			
General Support Systems	73	73	-
<u>Equipment</u>			
General Support Systems	1,089	1,812	723
Financial Management System	-	150	150
Human Resources Management	170	350	180
Subtotal	1,259	2,312	1,053
Total General Administration	6,663	8,226	1,563
Grand Total IT Budget	\$ 8,441	\$ 10,941	\$ 2,500

Summary by Object Class

Total Rent, Communications & Utilities	\$ 260	\$ 260	\$ -
Total Other Services	6,289	6,924	635
Total Supplies	73	73	-
Total Equipment	1,819	3,684	1,865
Grant Total IT Budget	\$ 8,441	\$ 10,941	\$ 2,500

**NATIONAL GALLERY OF ART
 DETAIL OF FULL-TIME PERMANENT POSITIONS BY GRADE
 FY 2015 - FY 2016**

<u>Description</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase / (Decrease)</u>
SL (Senior Level)	25	25	-
GS/GM-15	41	41	-
GS/GM-14	46	46	-
GS/GM-13	72	72	-
GS-12	59	59	-
GS-11	76	76	-
GS-10	6	6	-
GS-9	56	56	-
GS-8	25	25	-
GS-7	49	49	-
GS-6	105	105	-
GS-5	140	140	-
WG/WS/WLWD	107	107	-
TOTAL STAFFING	807	807	-

**NATIONAL GALLERY OF ART
SUMMARY OF FULL-TIME PERMANENT POSITIONS BY DEPARTMENT
FY 2015- FY 2016**

<u>Function / Department</u>	<u>FY 2015 Request</u>	<u>FY 2016 Request</u>	<u>Increase / (Decrease)</u>
ART CARE			
Office of the Director; Internal Audit	5	5	-
Special Projects	1	1	-
Design	26	26	-
Exhibitions	8	8	-
Exhibition Programs	3	3	-
Press and Public Information	8	8	-
Corporate Relations	3	3	-
Special Events	5	5	-
Development	5	5	-
Music	2	2	-
CASVA	6	6	-
Office of the Deputy Director	3	3	-
Curatorial and Film Programs	44	44	-
Conservation	36	36	-
Publishing	8	8	-
Education	29	29	-
Library	28	28	-
Image Collections	12	12	-
Registrar and National Lending Service	22	22	-
Imaging and Visual Services	14	14	-
Total - Art Care	<u>268</u>	<u>268</u>	<u>-</u>
OPERATIONS AND MAINTENANCE			
Facilities Management	22	22	-
Operations	30	30	-
Electrical Shop	7	7	-
Plumbing Shop	3	3	-
Carpentry Shop/Maintenance	10	10	-
Masonry Shop	10	10	-
Paint Shop	6	6	-
Building Services	39	39	-
Horticulture	16	16	-
Architecture & Engineering	13	13	-
Total - Operations and Maintenance	<u>156</u>	<u>156</u>	<u>-</u>

**NATIONAL GALLERY OF ART
SUMMARY OF FULL-TIME PERMANENT POSITIONS BY DEPARTMENT
FY 2015 - FY 2016**

<u>Function / Department</u>	<u>FY 2015 Enacted</u>	<u>FY 2016 Request</u>	<u>Increase / (Decrease)</u>
PROTECTION SERVICES			
Protection Services	15	15	-
Electronics	6	6	-
Protection Staff	<u>261</u>	<u>261</u>	<u>-</u>
Total - Protection Services	<u>282</u>	<u>282</u>	<u>-</u>
GENERAL ADMINISTRATION			
Office of the Administrator; EEO	6	6	-
Procurement and Contracts	10	10	-
Administrative Services	7	7	-
Logistics Support	16	16	-
Technical Support	13	13	-
Personnel	16	16	-
Office of the Secretary-General Counsel	7	7	-
Gallery Archives	4	4	-
Finance	18	18	-
Information Technology	<u>2</u>	<u>2</u>	<u>-</u>
Total - General Administration	<u>99</u>	<u>99</u>	<u>-</u>
REPAIR, RESTORATION AND RENOVATION	<u>2</u>	<u>2</u>	<u>-</u>
SUMMARY BY FUNCTION			
Art Care	268	268	-
Operations and Maintenance	156	156	-
Protection Services	282	282	-
General Administration	99	99	-
Repair, Restoration and Renovation	<u>2</u>	<u>2</u>	<u>-</u>
TOTAL	<u>807</u>	<u>807</u>	<u>-</u>

**NATIONAL GALLERY OF ART
SUMMARY OF FTE WORKYEARS BY FUNCTION
FY 2015 - FY 2016**

Function	FY 2015 Enacted			FY 2016 Request		
	<u>FTP</u>	<u>PT</u>	<u>Total</u>	<u>FTP</u>	<u>PT</u>	<u>Total</u>
Care and utilization of art collections	255	13	268	255	13	268
Operation and maintenance of buildings and grounds	156	-	156	156	-	156
Protection of buildings, grounds, and contents	281	1	282	281	1	282
General administration	98	1	99	98	1	99
Repair, restoration and renovation of buildings	<u>2</u>	<u>-</u>	<u>2</u>	<u>2</u>	<u>-</u>	<u>2</u>
Total	<u>792</u>	<u>15</u>	<u>807</u>	<u>792</u>	<u>15</u>	<u>807</u>

therefore may differ from the actual number of full-time equivalent positions occupied at the end of the year.

**NATIONAL GALLERY OF ART
PERFORMANCE PLAN
FY 2016**

The Gallery's FY 2016 Performance Plan is used by management to make strategic decisions and as a tool to assess performance in several important areas. The key performance goals and management initiatives reflect the Gallery's mission and were developed to enhance the administration and operation of the National Gallery of Art.

KEY PERFORMANCE GOALS AND MANAGEMENT INITIATIVES

- **Provide the public with continuing and increased access to the Gallery's collection and educational materials**

The National Gallery of Art is defined by the high quality of its collection and educational programs, which are at the core of its mission. The Gallery's national role as an educational institution includes major initiatives such as:

- Displaying great works of original art using the highest standards;
- Organizing and presenting a comprehensive program of special exhibitions focusing on master works of art from all cultures and periods;
- Fostering awareness of the visual arts by providing access to the Gallery's educational materials and programs; and
- Maintaining an active program of conservation and protection of the Gallery's collection.

The Gallery's performance as a national institution of the highest quality requires adequate funding of its programs as well as the staff to develop and administer them. The number and variety of these programs and their public attendance measure performance.

- **Address the backlog of deferred capital projects and maintenance**

The National Gallery of Art is committed to maintaining its buildings, equipment and grounds in excellent condition. The Master Facilities Plan (MFP), developed in 1997, identified all crucial repair, restoration and renovation projects and created a phased approach to complete them. The most critical projects were begun in 1999. The phased plan of the MFP achieves cost efficiencies and reduces disruptions to ongoing Gallery public programs and operations.

Coincident with the repair, restoration and renovation activity of the MFP is the on-going requirement to sustain the Gallery's buildings and equipment at a high level of performance. The facilities maintenance program at the Gallery focuses on a solid preventative maintenance initiative and the maintenance of the complex systems and operations necessary for the Gallery to function efficiently as an art museum open daily to the public. The West Building, opened in March 1941, has reached an age where the

Performance Plan

building, its systems and components have exceeded their useful life and significant repair and refurbishment is required.

The East Building, opened in June 1978, has also reached the point where significant refurbishment is required due to the nature of its design and construction. The success of this initiative is measured against the goal of providing optimum operational effectiveness and efficiency.

- **Advance the Gallery's Information Technology (IT) Strategic Plan**

IT improvements often require multiple years to implement – up to one year to prepare the solicitation packages and select a vendor, and then up to an additional two years to install, configure and test the new systems. The Gallery's FY 2016 IT budget submission is based on the implementation of its IT Strategic Plan. This plan addresses the proactive replacement, implementation, and repair of the Gallery's mission critical systems, and identifies the following goals:

- Provide a reliable and secure IT infrastructure to support the Gallery's mission;
 - Improve operations through efficient and effective IT solutions;
 - Align IT services with stakeholder and audiences' needs; and
 - Implement IT governance structure to set priorities and monitor performance.
- **Provide the highest level of security for the Gallery's collection, visitors, staff, and facilities**

The National Gallery of Art must protect its landmark buildings and grounds, its irreplaceable art collection, the staff, and the millions of visitors it welcomes each year. The Gallery's prominent location on the National Mall at the foot of the Capitol adds even greater urgency to the need to harden security measures against a wide range of means and methods of possible attack.

These key performance goals and management initiatives support the mission of the National Gallery of Art which is to serve the country by preserving, collecting, exhibiting, interpreting, and encouraging the understanding by the American public of original, great works of art.

Performance Plan

The Gallery's challenge is fourfold:

- 1) Protect the collection and the national/international loans entrusted to the Gallery's care, while making them available for the edification and enjoyment of the American public;
- 2) Maintain the two landmark buildings and the Sculpture Garden, which were built with private funds and given to the nation;
- 3) Provide increased and continuing public access to the Gallery's collection and research materials; and
- 4) Educate the public using both established methods and the newest technological advances.

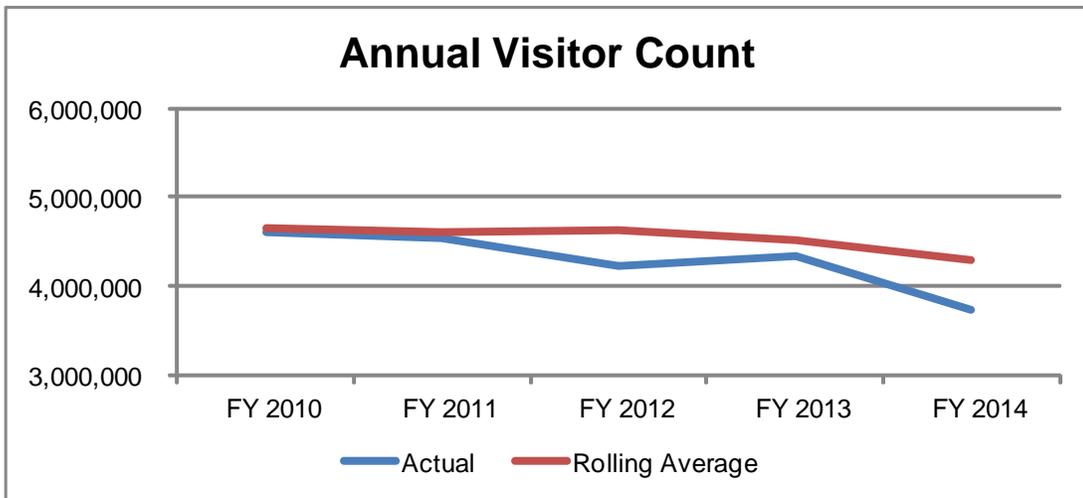
Performance Plan

The statistical measures of audiences and performance goals outlined on the following pages are directly related to the “Specific Goals and Strategies” outlined in the National Gallery’s Strategic Plan. These goals assume ongoing federal support for existing programs.

GENERAL AUDIENCE STATISTICS

The National Gallery of Art is charged by its founding legislation with the central mission to preserve, protect, and display its collection of art works to the general public free of charge. The number of visitors to the museum and the web site are captured and reported for informational purposes but the Gallery does not establish numerical targets for annual visitation or web site visits.

The National Gallery welcomed 3,733,000 visitors in FY 2014, 13% below the average for the past five years, due primarily to a 16 day government shutdown, 5 days closed due to severe weather, and closure of the East Building galleries for major renovations.



	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Actual	4,608,000	4,549,000	4,230,000	4,347,000	3,733,000
Rolling Average	4,642,600	4,616,000	4,636,200	4,513,000	4,293,400

Performance Plan

CARE AND PRESENTATION OF ART COLLECTIONS

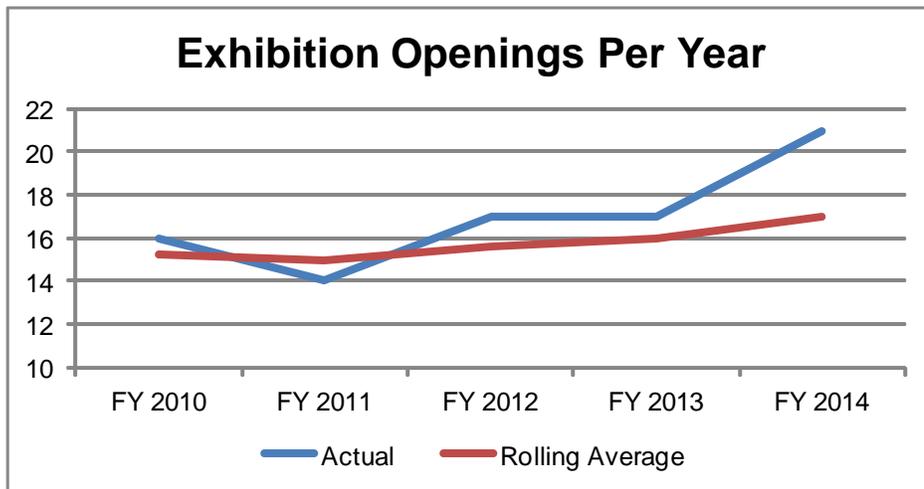
The FY 2016 Budget Request for the Art Care function totals \$42,226,000, an increase of \$2,808,000 over the FY 2015 Enacted Budget. The Art Care function encompasses the public presentation as well as the behind the scenes care and preservation of the art collection, scholarly research, and the necessary programmatic support functions. Measures of audience reached through exhibitions, education and library activities and of art care through conservation activity are the principle performance metrics for the Art Care function.

1. Special Exhibitions

Performance Goals: Offer visitors the widest range of visual experience through a schedule of special exhibitions that are organized and presented by the Gallery to augment existing strengths in the collection and to provide the opportunity to focus on material of exceptional merit from other cultures and periods.

Performance Measures: The number of special exhibitions in a given year depends on the multi-year exhibition schedule, available gallery space, and numerous other factors. Beginning in FY 2014, the East Building began major renovations, which will affect the number and scale of exhibitions until the renovations are completed.

Performance Benchmarks: For all metrics in this category, the moving five-year average is the basis of comparison used to assess audience demand and the Gallery’s capacity to meet that demand.



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual	16	14	17	17	21
Rolling Average	15	15	16	16	17

Performance Plan

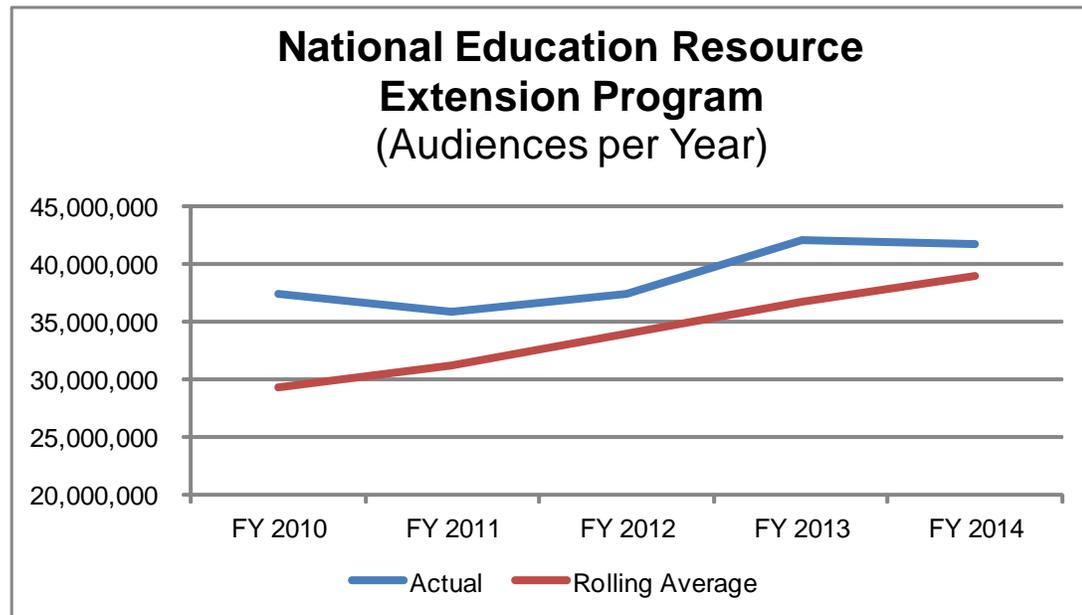
2. Education Programs

Performance Goals: Foster awareness of the visual arts by providing increased and continued access to the Gallery's collection and educational materials

Performance Measures: The size of audiences viewing the educational resources provided, number of visitors attending on-site educational programs, number of annual subscriptions to the Gallery's on-line newsletter; number of visitors to the public web site, and number of visitors who make use of the free audio tours provide a measure of how demand for basic educational outreach services changes over time.

Performance Benchmarks: For all metrics in this category, the moving five-year average is the basis of comparison used to assess audience demand and the Gallery's capacity to meet that demand.

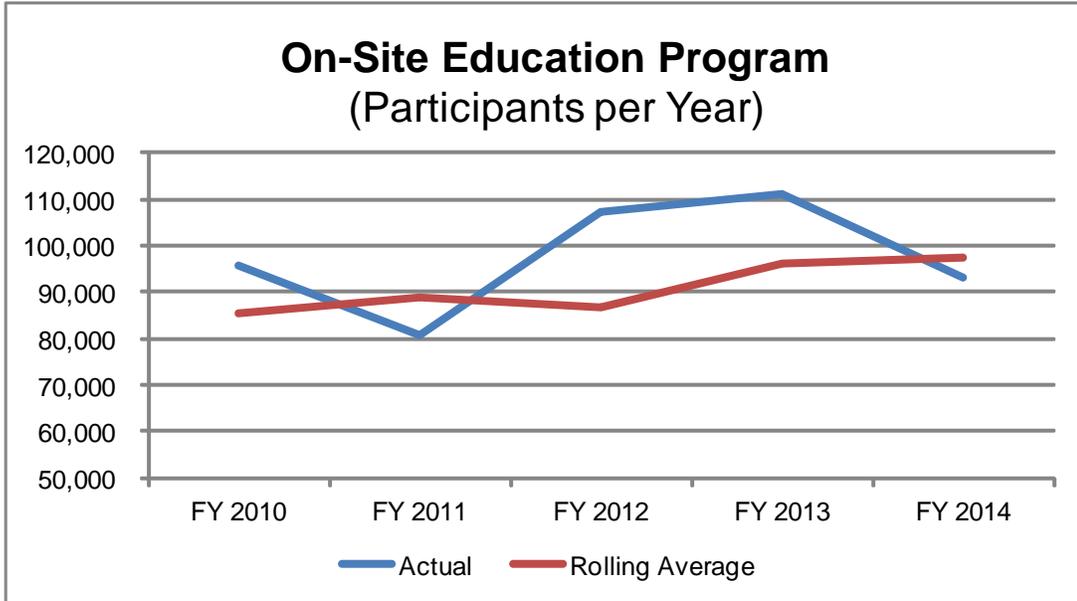
National Education Resource Extension Program: (free loan resources for teachers, the public, and public television viewers).



	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Actual	37,300,000	35,900,000	37,400,000	41,979,000	41,632,000
Rolling Average	29,220,000	31,200,000	33,880,000	36,675,800	38,842,200

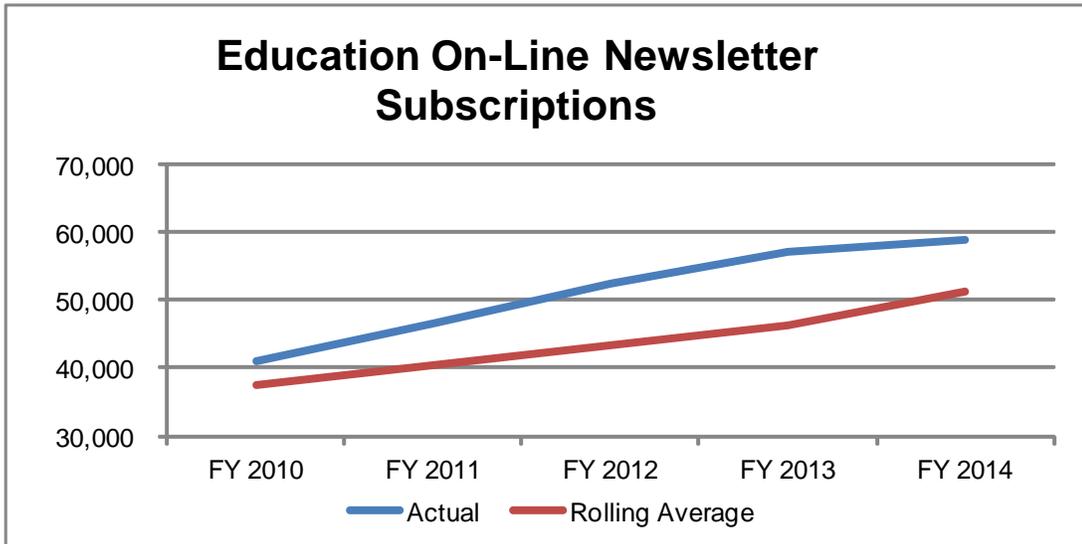
Performance Plan

Participants of On-Site Education Programs: (adult, student and family programs and tours)



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual	95,500	80,600	107,300	111,200	93,100
Rolling Average	85,350	88,733	86,700	96,280	97,540

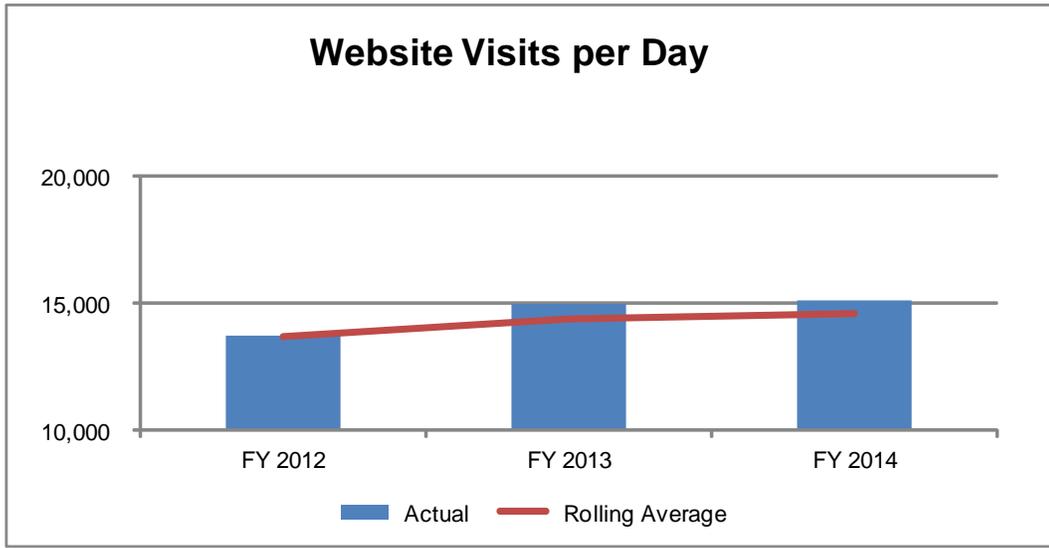
Subscriptions to the Gallery's On-line Education Newsletter:



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual	41,000	46,700	52,400	57,000	58,900
Rolling Average	37,400	40,500	43,475	46,180	51,200

Performance Plan

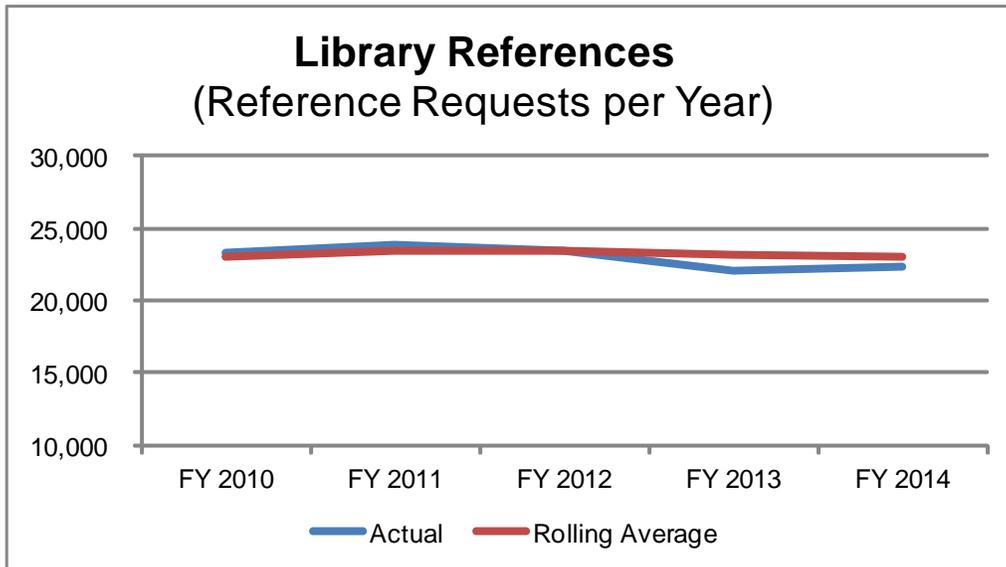
Visits to the Public Web Site:



	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Actual	13,700	15,000	15,100
Rolling Average	13,700	14,350	14,600

Note: The Gallery began using Google Analytics to measure website visits during FY 2012

Library References Provided to the General Public:



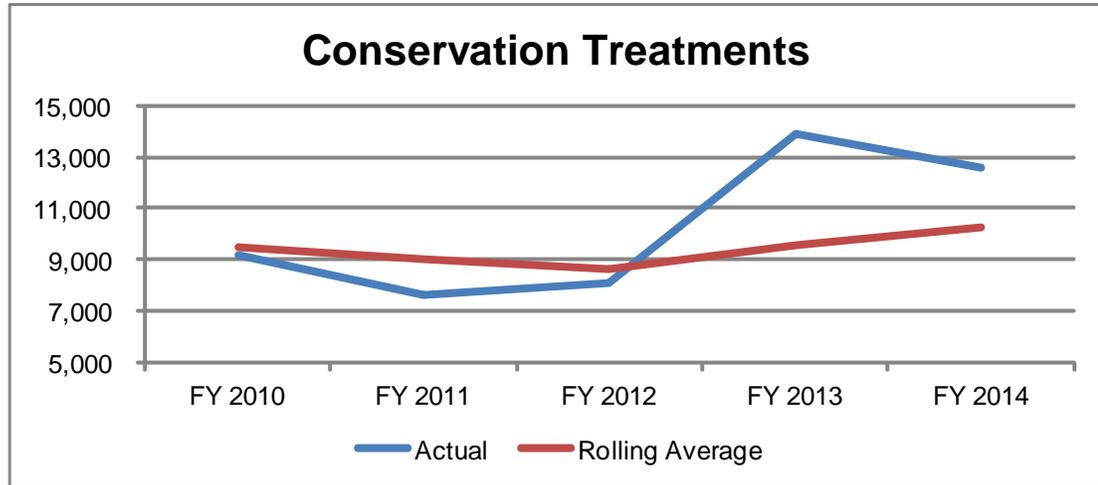
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
Actual	23,300	23,800	23,400	22,000	22,300
Rolling Average	23,060	23,440	23,420	23,160	22,960

Performance Plan

3. Conservation

Performance Goals: Maintain an active program of conservation and protection of the Gallery's collection, including art displayed in the Sculpture Garden.

Performance Benchmarks: Statistics covering the number of works of art treated or examined by the National Gallery's Conservation Division including paintings, sculpture, works on paper, frames, and textiles comprise the performance benchmarks for FY2016.



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual	9,200	7,600	8,100	13,900	12,600
Rolling Average	9,505	9,012	8,606	9,560	10,280

Performance Plan

OPERATIONS AND MAINTENANCE OF BUILDINGS AND GROUNDS

The FY 2016 Budget Request for Operations and Maintenance totals \$34,532,000, an increase of \$674,000 over the FY 2015 Enacted Budget.

Facilities Maintenance

Performance Goals: Maintain the physical condition of the East and West Buildings to the highest standard.

Performance Measures: Performance is measured by industry standard numerical ratings for appearance and maintenance posture for each building.

(a) Appearance Index: maintain a minimum standard of appearance based on the APPA: Association of Higher Education Facilities Officers (APPA) scale of appearance standards measured through weekly inspections. For a public building, this is a pass-fail metric.

- (1) Acceptable: APPA index of 2 (Ordinary Tidiness)
- (2) Successful: APPA index of 2 (Ordinary Tidiness) or better

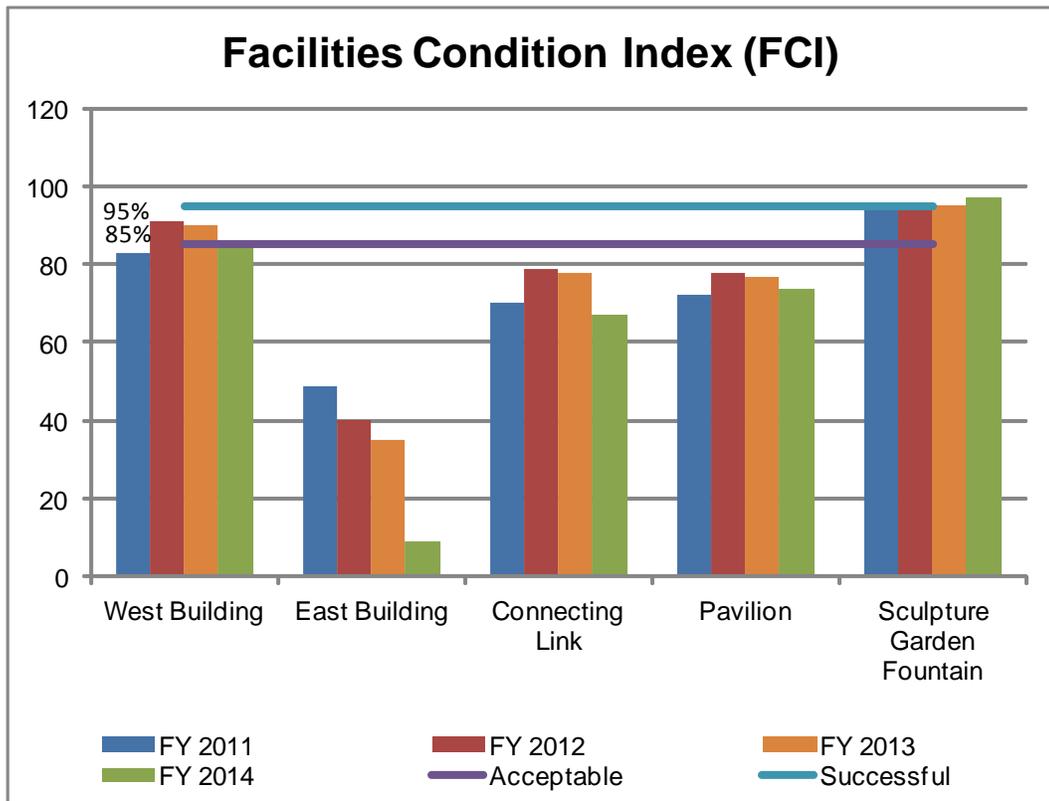
	FY 2011	FY 2012	FY 2013	FY 2014
Actual	2	2	2	2
Acceptable	2	2	2	2
Successful	2	2	2	2

Note: FY 2011 is the first year for this measure

Performance Plan

(b) **Facility Condition Index (FCI):** this industry standard metric provides a general measure of a constructed asset’s physical condition at a specific point in time. FCI is calculated as the sum of total deferred maintenance costs plus capital renewal costs, expressed as a percentage of the current replacement value of the building. This measure was new in FY 2011 and is reported to GSA individually for each physical asset shown in the table below.

- (1) Acceptable: FCI of no less than 85%.
- (2) Successful: FCI of no less than 95%.



	West Building	East Building	Connecting Link	Pavilion	Sculpture Garden Fountain
FY 2011	83	49	70	72	95
FY 2012	91	40	79	78	95
FY 2013	90	35	78	77	95
FY 2014	86	9	67	74	97

Performance Plan

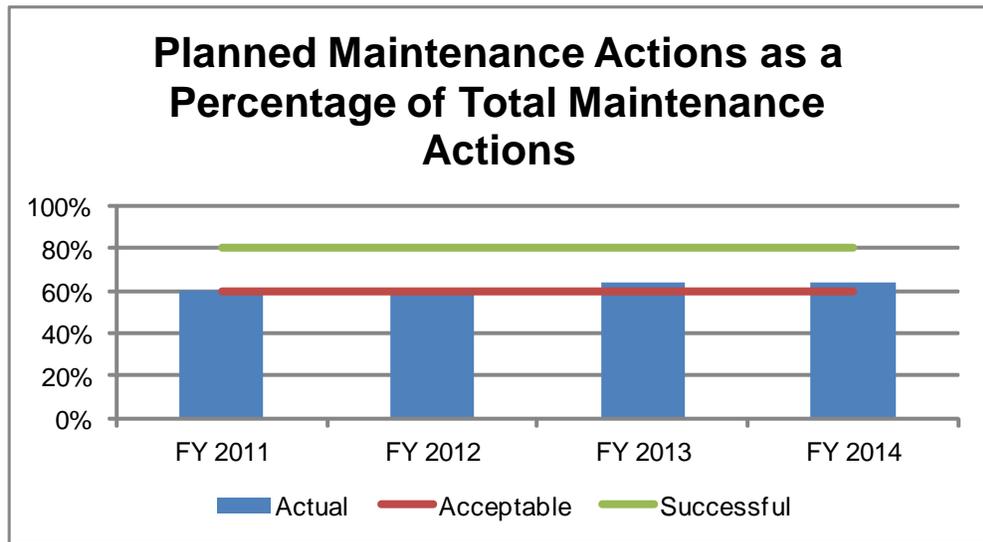
(c) Deferred Facilities Maintenance Backlog: measures the change in the deferred facilities maintenance backlog, as reported to GSA in the Federal Real Property Profile Report.

Actual:	FY 2011	FY 2012	FY 2013	FY 2014
	+5%	+8.5%	+8.8%	+45%

Acceptable: The deferred maintenance backlog decreases by less than 3% during the year

Successful: The deferred maintenance backlog decreases by at least 3% during the year

(d) Planned Maintenance Percentage: measures the general effectiveness of the maintenance program, by computing the percentage of maintenance completed that is for planned actions as opposed to unplanned emergency repairs. This measure illustrates the degree to which the plan to reduce the maintenance backlog is executed according to plan.



	FY 2011	FY 2012	FY 2013	FY 2014
Actual	60%	60%	64%	64%
Acceptable	60%	60%	60%	60%
Successful	80%	80%	80%	80%

Performance Plan

PROTECTION OF BUILDINGS, GROUNDS, CONTENTS, STAFF AND VISITORS

The FY 2016 Budget Request for the Protection function totals \$22,943,000, an increase of \$525,000 over the FY 2015 Enacted Budget. These funds support the following performance goal:

Performance Goals: Protect the valuable collection and the national and international loans entrusted to the Gallery's care as well as ensure and enhance protection of employees and visitors.

Performance measures and metrics for the National Gallery of Art are confidential and are maintained in-house.

Performance Plan

GENERAL ADMINISTRATION, INCLUDING INFORMATION TECHNOLOGY

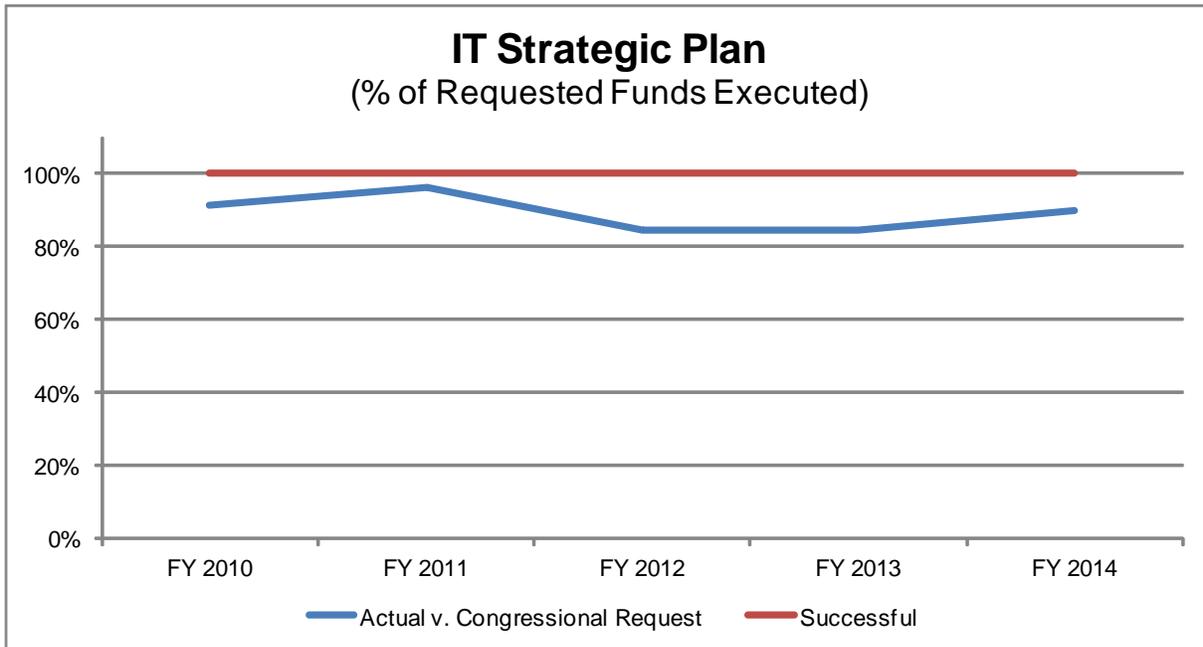
The FY 2016 Budget Request for the General Administration function totals \$26,959,000, an increase of \$3,153,000 over the FY 2015 Enacted Budget. These funds support the following performance goal:

Performance Goal: Implement the Gallery’s IT initiatives as documented in the Gallery’s IT Strategic Plan.

Performance Measures: Performance will be measured against goals set for FY 2016 to address the initiatives identified in the Gallery’s IT Strategic Plan. Availability of sufficient appropriations is essential to the Gallery’s ability to meet IT goals.

Advance the Gallery’s IT Strategic Plan:

- a) Successful: Execute 100% of the FY 2016 funding requested for performance initiatives as described in the IT Strategic Plan.



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual v. Congressional Request	91%	96%	84%	85%	90%
Successful	100%	100%	100%	100%	100%

Performance Plan

REPAIR, RESTORATION AND RENOVATION OF BUILDINGS

The FY 2016 Repair, Restoration, and Renovations Budget Request totals \$26,000,000, an increase of \$7,000,000 over the FY 2015 Enacted budget. This budget supports the following performance goal:

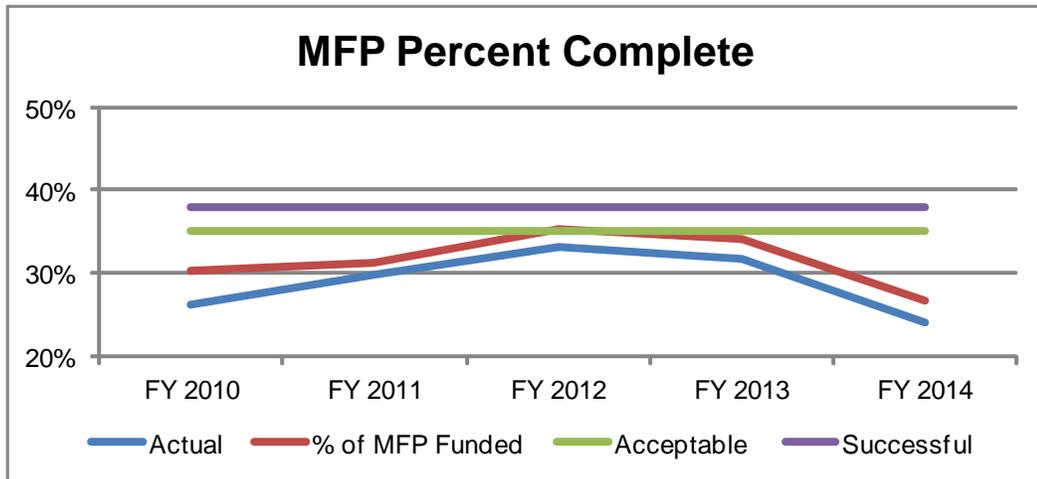
Master Facilities Plan (MFP)

Performance Goals: Manage the MFP so that significant facilities repairs and replacements projects proceed on schedule.

Performance Measures: Performance is measured by the extent to which cumulative MFP costs incurred to date are on schedule, based on the amount expended versus total plan costs as identified in the Congressional Request for the given fiscal year. The 2012 update of the MFP projects a 2026 completion date for all remaining projects. In order to achieve that goal, the following benchmarks were computed based on revised total MFP cost as shown in the MFP Budget plan on pages 5.9 – 5.10

(1) Acceptable: The MFP is at least 35% complete as of the end of FY 2016 (total costs incurred through FY 2016 are at least 35% of total plan costs).

(2) Successful: The MFP is at least 38% complete as of the end of FY 2016 (total costs incurred through FY 2016 are at least 38% of total plan costs).



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Actual	26%	30%	33%	32%	24%
% of MFP Funded	30%	31%	35%	34%	27%
Acceptable	35%	35%	35%	35%	35%
Successful	38%	38%	38%	38%	38%

**National Gallery of Art
Annual Visitor Attendance
Fiscal Years 1978 - Present**

<u>Fiscal Year</u>	<u>Visitor Attendance</u>	<u>Fiscal Year</u>	<u>Visitor Attendance</u>
1978 ¹	4,600,000	1997	5,513,000
1979	5,529,000	1998	5,340,000
1980	5,997,000	1999 ²	6,714,000
1981	6,735,000	2000	5,257,000
1982	6,036,000	2001	4,514,000
1983	4,894,000	2002	4,281,000
1984	4,859,000	2003	3,886,000
1985	5,080,000	2004	4,081,000
1986	8,703,000	2005	4,491,000
1987	6,986,000	2006	4,682,000
1988	7,174,000	2007	4,129,000
1989	6,222,000	2008	4,964,000
1990	5,580,000	2009	4,831,000
1991	5,052,000	2010	4,607,000
1992	5,438,000	2011	4,549,000
1993	5,588,000	2012	4,230,000
1994	4,014,000	2013	4,347,000
1995	4,478,000	2014 ³	3,733,000
1996	4,886,000		

1. East Building opens, June 1 1978.

2. Sculpture Garden opens, May 23, 1999.

3. Reflects 16 day government shutdown and 5 days closed due to severe weather.

**NATIONAL GALLERY OF ART
SUMMARY OF CHILLED WATER USAGE
FY 2012 - FY 2016**

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate
<u>Total Cost (in \$000's)</u>	\$ 1,612	\$ 1,439	\$ 1,313	\$ 2,516	\$ 2,516
Annual increase/(decrease) vs. prior year	(10.1%)	(10.7%)	(8.8%)	91.6%	--
Increase/(decrease) vs. FY 2012	--	(10.7%)	(18.5%)	56.1%	56.1%
<u>Usage (in 1,000 ton hours)</u>	7,977	6,392	5,833	11,177	11,177
Annual increase/(decrease) vs. prior year	(11.6%)	(19.9%)	(8.7%)	91.6%	--
Increase/(decrease) vs. FY 2012	--	(19.9%)	(26.9%)	40.1%	40.1%
<u>Rate (cost per ton hour)</u>	\$0.20208	\$0.22511	\$0.22511	\$0.22511	\$0.22511
Annual increase/(decrease) vs. prior year	1.8%	11.4%	--	--	--
Increase/(decrease) vs. FY 2012	--	11.4%	11.4%	11.4%	11.4%

FY 2016 Estimate	\$ 2,516
FY 2015 Estimate	2,516
FY 2016 Budget Increase	\$ -

**NATIONAL GALLERY OF ART
SUMMARY OF STEAM USAGE
FY 2012 - FY 2016**

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate
<u>Total Cost (in \$000's)</u>	\$ 2,242	\$ 1,674	\$ 1,888	\$ 3,335	\$ 3,335
Annual increase/(decrease) vs. prior year	(19.4%)	(25.3%)	12.8%	76.6%	--
Increase/(decrease) vs. FY 2012	--	(25.3%)	(15.8%)	48.8%	48.8%
<u>Usage (in 1,000 lbs.)</u>	57,635	43,033	48,535	85,733	85,733
Annual increase/(decrease) vs. prior year	--	(25.3%)	12.8%	76.6%	--
Increase/(decrease) vs. FY 2012	0.0%	(25.3%)	(15.8%)	48.8%	48.8%
<u>Rate (cost per 1,000 lbs.)</u>	\$38.90	\$38.90	\$38.90	\$38.90	\$38.90
Annual increase/(decrease) vs. prior year	--	--	--	--	--
Increase/(decrease) vs. FY 2012	--	--	--	--	--

FY 2016 Estimate	\$ 3,335
FY 2015 Estimate	3,335
FY 2016 Budget Increase	\$ -

**NATIONAL GALLERY OF ART
SUMMARY OF ELECTRIC USAGE
FY 2012 - FY 2016**

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate
<u>Total Cost (in \$000's)</u>					
Electric	\$ 2,300	\$ 2,316	\$ 2,199	\$ 3,325	\$ 3,324
Capital Lease Expense*	342	343	344	344	345
Total	2,642	2,659	2,543	3,669	3,669
Annual increase/(decrease) vs. prior year	(10.1%)	0.6%	(4.4%)	44.3%	--
Increase/(decrease) vs. FY 2012	--	0.6%	(3.7%)	38.9%	38.9%
<u>Usage (in 1,000 kilowatt hours)</u>					
Annual increase/(decrease) vs. prior year	0.0%	0.4%	(5.1%)	51.2%	0.0%
Increase/(decrease) vs. FY 2012	--	0.4%	(4.7%)	44.2%	44.1%
<u>Rate (cost per 1,000 kilowatt hours)</u>					
Annual increase/(decrease) vs. prior year	(9.6%)	0.3%	--	--	--
Increase/(decrease) vs. FY 2012	--	0.3%	0.3%	0.3%	0.3%

FY 2016 Estimate	\$ 3,669
FY 2015 Estimate	3,669
FY 2016 Budget Increase	\$ -

* The Gallery's Energy Savings Performance Contract (ESPC) requires payments from the electric budget for fifteen years ranging from \$337,000 in FY 2002 to \$345,000 in FY 2016.