AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

S. HRG. 116–144

ANNUAL OVERSIGHT HEARING OF THE SMITHSONIAN INSTITUTION

HEARING

BEFORE THE

COMMITTEE ON RULES AND ADMINISTRATION UNITED STATES SENATE

ONE HUNDRED SIXTEENTH CONGRESS

FIRST SESSION

NOVEMBER 14, 2019

Printed for the use of the Committee on Rules and Administration

Available on http://www.govinfo.gov

U.S. GOVERNMENT PUBLISHING OFFICE

38–797 WASHINGTON : 2020

COMMITTEE ON RULES AND ADMINISTRATION

FIRST SESSION

ROY BLUNT, Missouri, *Chairman*

MITCH McCONNELL, Kentucky
LAMAR ALEXANDER, Tennessee
PAT ROBERTS, Kansas
RICHARD SHELBY, Alabama
TED CRUZ, Texas
SHELLEY MOORE CAPITO, West Virginia
ROGER WICKER, Mississippi
DEB FISCHER, Nebraska
CINDY HYDE-SMITH, Mississippi

AMY KLOBUCHAR, Minnesota
DIANNE FEINSTEIN, California
CHARLES E. SCHUMER, New York
RICHARD J. DURBIN, Illinois
TOM UDALL, New Mexico
MARK R. WARNER, Virginia
PATRICK J. LEAHY, Vermont
ANGUS S. KING, JR., Maine
CATHERINE CORTEZ MASTO, Nevada

FITZHUGH ELDER IV, *Staff Director*
LINDSEY KERR, *Democratic Staff Director*

C O N T E N T S

Pages

OPENING STATEMENT OF:

Hon. Roy Blunt, Chairman, a U.S. Senator from the State of Missouri 1
Hon. Tom Udall, a U.S. Senator from the State of New Mexico 2
Lonnie G. Bunch III, Secretary, Smithsonian Institution 3

PREPARED STATEMENT OF:

Lonnie G. Bunch III, Secretary, Smithsonian Institution 16

QUESTIONS SUBMITTED FOR THE RECORD:

Hon. Roy Blunt, Chairman, a U.S. Senator from the State of Missouri to Lonnie G. Bunch III, Secretary, Smithsonian Institution 20
Hon. Amy Klobuchar, a U.S. Senator from the State of Minnesota to Lonnie G. Bunch III, Secretary, Smithsonian Institution 28

ANNUAL OVERSIGHT HEARING OF THE SMITHSONIAN INSTITUTION

THURSDAY, NOVEMBER 14, 2019

UNITED STATES SENATE
COMMITTEE ON RULES AND ADMINISTRATION
Washington, DC.

The committee met, pursuant to notice, at 10 a.m., in Room 301, Russell Senate Office Building, Hon. Roy Blunt, Chairman of the Committee, presiding.

Present: Senators Blunt, Fischer, Capito, Udall, and Cortez Masto.

OPENING STATEMENT OF HONORABLE ROY BLUNT, CHAIRMAN, A U.S. SENATOR FROM THE STATE OF MISSOURI

Chairman BLUNT. The Committee on Rules and Administration will be called to order. Good morning. I want to thank my colleagues for attending, and before I get any further, thank Secretary Bunch for bringing some of their great collection for us to look at. Mr. Secretary, we are glad to have you and several people from your team here to back you up if you need it, but I am confident you are going to be able to be the man at the microphone there. This is your first official appearance before the Senate Rules Committee. We are grateful to have you with us.

Secretary Bunch's appointment is historic in a number of ways. He is the first African American Secretary to lead the Smithsonian Institution, as well as the first museum director who was later appointed Secretary in at least 75 years. He is a historian, something that I really enjoy, and he really understands, so it is a great combination of things. This is the fourth position that Secretary Bunch has had at the Smithsonian, something I don't believe any of your predecessors could claim.

In 1978, Secretary Bunch began his Smithsonian career at the National Air and Space Museum as an education specialist. Eleven years later, he joined the National Museum of American History, and he most recently served as the founding director of the National Museum of African American History and Culture. As the founding director, he led an 11-year effort in constructing that 400,000 square foot museum and helping raise the matching the public—the private funds that matched public funds and came up with the museum that tells an incredibly powerful story of that part of our history and in fact of a lot of our history.

Congress established the Smithsonian in 1846 through a bequest by a British Scientist, James Smithson, who never visited the United States, but he generously left his estate to the United

States Government to found, "an establishment for the increase and diffusion of knowledge." That ends the quote from Mr. Smithson's will. Now we are almost 175 years later. The Smithsonian encompasses 19 museums and galleries, numerous research and educational facilities, the National Zoo, a growing collection of 155 million objects and specimens.

Secretary Bunch's years of experience at the Smithsonian truly do provide a unique perspective to look at the future of the Smithsonian, and as the newly invested Secretary who has inherited the responsibility for this vast, unique, unmatched collection. Of course the Secretary also inherited the institution's challenges, the aging facilities, a deferred maintenance backlog totaling $1 billion, and I am sure that is going to be one of the topics we talk about today. In the last two decades, the Smithsonian doubled the square footage while funding remained essentially flat.

Now, under any circumstance, that is not going to produce a very good result. While doubling, the institution added incredible capacity to see what Americans count on the Smithsonian for. It also added a burden that we haven't been willing to meet of maintenance, and I know that is one of the things we want to talk to the Secretary about today and one of the things that he sees is one of his great responsibilities. When the Secretary started his job, we were in the middle of a 5-year strategic plan or at least of implementing a 5-year strategic plan created by his predecessor, Dr. Skorton.

I want to discuss with the Secretary his thoughts on that plan, his vision on how it needs to change as we look now at the reality of many of the obligations and opportunities that are out there before us. Mr. Secretary, we are glad you are here. I want to call on today's Ranking Member, my good friend Senator Udall, for any comments that you would like to make.

OPENING STATEMENT OF HONORABLE UDALL, A U.S. SENATOR FROM THE STATE OF NEW MEXICO

Senator UDALL. Thank you very much, Chairman Blunt, and thank you for those nice words and introduction. Great to be with you. You are a good friend and we have really enjoyed looking at the display there, I think. I am very pleased to be here this morning to discuss the Smithsonian Institution and its programs, and to welcome its new Secretary Lonnie Bunch before the committee for the first time since his appointment. I am also proud to have the chance to oversee the institution as both a member of the Rules Committee here and as the Ranking Member of the Senate Interior Appropriations subcommittee.

In both roles, I have worked to make sure Congress is an active partner with the Smithsonian Institution and provides the resources it needs to meet its obligations to advance the civic, educational, scientific, and artistic life of this Nation. I can just say I am here sometimes on weekends, and my wife and I go to many of your museums and it is a marvelous display for Americans about so many important issues in American life and issues around the world. I am proud that the Senate Interior subcommittee has worked to advance an appropriations bill that provides more than $1 billion. This also includes new funding increases for security, fa-

cilities maintenance, and $1.7 million in new funding for the Latino Center.

I look forward to producing a final bill that will give the institution a strong budget for fiscal year 2020. I welcome the chance to talk about the opportunities and the challenges of the—and supporting the great work that the Smithsonian is doing here this morning and having a discussion about that. We all know that the Smithsonian requires real investments to keep its existing museums operating, to expand its collections, to tell the story of all Americans, and to support the reach of its research and educational programs across the country.

In particular, I expect we will hear this morning about the importance of Congress committing the resources needed to meet the institution's maintenance and capital needs. The capital requirements clearly need to be a priority, but we will have the opportunity to talk about the importance of Congress authorizing new museums to celebrate the history, and Latino community museums that would recognize and celebrate our Nation's diverse heritage and whose authorization legislation enjoys broad bipartisan support.

In my view, Congress should be able to do both things, support existing infrastructure, and provide an exciting opportunity for the Smithsonian to expand its footprint to include these new museums. I look forward to hearing from the Secretary this morning as we talk about each of these priorities. Thank you for being here and I would yield back to the chairman.

Chairman BLUNT. Thank you, Senator. Secretary Bunch, your written statement will be made part of the record, but I would like for you to have a few minutes to talk about as much of that or all of that as you want to.

OPENING STATEMENT OF LONNIE G. BUNCH III, SECRETARY, SMITHSONIAN INSTITUTION

Mr. BUNCH. Thank you very much. Chairman Blunt, Senator Udall, members of the committee, thank you for the opportunity to testify today. As you mentioned, my tenure as the 14th Secretary of the Smithsonian began just this summer. However, my relationship with the Smithsonian spans many generations it seems to me. I am pleased and humbled, however, to be the Secretary of this institution that I love so much.

The Smithsonian appreciates the on-going support of Congress, the Administration, and the American people, and we take seriously the role we play in advancing the civic, educational, scientific, and artistic life of this Nation. Our collections are vast, representing an incredible scope and depth of artistic, historical, cultural, and scientific achievement. We are an internationally respected scientific and cultural institution that does cutting-edge research in many disciplines. Our 21 libraries collectively form one of the world's great repositories of knowledge.

We have an extensive array of educational material that learners of all ages can access online, in classrooms, and in our museums. The Smithsonian buildings host millions of visitors every year. Our facilities provide the foundation upon which we build our programs, our exhibitions, our research, and our scholarship. We have been

successful at maintaining building systems well beyond their intended lives, like we have done at the National Air and Space Museum. But the truth is, with a deferred maintenance backlog of nearly $1 billion, there is much work to be done. All of our sites, the museums, the research galleries, the Zoo, in addition to leased spaces, we must care for over 13.9 million square feet of buildings. With a backlog of maintenance issues, we have been reacting to problems instead of proactively maintaining assets. But since becoming Secretary, I have looked at the backlog with fresh eyes.

In order to be more strategic in our approach, I have asked and directed the staff to begin analyzing projects in a new way. Rather than simply seeing the totality of our backlog, I want to analyze our maintenance projects building by building, system by system. With this approach, we are better able to communicate our existing priorities, develop a better sense of where our limited Federal dollars are best spent, and find opportunities to address maintenance needs as part of our capital revitalization projects. I believe that addressing our maintenance backlog is of paramount importance to the future of the institution.

In their wisdom, Congress and the Administration have recognized the investment in long term care of our facilities and have supported steady increases in our maintenance budget. Many of our museums were built in 1960's through the 80's and they need revitalization. Funding preventive care will result in reduced overall levels of maintenance cost causing fewer breakdowns, save energy, and decrease unplanned closures. The planning and design funding requested in fiscal year 2020 will begin to address the future of the Smithsonian Castle and the Arts and Industries building. These projects represent the core components of a 20-year plan for the South Mall, a series of capital projects required after decades of deferred maintenance.

In addition, our collection has grown, as you have said, to over 155 million objects. These objects need to be stored, maintained, cared for, and prepared for research and exhibition. To most of our visitors, the collections we have largely define the institution. Therefore, our collections are a vital national asset, and we are always striving to improve storage conditions, striking a balance between preserving the collections and providing access to them. The spaces that house our collections are not immune from deterioration.

The maintenance of these areas has been deferred to the point of requiring capital investment. Our Collections Space Framework Plan outlines a strategy for improving all of our collections facilities. The Smithsonian's pressing infrastructure needs, need and demand our immediate attention. Despite our best efforts, much of our aging infrastructure continues to be below acceptable standards. We appreciate the support of Congress in addressing our most visible project, the renovation of the National Air and Space Museum. But just as important, we are grateful for the on-going support of the day-to-day maintenance needs for this institution.

Finally, let me say a few words about my plans and what I envision to do as Secretary of the Smithsonian. Under my leadership, our goal is to reach at least 1 billion people worldwide. I envision a virtual initiative leveraging state-of-the-art resources and innova-

tive partnerships, allowing domestic and international audiences to experience our scholarship, our research, our collections in new and exciting ways. If we are fully to serve 21st Century audiences, we need to be more inclusive, more accessible, and more diverse.

A critical part of making the museums more diverse is to include traditionally under-represented stories, specifically highlighting the stories of Asian Americans, American women, Latino, and Asian Pacific Americans is vital to fulfilling our goal. Under my leadership, we will make diversity in our collections, in our archives, in our exhibitions, in our work force, a higher priority. As you know, there are bills to establish a Latino American and American Women's History museums pending before Congress. If deemed in the public interest to move forward with these proposals, it is important that any additions to the Smithsonian are considered in light of our existing priorities. A new museum would need funds for both the creation and long-term operations of the facilities, the care and preservation of our collections, and of course, the on-going success of the museum. Our work is also to increase knowledge is never ending.

As we continue to make new discoveries, we plan to share them with future generations. Therefore, I plan to reimagine the Smithsonian's role in lifelong learning by making the institution a leader in K–12 education. Finally, what I want is, I want people to see the Smithsonian as a resource to help them better understand their lives, their universe, their history and our shared future. It is incumbent upon us to be a more universal voice, one that earns the American people's trust in us and leverages the great convening power to increase our relevance and research. We want to be the place that matters for all Americans.

Thank you for giving me the opportunity to testify before you today. I am happy to answer any questions you may have.

[The prepared statement of Mr. Bunch was submitted for the record.]

Chairman BLUNT. Well, thank you Secretary. As I said before, we are so delighted you are here and look forward to the unique set of capacity and ability and understanding you bring to the Smithsonian. You mentioned that Congress had provided money for maintenance and I think you were maybe generous in how you described that but looking at the maintenance numbers in front of me, we don't seem to increase that very much. We are sort of about the—from $75.5 million to $76 million the next year and then a pretty good increase up to $79 million in the year we just completed.

We are hoping to get to $85.5 million in this budget. That is your request for this budget. We are not where we ought to be with getting that appropriations finished. But clearly that is not doing the job. Why don't you talk a little bit about your sense that going through every building, looking at the building systems, looking at building by building requirements, how you think that will help you prioritize? Am I right in believing that the number you are working with in deferred maintenance is right at $1 billion now?

Mr. BUNCH. Yes, our deferred maintenance is at $1 billion. I think that we have got really several important ways to address this. One is there is always a need to increase the amount of

money we have for maintenance. We do right now about 1 percent of what we—that is what we spend but we really need to spend at least 2 to 3 percent to be able to not only stop the backlog but to reduce it. But in the meantime what I realized is that by being more systematic, we cannot only understand where the needs are, we can anticipate future needs, because our goal is to have the knowledge and then to do several things.

First of all, really utilize the fact that the key to our success is to use both the maintenance budget and the capital budgets to be able to do things like we have done with the Air and Space Museum. By doing the renovation of the Air and Space Museum, we were able to reduce and really address over $200 million of deferred maintenance at the Air and Space Museum. We want to look creatively about how we bring together our capital projects needs with the deferred maintenance. But also, I think one of the keys thats clear to me is that we need to spend our time, focus our attention, on preventative maintenance.

I think we want to make sure that by looking more systematically, we can anticipate what issues we may be able to defer based on actually doing preventative maintenance on that. My hope is that we will continue to grow our budgets. We are going to need your support to do that. We are going to be much more systematic and prioritize what we need to do. Then to really just make sure that we are using every opportunity we can to leverage the resources to address that backlog.

Chairman BLUNT. I would assume, hearing you explain that, that there are some places where addressing one problem prevents the second problem from either occurring or getting worse. An HVAC system that is not working can create all kinds of other problems in the building. Is that the kind of thing you are looking at?

Mr. BUNCH. Exactly. If you look at for example, as we think about what we need to do with the Castle and Arts and Industries, if we can create a central utility system that services all that, it solves a lot of problems, it makes it easier for us to maintain. We are looking at how to be more creative, how to really use the best technology to come up with solutions to the problems we will face.

Chairman BLUNT. Am I right in the Castle and the space there, the display, the space there—because of the HVAC system, you are really not able to use that space for what it was designed for?

Mr. BUNCH. I think what we have to do with the Arts and Industries building especially—that is a building that we spend a lot of money to stabilize. The exterior is strong. The roof is good, but there is millions of dollars that need to go into turning that into a space that is usable for the public. While we for example use that space for my installation, we really are going to have to do new systems.

We are going to have to fit out the spaces, so it works for the general public. In essence part of the challenge of the master plan is to look at both the whole notion of the Castle as well as the Arts and Industries, and how we use those better to serve not just as office space but serve our visitors and our public.

Chairman BLUNT. Great. I am sure we will have time for a second round of questions and Senator Udall also is the ranking member on the authorizing committee so you can get a couple of double

strokes in here today by talking about the authorizing issues and not just looking at those as appropriating issues. Senator Udall.

Senator UDALL. You know, and we worked together on the Appropriations Committee. He is a cardinal. I am just a cardinal in waiting. But Chairman Blunt, with your permission, I would allow—Senator Cortez Masto has another hearing so I am going to allow her to proceed with her questioning at this point.

Senator CORTEZ MASTO. Thank you. Thank you, Chairman and Ranking Member. I appreciate the opportunity. Obviously, I have similar concerns about the maintenance backlog. We want to do whatever we can to assist and give you the resources you need to address that. I do want to talk and ask a question about, you talked about having 155 million objects? Is it a million?

Mr. BUNCH. 155 million.

Senator CORTEZ MASTO. Yes. You talked a little bit about how the storage, and how it is necessary to have a plan for that, and you mentioned a collection space framework plan. Can you talk a little bit more about that? Are there challenges that you are facing there, and what should we be aware of?

Mr. BUNCH. As somebody who was a curator, as a director of a museum, I realized that the only thing that is permanent in the Smithsonian are its collections. Everything else is fleeting. It is crucially important for us to preserve those collections but also realize that we are going to have to continue to build those collections as new stories are told, new research is done.

So what we have looked at is creating this collections framework document in 2015 was so important because it was the first time that it gave us an accurate sense of exactly what the conditions were in all those spaces, all the buildings, what kind of equipment we had, and that has now given us the strategic opportunity to really move creatively to address this issue. Clearly it is a long-term issue. It is going to be decades to do this. But because of the support we have received, we have been able to do some things I think are really important. We have been able to look at the sites that were the worst or that had great deterioration, that have decontaminations in the Paul Garber Center.

We have been able to decontaminate all of those artifacts, look at new ways to move them. With your support, we have been able to build new spaces that can hold artifacts both at Dulles and at the Suitland campus. What that allows us to do is it allows us to address the most serious problems, but also allows us to have the kind of swing space that we need, as for example, when we now move the Air and Space Museum, we have got to be able to move artifacts away. Ultimately, that will give us the kind of storage that we can use down the road.

Senator CORTEZ MASTO. Thank you. Then you talked a little bit about new opportunities here and I want to take advantage of you being the Founding Director of the Smithsonian's National Museum of African American History and Culture because I am a big supporter of the National Museum of the American Latino. I guess my question to you is, what opportunities do you foresee in establishing the National Museum of the American Latinos that we can start working on now to bring this to fruition?

Mr. BUNCH. If there is one thing, I know how to do is how to build a national museum. The challenge for us is to recognize that we are going to have to realize that we are going to have to build the money, to build the institution, to maintain it, to build the collections but also to make sure that we are bringing resources into the Smithsonian so that we can handle our deferred maintenance. I think that there are many issues to think about.

Issues of if you are going to build a Latino Museum, how does the money get allocated? When we built the African American Museum, there was no mechanism to be sure when Federal money would come and that made it hard to strategize and plan. I think it is also crucially important to realize that if we are going to build new museums, it also has a major impact on the central services of the Smithsonian: security, maintenance.

We have got to realize that there is going to be resources put in those areas if we are going to be able to do a museum that is worthy of the Smithsonian. With the right resources and the right commitment, clearly, we can do the museums that will make people proud.

Senator CORTEZ MASTO. Thank you. Thank you Secretary Bunch and to the staff of the Smithsonian. Thank you for all of the good work. Really appreciate it.

Mr. BUNCH. Thank you.

Chairman BLUNT. Mr. Secretary, on that topic, are you suggesting if we were going to do another private, public partnership that we can do a better job as you are raising that money knowing what points you needed to make when public money would then follow?

Mr. BUNCH. Exactly. I think that even if there was a mechanism that said it was a one-to-one match or that you knew that at certain points along the construction process that you could count on a certain amount of Federal money—what we had to do was every year obviously come back and some years we did well on capital some years we didn't, and that made it difficult to actually move the museum along as quickly as I would like. Candidly it took us 11 years. That is moving pretty quick in the Federal system, but in some ways, I think that there are things I have learned that we can shortcut that a little bit.

Chairman BLUNT. Thank you. Senator Capito.

Senator CAPITO. Thank you, Mr. Chairman. Thank you, Secretary Bunch, for not just your service, for being here today, and your long history in such an, I think, distinguished field. Kind of along the lines as Senator Cortez Masto, not on the Latino Museum, but we are at the 100th Anniversary of the ratification of the 19th Amendment, giving the women the right to vote. I wanted to highlight efforts that we have made here, and you mentioned this in your statement on the Smithsonian American Women's History Museum Act, which I am a co-sponsor.

Obviously, you have talked a little bit about building a museum from the ground up. I wonder if you have—and you mentioned the perspectives in terms of the financing. I don't know if you have any perspectives here on if this act were to pass how that would come to fruition.

Mr. BUNCH. I think there are a couple of things to think about. First of all, it is so important that if we do a museum on the history of American women, it is important to recognize that while it is both a story of individual women, it really a story that is a lens that helps us understand what it means to be an American. We have to frame it in a broader way so that it is a story that has shaped everyone. I think that what I am very proud of is the fact that the Smithsonian has this American women's history initiative, which is allowing us to do important work that crosses throughout the Smithsonian.

It allows us to look at what are issues that could be explored in a museum, how do you build collections, what kind of staff do you need. In a way, the American Women's History Initiative is a commitment that the Smithsonian makes regardless of what happens in the future that we will make sure those stories are told in a way that is meaningful and accessible.

Senator CAPITO. Thank you. I am very much interested in that. The other thing coming from a rural state that is not too far away, West Virginia, the Smithsonian's reach is broad into all 50 states and probably globally as well. Could you talk a little bit about what efforts the Smithsonian is making to make sure that you don't have to come to Washington, DC, although that would be great, to enjoy the gifts that the Smithsonian can give?

Mr. BUNCH. I think you framed it in the exact right way. The wonders of the Smithsonian deserve to be something that touches every school and touches every American home. In order to do that, we have got to build on the things we do traditionally even better. We have to think about how do you create a virtual Smithsonian? How do you take the collections, the expertise of the Smithsonian so that people aren't coming just to see the virtual Museum of American History or the virtual Air and Space Museum, but the wonders of the Smithsonian in ways that help them understand history, art, science, but helps them understand broader issues like identity and globalization and technology.

So what I am committed to doing is really looking at how do we create that Smithsonian that is virtual. How do we bring in partners from around the country so that therefore we can have the reach because I think it is important that the millions of people globally who want to come to the Smithsonian should have that access. But the other side of that is then to do even a better job with our affiliates program, do a better job with our travel and exhibition service to make sure we reach out in very direct ways to communities small and large.

Senator CAPITO. Let me ask you this, we had Carla Hayden, the Librarian of Congress, here last week I believe, and a lot of what the direction that they are moving is to digitization of their collection, all collection. You are talking about a virtual sort of museum. Are you working with the Library of Congress? Because there has got to be a lot of intersection there of all kinds of not just history, but documentation is and other things.

Mr. BUNCH. We have started to work more effectively with the Library of Congress. I have partnered with them when I was Director of the museum, and I think tomorrow I think the Librarian of Congress and the Archivist of the United States and myself are sit-

ting down to begin to look at what are the things we can do in common.

Senator CAPITO. Right, because the National Archives does have an exhibit on the ratification of the 19th Amendment. That is very good. I know they put a lot of resources into that. I am not going to ask you the resource question because I know that is the big question. You can do anything if you have enough time, money, and resources. I appreciate what you are doing with the resources you have and thanks so much for being here today.

Chairman BLUNT. Senator Udall.

Senator UDALL. Thank you, Chairman Blunt, for the recognition. Welcome again. I am going to focus and followup a little bit on Senator Cortez Masto's question on the Latino Museum. You know, Latinos have played an important role in the history of our Nation for over 500 years. In my home State of New Mexico that history and ongoing influence is celebrated. It is time for our national institutions to also recognize and lift up the important contributions made by Latinos and Latinas in our country, our heritage, our history, our cultural tapestry. Self-identified Hispanics and Latinos currently make up nearly one-fifth of our population and represent the largest ethnic group in the United States.

That is why I have co-sponsored Senator Menendez's bill to establish the Smithsonian American Latino Museum. I also supported an amendment during floor consideration of the Interior bill which would provide an additional $1.5 million for the Latino Center and expand programming for existing museums.

If the final bill includes that increase, what do you plan to do with the additional funding, and more broadly, what steps are you taking to ensure that the Smithsonian is including the Latino experience in all of its museums?

Mr. BUNCH. One of the things I am proudest of is when the fact that during my entire career at the Smithsonian we have created the Latino Center. What that Latino Center has done is transformed the Smithsonian. As you know, the real power in the Smithsonian is not museum directors, or secretaries, or curators, it is people who do the research and bring in the collections. What the Latino Center has allowed us to do is embed curators who have that expertise in the museum of American History, or the African American Museum, or the Art Museums.

So one, we want to build on that, and my sense is that any support we get will allow us to continue to hire people that will help the center do its work. But also, as you know, one of the things that is really important for us is that the Latino Center is now following the pattern that we did with the African American Museum, which was to create a gallery in the Museum of American History that would allow you to do exhibitions, allow you to hire staff, allow you to build collections.

So I think any of the resources we have will also go into that because I think it is really important for us to be able to demonstrate in very concrete ways, here is a space where that important story is always told.

Senator UDALL. Thank you, Mr. Bunch. Obviously, I hope that the work that the Latino Center is doing will now lay the groundwork for the passage of the legislation to create a new Latino Mu-

seum. I think it is critical that Congress take action not just to support your existing facilities needs but also to build this new museum.

When you and I last met, we talked about the importance of you meeting with the Museum's advocates, groups like The National Association of Latino Arts and Culture, the National Council of La Raza, and the friends group working in support of the museum creation and many others. Have you had the opportunity to meet with these groups and what are you hearing from them?

Mr. BUNCH. I have had opportunities to talk to individuals not collective groups. I am meeting with the congressional Hispanic Caucus very soon. What I am hearing is one, a commitment for people to realize and recognize that the Smithsonian cares about this subject and wants to do even more, and there is a great deal of interest in having me come talk to people about how do we build the African American Museum. What are the steps? What are the challenges?

So what I am hearing is great excitement. I think that what I want to make sure is that as we share that excitement, we also make sure that we are doing very concrete things that people can see today that lay a foundation for the future.

Senator UDALL. The Interior subcommittee bill funds the Women's History Initiative at $3.7 million. What is the Smithsonian doing with its current resources to celebrate and deepen the public's understanding of the contributions of American women? How would the additional $1.7 million be used to expand that and prepare for a permanent Museum?

Mr. BUNCH. Again, much like the Latino Center, being able to explore this history of American women really allows us to build collections which are key to building a new Museum. It also allows us to do exhibitions that cross boundaries.

So I am very excited about—we are about to do an exhibition at the Museum of American History on girlhood, which will really allow people to understand the lens through sort of adolescence and women. It is really important for us to say that I want to be sure that curators throughout the Smithsonian have the guidance and the resources to make sure that issues of gender are explored in every of our museums.

Senator UDALL. Thank you, Mr. Secretary.

Chairman BLUNT. Thank you, Senator Udall. Secretary, I think there have been 12 bills filed in this Congress for looking at the potential for different museums or emphasis in museums. Today you have mentioned an Asian Americans, Asian Pacific Americans, Latino Americans, and a Women's Museum, all has been part of this discussion. Assuming those would happen, I think it is unreasonable to think that all of them would happen or that any of them would be in place within a decade—maybe we learned enough from the 11-year effort that if we got started, we would be done 10 years from now.

That is clearly too long to wait to tell all of those stories as effectively as we can. Are you giving consideration to more prominence of those stories and the existing facilities, which of course would mean telling less of other stories in the existing. What would our plan be on all of those areas for the coming decade no matter what

we decide to do in terms of a facility for one or more of those other important components of who we are?

Mr. BUNCH. My career has been about expanding the cannon, making sure that we understand the rich diversity of America not to explore just a particular community but to help us understand who we are as Americans. I am bringing that commitment to the rest of the Smithsonian. It is my expectation that we will build on the work of the Asian American Pacific Center that is really doing important work helping us find new collections and new stories.

I am thinking about how, as we create the virtual Smithsonian, these issues should be at the heart so people will be able to tap that virtual presence and understand Latino issues, African-American issues, Asian American issues, issues of gender. We are not waiting on any museum to be built. We are committed to making sure that the Smithsonian represents America and gives all its visitors a better understanding of who we are by looking at us through different lenses.

Chairman BLUNT. You know, the Park Services, as they now entered the second century the Park Service and we are getting very close to the beginning of the third century of the Smithsonian. They are looking more at public-private efforts. We got to watch this closely at the arch, which after 60 years we needed a number of things done. It became a huge local and individual donor effort, involves some naming rights that had not been part of the Park Service in the past, but it really produced a result that we wouldn't have been able to produce otherwise.

Are you thinking about that potential? I know there are parts of the Smithsonian already that have had a sponsor when they were built or an exhibit that has a sponsor. Is there any capacity there for us to do some fundraising that would allow maintenance in return for recognition in parts of some of these facilities?

Mr. BUNCH. There is always a great opportunity to build and expand on the public-private partnership. The truth of the matter is, it is very difficult for us to find philanthropic support for some of the behind-the-scenes, but I think the notion that the Smithsonian has done very well in its fundraising over the last decade has really been able to find new partners who have brought resources to allow us to tell different stories and more important stories.

So my goal is to continue to build that public-private partnership to do the fundraising. But also where there are opportunities. For example, we are looking at what can be the philanthropic support for fixing the Castle and the Arts and Industries. They are such historic buildings. Maybe there is more philanthropic support we can get for that. We are looking in those directions to find funds wherever we can.

Chairman BLUNT. Well, I was a University President for 4 years once and nobody wants to give money for the electrical system. On the other hand, if you get money for the electrical system and part of the understanding is one of the things you are going to do is you are going to rewire the theater which currently has no patron, I just think that is something we ought to be thinking about.

When you do think about that, the public-private partnership can't be we just have now with this private partner a new source of revenue, but there does have to be some collaborative discussion

as to what that partner would hope to have happen and our commitment to be part of it. Just something to think about and I know, I am confident, based on your past experience you are giving that some thought.

I am telling you, I think you would find support for that and encouragement of that in the Congress if you go in that direction. Senator Capito. Senator Udall.

Senator UDALL. Thank you for the recognition, Mr. Chairman. Secretary Bunch as Vice Chairman of the Senate committee on Indian Affairs, I strongly support the tribes' inherent right to exercise self-government which includes their ability to protect and maintain tribal cultural patrimony such as ceremonial and religious event recordings. Many museums and universities, including the Smithsonian, currently hold these recordings in their collections.

Under current law, it is possible that those culturally sensitive recordings could be released to the public domain which is a major concern for tribes across the country. Last week, I brought this issue up with the Librarian of Congress in a hearing before this committee and was told that the Library is working with the Smithsonian on tribal engagement. Can I get your commitment to working with the Library of Congress and to engaging with tribes on this important issue?

Mr. BUNCH. Not only are we willing to work with the Library of Congress, but we have already done a lot of work in this particular area. One of the things we have done at the Center for Folklife and Cultural Heritage is created what we call a shared stewardship collections policy, which allows us to look at the native holdings that we have to make sure that native communities shape our collections policies, shape our access.

We actually communicate and consult with those communities to make sure that we are not letting sacred music or issues that shouldn't be in the broad public. We are doing the best we can to ensure that we are honoring the intangible heritage of the Native communities. I think that this is one of the most important things we are doing because we will now take that shared stewardship notion and really, I am going to ask the rest of the Smithsonian to look at it, so we have a policy that shapes the entire Smithsonian.

Senator UDALL. Right. Thank you very much. That covers my—he was looking ahead, and he covered my other question there with that answer. I just would say in summary that I am really a stand-in here for the Ranking Member Senator Klobuchar and she is very, very proud, I think, of this collection and the idea that the Prince Guitar and the items from Minnesota are displayed here today. We will—and I know that the chairman is also very proud of what is happening with Missouri. Thank you for bringing those today and really appreciate it.

Chairman BLUNT. I think I had my mic on as we were talking about the original Bundt pan also.

Senator CORTEZ MASTO. I said, I think I have that same pan.

[Laughter.]

Chairman BLUNT. We decided everybody has a Bundt pan whether used or not. I have a couple of quick questions. One is, the Senate Interior Appropriations bill that Senator Udall is very familiar with included a provision that would permit you to move forward

with your proposal to purchase a building to serve as a consolidated administrative headquarters.

Does that language do what you need to do to get that done? As I recall, we have talked about that and there is a foundation involvement too which might circle back to my public-private partnership efforts. How will that work, and do you feel like the language that you see is adequate for you to do what you would like to do there?

Mr. BUNCH. I think the language is adequate. I will sort of ask my staff to go back and make sure that there aren't any issues that I don't know about. But I think that it is crucial for us to be able to think in an innovative way, maybe in an unorthodox way, to solve some of the problems that we have.

By consolidating all these leases we have, by being able to use the Federal rent support to basically help us pay down that debt, it will allow us ultimately to save an awful lot of money for the Federal Government as we move forward. We are very excited about doing that and I really appreciate the language that you put in to help us do that.

Chairman BLUNT. Alright, the last thing I will ask would be in terms of the plan that Secretary Skorton had worked on and you were a contributor that plan. Do you feel like that plan is headed in the right direction? Are there any modifications now that you have had time to look at it that you think you may want to make?

Mr. BUNCH. What I think is so powerful about that plan is the notion of reach, relevance, and impact. I am taking those words and really making sure they are at the heart of what I want to do. By focusing on the educational piece, by looking at the virtual Smithsonian, but also by realizing that we can't be the institution for the 21st Century we want if we don't fix some of the problems that we have with our processes, HR, and contracting alike. For me, the framework of the strategic plan is something that I will build on and I am just tweaking it to focus on education and the virtual Smithsonian.

Chairman BLUNT. Great. Any other comments from the Senators here? Well, Secretary Bunch really thank you for joining us this morning. We look forward to your leadership at the Smithsonian. You come with a unique background and unique gifts for this job and I hope we can continue to be in communication about that. The record will be open for 1 week from today.

[The information referred to was submitted for the record.]

Chairman BLUNT. The committee is adjourned.

[Whereupon, at 10:45 a.m., the hearing was adjourned.]

APPENDIX MATERIAL SUBMITTED

Written Statement of Lonnie G. Bunch III, Secretary of the Smithsonian Institution
U.S. Senate Committee on Rules and Administration
301 Russell Senate Office Building
November 14, 2019
10:00am

Chairman Blunt, Ranking Member Klobuchar, and Members of the Committee, thank you for the opportunity to testify today.

My tenure as the 14th Secretary of the Smithsonian Institution began this past summer. However, my relationship with the Smithsonian spans many years. I originally joined the Smithsonian in 1978 at the National Air and Space Museum. Since then, I have served as associate director of curatorial affairs at the National Museum of American History. Most recently, I was honored to serve as founding director of the National Museum of African American History and Culture. I am pleased and humbled to assume my role as the Secretary of this Institution, one that I love so much.

The Smithsonian continues to appreciate the on-going support of Congress, the Administration, and the American people, and takes seriously the crucial role we play in advancing the civic, educational, scientific, and artistic life of this nation. This broad public support enables the Smithsonian to address important issues like the essence of the American experience, the diversity of the world's cultures, the sustainability of the planet, and the nature of the universe. It also helps us use new technologies to broaden access to the wonder of the Smithsonian for all American students, and policy makers nationwide and throughout the world. I want to express my gratitude to the Members and staff of this committee for their constant advocacy for the mission of the Smithsonian.

Our collections are vast, representing an incredible scope and depth of artistic, historical, cultural, and scientific achievement. We are an internationally respected scientific and cultural institution that does cutting-edge research in many disciplines. Our 21 libraries collectively form one of the world's great repositories of knowledge. We have an extensive array of educational material that learners of all ages can access on-line, in classrooms, and in our museums.

In regard to our facilities, the Smithsonian buildings host millions of visitors each year and we must assure that they are safe. Our facilities provide the foundation on which we build our programs, exhibitions, research, and scholarship and we have been successful at maintaining building systems beyond their intended lives, like those at the National Air and Space Museum.

With a deferred maintenance backlog of nearly a billion dollars, there is still much work to be done. Comprised in our 19 museums and galleries, 9 research centers, and the National Zoo in addition to leased spaces, we must care for 13.9 million square feet of buildings. With a backlog of maintenance issues, we have been reacting to problems instead of proactively maintaining assets. Reactive maintenance is many times more costly than preventative maintenance.

Addressing and making the long-term care of our facilities a priority is an important investment. In their wisdom, Congress and the Administration have recognized the need for that investment and have supported steady increases to our maintenance budget. In FY 2020, the President's budget included $84.5 Million for our facilities maintenance; an increase of 6% above the FY 2019 enacted level of $80 Million. Many of our museums built from the 1960s to the 1980s, like the National Air and Space Museum, need revitalization. Funding preventive care will result in reduced overall maintenance costs, cause fewer breakdowns, save energy, and decrease unplanned closures.

The planning and design funding requested in FY 2020 will begin to address the future of the Smithsonian Castle, the Arts and Industries Building and several other planned building projects. These projects represent the core components of our twenty-year plan for the South Mall, a series of capital projects required after decades of deferred maintenance. We are committed to continuing on this path toward a more sustainable level of care to our physical facilities. As part of our planning process, we continually look for innovative approaches, materials, and designs to reduce the long-term maintenance needs of our buildings, improve their efficiency, and enable the Smithsonian to operate more sustainably.

A billion-dollar backlog may sound insurmountable, but it is not. Since becoming Secretary, I've had a chance to look at it with fresh eyes. In order to be more strategic in our approach, I have directed our staff to begin analyzing our projects in a new way. Rather than seeing our backlog in total, we will be analyzing our maintenance projects building by building. With this approach, we'll be better able to communicate our existing priorities, develop a better sense of where our limited federal dollars are best spent, and find opportunities to address maintenance needs as part of our capital revitalization projects. The strategic combination of capital projects with steady growth in maintenance from Congress will yield greater results. I believe that addressing our maintenance backlog is of paramount importance to the future of the Institution.

All of these projects are necessary because of our continued popularity as a destination. We are pleased that tens of millions of visitors come from across the world to visit our museums every year, but they create wear and tear on facilities, and they come in greater volume than we could have ever anticipated. When the National Air and Space Museum was built, we expected 2.5 million visitors per year, not the 7.3 million we see today. When the National Museum of Natural History was built in 1910, the thought of 6.9 million visitors per year was simply unimaginable.

In addition, it is hard to believe that our collection has grown to 155 million objects. These specimens and objects need to be stored, maintained, and prepared for research. To most of our visitors, the collections we have largely define who we are as an Institution. There is nothing like the real thing to inspire imagination and spark a lifetime of learning and exploration. Our collections are a vital national asset, and we are always striving to improve storage conditions, striking a balance between preserving the collections and providing access to them.

The spaces that house and preserve our collections are not immune from deterioration. The maintenance of our collection storage areas has been deferred to the point of requiring capital investment. For example, we continue to use spaces in our Garber facility that were meant to be temporary when constructed in the 1950s. In FY 2020, we will continue design development for the new MSC-Suitland Pod 6 collections storage building. We signed an MOU with the National Gallery of Art and initiated design of the Pod in collaboration with the Gallery to address near-term collection space needs of mutual concern. Our Collections Space Framework Plan outlines a strategy for improving all our collections facilities, but it is a long-term plan and maintenance needs will continue as we work to implement it.

The Smithsonian's pressing infrastructure and collections space needs demand our immediate and on-going attention. Despite our best efforts, much of Smithsonian's aging infrastructure continues to be below acceptable standards. We appreciate the support of Congress, in addressing our most visible and pressing infrastructure need, the renovation of the National Air and Space Museum. Just as important, we are grateful for the on-going support of the day-to-day maintenance needs of the Institution. It is our responsibility and priority to ensure that our museums, research centers, libraries, and educational centers are maintained and cared for at a level worthy of national distinction.

Finally, I would like to say a few words about the Smithsonian that I envision. Under my leadership, our goal is to reach, in meaningful ways, at least one billion people worldwide. If we are to achieve this goal, it is critical that we develop a more cohesive institution—what we've dubbed "One Smithsonian"—using cutting-edge technology. A key component of having greater reach is continuing the Smithsonian's transformation into both physical and virtual spaces. Nothing replaces the authentic objects we have on display, but we need to reach millions who cannot visit us in person, using all the digital tools available to us. I envision a virtual initiative leveraging state-of-the-art resources and innovative partnerships that will allow audiences both domestically and internationally to experience our scholarship, research, and collections in new and exciting ways, organized around themes like democracy, race, innovation, or identity. I am committed to achieving this goal while protecting and securing our digital assets and those of the users of our technology. It is important that we do all we can to provide access especially to traditionally under-served populations.

If we are to fully serve 21st- Century global audiences, we will have to be more inclusive, more accessible, and more diverse. Cultural institutions are uniquely equipped to inspire, and we can magnify that ability when we truly reflect the rich tapestry of humanity. The Smithsonian is committed to increasing, attracting, and developing a diverse and talented workforce. Whether focusing on leadership, employees, volunteers, fellows, or interns, diversity and inclusion are paramount to the future of the Smithsonian.

A critical part of making museums more diverse is to include traditionally under-represented stories. Specifically, highlighting the stories of American women, Latino Americans, and Asian Pacific Americans is vital to fulfilling the Smithsonian's purpose. Based on the success of the National Museum of African American History and Culture, we know that visitors to our museums and websites are best served by seeing American history through many lenses. We are

committed to making every Smithsonian museum more inclusive and representative of the nation's population. I am pleased that Congress has supported the goal of telling more expansive and representative stories. Under my leadership, we will make diversity in our collections, archives, exhibitions, workforce, and programming a higher priority.

As you well know, bills to establish a Latino American and American Women's History museums are pending before Congress. If Congress deems it in the public interest to move forward with these proposals, it is important that any additions to the Smithsonian do not impact Smithsonian's pressing infrastructure and collections space needs that demand our immediate and on-going attention. Despite our best efforts, much of Smithsonian's aging infrastructure continues to be below acceptable standards and any efforts for building and operating new physical infrastructure needs to consider this context in near and long-term. A new museum would need funds for both the creation and long-term operations of the facilities, the care and preservation of our collections, and the on-going success of the museum.

Our work to increase knowledge is never ending. We are conducting groundbreaking research in marine and terrestrial environments, have become leaders in conservation biology, reintroduced animals that had been extinct in the wild, and created an unmatched resource for understanding life on our planet through our collections.

As we continue to make new discoveries, we must share them with future generations. To that end, I plan to reimagine the Smithsonian's role in lifelong learning by becoming a national leader in pre-K-12 education. I believe as an educational organization we have an obligation to make education a priority. Already, we create educational materials based on our science and scholarship that enhance the ways students and teachers engage in 21st-century learning. Smithsonian education materials are used by teachers in all 50 states, but we can do more. We are developing a model for the future of education through a collaboration with the Washington, D.C. public school system. In time, we plan to share our model on a national and international stage.

One of the Institution's greatest strengths is its potential to engage people of all ages in discourse around important and contemporary issues. By bringing people together and positioning the Smithsonian as a hub of ideas and innovation, we have the opportunity to maximize impact on a larger scale and deeper level. We want people to see the Smithsonian as a tool to help them understand their universe, their history, and our shared future in order to live better lives. It is incumbent upon us to be a more universal resource, one that earns the American people's trust in us and leverages our great convening power to increase our relevance and resonance.

Museums are more important now than ever because of their unique ability to serve as trusted sources of information that expand cultural and scientific understanding. Museums also have the power to convene. They can be incredibly dynamic places that provide opportunities to discover, to learn, and to have fun. Museums also have the capacity to be places of dialogue, public engagement, and discourse.

Thank you for giving me the opportunity to testify before you today. I am happy to answer any questions you may have.

Senate Committee on Rules and Administration
Annual Oversight Hearing of the Smithsonian Institution
November 14, 2019
Questions for the Record
Secretary Lonnie G. Bunch III

Chairman Blunt

1. **What do you believe are the biggest challenges you face as the new Secretary of the Smithsonian?**

   I am excited that the Smithsonian has the opportunity in the next decade to reach more people, remain relevant to their daily lives, and make an impact on our nation and our world. Doing so will require the Institution to address challenges like our maintenance backlog and related facilities requirements. I also expect that the Smithsonian will need to look at our digital and educational offerings and make some critical decisions about how we want to improve our overall virtual presence and our educational outreach and programming. We will also need to look at how we can improve our internal administrative practices and procedures, so that we can maximize best practices found in the Federal and non-profit sectors.

2. **How do you plan to ensure the Smithsonian remains the first stop of tourists from across the nation and the world as they visit our nation's capital?**

   The Smithsonian is an iconic part of our nation's capital. For many visitors, a stop at one of our museums, galleries, or the National Zoo is an essential part of the experience. However, we cannot simply rest on our laurels. In order to build on the reputation built over 173 years, our exhibitions need to stay relevant to today's audience. We must have new and innovative exhibits, exceptional public programming, and an ongoing commitment to being accessible to all.

Senior Leadership Team Changes

1. **What changes are you considering for the Smithsonian's leadership structure?**

   I recently created a Deputy Secretary/Chief Operating Officer position to help manage the Institution and lead the implementation of my major initiatives.

   We anticipate providing Congress with a proposed reorganization as part of our budget submission for FY 2021 that could feature some changes to the senior leadership structure by elevating key initiatives, like education, while grouping similar functions together in clusters with a more easily managed span of control.

2. **I understand the Smithsonian currently has at least six high-level directors serving in an acting capacity. Please update the Committee on your efforts to fill those positions with permanent staff?**

   As we finalize the organizational structure for the Institution, we are able to move forward with key hires in the central administration, including the Under Secretary for Finance and Administration and the Director of Government Relations.

   Other vacancies, like museums directors and administrative leaders, are being filled through national searches. This includes the Directors of the National Museum of African American History and Culture which was vacated upon my appointment as Secretary, the Smithsonian Tropical Research Institute, and the National Museum of African Art.

   Key administrative positions reporting to the Under Secretary for Finance and Administration will be filled once a permanent Under Secretary is on board.

3. **Please describe the Smithsonian's succession plan for high-level directors and other senior leadership.**

   The Smithsonian has a multi-tier succession plan for its senior leadership corps. Each organization has identified some immediate successors to take on acting roles in the case of unanticipated departures, and we have leadership development programs to help internal staff develop the skill sets needed to compete for our leadership positions.

4. **Dr. Spencer Crew, the former Director of the Museum of American History, has been the interim Director of the NMAAHC since you became Secretary in June. What is the process for finding a permanent Director for the museum and where is the Smithsonian in that process?**

   A national search has already begun for this position. The Smithsonian appointed a search committee, which includes representatives from Smithsonian staff and the museum council, and they have begun meeting. A search firm was also engaged to work with the internal committee, and they have begun the development of a position specification that will guide the search.

<u>Deferred Maintenance Backlog</u>

1. **The Smithsonian owns or leases 13.9 million square feet of facilities space, including 19 museums, numerous global research and educational facilities, and a zoo. All of these facilities require ongoing maintenance, and so it is understandable that the Smithsonian will have some degree of maintenance backlog. However, the estimated $1 billion in deferred maintenance backlog seems stark. Is there an industry standard, or some way to benchmark what is a reasonable amount of deferred maintenance backlog? Is the Smithsonian concerned about the size of the current backlog?**

A "reasonable amount of Deferred Maintenance Backlog" is directly related to the rate of deterioration expressed as a percentage of current replacement value (CRV) per year as established in "A Framework for Facilities Lifecycle Cost Management".
This document establishes standards as set by the National Association of State Facilities Administrators, the Association of Higher Education Facilities Officers/APPA, the Federal Facilities Council, and the International Facility Management Association. The reference states, "while degradation rates vary as a function of multiple variables such as building type, current conditions, geographic location, etc., a benchmark deterioration rate for a reasonably well-maintained facility is approximately 2.5% per annum." The average degradation rate for Smithsonian facilities from 2014 to 2018 was 5.8%.
We are managing our backlog based on the human and capital resources at hand, but the scope of the backlog impacts strategic decisions. This causes significant concern.
Without the continued increases in routine maintenance and repair, we will continue to fall behind. Over time, facilities will move from maintenance and repair to capital revitalization, which is a more costly than regular upkeep.

2. **What contributed to the daunting deferred maintenance backlog facing the Smithsonian today?**

The deferred maintenance backlog reflects a combination of aging infrastructure and periods of rapid growth at the Smithsonian. Currently, we have a large cluster of facilities that are all near or at forty years old, which indicates many of the buildings have systems at or near the end of their useful lives.

From the 1970's through 1990's when several new buildings were constructed, maintenance funding did not keep pace with that growth. When the buildings were new and had fewer maintenance needs this was more manageable. As the buildings aged, the maintenance needs began to accumulate.

Several of the buildings with the greatest maintenance needs are also the ones slated for major revitalizations over the next decade. Combining the planned capital investments with steady support for a robust facilities maintenance program will enable us to start bringing the daunting figure to a manageable level.

3. **What is the balance of preventative maintenance versus emergency repairs at the Smithsonian? Do you believe enough funding is devoted to preventative maintenance?**

Preventative maintenance comprised approximately 41% of the work performed by SI's maintenance staff during FY 19. The industry standard is 80% preventative/20% reactive. At this time, maintenance funding levels will not reverse the backlog trend. This is why we have been

seeking increases over time, while addressing backlog when possible through capital projects, all while balancing the many competing demands on the Institution with the limited federal resources available.

4. **With the Smithsonian already about $1 billion behind in maintaining its facilities and juggling numerous planned maintenance and capital revitalization projects, can the Smithsonian handle the construction of any additional museums in the near or long-term future?**

Creating a new museum is incredibly challenging, it requires a commitment from our leadership and support from Congress, and it must be done in a way that does not place additional burden on our existing priorities.

As noted, the Smithsonian is in the middle of a massive revitalization project at the National Air and Space Museum, we are planning a revitalization of the Smithsonian Castle and the Arts and Industries Building, we must continue to make progress on our Collections Space Framework Plan, and we have a deferred maintenance backlog that we must bring down. Authorizing the creation of a new museum would present significant challenges to the Institution.

Beyond the facilities needs, we would need Congress's continued support for the programmatic initiatives, such as the Smithsonian Latino Center, the Smithsonian Asian Pacific Center, and the Smithsonian American Women's History Initiative *Because of Her Story*. To continue to build our internal expertise and collections. We must continue to mount exhibits, conduct research, and educate our visitors. We must not allow the quality of our work to be compromised for the sake of an expanded portfolio.

As the founding Director of the National Museum of African American History and Culture, I know firsthand that there is never a perfect time for adding a new museum to the Smithsonian. I would also be devasted if the needs of that museum were being ignored decades from now in order to make room for new museums. Opening day of a new museum may feel like a culmination, but the reality is that it is only the beginning. Creating a new museum would require additional personnel, at both the museum and in our centralized support offices like facilities, security, and administration. These are the ongoing costs that far exceed the initial investment in construction. Creating a new museum is an exceptional commitment, and Congress must fully understand what that means as they deliberate proposals.

5. **The Smithsonian has as estimated $1 billion in deferred maintenance backlog, if the Smithsonian remains on its current path regarding its facilities maintenance backlog, what does that mean for the state of the Smithsonian in 2030? 2040?**

Our current path on maintenance is not sustainable in the long run. If maintenance funding remained at .89% of current replacement value (CRV), every Smithsonian facility in Washington, D.C. would fall below and acceptable facilities condition index (FCI) unless they undergo a renovation between now and then. If we extrapolate out another decade, we would see more

of the same. We have reached a point where many of our buildings will need to be addressed through major revitalizations, which highlights the need to improve our preventative maintenance to avoid costlier projects in the future.

6. **How does the deferred maintenance backlog impact the safety of collection storage?**

Deferred maintenance backlog poses a significant risk to collection storage. Our most important facilities management issue is environmental conditions (temperature and humidity) and water intrusion. The roof, exterior, and HVAC systems, which have the highest deferred maintenance backlog, are all critical for our ability to control temperature, relative humidity and water intrusion.
Under the 2014 Collections Space Framework Plan, all collections locations have been surveyed and evaluated. Those locations deemed having the highest risk, mostly at the Garber Facility, are continuously monitored either through daily inspection or our Building Automation System. For those locations which may experience system failures, we expedite unplanned repairs, move collections to satisfactory locations, or move capital projects up in priority to alleviate "temporary" fixes which are lasting longer than expected. This is a dynamic situation which makes the planning and the identification of funding extremely complex as both must be flexible enough to react to any adverse collection condition.

7. **Can you estimate how long it will take to bring the deferred maintenance backlog down to a manageable level?**

With the current slate of planned capital projects, we would expect to see some reduction in the backlog in the near future. For example, approximately $200 million in deferred maintenance will be addressed through the revitalization of the National Air and Space Museum. Unfortunately, other facilities will continue to degrade over that time, so the net reduction will be less than that.

Bringing the backlog to a manageable level will require moving expeditiously through capital projects and growing our preventative maintenance funding. It is difficult to establish a timeline for this given the multitude of unknown variables.

8. **I understand the Smithsonian does not use private donations for maintenance because of the belief that donors are more willing to donate to exhibits rather than to maintenance, such as a HVAC replacement. Has the Smithsonian considered getting creative with its fundraising campaigns to encourage donors to contribute to the Smithsonian's urgent facilities maintenance needs? Can you tell the Committee about those efforts?**

The Smithsonian uses the private funds it receives in accordance with the donor's intended purpose for each gift. We do engage donors in discussions about deferred maintenance needs but have consistently found that they are primarily interested in funding exhibitions and programs that align with their interests.

Where the Institution is able to be creative is in finding synergies between our maintenance, facilities capital, and private funding. Revitalizing a privately funded exhibition creates opportunities to address maintenance items at a lower cost. This takes significant planning, but it ensures the best value for donors and taxpayers alike.

Revitalization of the Historic Core and South Mall Campus Master Plan

1. **I understand the South Mall Master Plan is a 'working document', designed to be a guide for potential major capital revitalization projects on the Smithsonian's South Mall Campus. What is the status of the South Mall Campus Master Plan? Do you plan to approve it as it was approved by the D.C. Regional Planning Commission in 2018, or do you have suggested changes to that plan?**

   Like all master plans, the South Mall Master Plan is not intended to be a specific list of must do projects. Instead, it is a reference for how to plan for necessary projects in a way that finds efficiencies, improves functionality, and creates greater opportunity for the Institution. From its inception, the South Mall Master Plan was designed to guide decisions over decades, and we will continue to use it as a reference point in making priorities for individual projects.

   The first project that would fit into the master plan is the revitalization of the Smithsonian Castle and the interior of the Arts and Industries Building. Previous renovations to the Arts and Industries Building were only on the building's exterior. As the anchoring piece of the masterplan, we will be creating a shared utility space for these buildings that will eventually serve the entire south campus. This will be more efficient than having each building running its own utility systems and will lower the number of systems requiring maintenance.

2. **If the Smithsonian does not implement the South Mall Campus Master Plan, which of its components would the Smithsonian still pursue?**

   As previously mentioned, the South Campus Master Plan is a guiding document to inform our strategic decisions. Over time, every facility in the South Mall campus will need renovations. The master plan simply ensures that we approach these needs in an efficient and logical way.

3. **How is the Smithsonian addressing maintenance challenges to preserve the integrity of the historic Castle?**

   The Smithsonian Castle is a historic landmark, and a symbol of the Smithsonian. At this time, we continue to do maintenance work on the Castle that ensures functionality and safety to our staff and visitors. All maintenance performed on the Castle could be considered an interim measure that keeps the space functional until its renovation can begin.

4. **What is the current replacement value of the Castle and the AIB?**

   The current replacement value is used as a baseline for calculation of the Facilities Condition Index (CFI) and is the cost to replace a facility to meet current acceptable standards of construction and comply with regulatory requirements. The Castle's current replacement value (CRV) is $188 million and the Arts and Industries Building CRV is $271 million. However, CRV has significant limitations for historic buildings. It does not include the costs for design, construction management, or any historic preservation requirements.

5. **When does the Smithsonian anticipate this project starting? Is there private fundraising underway for this project?**

   Revitalization of the Castle and AIB is still in the early stages of planning. We began planning and design in FY 2019 and anticipate providing more detail in the FY 2021 President's Budget. The planning is too preliminary at this time for private fundraising on this project.

6. **The historic Arts and Industries Building's exterior was renovated from 2010 to 2014 and now the Smithsonian wants to renovate the interior and reopen the building to the public. What does the future of the Arts and Industries Building look like? What do you envision as its purpose?**

   The Arts and Industries building is an absolute treasure and needs to be reimagined as an essential part of the Smithsonian. At this time, we are planning to utilize the space as part of a year-long celebration of the Institution's 175th anniversary. This endeavor will be an essential part of understanding the potential for that space and will inform the planning and design process for the renovation and long-term vision for the space.

<u>The Smithsonian's Five-Year Strategic Plan (2017-2022)</u>

1. **You became the Secretary of the Smithsonian in the middle of a Five-Year Strategic Plan. Do you intend to continue moving forward with the existing Strategic Plan, or are you considering making changes and creating a new Strategic Plan?**

   I am moving forward with the existing strategic plan, focusing on its efforts to increase our reach, relevance, and impact.

2. **Who in your leadership team is responsible for the strategic plan?**

   I am ultimately responsible for the strategic plan and have the leadership our efforts located in my immediate office. My senior leadership team of Under and Assistant Secretaries each have

responsibilities for parts of the plan, and I have asked my Chief of Staff and Special Assistants to lead the tracking of the plan overall and help drive particular keystone initiatives.

3. **What resources have been allocated to support the Strategic Plan since you became Secretary in June 2019?**

I have brought in two Special Assistants to help drive specific, high profile initiatives like our education initiative and the virtual Smithsonian. Additional resources will be allocated to those efforts once we develop project and implementation plans.

Rental of Smithsonian Facilities for Special Events, Public Programs, Rentals, and Federal Use

1. **In March 2019, the Smithsonian launched a three-year pilot program to increase the rental of museum spaces for special events. With the Smithsonian roughly six months into this pilot program, how has it been received by the public? How many special events have there been to date? Were there any issues with those events?**

   Prior to this pilot, the Smithsonian had an existing special events policy. This change represents a shift to a simple rental model instead of a co-hosting model, where donating organizations could partner with a museum to jointly host an event. There has not been much public reaction to the change. There was an initial flurry of interest, mostly by the local events industry. We have held approximately 187 special events since the change in policy. This is not a significant shift from the number of events held under the previous policy. Only twelve social events have been booked. We have only had two weddings, one in Washington D.C and one in New York. Given the costs of securing the building, renting Smithsonian spaces is still cost-prohibitive for most private events, and our clientele remains mostly corporate. We have not experienced any unexpected issues as a result of the new policy.

2. **What kind of revenue have these events been earning the Smithsonian since the pilot program launched in March?**

   The new special events policy was enacted in March, however many events had already been booked based on the previous policy. As such, it is not possible yet to determine any changes in revenue that can be attributed specifically to the new policy.

   The change in policy added some flexibility in the types of events that could be approved, but special events are not a new revenue stream for the Smithsonian. For our largest museums, they were already in such high demand under the previous policy that they have not been able to fit additional events into their calendars under the new policy. The spaces are also cost prohibitive, due to the associated costs of securing the collections after hours. This limits the number of potential clients.

3. **Your predecessor, former Secretary Skorton, told the Committee in his responses to our Questions for the Record that the revenue earned from special event rentals would go**

directly to each hosting museum. Can these funds be used to pay for facilities maintenance needs?

The revenues earned at each museum through events are available as unrestricted trust funds for the hosting unit. This means that the Directors have discretion to spend the funds according to their priorities. Directors would have the flexibility to spend it on maintenance. Overall, the revenue created from events has been very consistent over many years. This means that the revenue is already a stream that they rely on for essential functions such as programs and staff.

Senator Klobuchar

1. **The Smithsonian Institution faces a number of security related challenges. Strengthening physical security as well as cybersecurity across the Smithsonian should remain a top priority throughout your time as Secretary of the Smithsonian. In 2018, the Office of Inspector General (OIG) issued a report detailing actions that needed to be taken to improve physical security, such as improved training for personnel in the Office of Protection Services.**

   - ***These recommendations were issued in September 2018, can you please give us an update on where the Smithsonian stands on implementing these recommendations today?***

A closure request for this report was submitted to the OIG on November 26, 2019. The Office of Protection Services (OPS) reviewed and analyzed the results, and with the Director of the affected office, completed a risk assessment and analysis of the leased space to identify all risks, as well as those found during the OIG test. Implementation of the improvements is completed.

2. **Also in September 2018, the OIG issued recommendations to improve security related to personnel data, and specifically the background investigation processes used by both the Office of Human Resources and the Office of Protection Services. The report also commented on the use of background investigations in other Smithsonian offices. Of the OIG's nine recommendations, none had been implemented, according to the most recent OIG Semiannual Report to Congress available to the public (for the period ending March 31, 2019).**

   - ***Do you have any updates for the Committee on implementation of the nine recommendations?***

We have made substantial progress in implementing the nine recommendations. Three of the recommendations have been submitted for a closure request to OIG. The remaining six items are in progress and on track for completion. Due to the sensitive nature of the recommendations, we can provide a more detailed analysis of that implementation directly to committee staff.

3. **Although the Smithsonian Institution is not required by statue to comply with the Federal Information Security Modernization Act, the decision was made that when it comes to cybersecurity the Smithsonian should meet these federal benchmarks for a comprehensive program. The Office of the Chief Information Officer has been leading this effort and working hard to advance the Smithsonian's cyber program.**

   - ***Do you agree that the Smithsonian should continue to work towards voluntary compliance with FISMA?***

The Smithsonian applies FISMA standards as a best practice to the extent practicable and consistent with its mission. However, while we endeavor to incorporate the key principles, we do not believe it appropriate to completely comply with the FISMA benchmarks because there are specific requirements that would adversely affect the Institution's core mission, which aligns more closely with educational institutions than federal agencies. We believe that the audit goals should be tailored to the benchmarks that are appropriate for the Smithsonian.

Because of the unique and complex nature of the Smithsonian, which is comprised of federal, educational, cultural, commercial, and non-profit components, the Smithsonian IT Security Program combines elements of federal standards, Payment Card Industry (PCI) requirements, and security industry best practices into a customized approach that fits the Institution's business and security. This is all done deliberately based on understanding the mission and strategic needs of the organization as well as consideration of risk. The Smithsonian will continue to incorporate the FISMA principles that are appropriate.

4. **At the same time, you acknowledge the critical need for appropriate space to house the 155 million objects of the Smithsonian's collections. It's important to understand that collections storage is more than just a warehouse, and the Smithsonian has a Collections Space Framework Plan to address all of these needs.**

   - ***Secretary Bunch, can you please share with us the importance of collections storage to the Smithsonian, and how the Consolidated Administrative Services building and the Collections Space Framework Plan fit into a larger space utilization plan across the Smithsonian Institution?***

The stewardship of our collections is among the Smithsonian's highest priorities and, in some cases, our greatest challenge. The volume, characteristics, diversity, and age of our collections and the facilities which house them, as well as the variety of discipline-specific standards that apply to their care, make their management and preservation as complex as the collections themselves. Providing purpose-built and environmentally appropriate collections space is the first preventive measure towards ensuring proper preservation and accessibility of our collections. Collections space is an integral part of Smithsonian collections management which

includes the long-term commitment to a continuous provision of an optimal storage environment and protection of collections from the agents of deterioration. By controlling temperature, relative humidity, and pollutants, proper collections storage space extends the lifespan and accessibility of Smithsonian collections.

The Collections Space Framework Plan has transformed the future of Smithsonian collections space. Existing conditions have been documented in a collections space database which is updated and analyzed to identify future projects to improve overall conditions. The Framework Plan includes recommendations and a 30-year implementation plan for addressing current and projected pan-Smithsonian collections space requirements in a strategic, integrated, and cost-effective manner.

The Plan serves as a roadmap to guide short and long-term facilities capital, real estate, and collections care decisions, providing renovation, new construction, and storage equipment replacement strategies that address unacceptable collections space conditions, allow for decompression of overcrowded collections to make them more accessible, anticipate future collections growth, and reduce or eliminate reliance on leased space for collections storage. The Framework Plan has already had a major impact by programming and securing critical space improvements at the Paul E. Garber Facility, the Museum Support Center, the Dulles Collections Center, and on the Mall.

As part of the Plan, we developed three building design prototypes to serve as adaptable models for current and future renovation and new construction projects. All three are either underway or scheduled for implementation in the near future, including as part of the Suitland Collections Center Master Plan. These models support a pan-Institutional approach to collections space – by establishing common best practices and by providing the opportunity to co-locate similar materials and types of collections from multiple Smithsonian collecting units. Each prototype emphasizes cost effectiveness in its design and operation, serving as a model for improving space utilization, functionality, space capacity, physical accessibility, safety, security, programmatic adjacencies, maintenance costs, and energy efficiency. The prototypes also support consolidation of collections from several locations, including leased facilities, thereby providing more efficient management, care, and accessibility of our collections.

5. **The Smithsonian Board of Regents' review earlier this year of equal employment opportunity, diversity and inclusion policies at the Smithsonian resulted in a number of recommendations. Under your leadership, I understand the Smithsonian management team is working hard to implement these recommendations, which relate to the equal employment opportunity reporting process, and strengthening policies related to diversity and inclusion in the work place.**

- ***Secretary Bunch, can you provide us with any updates on implementation of these recommendations? Will you commit to providing this Committee with regular updates on progress being made by your management team on these recommended changes?***

The Human Resources and Compensation Committee of the board is setting guidelines for reporting overall statistics annually and reporting specific types of sexual harassment claims as they arise such as claims involving minors, claims against senior management officials, or frequent claims within a single department. We plan to keep the committee informed on this process and can do so through regularly scheduled oversight meetings with staff.

○