



Smithsonian  
Institution

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**ANNUAL PERFORMANCE PLAN**

*Fiscal Years 2009 and 2010*

## MISSION STATEMENT

*For 162 years, the Smithsonian has remained true to its mission, “the increase and diffusion of knowledge.” Today, the Smithsonian is not only the world’s largest provider of museum experiences supported by authoritative scholarship in science, history, and the arts, but also an international leader in scientific research and exploration.*

## INTRODUCTION

The Smithsonian’s strategic and annual performance plans are based on the Institution’s four strategic goals: increased public engagement; strengthened research; enhanced management excellence; and greater financial strength. Under those four goals, the Smithsonian tracks institutional performance according to nine top-level program goals that align with the program categories used in the Smithsonian’s Federal budget documents and ERP financial accounting system. This framework allows the Institution to meet the standards of success in the Performance Improvement Initiative of the President’s Management Agenda, including having a limited number of outcome-oriented goals and key performance indicators, and relating dollars budgeted and results achieved.

The Institution ensures that strategic and short-term goals and key performance indicators in its GPRA plans are consistent across all internal performance reviews – in particular the Secretary’s annual Goals-at-a-Glance used in Operational Reviews. The Smithsonian has made great progress in integrating performance indicators throughout the institution to track program results and incorporating linked performance metrics in individual performance plans.

## THE SMITHSONIAN'S FOUR STRATEGIC GOALS

### **STRATEGIC GOAL 1: INCREASED PUBLIC ENGAGEMENT: DIFFUSION OF KNOWLEDGE**

Enlarge the Smithsonian's audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences.

### **STRATEGIC GOAL 2: STRENGTHENED RESEARCH: INCREASE OF KNOWLEDGE**

Pursue scientific advances, discovery, and scholarship in the natural and physical sciences, arts, humanities, and social sciences by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms, and collections.

### **STRATEGIC GOAL 3: ENHANCED MANAGEMENT EXCELLENCE**

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

### **STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH**

Provide the financial support essential to achieving the Institution's goals.

## INDEX TO PROGRAM PERFORMANCE GOALS

STRATEGIC GOAL	PROGRAM GOAL	TITLE
<b>Increased Public Engagement: Diffusion of Knowledge</b>	1.1	<b>Education:</b> Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture
	1.2	<b>Other Public Programs:</b> Provide reference services and information to the public
	2.1	<b>Exhibitions:</b> Offer compelling, first-class exhibitions at Smithsonian museums and across the nation
	3.1	<b>Collections:</b> Improve the stewardship of the national collections for present and future generations
<b>Strengthened Research: Increase of Knowledge</b>	4.1	<b>Smithsonian Science Research:</b> Engage in research and discovery focused on understanding the origin and evolution of the universe, earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate, and inspire a diverse audience
	4.2	<b>Art, History, and Cultural Studies Research:</b> Ensure the advancement of knowledge in the humanities through original research, including research on collections, that is reflected in publications, exhibitions/displays, and public programs
4  <b>Enhanced Management Excellence</b>	5.1	<b>Facilities Capital:</b> Execute an aggressive long-range revitalization and construction program to ensure facilities are appropriate for the mission, satisfy requirements, are in excellent condition, and support the SI mission
	5.2	<b>Facilities Maintenance:</b> Execute an aggressive and professional maintenance program to reverse the impact of many years of under funding, and to achieve world-class upkeep of SI cultural and scientific facilities
	5.3	<b>Facilities Operations:</b> Improve the overall cleanliness and operational efficiency of Smithsonian facilities
	6.1	<b>Security:</b> Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers
	6.2	<b>Safety:</b> Provide a safe and healthy environment to support Smithsonian programs
	7.1	<b>Information Technology:</b> Modernize the Institution's information technology (IT) systems and Program
	8.1	<b>Performance Management:</b> Strengthen an Institutional culture that is customer-centered and results-oriented
	8.2	<b>Human Resources Management and Diversity:</b> Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative, and diverse. Demonstrate support of the Smithsonian's commitment to diversity and equal employment opportunity during the hiring process and throughout the employees' careers.
	8.3	<b>Financial Management:</b> Modernize the Institution's financial management and accounting operations
	8.4	<b>Public and Government Affairs:</b> Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments
8.5	<b>Procurement and Contracting:</b> Modernize and streamline the Institution's acquisitions management operations.	
<b>Financial Strength</b>	9.1	<b>Development:</b> Secure the financial resources needed to carry out the Institution's mission
	9.2	<b>SBV and Unit Business Activities:</b> Increase the net income of Smithsonian businesses
	9.3	<b>Investment Management:</b> Improve the management of the Institution's Endowment

**STRATEGIC GOAL 1: INCREASED PUBLIC ENGAGEMENT: DIFFUSION OF KNOWLEDGE**

Enlarge the Smithsonian’s audiences, expand its degree of engagement with the public in Washington and throughout the country, and improve the quality of the Smithsonian impact on its audiences.

**PROGRAM GOAL 1: PUBLIC PROGRAMS** *(ties to Program Code 1XXX in ERP)*

**PROGRAM GOAL 1.1: EDUCATION** *(ties to Program Code 11XX in ERP)*

Engage and inspire diverse audiences in a lifelong exploration and understanding of art, history, science, and culture.

**Key Performance Indicators (KPIs) for Education**

KPIs	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
1.1.a Number of Educational resources available on Smithsonian Education.org	Intermediate outcome. Indicator of level of public use of SI education information via the Web.	SCEMS/SCED	FY 2007: Baseline established of 1,500 education resources available on SmithsonianEducation.org. A user feedback mechanism was launched in April 2007.	Add 200 new resources to SmithsonianEducation.org Monitor and report on user feedback	Add 100 new resources to SmithsonianEducation.org Develop plan for user analysis of educational resources available on Smithsonian Education.org	Add 100 new resources to SmithsonianEducation.org Implement user analysis of educational resources available on Smithsonian Education.org
1.1.b Number of people participating in Smithsonian education programs.	Intermediate outcome. Indicator of level of public use/quality of SI education programs	FY 2006: established Education Data Gathering and Evaluation web-based data collection system	FY2007: Baseline data established. 4.3 million participants/users in six program types: Tours Audience Driven Inquiry Workshops Presentations Special Events Educational Publications	5 million participants in six identified program types plus three new types: Courses Distance Learning Traveling Exhibitions	5.5 million participants Identify one program type for pilot evaluation	6 million participants Implement pilot evaluation of one program type

**PROGRAM GOAL 1.2: OTHER PUBLIC PROGRAMS** *(ties to Program Codes 12XX, 13XX & 14XX in ERP)*

Provide reference services and information to the public.

### Key Performance Indicator for Other Public Programs

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
1.2.a Number of physical visits to SI museums and the National Zoo	Intermediate outcome. Standard indicator of museum/zoo success, i.e., "voting with your feet."	OPS Visit Count Management System (VCMS)	FY 2005: 24.2 M FY 2006: 23 M FY 2007: 24.6 M	24.3 million	27 million (Assumes reopened NMAH)	27.5 million
1.2.b Number of visitors to Smithsonian (SITES) traveling exhibitions 6	Intermediate outcome. Indicator of extent/success of outreach and national access to SI resources	SITES	FY 2005: 4.6 M visitors FY 2006: 4.5 M visitors FY 2007: 5.6 M *due to special poster exhibit with 200 copies circulating	SITES: 4.5 million visitors	SITES: 4.5 million visitors	SITES: 4.7 million visitors
1.2.c Number of SI website visitor sessions	Intermediate outcome. Indicator of level of public use of SI resources via the Web	OCIO	FY 2005: 109.3 M FY 2006: 144.6 M FY 2007: 183.5 M	175 million visitor sessions	190 million visitor sessions	200 million
1.2.d Number of Smithsonian Affiliates and geographic distribution	Intermediate outcome. Indicator of extent/success of outreach and national access to SI collections	Affiliations	FY2005: 144 Affiliates in 40 states/DC/PR/ Panama FY2006: 152 Affiliates in 39 states/DC/PR/ Panama FY2007: 156 Affiliates in 39 states/DC/PR/ Panama	160 Affiliates 40 states	165 Affiliates 41 states	168 Affiliates 42 states

### PROGRAM GOAL 2.1: EXHIBITIONS *(ties to Program Code 2XXX in ERP)*

Offer compelling, first class exhibitions at Smithsonian museums and across the nation.

### Key Performance Indicators for Exhibitions

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
2.1.a Number of Smithsonian	Intermediate outcome.	SITES	FY 2005: 56 exhibits at 211 venues in 45 states/territories	SITES: 48 exhibits at 200 venues in 45	SITES: 50 exhibits at 200 venues in 45	SITES: 52 exhibits at 200

(SITES) traveling exhibitions and geographic distribution	Indicator of extent/success of outreach and national access to SI resources		FY 2006: 53 exhibits at 201 venues in 44 states/territories FY 2007: 50 exhibits at 409 venues in 50 states/DC/Guam/Canada	states	states	venues in 45 states
2.1.b Average of percent of surveyed audiences rating their experience in SI exhibitions as “superior” or “excellent” on a scale of poor-fair-good-excellent-superior	Outcome. Visitor satisfaction is a standard measure of success and used by comparable cultural institutions	OUSHC; OUSA; OUSS	FY 2006: for surveyed audiences, average “superior” rating of 19.5% and “excellent” rating of 47% FY 2007: for 15 surveyed audiences, average “superior” rating of 22% and “excellent” rating of 50.6%	70% or greater of surveyed audiences rate experience as “excellent” or “superior”	70% or greater of surveyed audiences rate experience as “excellent” or “superior”	70% or greater of surveyed audiences rate experience as “excellent” or “superior”

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**PROGRAM GOAL 3.1 COLLECTIONS** (*ties to Program Code 3XXX in ERP*)

Improve the stewardship of the national collections for present and future generations

**Key Performance Indicators for Collections**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
3.1.a Number of collecting units meeting goals for current policies/plans of four types: collections management policy; collections plan; cyclical inventory plan; and digitization plan	Output. Indicator of established standards and sound management practices for collections development, refinement, control, and access.	Directors’ Performance Plans and National Collections Program (NCP)	FY 2005: Standardized measure developed FY 2006: set of performance measures included in all directors’ performance plans FY 2007: Individual performance goals met based on FY 2006 baselines for policy/plan.	Meet individual performance targets based on FY 2007 baselines for each policy / plan	Meet individual performance targets based on FY 2008 baselines for each policy / plan	Meet individual performance targets based on FY 2009 baselines for each policy / plan
3.1.b Number of collection objects/specimens documented in units’ electronic collections	Output. Indicator of physical and intellectual control of collections.	NCP Annual Digitization Statistical Report	FY 2005: 32.9 million FY 2006: 32.9 million FY 2007: 33 million	33.5 million	33.5 million	34 million

information systems (CIS)						
3.1.c Number of total collection objects/specimens available in electronic form to the public	Output. Indicator of level of public access to collections.	NCP Annual Digitization Statistical Report	FY 2005: 12.2 million (reflects data cleanup of duplicate records) FY 2006: 14.5 million FY 2007: 25 million	26 million	26 million	26.5 million

## STRATEGIC GOAL 2: STRENGTHENED RESEARCH: INCREASE OF KNOWLEDGE

Pursue scientific advances, discovery, and scholarship in the natural and physical sciences, arts, humanities, and social sciences by focusing resources in areas in which the Institution has recognized strengths due to staff, research platforms, and collections.

### PROGRAM GOAL 4: RESEARCH (ties to Program Code 4XXX in ERP)

#### <sup>8</sup> PROGRAM GOAL 4.1: SCIENCE RESEARCH (ties to Program Codes 41XX, 42XX, 43XX, 4400, 45XX, 4610 & 4620 in ERP)

Engage in research and discovery focused on understanding the origin and evolution of the universe, earth and planets, biological diversity, and human culture. Use our unique, publicly-accessible collections, research facilities and staff to inform, educate, and inspire a diverse audience.

#### Key Performance Indicators for Science Research

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
4.1.a Dollar amount of external grants and contract awards	Output.	OSP	FY 2005: \$127 M FY 2006: \$117.8 M FY 2007: \$119.4 M	\$114 million	\$115 million	\$116 million
4.1.b Number of awards for Smithsonian- and Unit-funded science fellowships	Output	OUSS	FY 2005: 62 SI FY 2006: 289 (99 SI + 190 Unit) FY 2007: 216 (without SAO)	Increase number of awards for SI-funded and Unit-funded Fellows over FY 2007 level	Increase number of awards for SI-funded and Unit-funded Fellows over FY 2008 level	Increase number of awards for SI-funded and Unit-funded Fellows over FY 2009 level
4.1.c Number of publications resulting from science research in high impact journals	Output	OUSS	FY 2005: 555 FY 2006: 782 FY 2007: 696	Increase number of publications in high impact journals over FY 2007 level	Increase number of publications in high impact journals over FY 2008 level	Increase number of publications in high impact journals over FY 2009 level



**PROGRAM GOAL 4.2: ART, HISTORY, AND CULTURAL STUDIES RESEARCH** (*ties to Program Code 4700 in ERP*)

Ensure the advancement of knowledge in the arts and humanities through original research, including research on the collections, which is reflected in publications, exhibitions/displays, and public programs.

**Key Performance Indicators for Art, History, and Cultural Studies Research**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
4.2.a Number of scholarly research outputs of six types: (1) print publications; (2) electronic publications;	Output	OUSHC; OUSA	FY 2007: Baseline output data established (H&C) <u>Print publications:</u> APA: 1; CFCH: 29; NMAAHC: 4; NMAH: 34; NMAI: 11; NPM: 9; SIA: 5; SIL: 7; <u>SITES: 3.</u> <u>Electronic pubs:</u> NMAAHC: 1; NMAH: 8; NMAI: 7; NPM: 2; SIA: 3; SIL: 15; SITES: 1.	Set target using FY 2007 baseline	Set target based on FY 2008 numbers	Set target based on FY 2009 numbers

**STRATEGIC GOAL 3: ENHANCED MANAGEMENT EXCELLENCE**

Modernize Smithsonian management systems by bringing each of them to a level of quality and sophistication appropriate to an organization of the size and complexity of the Institution.

**PROGRAM GOAL 5: FACILITIES** (*ties to Program Code 5XXX in ERP*) — Provide and sustain world-class cultural and scientific facilities.

**PROGRAM GOAL 5.1 FACILITIES CAPITAL** (*ties to Program Code 5500 [Construction] and 53XX & 5400 [Revitalization, Facilities Planning & Design] in ERP*)

Execute an aggressive long-range revitalization and construction program to ensure facilities are appropriate for the mission, satisfy requirements, are in excellent condition, and support the SI mission.

**Key Performance Indicators for Facilities Capital**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
5.1.a Percent of available capital funds obligated compared to funds available	Efficiency (obligation rate is indicator in initiating capital work in a timely manner)	OFEO	FY 2005: 91% FY 2006: 93% FY 2007: 87%	85%	85%	85%

5.1.b Number of major capital projects meeting milestones	Outcome	OFEO	FY 2006: Achieved 6 of 8 individual capital projects FY 2007: Met milestones of 9 of 10 major projects	Meet milestones of 9 major projects	Meet milestones of 9 major projects	Meet milestones of 10 major projects
5.1.b (1) Revitalization of public space, National Museum of American History			FY 2006: Revitalization targets met FY 2007: Design 100% complete. Construction 30-35% complete.	Complete 100% of Phase II revitalization in the central core	Complete design of garage infill and initiate design for West Wing revitalization	Initiate construction of garage infill; complete design of West Wing revitalization
5.1.b (2) Phase I of Asia Trail II and ongoing revitalization at National Zoological Park			FY 2006: Construction completed on time FY 2007: Federally funded scope for AT II on schedule and budget	Complete 25% construction of new barn & habitat 2 & 3 for Asia Trail II – Elephant Trails; complete emergency structural repairs at General Services Building	Complete construction of new barn & habitat 2 & 3 for Asia Trail II – Elephant Trails and begin construction of Elephant Community Center & habitat 1; complete 25% structural repairs at General Services Building; complete 15% of renewal of Seal/Sea Lion life support systems; complete 40% of identified fire protection projects at Rock Creek;	Complete 50% Asia Trail II – Elephant Trails; complete 50% of General Services structural repairs; complete 50% of Seal/Sea Lion life support and facility renewal; 80% of fire protection projects;
5.1.b (3) Revitalization of National Museum of Natural History space for Ocean Exhibit and ongoing building renovation			FY 2006: Revitalization targets met FY 2007: Construction 100%. Turned over to NMNH for exhibit installation in Apr 07. On target for Sep 08 opening.	Complete 60% of west wing basement revitalization; complete 30% of SW 3 <sup>rd</sup> Floor Main Building revitalization; complete 10% of window renovation &	Complete west wing basement revitalization; complete SW 3 <sup>rd</sup> Floor Main Building revitalization; complete 20% more of window renovation; complete	Complete 20% more of window renovation; complete elevator replacement; complete 60% of HVAC renovations on Ground Floor NE

				elevator replacement; complete 75% of air towers renovation; initiate next phase of HVAC renovations on Ground Floor of NE Main Building and first phase of LAB on First Floor of West Wing.	75% of elevator replacement; complete 20% of HVAC renovations on Ground Floor of NE Main Building (East court Phase); and 20% of LAB on First Floor of West Wing.	Main Building; complete 80% of HVAC renovations for LAB on First Floor of West Wing
5.1.b (4) Explore development options for Arts and Industries Building	REVISED KPI		New goal for FY 2008	Establish and oversee team to review RFQ responses and analyze internal ideas for AIB (OUSFA)	Target TBD	Target TBD
1 5.1.b (5) Design and construct National Museum of African American History & Culture	REVISED KPI		FY 2006: Museum site announced 1/30/06 FY 2007: Public hearing held Jan 07. Draft environmental impact statement issued Dec 07	Complete 50% programming for new museum	Complete programming for new museum; initiate design	Complete 35% of design for new building
5.1.b (6) Renovation of Museum Support Center Pod 3 for collections storage			FY 2007: Design of Pod 3 renovation awarded November 06.	Complete 20% construction	Complete 75% construction	Complete construction and equipping of Pod 3
5.1.b (7) Construction of Mathias Laboratory at SERC			New indicator for FY 2009	New indicator for FY 2009	Initiate design of Mathias Laboratory	Complete design; initiate construction
5.1.b (8) Construction of Gamboa Lab (replace Santa Cruz School)			New indicator for FY 2009	Initiate design of new laboratory	Complete design; initiate construction	Complete 50% construction

5.1.b (9) Complete Gallery and Infrastructure Improvements at Cooper-Hewitt	NEW KPI		New indicator for FY 2009		Complete 80% construction of Miller/Fox renovation; initiate Mansion renovation	Complete 70% construction of Mansion renovation
5.1.b (10) Construct Hazy II	NEW KPI		New indicator for FY 2009	Award construction contract	Complete 30% construction	Complete 85% construction
5.1.c Percent of revitalization projects designed to 35% prior to request for construction funding  12	Efficiency (35% design prior to funding improves cost estimates; early award of contracts avoids cost escalation and project delays)	OFEO (data based on dollar amount rather than number of projects)	FY 2005: 67% FY 2006: 70% FY 2007: 47% designed to 35% (FY09 projects). Target not met due to lack of resources for Planning & Design, and changing priorities accelerated construction plans.	Complete 35% designs prior to OMB budget submission for 70% of major projects in the FY 2010 capital program	Complete 35% designs prior to Congressional budget submission for 80% of major projects in the FY 2011 capital program	Complete 35% designs prior to Congressional budget submission for 85% of major projects in the FY 2012 capital program
5.1.d Percent of major projects completed within budget compared to initial government estimate at construction start	Output/Efficiency (control of change orders and scope avoids costs/delays)	OFEO	FY 2005: 100% FY 2006: 100% FY 2007: 100%	100%	100%	100%
5.1.e Progress in improving average Facility Condition Index (FCI) of SI facilities	Outcome. Long range target is 96% (Good) by 2017. Higher percentage shows improvement in condition.	OFEO	FY 2006: Indicator restated; data for all buildings to be completed July 2007 FY 2007: Survey of all SI facilities completed; results indicate an FCI of 84%.	85%	86% [	86%
5.1.f Number of major projects whose change from the 35% design cost estimate to final project completion cost is within	Efficiency (indicates cost, scope & schedule control efforts during project development and construction that result in cost	OFEO	FY 2007: Accomplished 2 of 3 (NMNH Ocean Hall & Pod 5). DWRC Courtyard project not yet complete.	1 of 2 NMAH Central Core VERITAS	4 of 4 NMNH West Wing Basement NMNH Third Floor SW Main Building NASM Electrical Greenhouses	2 of 3 Pod 3 Replace NMNH Elevators NZIP Marmoset Building (Genetics Lab)

±15% per industry standards	avoidance)					
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**PROGRAM GOAL 5.2: FACILITIES MAINTENANCE** (*ties to Program Code 5200 in ERP*)

Execute an aggressive and professional maintenance program to reverse the impact of many years of under funding, and to achieve world-class upkeep of SI cultural and scientific facilities.

**Key Performance Indicators for Facilities Maintenance**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
5.2.a Planned maintenance cost as percent of total annual maintenance costs  13	Efficiency (a higher proportion of planned vs. unplanned maintenance is indicator of more efficient use of available resources)	OFE0	FY 2005: 49% FY 2006: 50% FY 2007: 52%	55%	55%	57%
5.2.c Systems meet reliability targets	Outcome	OFE0	FY 2007: Targets met for 5 systems	Meet targets for 5 systems	Meet targets for 5 systems	Meet targets for 5 systems
5.2.c (1) Percent of time temperature and humidity levels are within the target range			FY 2007: Average of buildings' temperature within acceptable 87.6% band. Average of buildings' humidity within acceptable 82.7% band	85%	75% of buildings are within ranges 90% of the time	75% of buildings are within ranges 90% of the time
5.2.c (2) Mean time between repair calls of vertical transportation units			FY 2007: Average mean time between repair calls for all DC facilities was 76.6 days; 5 facilities did not meet goal. Statistics not kept for NY facilities.	Mean time greater than 70 days	Mean time greater than 70 days	Mean time greater than 70 days
5.2.c (3) Number of leaks per 200 squares of roof (1 sq=100 sq ft)			FY 2007: Target was met with .03 leaks per 200 squares of roofing.	1 leak per 200 squares	50% of buildings with less than 1 leak per 200 squares	50% of buildings with less than 1 leak per 200 squares

5.2.c (4) Percent of time critical electrical power is available			FY 2007: Target was met in terms of unplanned outages. Actual availability during FY07 was 99.8%, but this included 280 planned outage hours for maintenance activities, during which generator power was available for 120 hours.	99.9%	99.9%	99.9%
5.2.c (5) Percent of time fire alarm and suppression systems are available 14			FY 2007: 99.8% availability; 6 facilities experienced unplanned unavailability or extended unavailability, with fire watches dispatched to provide protection during the outage.	99.9%	99.9%	99.9%

**PROGRAM GOAL 5.3: FACILITIES OPERATIONS** (*ties to Program Code 5100 in ERP*)

Improve the overall cleanliness and operational efficiency of Smithsonian facilities.

**Key Performance Indicators for Facilities Operations**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
5.3.a Improve level of cleanliness from Moderate Dinginess (level 4) to Orderly Tidiness (level 2) on APPA scale	Outcome	OFEO	FY 2005: APPA level 4 FY 2006: Approaching APPA level 3 SI-wide FY2007: Turnover and lack of maintenance funds limited ability to achieve level 2 in all facilities.	Maintain APPA Appearance level 3 (Casual Inattention)	Maintain APPA Appearance level 3 (Casual Inattention)	Achieve APPA Appearance level 2 (Ordinary Tidiness)
5.3.b Percent of customer work orders that are completed within 120 days	Efficiency	OFEO	FY 2006: accomplishment of target of 75% required extension into FY 2007 FY 2007: 90%	85%	85%	85%

**PROGRAM GOAL 6: SECURITY & SAFETY** (ties to Program Code 6XXX in ERP; incorporates old Objective 3.9)

Ensure a safe, secure and healthful environment in all Smithsonian facilities and protect collections from theft, fire and miscellaneous environmental concerns.

**PROGRAM GOAL 6.1: SECURITY** (ties to Program Code 61XX in ERP)

Provide world-class protection for Smithsonian facilities, collections, staff, visitors and volunteers.

**Key Performance Indicators for Security**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
6.1.a Security system upgrade and anti-terrorism protection projects meeting milestones	Outcome	OFEO	FY 2006: met target for 1 system upgrade at HMSG FY 2007: NASM project completed Dec 06. NMNH project on schedule; construction 60% complete as of Oct 07.	Complete 100% of NMNH perimeter security project. Complete 25% of construction of NMAH perimeter security	Complete 65% construction of NMAH perimeter security; initiate modernization of NMNH collections storage electronic security	Complete construction of NMAH perimeter security; initiate construction of 12 <sup>th</sup> St barriers at NMNH; initiate electronic security & blast mitigation at Cooper-Hewitt; complete 80% of NMNH collections storage electronic security; start Tupper perimeter security
6.1.b Crime rate (per million visitors) and intentional loss/damage to collections	Outcome	OFEO	FY 2006: crime rate 7 per million visitors; no loss or damage to collections FY 2007: No intentional loss/ damage to collections	Maintain crime rate at less than 7 per million visitors; and rate of intentional loss/damage to collections at 0	Maintain crime rate at less than 7 per million visitors; and rate of intentional loss/damage to collections at 0	Maintain crime rate at less than 7 per million visitors; and rate of intentional loss/damage to collections at 0
6.1.c % incoming background checks completed:employees, interns, volunteers, and contractors.	Output	OFEO	FY 2007:OFEO responded to 18 IG recommendations – 14 closed and 4 pending closure. Directives 212 and 213 being revised.	% incoming background checks completed :Employees – 100%;Interns – 100% Volunteers – 100% Contractors – 50%	% incoming background checks completed Employees –100%; Interns–100%; Volunteers – 100% Contractors – 70%	% incoming background checks completed :Employees –100%; Interns -100% Volunteers – 100% Contractors – 80%

**PROGRAM GOAL 6.2: SAFETY** (ties to Program Code 62XX in ERP)

Provide a safe and healthy environment to support Smithsonian programs.

**Key Performance Indicators for Safety**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
6.2.a Achieve a Zero Injury goal by reducing occurrence of RAC 1 and 2 deficiencies that can cause serious injury	Outcome	OFEO	FY 2005: 216 total facilities deficiencies FY 2006: 10% reduction – two RAC 1's in OFMR FY 2007: 10% reduction	10% reduction	10% reduction	10% reduction
6.2.b Achieve a Zero Injury goal by reducing the SI's total recordable injury rate (TRIR) as part of the Presidential SHARE Initiative	Outcome	OFEO and US Department of Labor	Baseline: TRIR of 6.06 FY 2006: 9% reduction from baseline per DOL statistics FY 2007: DOL reports SI achieved a TRIR of 2.31 and projects a 3.08 TRIR for end-of-year.	15% reduction from baseline	18% reduction from baseline	21% reduction from baseline
6.2.c Achieve a Zero Injury goal by ensuring all managers and supervisors have a safety-related performance standard in their performance plan	Efficiency	OHR/All SI Operating units	FY 2007: A zero accident goal was incorporated in all Art, Science, Deputy Secretary and OFEO Director performance plans.	100% based on units reporting	100% based on units reporting	100% based on units reporting
6.2.d Reduce staff recordable injuries from the previous FY numbers	Output	All SI Operating units	New indicator for FY 2008	Top unit management to report out how many injuries they accrued in FY08 as compared to FY07 (per unit OSHA 300 log)	All SI units report a 10% decline in recordable injuries from prior year (per unit OSHA 300 log)	All SI units report a 15% decline in recordable injuries from prior year (per unit OSHA 300 log)



6.2.e Reduce days lost due to staff injuries from the previous FY numbers	Output	All SI Operating Units	New indicator for FY 2008	Top unit management to report out how many lost work days they accrued in FY08 as compared to FY07 (per unit OSHA 300 log) to establish baseline	All SI units report a 10% decline in lost days from injuries from prior year (per unit OSHA 300 log)	All SI units report a 15% decline in lost days from injuries from prior year (per OSHA 300 log)
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**PROGRAM GOAL 7.1: INFORMATION TECHNOLOGY** (*ties to Program Code 7XXX in ERP*)

Modernize the Institution's information technology (IT) systems and Program.

**Key Performance Indicators for Information Technology**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
7.1.a Network Availability (email, file & print, directory, network servers and network switches and routers during normal business hours)	Outcome	OCIO	FY2005: 99.99% FY2006: 99.98% FY2007: > 99.99%	99.99% system availability	99.99% system availability	99.99% system availability
7.1.b Customer satisfaction with quality and timeliness of IT services	Outcome	OCIO	FY2005: 96% FY2006: 97% FY2007: 98% satisfaction with quality and 97% with timeliness of IT services	90%	90%	90%
7.1.c Cost reduction for voice services through VoIP Telephony	Efficiency	OCIO	FY 2002: cost to provide voice services: \$8.3M FY 2005: cost reduced to \$6.0 million FY 2006: cost reduced to \$5.31 million FY 2007: cost reduced to \$5 million	Reduce cost to provide voice services to \$5.0 million.	Reduce cost to provide voice services to \$4.9 million.	Reduce cost to provide voice services to \$4.8 million.

**PROGRAM GOAL 8: MANAGEMENT OPERATIONS** (*ties to Program Code 8XXX in ERP*)

**PROGRAM GOAL 8.1: PERFORMANCE MANAGEMENT** (*ties to Program Code 81XX in ERP*)

Strengthen an Institutional culture that is customer-centered and results-oriented.

**Key Performance Indicators for Performance Management**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
8.1.a Percent of SI senior-level (SL) and non-senior level employees whose performance plans link to SI strategic plan goals/objectives	Output	OHR	FY 2005: 100% SL FY 2006: 100% SL FY 2007: 100% SL and 100% non-SL	100% of SL and 100% non SL	100% of SL and 100% non SL	100% of SL and 100% non SL
8.1.b Completion rate for senior-level (SL) and non-senior level performance appraisals	Output	OHR	FY 2005: 88.8% SL and 90% non SL FY 2006: 100% SL and 99.2% non SL FY 2007: 100% SL and 99.8% non SL	100% of SL and 100% non SL	100% of SL and 100% non SL	100% of SL and 100% non SL
8.1.c Workdays to complete recruitment action against OPM 45 Day Hiring Model (announcement day to day of offer)	Efficiency	OHR	FY 2005: > 80 days FY 2006: 62 days FY 2007: 54 days	Meet OPM 45 Day Hiring Model	Meet OPM 45 Day Hiring Model	Meet OPM 45 Day Hiring Model

**PROGRAM GOAL 8.2: HUMAN RESOURCE MANAGEMENT AND DIVERSITY/EEO** (*ties to Program Codes 8200 & 8210 in ERP*)

Ensure that the Smithsonian workforce is efficient, collaborative, committed, innovative and diverse. Demonstrate support of the Smithsonian's commitment to diversity and equal employment opportunity during the hiring process and throughout the employees' careers.

**Key Performance Indicators for Human Resource Management and Diversity/EEO**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
8.2.b Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. Employee satisfaction is a standard indicator of a healthy organization	OP&A	FY2005: 64% (average for four units) FY2006: 69% (average for four units) FY2007: 72% (Smithsonian-wide survey conducted in September 2007)	65%	67%	69%

8.2.c Percent of minorities in the Smithsonian workforce	Outcome	OEEMA	<p>FY 2006: (DC CLF/ SI)  Amer. Ind./Alaskan Native 0.5%/ 1.8%  Asian/Pacific Islander 7.1%/ 5.0%  African American 24.0%/ 30.3%  Hispanic 8.1%/ 4.9%</p> <table border="1"> <thead> <tr> <th colspan="3">FY 2007: Total Workforce %</th> </tr> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>0.5</td> <td>1.9</td> </tr> <tr> <td>Asian</td> <td>7.1</td> <td>4.9</td> </tr> <tr> <td>Nat H'an/Pac Isl</td> <td>0.1</td> <td>0.2</td> </tr> <tr> <td>Black</td> <td>24.0</td> <td>30.1</td> </tr> <tr> <td>Hispanic</td> <td>8.1</td> <td>4.9</td> </tr> </tbody> </table>	FY 2007: Total Workforce %				Target	Actual	Nat Am	0.5	1.9	Asian	7.1	4.9	Nat H'an/Pac Isl	0.1	0.2	Black	24.0	30.1	Hispanic	8.1	4.9	Meet or exceed DC Metro Civilian Labor Force (CLF) statistics	Meet or exceed DC Metro Civilian Labor Force (CLF) statistics	Meet or exceed DC Metro Civilian Labor Force (CLF) statistics			
FY 2007: Total Workforce %																														
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8.2.d Percent of minorities in the Smithsonian workforce in grades 13 to 15	Outcome	OEEMA (1,190 in grades 13-15; includes all of SI and SBV but excludes STRI Panamanian employees)	<table border="1"> <thead> <tr> <th colspan="3">Grades 13-15 %</th> </tr> <tr> <th></th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.6</td> <td>1.6</td> </tr> <tr> <td>Asian</td> <td>5.6</td> <td>5.8</td> </tr> <tr> <td>Nat H'an/Pac Isl</td> <td>N/A</td> <td>0.2</td> </tr> <tr> <td>Black</td> <td>8.8</td> <td>9.4</td> </tr> <tr> <td>Hispanic</td> <td>3.5</td> <td>3.5</td> </tr> </tbody> </table>	Grades 13-15 %				2006	2007	Nat Am	1.6	1.6	Asian	5.6	5.8	Nat H'an/Pac Isl	N/A	0.2	Black	8.8	9.4	Hispanic	3.5	3.5	Demonstrate incremental progress	Demonstrate incremental progress	Demonstrate incremental progress			
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8.2.e Percent of women and minorities in the Institution's executive ranks (i.e., Top 200 positions)	Outcome	OEEMA	<table border="1"> <thead> <tr> <th colspan="3">Executive Workforce %</th> </tr> <tr> <th></th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Women</td> <td>36.3</td> <td>37.2</td> </tr> <tr> <td>Nat Am</td> <td>1.4</td> <td>0.9</td> </tr> <tr> <td>Asian</td> <td>3.7</td> <td>4.2</td> </tr> <tr> <td>Nat H'an/Pac Isl</td> <td>N/A</td> <td>0.0</td> </tr> <tr> <td>Black</td> <td>4.2</td> <td>4.7</td> </tr> <tr> <td>Hispanic</td> <td>4.7</td> <td>4.2</td> </tr> </tbody> </table>	Executive Workforce %				2006	2007	Women	36.3	37.2	Nat Am	1.4	0.9	Asian	3.7	4.2	Nat H'an/Pac Isl	N/A	0.0	Black	4.2	4.7	Hispanic	4.7	4.2	Demonstrate incremental progress	Demonstrate incremental progress	Demonstrate incremental progress
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Hispanic	4.7	4.2																												

**PROGRAM GOAL 8.3: FINANCIAL MANAGEMENT** (ties to Program Code 8300 in ERP)

Modernize the Institution's financial management and accounting operations.

**Key Performance Indicators for Financial Management**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
8.3.a Business days after month-end to close out activities	Efficiency	OCFO	FY 2005: 8 FY 2006: 8 FY 2007: 2	8 business days	6 business days	6 business days

8.3.b Business days to process unit service requests	Efficiency	OCFO	FY 2005: 5 FY 2006: 5 FY 2007: 2	5 business days	3 business days	3 business days
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**PROGRAM GOAL 8.4: PUBLIC AND GOVERNMENT AFFAIRS** (*ties to Program Code 8400 in ERP*)

Enhance the reputation of the Smithsonian by maintaining good relations with the news media and with federal, state, and local governments.

**PROGRAM GOAL 8.5: PROCUREMENT AND CONTRACTING** (*ties to Program Code 8600 in ERP*)

Modernize and streamline the Institution's acquisitions management operations.

**Key Performance Indicators for Procurement and Contracting**

PI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
8.5.a Percent of total prime contracts awarded to minority- and women-owned business as set out in SI Supplier Diversity Program	Output	OCon/OEEMA (Federal Procurement Data System)	<u>FY 2006: (US Goal/ SI)</u> SB (23%/51.4%) 8(a) SDB (3%/3.4%) Non-8(a) SDB (5%/21.2%) Women-Owned (5%/8.8%) HUB Zone SB (3%/1.3%) Service Disabled Veteran-owned SB (3%/0%) <u>FY 2007: (US Goal/ SI)</u> SB (23%/55.3%) 8(a) SDB (3%/5.7%) Non-8(a) SDB (5%/18.4%) Women-Owned (5%/15.3%) HUB Zone SB (3%/2.9%) Service Disabled Veteran-owned SB (3%/1.3%)	Meet or exceed the government-wide goals:	Meet or exceed the government-wide goals:	Meet or exceed the government-wide goals:
8.5.b Percent of SI contract actions completed within Federal Standards Timeframes	Output	OCon	FY 2005: 80% FY 2006: 87% FY 2007: 88%	89%	89%	90%

**STRATEGIC GOAL 4: GREATER FINANCIAL STRENGTH**

**PROGRAM GOAL 9: PROVIDE THE FINANCIAL SUPPORT ESSENTIAL TO ACHIEVING THE INSTITUTION'S GOALS** (*ties to Program Codes 8310, 9XXX & 01XX in ERP*)

**PROGRAM GOAL 9.1: DEVELOPMENT** (*ties to Program Code 9XXX in ERP*) Secure the financial resources needed to carry out the mission.

**Key Performance Indicators for Development**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
9.1.a Total dollar amount of voluntary support (gifts) to Smithsonian	Outcome	OD, OSP and SAO Joint Report	FY 2005: \$141.8 M FY 2006: \$119.7 M FY 2007: \$134.2 M	\$115 million	\$115 million	\$115 million
9.1.b Total dollar amount of non-government grants and contracts	Outcome	OD, OSP and SAO Joint Report	FY 2005: \$17.5 M FY 2006: \$12.4 M FY 2007: \$32.2 M	\$15.9 million	\$16 million	\$16 million
9.1.c Total dollar amount of federal, state, local and international govt grants and contracts	Outcome	OD, OSP and SAO Joint Report	FY 2005: \$126.2 M FY 2006: \$105.5 M FY 2007: \$104.3 M	\$100 million	\$103 million	\$103 million

**PROGRAM GOAL 9.2: SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES** (*ties to Program Code 01XX in ERP*)  
Increase the net income of Smithsonian businesses.

**Key Performance Indicator for SE and Unit Business Activities**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
9.2.1 Dollar amount of SE net gain	Outcome	SE	FY 2005: \$36.1 M FY 2006: \$23.5 M FY 2007: \$26.6 M	\$26 million	\$27 million	\$27.5 million

**PROGRAM GOAL 9.3: INVESTMENT MANAGEMENT** (*ties to Program Code 8310 in ERP*)  
Improve the management of the Institution's Endowment.

**Key Performance Indicator for Investment Management**

KPI	Type	Data source	Prior year data	FY08 target	FY09 target	FY10 target
9.3.a Dollar value of the Endowment portfolio	Outcome	OCFO	FY 2005: \$779.3 million FY 2006: \$843.8 million FY 2007: \$995 million	\$965.7 million	\$1,014.8 million	\$1,050 million

Acronym or Abbreviation	Full Text
A&I/ AIB	Arts and Industries Building
AAA	Archives of American Art
ACM	Anacostia Community Museum
AMSG	Arthur M. Sackler Gallery
CFCH	Center for Folklife and Cultural Heritage
CHNDM	Cooper-Hewitt National Design Museum
CIS	Collections Information System
CRC	Cultural Resources Center (NMAI facility in Suitland, MD)
CRC	Conservation and Research Center (NZIP facility in Front Royal, VA)
DWRC	Donald W. Reynolds Center for American Art and Portraiture
ERP	Enterprise Resource Planning
FGA	Freer Gallery of Art
22 FSG	Freer & Sackler Galleries
GGHC	George Gustav Heye Center
HMSG	Hirshhorn Museum and Sculpture Garden
MCI	Museum Conservation Institute
MSC	Museum Support Center
NASM	National Air and Space Museum
NCP	National Collections Program
NMAAHC	National Museum of African American History and Culture
NMAfA	National Museum of African Art
NMAH	National Museum of American History
NMAI	National Museum of the American Indian
NMNH	National Museum of Natural History
NPG	National Portrait Gallery
NPM	National Postal Museum
NSRC	National Science Resources Center
NZIP	National Zoological Park
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCon&PPM	Office of Contracting & Personal Property Management
OD	Office of Development
OEC	Office of Exhibits Central
OEEMA	Office of Equal Employment and Minority Affairs

OF	Office of Fellowships
OFEO	Office of Facilities, Engineering and Operations
OGC	Office of the General Counsel
OGR	Office of Government Relations
OHR	Office of Human Resources
OP&A	Office of Policy and Analysis
OPA	Office of Public Affairs
OPMB	Office of Planning, Management and Budget
OPS	Office of Protection Services
OSP	Office of Sponsored Projects
OUSFA	Office of the Under Secretary for Finance and Administration
OUSHAC	Office of the Under Secretary for History, Art, and Culture
OUSS	Office of the Under Secretary for Science
POB	Patent Office Building
23 Quad	Quadrangle Building
RG	Renwick Gallery
SAAM	Smithsonian American Art Museum
SAO	Smithsonian Astrophysical Observatory
SE	Smithsonian Enterprises
SCED	Smithsonian Council of Education Directors
SCEMS	Smithsonian Center for Education and Museum Studies
SERC	Smithsonian Environmental Research Center
SI	Smithsonian Institution
SIA	Smithsonian Institution Archives
SIB	Smithsonian Institution Building (Castle)
SIL	Smithsonian Institution Libraries
SISC	Smithsonian Institution Service Center
SITES	Smithsonian Institution Traveling Exhibition Service
STRI	Smithsonian Tropical Research Institute
TSA	The Smithsonian Associates
UHC	National Air and Space Museum: Steven F. Udvar-Hazy Center
VERITAS	Very Energetic Radiation Imaging Telescope Array System
VoIP	Voice over Internet Protocol