

**NATIONAL GALLERY OF ART
PERFORMANCE PLAN
FY 2012**

The Gallery's FY 2012 Performance Plan will be used by management to make strategic decisions and as a tool to assess performance in several important areas. The key performance goals and management initiatives reflect the Gallery's mission and have been developed to enhance the administration and operation of the National Gallery of Art.

KEY PERFORMANCE GOALS AND MANAGEMENT INITIATIVES

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

The National Gallery of Art is defined by the high quality of its collection and educational programs, which are at the core of its mission. The Gallery's national role as an educational institution includes major initiatives such as: 1) displaying great works of original art using the highest standards; 2) organizing and presenting a comprehensive program of special exhibitions focusing on master works of art from all cultures and periods; 3) fostering awareness of the visual arts by providing access to the Gallery's educational materials and programs; and 4) maintaining an active program of conservation and protection of the Gallery's collection.

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

- **Perform repairs to the East Building facade**

While no additional funding is needed to complete repairs to the East Building facade in FY 2012, the repairs are projected to continue on this significant project through FY 2013. Therefore, the progress of these repairs will continue to be measured in the FY 2012 Performance Plan.

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

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

Coincident with the repair, restoration and renovation activity of the MFP is the crucial need to sustain the Gallery's buildings and equipment at a high level of performance. The facilities maintenance program at the Gallery focuses on a solid preventative maintenance initiative and the maintenance of the complex systems and operations necessary for the Gallery to function efficiently as an art museum open daily to the public. The West Building is 70 years old and has reached an age where

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

The East Building, now 33 years old, is already reaching the point where significant refurbishment is required due to the nature of its design and construction. The success of this initiative will be measured against the goals of providing optimum operational effectiveness and efficiency.

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

IT improvements have required multiple years to implement – up to one year to prepare the solicitation packages and select a vendor, and then up to an additional two years to install, configure and test the new systems. The Gallery's FY 2012 IT budget submission is based on the implementation of its IT Strategic Plan. This plan addresses the proactive replacement, implementation, and repair of the Gallery's mission critical systems, and identifies the following goals: 1) provide a reliable and secure IT infrastructure to support the Gallery's mission; 2) improve operations through efficient and effective IT solutions; 3) align IT services with stakeholder and audiences' needs; and 4) identify and implement governance structure to monitor IT performance. The success of this initiative will be measured against the goal of supporting the Gallery's IT strategy.

- **Provide the Highest Level of Security for the Gallery's Collection, Visitors, Staff, and Facilities**

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

For FY 2012, the Gallery will continue with its goal of providing sufficient security to result in no intentional damage to the Gallery's collections. Protection of staff and property will be enhanced through the background checks of all new employees and contractors. The Gallery's intrusion detection and prevention technology will be evaluated to measure and assess emergency preparedness and response and the ability to protect the Gallery's infrastructure and key assets.

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

The Gallery's challenge is fourfold:

- (1) to protect the valuable collection and the national/international loans entrusted to the Gallery's care for the edification and enjoyment of the American public;
- (2) to maintain the two landmark buildings and Sculpture Garden that were built for the Gallery with private funds and given to the nation; and all grounds now or hereafter appurtenant thereto;

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- (3) to provide the public with increased and continuing access to the Gallery's collection and educational materials; and
- (4) to educate the public using established teaching methods as well as the newest technological advances.

The following performance goals and measures are directly related to the "Specific Goals and Strategies" outlined in the National Gallery's Strategic Plan. These goals assume ongoing federal support for existing programs.

CARE AND UTILIZATION OF ART COLLECTIONS

In FY 2012, net budget decreases from the FY 2010 enacted budget for the Art Care function total \$194,000, including a decrease for employee pay and benefits - \$717,000; increase for travel - \$38,000; increase for transportation - \$66,000; increase for printing and reproduction - \$41,000; increase for other services - \$132,000; increase for supplies - \$51,000, and an increase for equipment - \$195,000.

1. Display Works of Art Belonging to the Gallery and on Loan

Performance Goals: Present the National Gallery's collection using the highest standards of display, lighting, and signage, and to encourage visitation by the widest audience.

Performance Measures: Daily West Building, East Building, and Sculpture Garden visitor counts performed by NGA security guards will comprise the performance measures for FY 2012.

Visitor Counts: (4,600,000 visitors = 5-year average)

- (a) Minimally Acceptable: Yearly attendance at 4.1 million visitors.
- (b) Successful: Yearly attendance at 4.3 million visitors and above.

2. Special Exhibitions

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

Performance Measures: Organization and presentation of between ten and fifteen special exhibitions will comprise the performance measure for FY 2012.

Number of Special Exhibitions Held Each Year: (13 = 3-year average)

- (a) Minimally Acceptable: ten annually.
- (b) Successful: twelve annually.

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3. Education Programs

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

Performance Measures: Number of audiences viewing the educational resources provided; number of visitors attending on-site educational programs; annual subscriptions to the Gallery's on-line newsletter; and Gallery web site visits.

(a) National Education Outreach Program: (free loan resources for teachers and the public: 27.6 million audiences annually = 3 year average).

(1) Minimally Acceptable: 19.3 million audiences annually.

(1) Successful: 24.8 million audiences annually.

(b) Attendees of On-Site Education Programs: (adult, student and family programs and tours): (96,000 annual attendees = 3-year average).

(1) Minimally Acceptable: 68,000 annual attendees.

(2) Successful: 87,000 annual attendees.

(c) Library References Provided to the General Public: (23,300 questions annually = 3-year average).

(1) Minimally Acceptable: 16,400 questions annually.

(2) Successful: 21,000 questions annually.

(d) Subscriptions to the Gallery's On-line Education Newsletter: (based on 33,200 FY 2009 on-line Education newsletter subscriptions, the first full year for which information is available).

(1) Minimally Acceptable: 23,000 annual subscriptions.

(2) Successful: 30,000 annual subscriptions.

(e) National Gallery Web Site: (50,800 visitors per day; 18.5 million visitors per year, 3-year average).

(1) Minimally Acceptable: 36,000 visitors per day; 13.1 million visitors per year.

(2) Successful: 46,000 visitors per day; 16.8 million visitors per year

4. Conservation

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

Performance Measures: Statistics covering the number of works of art treated and/or examined by the National Gallery's Conservation Division including paintings, sculpture,

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works on paper, frames, and textiles will comprise the performance measures for FY 2012.

Conservation Treatments: (9,700 treatments/examinations = 3-year average)

- (a) Minimally Acceptable: 6,800 treatments annually.
- (b) Successful: 8,800 or more treatments annually.

OPERATIONS AND MAINTENANCE OF BUILDINGS AND GROUNDS, INCLUDING REPAIR, RESTORATION AND RENOVATION OF BUILDINGS

FY 2012 net budget increases over the FY 2010 enacted budget for the Operations and Maintenance function total \$6,232,000 as follows: decreases for employee pay and benefits - \$1,009,000; increases for rent, communication and utilities- \$1,665,000; increases for other services - \$3,941,000, increases for supplies - \$476,000; and an increase of \$1,159,000 for equipment.

The FY 2012 budget request for the Repair, Restoration and Renovation of Buildings account reflects a net decrease of \$37,040,000 as follows: decreases for exterior stone repairs to the National Gallery's East Building facade - \$40,000,000; increases for Master Facilities Plan projects - \$2,460,000, and increases for ongoing renovations - \$500,000.

1. East Building Stone Repairs (EBSR)

Performance Goals: Manage the stone repairs to the East Building so that they proceed on schedule and on budget.

Performance Measures: Performance will be determined by the extent to which the stone repairs are on schedule and on budget.

- (a) EBSR Planned Completion Date: The planned completion date for the EBSR project is September 30, 2013.
 - (1) Minimally Acceptable: An updated EBSR construction plan shows that the planned project completion date is no later than December 31, 2013.
 - (2) Successful: An updated EBSR construction plan shows that the project will be completed by September 30, 2013.
- (b) EBSR Project Completion Percentage: The Gallery expects that 70% of the total projected EBSR project costs (consisting of costs incurred to date plus anticipated costs to complete) will be incurred by the end of FY 2012.
 - (1) Minimally Acceptable: 55% of the total projected EBSR project costs will be completed by the end of FY 2012.
 - (2) Successful: 65% of the total projected EBSR project costs will be completed by the end of FY 2012.

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(c) EBSR Project Cost Overrun Percentage: EBSR project costs are budgeted at \$82.25 million.

(1) Minimally Acceptable: Total projected EBSR project costs (incurred to date plus anticipated costs to complete) are projected be on or under budget.

(2) Successful: Total projected EBSR project costs (incurred to date plus anticipated costs to complete) are projected be on or under budget.

2. Master Facilities Plan (MFP)

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

Performance Measures: Performance will be determined by the extent to which cumulative MFP costs incurred to date are on schedule.

(1) Minimally Acceptable: The MFP is at least 35% complete as of the end of FY 2012 (total costs incurred through FY 2012 are at least 35% of total plan costs).

(2) Successful: The MFP is at least 38% complete as of the end of FY 2012 (total costs incurred through FY 2012 are at least 38% of total plan costs).

3. Facilities Maintenance

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

Performance Measures: Performance will be measured by a numerical rating of the physical condition of each building during FY 2012, as well as measuring the extent of deferred maintenance for each building.

(a) Appearance Index: maintain a minimum standard of appearance based on the APPA: Association of Higher Education Facilities Officers (APPA) scale of appearance standards.

(1) Minimally Acceptable: Achieve an APPA minimal index of 2 (Ordinary Tidiness) based on weekly inspections.

(2) Successful: Achieve an APPA minimal index of 2 (Ordinary Tidiness) based on weekly inspections.

(b) Facility Condition Index (FCI) An industry benchmark; equals the sum of the total deferred maintenance costs plus the capital renewal costs, expressed as a percentage of the current replacement value of the building¹.

(1) Minimally Acceptable: FCI of no more than 15%.

(2) Successful: FCI of no more than 5%.

¹ Current Replacement Value is defined by the Federal Real Property Council as the cost of replacing the existing facility at today's standards, including adjustments for location, inflation, and overhead factors.

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- (c) Deferred Facilities Maintenance Backlog: measures the change in the deferred facilities maintenance backlog.
 - (1) Minimally Acceptable: The deferred facilities maintenance backlog decreases by less than 3% during the year.
 - (2) Successful: The deferred facilities maintenance backlog decreases by at least 3% during the year.

- (d) Planned Maintenance Percentage: measures the general effectiveness of the maintenance program, by computing the percentage of the number of planned maintenance actions (proactive, rather than reactive) completed during the year, to the total number of actions completed (which includes planned and unplanned actions).
 - (1) Minimally Acceptable: Planned maintenance percentage at least 60% during the year.
 - (2) Successful: Planned maintenance percentage of at least 80% during the year.

PROTECTION OF BUILDINGS, GROUNDS, CONTENTS, STAFF AND VISITORS

In FY 2012, net budget decreases from the FY 2010 enacted budget for the Protection function total \$267,000 including a decrease for employee pay and benefits - \$727,000; an increase for other services - \$180,000, and an increase for equipment - \$280,000.

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

Performance Measure: Performance will be determined by the extent to which the crime incidents against visitors, the collections, and property is minimized; background checks are performed on all new employees and contractors; and the planned assessment of existing Gallery intrusion detection and prevention technology is completed according to plan.

- (a) Crime Incidents and Intentional Loss or Damage to the Collections: Provide sufficient security to result in a minimal crime rate, and no intentional loss or damage to the collections.
 - (1) Minimally Acceptable: Crime rate of no more than 4 crime events per million visitors, and no intentional loss or damage to the collections.
 - (2) Successful: Crime rate of no more than 2 crime events per million visitors, and no intentional loss or damage to the collections.

- (b) Background Checks: Perform required background checks on all new employees and contractors.
 - (1) Minimally Acceptable: Required background checks are performed on 100% of all new employees and contractors (note – includes background checks initiated but not yet completed).

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- (2) Successful: Required background checks are performed on 100% of all new employees and contractors (note – includes background checks initiated but not yet completed).
- (c) Assessment of Gallery Intrusion Detection and Prevention Technology Planned Completion Date: The planned completion date for this assessment is September 30, 2012.
 - (1) Minimally Acceptable: The assessment is completed no later than December 31, 2012.
 - (2) Successful: The assessment is completed by September 30, 2012.

GENERAL ADMINISTRATION INCLUDING INFORMATION TECHNOLOGY

In FY 2012, net budget increases over the FY 2010 enacted budget for the General Administration function total \$2,264,000, including an increase for employee pay and benefits - \$818,000; increase for travel - \$8,000; increase for transportation - \$30,000; increase for rental of equipment and structures - \$104,000, increase for other services - \$169,000; increase for supplies - \$27,000; and an increase for equipment - \$1,108,000.

Performance Goals: Implement the Gallery's IT initiatives as documented in the Gallery's IT Strategic Plan.

Performance Measures: Performance will be measured against goals set for FY 2012 to address the numerous initiatives identified in the Gallery's IT Strategic Plan.

Advance the Gallery's IT Strategic Plan:

- (a) Minimally Acceptable: Implement at least 70% of the FY 2012 performance initiatives as described in the IT Strategic Plan.
- (b) Successful: Implement at least 90% of the FY 2012 performance initiatives as described in the IT Strategic Plan.