



Smithsonian
Institution

Management's Discussion and Analysis FY 2018



THE SMITHSONIAN INSTITUTION'S IMPACT ON AMERICA

The Smithsonian greatly appreciates the continued support of the Administration, the Congress, and the American people, and takes seriously the crucial role it plays in advancing the civic, educational, scientific, cultural and artistic life of this nation. As a public trust, the Smithsonian addresses some of the world's most complex issues and uses ever-evolving technologies to broaden access to information for citizens, researchers, students, and policy makers.

Thanks to the generous bequest of English scientist James Smithson, Congress established the Smithsonian Institution in 1846 as an independent federal trust instrumentality, a unique public-private partnership that has proven its value as a cultural and scientific resource for 172 years. The federal commitment provides the foundation for all we do, and in attracting private support. We leverage our federal funding to enrich the lives of the American people and advance "the increase and diffusion of knowledge."

In pursuit of this mission, the Smithsonian is a world leader in research and discovery, addressing today's relevant issues and helping the American people understand the world through the arts and humanities. We use cutting-edge technology to create unprecedented access to our treasures and inspire educators, students, and learners of all ages.

This year we are starting to implement our new Strategic Plan. It will help us be more responsive to the expectations of our visitors and audiences. The plan sets forth the following goals to: be a more unified Institution; spark new conversations and address complex challenges; reach one billion people a year with a "digital first" strategy; better understand and make an impact on 21st-century audiences; drive large, visionary, interdisciplinary research and scholarly projects; preserve our natural and cultural heritage while optimizing our assets; and provide a nimble, cost-effective, and responsive administrative infrastructure to enable us to accomplish all of those goals. We also continue to improve facilities maintenance and collections care to be even better stewards of America's treasures and seek out new federal, state, and local partners to expand our reach.

Our vision for the Smithsonian is that, by 2022, we will build on our unique strengths to engage and inspire more people where they are, with greater impact, while catalyzing critical conversations on important issues affecting our nation and the world.

The Smithsonian is large and complex, encompassing art, history, science, education, and culture. We have 19 museums, 21 libraries, nine research centers, the National Zoo, and 214 Affiliates in 45 states, Puerto Rico, and Panama. We are also open every day of the year, except Christmas Day. We have research and education facilities in eight states and the District of Columbia, and are involved in research in more than 145 countries. In fiscal year (FY) 2018, our museums had almost 29 million visits, and another 4.5 million people visited our traveling exhibitions. In addition, the magazines *Smithsonian* and *Air and Space* have a combined readership of more than seven million people. The Smithsonian Channel is distributed by all of the top cable service providers and is available in more than 38 million households nationwide.

Our collections total 155 million objects, including 145 million scientific specimens,

340,000 works of art, and more than two million library volumes. We also care for 162,000 cubic feet of archival material, 16,000 musical instruments, and more than 2,000 live animals. We have the Star-Spangled Banner; Samuel Morse's telegraph; Thomas Edison's light bulb; the Hope Diamond; the Wright Flyer; one of Amelia Earhart's planes; Louis Armstrong's trumpet; labor leader Cesar Chavez's jacket; the Lansdowne portrait of George Washington; the Congressional Gold Medal awarded to Japanese American World War II veterans; the *Spirit of Tuskegee* airplane; the camera John Glenn used on his pioneering voyage into space; a wide array of Asian, African, and American art; the Apollo 11 command module, *Columbia*; and the space shuttle *Discovery*. We hold these objects in trust for the American people and preserve these priceless national treasures for future generations to enjoy.

In FY 2018, our visitors enjoyed approximately 100 new exhibitions, including: *A Right to the City* at the Anacostia Community Museum; *Americans* at the National Museum of the American Indian; *Taino: Native Heritage and Identity in the Caribbean* at the George Gustav Heye Center; *Mark Bradford: Pickett's Charge* at the Hirshhorn Museum and Sculpture Garden; *Encountering the Buddha: Art and Practice Across Asia* at the Arthur M. Sackler Gallery; *One Year: 1968, An American Odyssey* at the National Portrait Gallery; *Visionary: Viewpoints on Africa's Arts* at the National Museum of African Art; *Alexander Hamilton: Soldier, Secretary, Icon* at the National Postal Museum; *2001: A Space Odyssey Immersive Art Exhibit* at the National Air and Space Museum; *Outbreak: Epidemics in a Connected World* at the National Museum of Natural History; *Electric Fishes Demonstration Lab* at the National Zoo; *Iridescence* at Cooper Hewitt, Smithsonian Design Museum; *Diane Arbus: A Box of Ten Photographs* at the Smithsonian American Art Museum; *No Spectators: The Art of Burning Man* at the Renwick Gallery; *Pushing the Envelope: Mail Art from the Archives of American Art* at the Archives of American Art; *The American Revolution: A World War* at the National Museum of American History; and *Watching Oprah: The Oprah Winfrey Show and American Culture* at the National Museum of African American History and Culture.

One of the key goals of our Strategic Plan is to become "One Smithsonian," which means to work more collaboratively, efficiently, and effectively to extend our reach and relevance, and have a more profound impact on our increasingly diverse audience. We implemented several pan-Institutional projects in 2018 to further that goal. Our Solstice Saturday event on June 23, the first Saturday of summer, featured free parties, programs, and performances and extended hours until midnight throughout our museums, research centers, and the National Zoo. On Earth Day, April 22, we began the One Smithsonian Plastics Reduction Initiative to reduce the Smithsonian's use of plastics and increase our recycling of plastic waste. We also established the Smithsonian Accessibility Innovations Fund Awards to encourage creativity and innovation that promotes accessibility to the Institution as a whole.

Another key facet of our Strategic Plan is digital technology, which allows us to reach new, diverse audiences more than ever before. In FY 2018, our websites attracted more than 160 million unique visitors. In social media, we currently have more than 12 million followers on Facebook and Twitter alone, with tens of thousands more engaging with us on other Internet platforms. Our *Sidedoor* podcast debuted in October of 2016, featuring behind-the-scenes stories from the Smithsonian's museums, research centers,

and world-renowned experts. The podcast, now in its third season, has reached people in all 50 states and more than 146 countries, with more than three million downloads to date.

For years, we have been digitizing our objects, specimens, archival materials, and library books to make them more accessible to the public. So far, our museums and libraries have created digital images for 3.4 million objects, specimens and books, and electronic records for more than 31 million artifacts and items in the national collections. Our archives have created 3.9 million digital images, and now have electronic records and metadata for close to 120,000 cubic feet of archival material. More than 10,000 digital initiative volunteers have transcribed more than 340,000 pages of data for our Transcription Center. Furthermore, we have implemented rapid-capture digitization, a conveyor-belt technology to accelerate the digitization of our collections. We reached another milestone when the Smithsonian's Digitization Program Office (DPO) worked with the National Museum of Natural History's Department of Botany to digitize and transcribe the Museum's one-millionth botanical specimen.

Thanks to the work of our DPO, we are now leaders in the field of 3D scanning, allowing people to see our treasures and specimens in a new light. Users can connect with our collection of 3D-digitized Smithsonian objects available online, creating replicas of Smithsonian objects via 3D printers for scientific research or use in the classroom. The digitization team's new 3D collection website features updated content and functionality, with the most recent advance allowing viewers to interact with Smithsonian collection objects, using Virtual Reality applications. The team is also automating the 3D scanning pipeline so that hundreds of objects may be scanned in just weeks.

Another way we accomplish the "diffusion of knowledge" is with myriad educational offerings that serve millions of people annually from preschoolers to senior citizens. For instance, the Smithsonian Science Education Center publishes K–8 STEM curriculum materials that 1,500 school districts, representing all 50 states and 25 countries, have adopted. The Smithsonian Learning Lab website created by the Smithsonian Center for Learning and Digital Access offers teachers and students free digital access to more than one million resources from across the Smithsonian. Smithsonian Affiliate museums host speakers, traveling exhibitions, and webinars, bringing educational offerings into many communities across the country. In FY 2018, the Smithsonian Institution Traveling Exhibition Service (SITES) took large and small exhibitions to regional museums and provided educational materials to schools and libraries. In all, SITES sent exhibitions to museums and provided educational materials to schools and libraries in all 50 states, the District of Columbia, and overseas, and reached 4.5 million people. In FY 2018, poster exhibitions were sent to 3,811 schools, museums, and libraries. We are also working with administrators in the Nation's Capital to provide educational materials to all Washington, DC K–12 public school students.

We have many education, learning, and discovery spaces in our museums and research centers. The Institution also serves the public appetite for education through the National Museum of American History's *Object Project*, a 4,000-square-foot space in the Museum's Innovation Wing, the National Museum of Natural History's *Q?rius*, our 10,000-square-foot science education center for teenagers, and the National Air and Space Museum's various education spaces that are integrated into exhibits. In May of 2018, the

National Museum of the American Indian's George Gustav Heye Center opened its imagiNATIONS Activity Center. In addition, we continue to connect with young learners through the Hirshhorn Museum and Sculpture Garden's *ARTLAB+* program for teens and Cooper Hewitt's Smithsonian Design Center in New York City's Harlem neighborhood. Smithsonian Affiliates also hosts Spark!Lab to provide Smithsonian educational experiences through hands-on invention centers developed by the National Museum of American History.

However, given the Institution's high profile and popularity, the Smithsonian's facilities require constant care and maintenance to enable us to serve our visitors. Our highest priority major facilities capital project is the renovation of the National Air and Space Museum building on the National Mall. The 750,000-square-foot building, which opened in 1976, hosts approximately seven million visitors each year and has welcomed more than 330 million people in the past 40 years, far exceeding its original projections. Smithsonian Facilities staff teams have spent the past three years planning for and overseeing the design of this massive project, which will be the first major overhaul of the building's infrastructure. This work is necessary to ensure that the building can continue to handle its large number of visitors and provide a suitable environment for the nation's priceless artifacts of aviation and space flight.

The Smithsonian continues to take collections stewardship very seriously. Our collections are a vital national asset, and we are always improving storage conditions and balancing the preservation of and access to these collections. The collections we maintain are a valuable resource for scientists from federal agencies such as the Departments of Agriculture and Defense, and the United States Geological Survey. We work with the White House's Office of Science and Technology Policy to coordinate our efforts with federal agencies and avoid duplication of activities. Today, we still use collections acquired a century or more ago to address the effects of global change, the spread of invasive species, and the loss of biological diversity and its impact on interconnected ecosystems. Federal, state, and local authorities often look to our collections for answers to questions about flu epidemics, oil spills, volcanic eruptions, and aircraft downed by bird strikes.

As an ambassador of goodwill and a research partner, we are involved in research in more than 145 countries by coordinating with strategic allies across the federal Government and working with foreign governments and the private sector. Through our Office of International Relations and our science, art, history, culture, and education units, we work with virtually every Cabinet-level federal agency and numerous other organizations.

Another goal of our Strategic Plan is to catalyze new conversations and address complex challenges. Because we combine world-class museums, cutting-edge research, and accessible educational programs, the Smithsonian is uniquely qualified to address a range of relevant topics. That is why we strive to serve and to be recognized as a leading advocate for dialogue on global and national issues. We are implementing this goal through a series of conversations with thought leaders, which are posted on our website called Smithsonian Second Opinion at www.smithsoniansecondopinion.org. Thus far, we have examined three topics: immigration, earth optimism, and the arts.

In addition, we leverage our strengths with our strategic national and international partners for a combined greater impact. For example, our international efforts are increasingly directed toward cultural heritage protection. These and other Smithsonian projects foster international collaboration and bring together governments, foundations, and the world's leading thinkers and scientists. We bridge disciplines and borders, whether rescuing art from the rubble of damaged galleries and museums, helping to save endangered species, or inspiring tomorrow's artists, scientists, and leaders in all disciplines. Beyond the walls of our buildings, our teams are making discoveries, preserving the past, and sharing insights with audiences of all ages. By working with our partners around the world, we amplify our impact. Cross-disciplinary collaboration gets results and produces a shared legacy of progress and discovery.

With our worldwide reach, the Institution is particularly well connected to study biodiversity issues. The Smithsonian's ForestGEO (Global Earth Observatories) network is a worldwide partnership of more than 95 institutions working to monitor the health of six million trees (including nearly 13,000 different species) on 63 plots in 27 countries. Our follow-up initiative, Tennenbaum Marine Observatories, or MarineGEO, replicates this success by assessing the health of coastal areas and the oceans at large to determine how to manage these important resources. Six new sites are scheduled to be added to this network next year, which will bring the total to 15 active MarineGEO sites.

Smithsonian scientists also work around the world to help save endangered, vulnerable, and threatened species, such as: Asian elephants; Panamanian golden frogs; African kori bustards; Asian tigers; Przewalski's horse; the African scimitar-horned oryx; coral reefs; North American black-footed ferrets; Cuban crocodiles; Asian clouded leopards; and giant pandas.

Elsewhere, in today's world of long-distance travel and new technologies, deadly viruses can reach around the globe in 24 hours, and nearly 75 percent of emerging pathogens in humans come from animals. With that in mind, the Smithsonian is a founding partner in the USAID-funded Emerging Pandemic Threats Program, which helps public health officials avoid the next major pandemic. Veterinary scientists and pathologists from the National Zoo and the Smithsonian Conservation Biology Institute are conducting regional wildlife pathology workshops to train biologists and conservationists to recognize, identify and stop the next global health threat in its initial stages. Toward that end, our scientists recently discovered a new coronavirus in a species of bat in Myanmar. The team will share this information with the government of Myanmar to help develop policies and strategies for lowering the risk of viral transmission from wildlife to humans.

The Smithsonian's 500 staff scientists also tackle other vital issues of the day, make important discoveries, and share them with the public. For example, scientists at the Harvard-based Smithsonian Astrophysical Observatory (SAO) continue to explore the universe's boundless mysteries, from carbon-based planets capable of supporting life to a planet forming in an Earth-like orbit around a young star light-years away from our own solar system. The Giant Magellan Telescope, or GMT, that is being built at the Las Campanas Observatory in Chile, is one such exciting project. It promises to change the way we see and understand the universe. Its array of seven huge mirrors, each one twice the length of an automobile, will work in tandem to produce images 10 times sharper than

those created by the Hubble Telescope. Another example of the ingenuity of SAO researchers is the Solar Probe Cup, an instrument SAO designed and NASA launched as part of the Parker Solar Probe spacecraft, which will expand our understanding of the sun.

The National Museum of Natural History (NMNH) is the leading partner in a global effort called the *Encyclopedia of Life* (EOL), an ambitious project to build a key repository of scientific information about virtually every form of life on Earth. EOL is an online database with more than 5.5 million pages, and more than 90,000 people use it for their work. Its financial, logistical, and research support comes from numerous partners, including the MacArthur and Sloan Foundations.

The NMNH also houses the Consortium for the Barcode of Life, an international initiative to develop DNA barcoding as a global standard for identifying biological species. This technique uses a short DNA sequence from a standardized position in the genome as a molecular diagnostic marker for species identification. As the U.S. leader in DNA barcoding, the Smithsonian seeks to increase its research and training capacity to better work with strategic partners in expanding the frontiers of knowledge in this exciting field.

We do all this thanks to more than 6,800 dedicated employees — award-winning scientists and scholars, curators, researchers, historians, and experts in fields from astrophysics to zoology — and more than 6,900 generous, on-site volunteers, nearly 800 research Fellows, nearly 1,300 research associates, and more than 1,700 interns and 11,000 digital initiative volunteers: brain power that benefits the Smithsonian and the world many times over. Because of their level of commitment, the Smithsonian was, for the ninth year in a row, ranked as one of the best places to work in the federal Government.

Building on our rich legacy, with the continuing support of Congress, the Administration, our Board of Regents, and the American people, we will offer even more opportunities to enlighten and engage the public. Today, with our many museums, distinguished research and scholars, iconic American treasures, and vast array of information from our websites, the Smithsonian remains a valuable resource for the American people and the world. As such, the Smithsonian will continue to serve as an investment in the future and a steward of our past.



David J. Skorton
Secretary, Smithsonian Institution
November 2018



Smithsonian Institution

Budget, Performance, and Financial Snapshot Fiscal Year 2018

Mission: For 172 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.

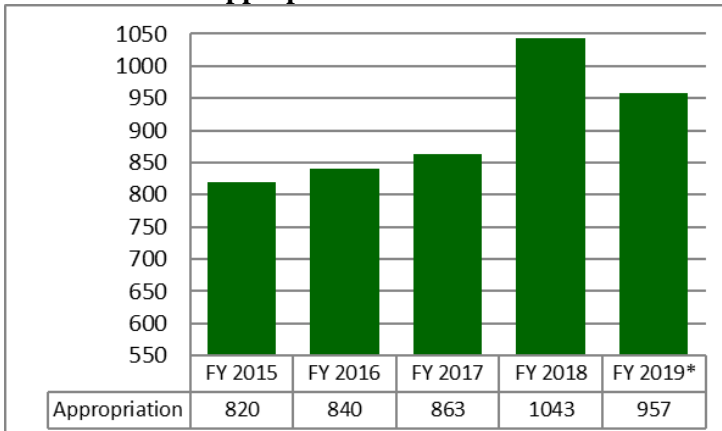
Organization: The Smithsonian is a unique institution — a vast national research and educational center that encompasses the museums for which it is famous as well as laboratories, observatories, field stations, scientific expeditions, libraries and archives, classrooms, performances, publications, and more.

Personnel: The Institution’s workforce consists of more than 6,800 federal and non-federal employees and more than 6,900 volunteers.

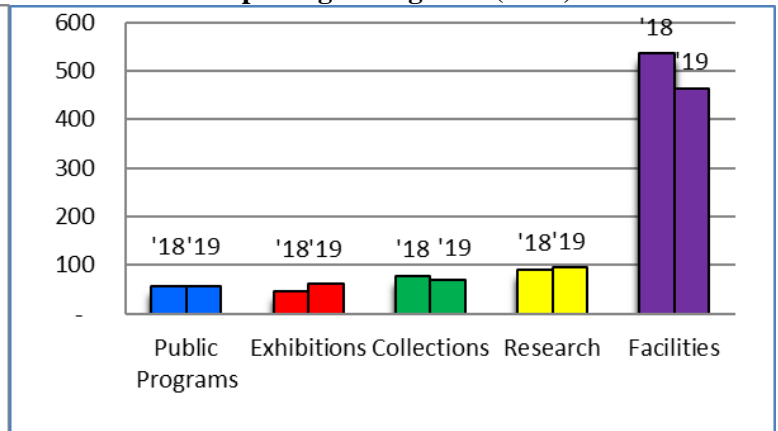
Budgetary Resources: The federal budgetary resources for FY 2018 totaled \$1,043 million. The FY 2019 budget request totals \$957.4 million (\$737.9 million for Salaries and Expenses, \$219.5 million for Facilities Capital).

Budget Snapshot (\$s in millions)

Annual Appropriations FYs 2015 – 2019



Top Budget Programs (S&E)



* FY 2019 budget request to Congress was submitted before the FY 2018 budget was enacted. Increase in FY 2018 Facilities is for the National Air and Space Museum revitalization project.

Performance Snapshot

Accomplishments: The Smithsonian had almost 29 million visits in FY 2018. The Institution’s FY 2018 appropriation exceeded \$1 billion and private-sector giving was strong.

Did You Know?

The Smithsonian is the largest museum and research complex in the world, with 19 museums and galleries, the National Zoological Park, and research centers in the Washington, DC area, eight states, Panama, and Belize.

Financial Snapshot

Clean Opinion on Financial Statements	Yes
Timely Financial Reporting	Yes
Material Weaknesses	No
Improper Payments Targets Met	N/A


FY 2018 (\$s in millions)

Total Assets	\$ 2,130.8
Total Liabilities	\$ 692.4
Total Net Assets	\$ 1,438.4

SMITHSONIAN STRATEGIC PRIORITIES




PERFORMANCE AREA: Research and Scholarship

Produce outstanding research in the sciences and history, art, and culture

Key Performance Indicator	Type	Prior-year data	FY 18 target	FY 18 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2015: 2,379 FY 2016: 1,948 FY 2017: 2,281	2,200	2,531 Book, Book Chapter, and Journal Publications 


PERFORMANCE AREA: Public Engagement

Share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.

Key Performance Indicators	Type	Prior-year data	FY 18 target	FY 18 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2015: 28.2 M FY 2016: 29.3 M FY 2017: 30.1 M	30 Million	28.8 Million 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2015: 106.7 M FY 2016: 134 M FY 2017: 151 M	150 Million	160 Million 
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2015: 5.4 million FY 2016: 6.0 million FY 2017: 7.2 million served	6.5 million	10.9 Million 




PERFORMANCE AREA: Smithsonian Facilities

Preserve our natural and cultural heritage while optimizing our assets

Key Performance Indicator	Type	Prior-year data	FY 18 target	FY 18 actual
Number of major capital projects meeting milestones	Output	FY 2015: Met on 4 of 6 FY 2016: Met on 6 of 6 FY 2017: Met on 8 of 10 projects	Meet milestones on all 9 major projects	Met all 9 milestones 

PERFORMANCE AREA: People and Operations

Strengthen those organizational services that allow us to deliver on our mission.

Key Performance Indicators	Type	Prior-year data	FY 18 target	FY 18 actual
Percent of employees who are satisfied with working at the Smithsonian on annual employee survey	Outcome. standard indicator of a healthy organization	FY 2015: 79% FY 2016: 80% FY 2017: 81%	81%	81% 
Dollar amount of Private Sources: Gifts	Input	FY 2015: \$230.0 million FY 2016: \$296.0 million FY 2017: \$233.0 million	\$200 million	\$224 Million 
Dollar amount of Sponsored Projects Revenue	Input	FY 2015: \$152 million FY 2016: \$170 million FY 2017: \$139.3 million	\$150 million	\$137 Million 

MANAGEMENT'S DISCUSSION AND ANALYSIS

MISSION AND ORGANIZATIONAL STRUCTURE

Overview of the Smithsonian Institution

For 172 years, the Smithsonian Institution has remained true to its mission, “the increase and diffusion of knowledge.” In that time, it has become the largest museum and research complex in the world, the most respected provider of museum experiences supported by authoritative scholarship, and an international leader in scientific research and exploration.

The Smithsonian is unique among the world’s institutions. It is not simply a museum, or even a cluster of museums, so much as it is a vast national research and educational center that encompasses — in addition to its exhibition galleries — laboratories, observatories, field stations, scientific expeditions, classrooms, performing arts events, publications, and more. The Institution is an extensive museum and research complex that includes 19 museums and galleries, the National Zoological Park, and research centers around the nation’s capital, in eight states, and the Republic of Panama. In addition, the Smithsonian is the steward of more than 155 million objects, which form the basis of world-renowned research, exhibitions, and public programs in the arts, culture, history, as well as various scientific disciplines. In addition, the Institution preserves and displays many of our nation’s treasures, as well as objects that speak to our country’s unique inquisitiveness, bold vision, creativity, and courage.

Today, global forces are causing a massive sea change of knowledge in our world that demands a bold path to meet the challenges ahead. During the next decade, the Institution will be called upon to become more deeply and more visibly engaged with the great issues of our day than ever before. The Smithsonian is committed to advancing our strategic plan by increasing access to its vast resources for all audiences through the latest technologies; strengthening the breadth and depth of its collections (as well as the

scholarship involving collections); continuing both formal and informal education; working across disciplines; and pursuing excellence in public service at every opportunity.

Financially, the Institution depends on the federal Government for two-thirds of its funding. However, as a trust instrumentality of the United States, many of the laws and regulations applicable to federal agencies do not apply to the Smithsonian. Nevertheless, the Institution is ever mindful of and grateful for this support from the American public, and will continue working with both the Office of Management and Budget (OMB) and the Congress to provide the information they need to justify their continued support.

The Smithsonian continues working to improve its day-to-day operations by strengthening its financial and human resource management, using e-Government wherever possible and more closely integrating budgeting with long-term performance goals. Specifically, the Smithsonian continues to conduct reviews with the Institution's directors to assess the Smithsonian's performance against Institution-wide performance goals and integrate our budget with our performance objectives. In fiscal year (FY) 2018 the Smithsonian also:

- continued to develop its new Strategic Plan;
- continued implementing the Smithsonian Digitization Plan that describes how the Institution will digitize its resources for the widest possible public use;
- continued linking all funds to performance objectives and monitoring progress toward individual goals;
- continued improving the Institution's performance plan so that it is linked directly to the Institution's financial reporting and budget formulation and execution structures; and
- continued refining a workforce plan that ties staffing levels to performance plans and the size of the Smithsonian's streamlined workforce.

The Smithsonian Organization

As an independent trust instrumentality governed by a Board of Regents, the Smithsonian is served by a staff of nearly 6,800 federal and trust employees and more than 6,900 volunteers. Together, these individuals support the operations of the largest museum and research complex in the world. An organizational chart, included as Attachment A to this report, shows the Institution's operational structure in detail.

Highlights of FY 2018 Accomplishments

The Smithsonian accomplished an unprecedented number of significant tasks in FY 2018, which continue to generate positive momentum for the future. The Smithsonian continues to focus on productivity, measure and track progress, and improve efficiency. We continue to integrate budget and performance goals which are aligned with each other. In addition, with our dashboard tool for reporting on key metrics, we can track progress on multiple fronts in real time as events occur. This has enabled us to allocate our funds and personnel more effectively.

Besides the highlights noted below, the Smithsonian was notified in FY 2018 that we once again ranked as one of the best places to work in the federal Government.

Attachment B highlights the Smithsonian's achievements in FY 2018, including:

1. Focusing on Grand Challenges

Examples of special and significant Smithsonian research/program/exhibit activities across the Grand Challenges include:

- cutting-edge work in biodiversity genomics that will address worldwide problems on disease transmission and environmental degradation;
- continuing to monitor the Smithsonian's worldwide network of forest plots and their integration into a system of forest Global Earth Observatories (GEOs) that will advance the strategic goal of Enhanced Interdisciplinary Research;
- continuing work on the Tennenbaum Marine Observatories, or MarineGEO, that

seeks to replicate the ForestGEOs' success and assess the health of coastal areas and the oceans at large;

- continuing construction of the Giant Magellan Telescope that will enable researchers to see distant stars 10 times more clearly than with the space-based Hubble telescope;
- support for the Smithsonian Environmental Research Center online database, *NEMESIS*, which tracks the movements of hundreds of invasive species along our nation's coastal regions;
- continuing work by the National Museum of Natural History on the *Encyclopedia of Life*, which gathers and shares knowledge about all of the Earth's 1.9 million known living species;
- conservation-based training at the National Zoo's Smithsonian-George Mason University Conservation Studies Program at Front Royal, Virginia; and
- continuing to explore the universe's boundless mysteries at the Harvard-based Smithsonian Astrophysical Observatory.

2. Expand Digital Technologies accomplishments include:

- developing the plan to reach one billion people a year with a "digital first" strategy;
- continuing implementing the Smithsonian Digitization Strategic Plan and making significant progress in improving digitization metrics and digitizing collection objects of the national collections and making more of them available to the public;
- continuing the Web-accessible digital platform, Smithsonian Learning Lab, that offers more than 2,000 lesson plans for educators and more than one million digitized objects from our collections; and
- working with researchers, as well as colleagues across the country, to create hands-on, interactive experiences at numerous museums and research centers.
- launching new mobile applications (apps) and mobile websites; and
- continuing to grow the Smithsonian TV cable channel audience that now includes millions of households.

3. Understand and Impact 21st Century Audiences successes include:

- attracting almost 29 million personal visits to Smithsonian facilities;
- attracting more than 160 million unique visitors to our Smithsonian websites;
- reaching all 50 states and 4.5 million visitors through the Smithsonian Institution Traveling Exhibition Service;
- increasing Smithsonian Affiliate membership to a total of 214 affiliates in 45 states, Puerto Rico, and the Republic of Panama;
- opening almost 100 new exhibitions;
- increasing the use of social media platforms, such as YouTube, Facebook, and Twitter, which are specifically directed to reaching new audiences;
- collaborating with educators and working with schools, libraries, universities, and other cultural institutions to provide high-quality educational experiences to learners of all ages;
- using a Department of Education grant to provide professional services and training to teachers and other educators;
- hosting a series of workshops for teachers and students to establish Smithsonian leadership in the use of mobile technologies for informal learning;
- focusing on key areas, such as Science, Technology, Engineering, and Mathematics (STEM) education, and civic engagement;
- continuing to operate education centers, such as:
 - National Postal Museum, William H. Gross Stamp Gallery
 - American History Museum's *Object Project*
 - Natural History Museum's Q?rius science education center
 - Hirshhorn's *ARTLAB+* program for teenagers;

4. Preserve Our Natural and Cultural Heritage success include:

- strengthening relationships with international organizations to assist recovery efforts of cultural heritage following events such as the devastating hurricane in Puerto Rico and assisting the museum in Brazil following the recent fire damage;
- continuing as a member of the Coordinating Committee on International Cultural Property Protection to train participants to respond quickly to emergency situations;

- implementing collections plans for all collecting units and incrementally improving the percentage of collections that meet or exceed unit-specific collections care standards;
- completing the *Collections Space Framework Plan* that provides an in-depth study of collections space needs and the blueprint for going forward to fulfill those needs;
- continuing to improve operations, maintenance, and security of our facilities to provide a safe, healthy, and secure environment;
- continuing major renovation projects at the National Zoological Park, the National Museum of Natural History, and the National Museum of American History; and,
- beginning major renovation project at the National Air and Space Museum.

5. Enable Cost-Effective and Responsive Administration is being enhanced by:

- fund raising, private grant awards, business income, and endowment growth that enhances the Institution's financial position;
- providing a nimble, cost-effective, and responsive administrative infrastructure; and,
- improving the Institution's information technology systems.

FY 2018 Financial Position

The Smithsonian's financial statements are prepared with data from the Institution's accounting records. The Institution uses *PeopleSoft* to manage its federal and trust resources. The financial data contained in the FY 2018 federal closing package was subjected to a comprehensive review and independent audit to ensure its accuracy and reliability.

The Smithsonian Institution's management and financial controls systems provide reasonable assurance that the Institution's programs and resources are protected from fraud, waste, and misuse, and that its financial management systems conform to Government-wide requirements. Although the Smithsonian is not a department or agency of the Executive branch, the Institution has achieved the intent of the Federal Managers' Financial Integrity Act (FMFIA) (P.L. 97-255) to prevent problems by systematically reviewing and evaluating the Institution's management and financial controls and financial management systems. Previous independent audits have found no material weaknesses in the Smithsonian's internal controls. In addition, the Institution reports no violations of the Anti-Deficiency Act.

Looking Forward

The Smithsonian plays a vital role in the nation's educational, research, and cultural life. Our name is trusted because it represents excellence in research and education, and we are developing a reputation for excellence in management, operations, oversight, and governance, as well. Despite the inherent strength of the Institution, the Smithsonian faces significant challenges as it continues to serve the public with both engaging, modern exhibitions and groundbreaking scientific research and exploration.

In FY 2019, we will implement our new Strategic Plan. It will help us be more responsive to the expectations of our visitors and audiences in numerous ways. The plan sets forth the following goals to: be a more unified Institution; spark new

conversations and address complex challenges; reach one billion people a year with a “digital first” strategy; better understand and make an impact on 21st-century audiences; drive large, visionary, interdisciplinary research and scholarly projects; preserve our natural and cultural heritage while optimizing our assets; and to provide a nimble, cost-effective, and responsive administrative infrastructure that will allow us to accomplish all of our goals.

In FY 2019, with the support of the Administration and Congress, the Smithsonian will continue to aggressively address our challenges and take advantage of our opportunities, using the dedication of our staff and the efficiencies of new technology to fulfill our longstanding mission.

HIGHLIGHTS OF PERFORMANCE GOALS AND RESULTS

The Institution’s performance goals and results are tracked and reviewed throughout the year. The strategic goals of the Smithsonian, as set by the Secretary, are tracked via performance metrics, and accomplishments or outcomes are evaluated against goals and objectives. The five main fiscal year 2018 strategic goals of the Smithsonian follow: 1) Enhanced Interdisciplinary Research; 2) Expand Digital Technologies; 3) Understand and Impact 21st Century Audiences; 4) Preserve Our Natural and Cultural Heritage, and 5) Enable Cost-Effective and Responsive Administration.

The Institution further delineates and tracks numerous sub-goals within each of these five main goals. *The Annual Performance Report, Fiscal Year 2018*, is at Attachment C.

HIGHLIGHTS OF FINANCIAL POSITION

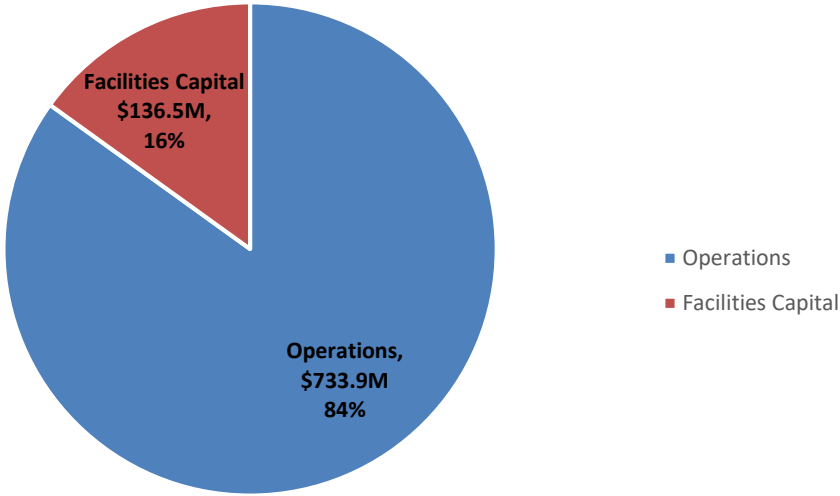
Overview of Financial Data

The Smithsonian's financial statements (e.g., balance sheet and statement of operations) and related footnotes, as included in the closing package, were prepared by the Institution. These financial statements can be considered complete and reliable as evidenced by the report provided by the independent audit firm of KPMG LLP. These statements represent the results of all activities supported by federal appropriations granted to the Smithsonian. Additional financial activity, which is supported by non-federal activities, is not included in the financial information and discussions noted herein.

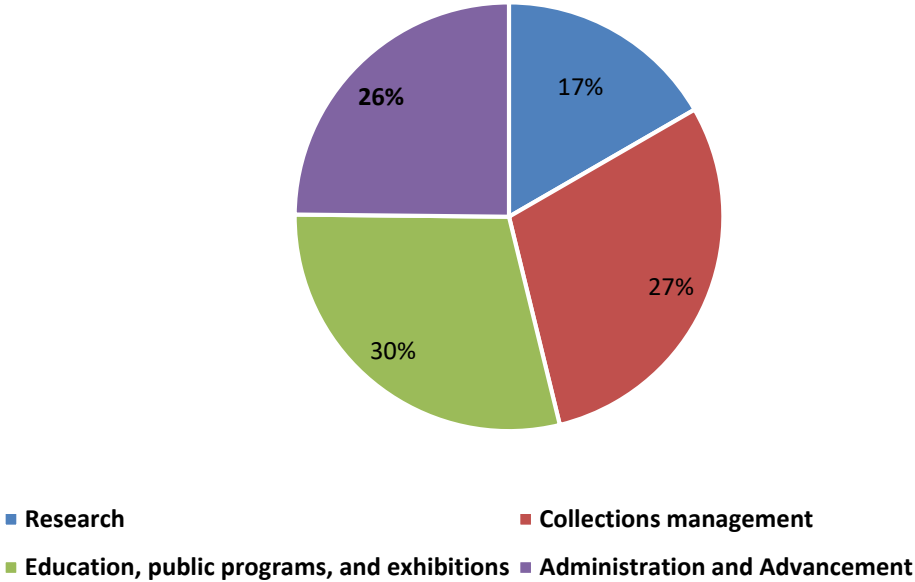
Balance Sheet: The Balance Sheet reflects total assets of \$ 2,130.8 million, a 10.7 percent increase over the previous year. Approximately 75 percent of these assets are invested in property and equipment, with the balance of assets (approximately 25 percent) represented principally by cash and balances with the United States Treasury. Liabilities (accounts payable and accrued expenses) comprise approximately 31.6 percent of the Smithsonian's liabilities and include \$54 million of the unfunded liability for impairment of fixed assets. The remaining liabilities (approximately 68.4 percent) are comprised of unexpended federal appropriation balances. Reflecting the higher growth in assets than liabilities, the total net assets grew by \$19.2 million or 1.4 percent in FY 2018.

Statement of Operations: Federal appropriations recognized in the current fiscal year are \$870.4 million (including reimbursables and other of \$10.4 million) and represent an increase of \$29.5 million over the prior year (\$840.9 million). Of the total appropriations recognized in fiscal year 2018, approximately \$733.9 million (84.3 percent) were operating funds while \$136.5 million (15.7 percent) were construction funds, as shown in the graphs below. Comparable recognized appropriation amounts from fiscal year 2017 were \$719.5 million for operating costs and \$121.4 million for construction projects. Total expenditures (including \$2.3 million in collections items purchased) increased by \$19.0 million to \$920.4 million (2.1 percent) from FY 2017 total expenditures of \$901.5 million. Total program and support expenses were up by \$18.6 million or 2.1 percent.

Federal Appropriations - FY 2018



Operating Expenses - FY 2018



Federal spending for operations is the largest category of the Institution's budget and provides for pay and benefits for federal employees, utilities, postage, rent, communications, information technology modernization, collections care, scientific instrumentation, security personnel, and facilities operations and maintenance costs.

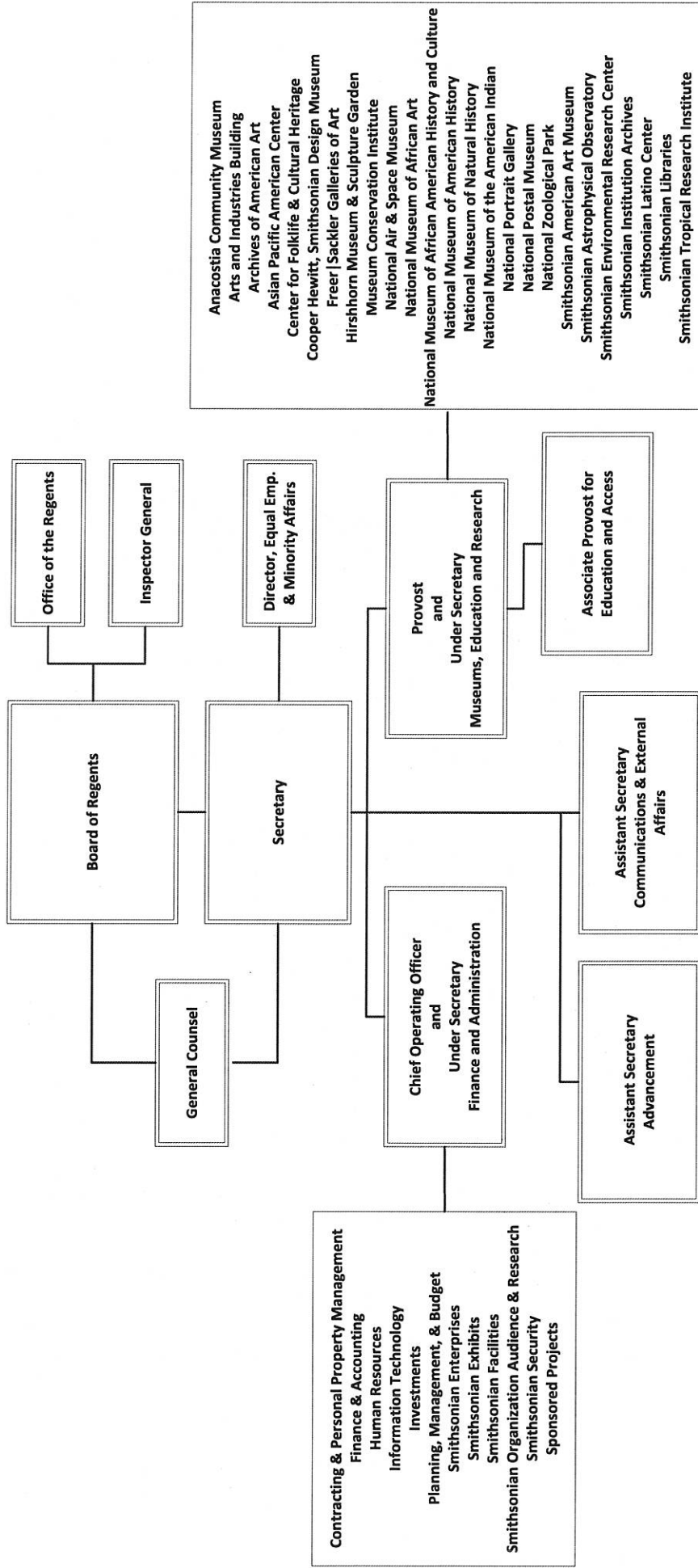
The remainder of the federal component of the Institution's budget is spent to support the Institution's Facilities Capital Program. The Smithsonian depends on federal support for the revitalization and basic maintenance of its physical infrastructure. Facilities revitalization activities correct extensive and serious deficiencies, materially extend service life, and often add capital value to the buildings and systems that form the Smithsonian's physical plant. Maintenance, which is funded in the federal Salaries and Expense appropriation, is the more routine repair and maintenance work that is necessary to realize the originally anticipated useful life of a fixed asset. Although non-federal funds are often used to enhance the experience of the visitor in what would otherwise be an ordinary exhibition space, federal funding is essential to fulfill a federal obligation to revitalize the buildings.

Attachments

- Attachment A: Smithsonian Organizational Chart
- Attachment B: Smithsonian Highlights in Fiscal Year 2018
- Attachment C: The Annual Performance Report, Fiscal Year 2018

SMITHSONIAN INSTITUTION

December 2017



ATTACHMENT A



Smithsonian
Institution

Fiscal Year 2018 Highlights



ATTACHMENT B

ONE SMITHSONIAN

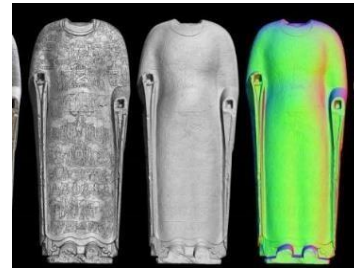
Addressing complicated issues and global problems such as zoonotic diseases, climate change, and the rapid loss of natural resources resulting from human activities and population pressures requires work that spans disciplines and organizational boundaries. The Smithsonian's potential to tackle complex challenges, as well as to innovate in design, technology, and other pursuits, is greatest when our museums, galleries, Zoo, research and education centers, and mission-support offices work together as **One Smithsonian**.



On June 23, the first Saturday of summer, the Smithsonian celebrated Solstice Saturday with free parties, programs, and performances with extended hours until midnight throughout its museums, research centers, and the National Zoo.



The Smithsonian's American Women's Initiative is a five-year, pan-Institutional celebration of the 100th anniversary of women's suffrage in America.



The Smithsonian Accessibility Innovations Fund (SAIF) Awards were established in 2018 to encourage creativity and innovation that would promote Institution-wide accessibility.



Moving forward as "**One Smithsonian**" will rely on convening groups and engaging in conversation to identify the most effective collaborative approaches to promoting our strengths, such as research, collections, and exhibitions.

SMITHSONIAN STRATEGIC PLAN PRIORITIES

FOCUSING ON GRAND CHALLENGES

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

3

UNDERSTANDING THE AMERICAN EXPERIENCE

4

UNLOCKING THE MYSTERIES OF THE UNIVERSE

5

VALUING WORLD CULTURES

6

ENHANCED INTERDISCIPLINARY RESEARCH

7

EXPAND DIGITAL TECHNOLOGIES

8

UNDERSTAND AND IMPACT 21ST CENTURY AUDIENCES

11

PRESERVING OUR NATURAL AND CULTURAL HERITAGE

16

ENABLE COST-EFFECTIVE AND RESPONSIVE ADMINISTRATION

17

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

18

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING AND SUSTAINING A BIODIVERSE PLANET

A team of 14 scientists, including from the Smithsonian Environmental Research Center (SERC), discovered that the nitrogen levels in the Chesapeake Bay have dropped 23 percent and phosphorus levels 8 percent. As a result, plants in the Bay have shot up more than fourfold. They protect shorelines from erosion and storm surges, store carbon, and provide food and shelter for some of the Bay's most popular species, including young blue crabs. This is a victory for conservationists and for the overall health of the Bay.



The National Museum of Natural History's *Objects of Wonder: From the Collections of the National Museum of Natural History*. The exhibition explores the breadth, scope and splendor of the world's most extensive natural history research collection — more than 145 million artifacts and specimens, and examines how scientists use Smithsonian collections to enlighten and illuminate our understanding of nature and human culture.

A study from the Smithsonian Tropical Research Institute found how much a seed invests in defending itself is directly related to the time it lasts in the soil. Research shows seeds that are capable of persisting for long periods rely more on chemical defenses than on physical defenses. Understanding how seeds repel pests and diseases has broad applications. Diseases of major seed crops cost global agriculture billions of dollars a year in lost yield, and represent a significant threat to global food security.



SERC scientists have been working to understand the ecology of one particular orchid – including why it enters and exits dormancy. The small-whorled pogonia is widely regarded as one of the rarest orchids. Federally listed as threatened, the orchid has vanished from Maryland and is endangered in 16 other states. The SERC team and Rock-Blake discovered a possible link between the amount of certain soil fungi and orchid dormancy.

GRAND CHALLENGES HIGHLIGHTS

UNDERSTANDING THE AMERICAN EXPERIENCE

In 2018, the Smithsonian's National Portrait Gallery unveiled its commissioned portraits of former President Barack Obama and First Lady Michelle Obama by artists Kehinde Wiley and Amy Sherald, respectively. As a museum of history and art, NPG has learned over the past half-century that the best portraiture has the power to bring world leaders into dialogue with everyday Americans.



The National Museum of African American History and Culture opened a new exhibition on Oprah Winfrey. The exhibition examines her life in the context of her times, as an African American woman who came of age as America struggled with the promises and challenges of racial integration and women's liberation, and as television expanded its power and presence in people's daily lives.

Americans at the National Museum of the American Indian highlights the ways in which American Indians have been part of the nation's identity since before the country began. The exhibition surrounds visitors with images and invites them to begin a conversation about why this phenomenon exists. Pervasive, powerful, at times demeaning, the images, names, and stories reveal the deep connection between Americans and American Indians, as well as how Indians have been embedded in unexpected ways in the history, pop culture, and

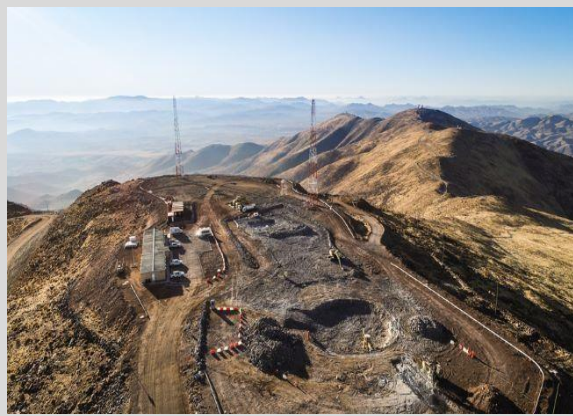
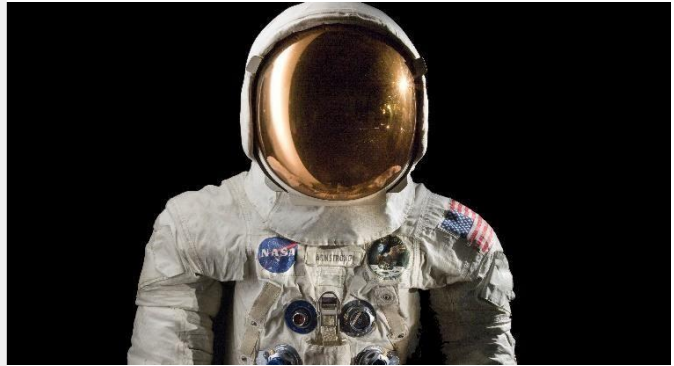


The Anacostia Community Museum's exhibit *A Right to the City* explores more than five decades of neighborhood changes in the nation's capital as well as the rich history of organizing and civic engagements that accompanied it.

GRAND CHALLENGES HIGHLIGHTS

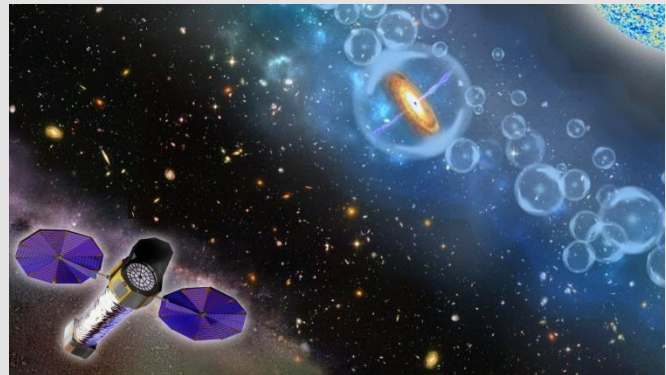
UNLOCKING THE MYSTERIES OF THE UNIVERSE

The Smithsonian's National Air and Space Museum announced plans to commemorate the 50th anniversary of the Apollo missions and help lead the national celebration of the first moon landing on July 20, 1969. By sharing the national collection and expertise of staff, the museum will spark conversations exploring the legacy of Neil Armstrong's first small step and contemplating the next giant leap.



The Smithsonian Astrophysical Observatory (SAO), along with 10 partners, is developing the **Giant Magellan Telescope (GMT)**, which will use seven mirrors to form a telescope 25.4 meters in diameter, producing images 10 times sharper than the Hubble Space Telescope. SAO continues to lead the development of the GMT Consortium's Large Earth Finder (G-CLEF) spectrograph that will search for evidence of extraterrestrial life. This year, the G-CLEF team continues to procure key components for production and the site work has started in Chile.

SAO and NASA's Marshall Space Flight Center are designing an extraordinary new space mission, the **Lynx X-ray Observatory**. Lynx will provide unprecedented x-ray vision into the otherwise "Invisible" universe, with unique power to directly observe the dawn of supermassive black holes, reveal the drivers of galaxy formation, trace stellar activity, including effects on planet habitability, and transform our knowledge of stellar evolution.



SAO leads the international **Event Horizon Telescope (EHT)** project, linking radio dishes around the world to form an Earth-sized telescope. The EHT aims to take the first images of event horizons surrounding the black holes at the centers of our Milky Way Galaxy and the giant galaxy M87. During 2018, the SAO group coordinated synchronized observations that targeted the M87 black hole. They are currently processing the data and aim to have the first images in 2019.

GRAND CHALLENGES HIGHLIGHTS

VALUING WORLD CULTURES



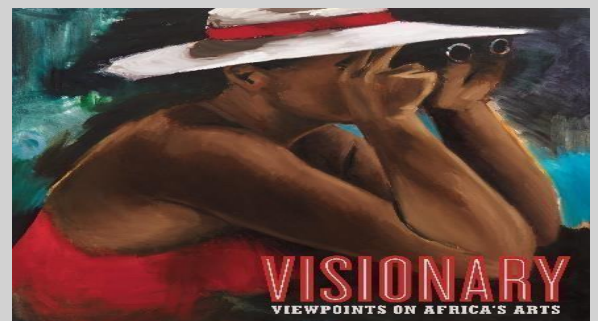
In November, the Hirshhorn Museum and Sculpture Garden opened *Mark Bradford: Pickett's Charge*. The exhibition builds upon the Hirshhorn's continued commitment to showcasing the ways that artists respond to the unique political and cultural climate of their time. Through its free exhibitions and public programs, the Hirshhorn is dedicated to fostering conversation around the forces that shape creative expression in the 21st century.

The Arthur M. Sackler Gallery is showcasing the Art of the Buddha through the *Encountering the Buddha: Art and Practice across Asia* exhibition. *Encountering the Buddha* brings together more than 200 artworks, spanning two millennia, to explore Asia's rich Buddhist heritage. They represent diverse schools that arose from the Buddha's teachings. Throughout the exhibition and the website, we explore how Buddhist artworks are endowed with sacred power.



Since 1967, the Smithsonian Folklife Festival has celebrated communities and cultures from around the world. This year's Festival considered how cultural heritage enterprise sustains communities by igniting innovations, promoting economic resilience, transmitting individual and group identity, and fostering the transmission of knowledge. The Festival featured *Armenia: Creating Home*; and *Catalonia: Tradition and Creativity from the Mediterranean*.

Visionary: Viewpoints on Africa's Arts, the National Museum of African Art's most recent, large-scale presentation of its collection, is the first to offer broad thematic connections between artworks across the spectrum of time, place, and medium. *Visionary* aims to get visitors to look with fresh and focused insight and, in so doing, to see works of art—and each other—with new eyes.



ENHANCED INTERDISCIPLINARY RESEARCH



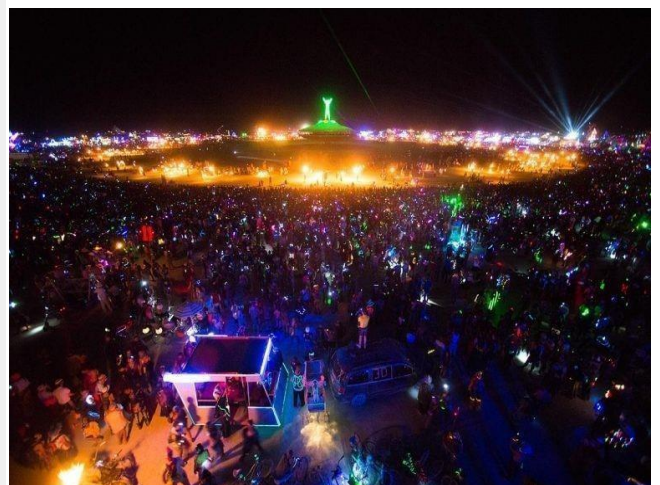
A study in the journal *Bulletin of Marine Science* describes a new, blood-red species of octocoral found in Panama. The species in the genus *Thesea* was discovered in the threatened low-light reef environment on Hannibal Bank, 60 kilometers off mainland Pacific Panama, by researchers at the Smithsonian Tropical Research Institute (STRI) in Panama and the Centro de Investigación en Ciencias del Mar y Limnología (CIMAR) at the University of Costa Rica.

The National Museum of Natural History (NMNH) Biorepository began operations in 2011 and is believed to be the largest museum-based natural history biorepository with 4.2 million objects in existence. Researchers at the NMNH have collected material for projects in biodiversity, phylogenetic, population genetics, toxicology, environmental monitoring, etc., since the early 1970s. The recent explosion of genomic science has increased the value of these materials and the rate of genomic collection growth.



The Smithsonian National Postal Museum explores the extraordinary life of Alexander Hamilton (1755-1804) through original mail sent and signed by him in his role as the first Secretary of the Treasury, and portraits of him and his contemporaries on postage and revenue stamps. *ALEXANDER HAMILTON: SOLDIER, SECRETARY, ICON* will be on display from May 25, 2018 – March 3, 2019 at the Smithsonian National Postal Museum.

No Spectators: The Art of Burning Man at the Renwick Gallery takes us on a trip to Nevada's Black Rock Desert to see the beautiful designs and participatory art of Burning Man. Each year a city of more than 70,000 people rises out of the dust for a single week. During that time, enormous experimental art installations are erected and many are ritually burned to the ground. Burning Man is a hotbed of artistic ingenuity, driving innovation through its principles of radical self-expression, de-commodification, communal participation, and reverence for the handmade.



EXPAND DIGITAL TECHNOLOGIES

Building Digital Resources from the Ground Up



Explore More! At the National Museum of African American History, Art, and Culture is an interactive, multifaceted educational space dedicated to helping visitors connect and engage with African American history and culture in ways that expand perspectives, spark curiosity and creativity, and increase knowledge. Through the combined use of multimedia technology, exhibits and collections, live performance, and hands-on activities, *Explore More!* offers a dynamic and personalized museum experience for visitors of all ages.

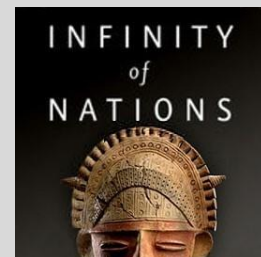
Many Voices, One Nation at the National Museum of American History explores how the many voices of the American people have contributed to and continue to shape the nation. In addition to nearly 300 artifacts, the exhibition includes multimedia videos and animation, as well as interactive flip books and digital touch-screens. There is also an interactive map of the United States and territories that, when touched, records for a few seconds a visitor's presence as a handprint.



Smithsonian Mobile is your digital mobile guide built collaboratively with our visitors. Find out what's on where, discover highlights, search our collections, and access tours, podcasts and other apps. Add tips and photos from your visit for other visitors, or share your experiences and photos on Twitter and Facebook.

Giving Visitors Mobile Tools

WONDER, the Renwick's immersive exhibition, in Virtual Reality, uses VR technology so you can now experience *WONDER* on your device! Nine leading contemporary artists created site-specific, gallery-sized installations celebrating the Renwick Gallery, home to the Smithsonian American Art Museum's collection of contemporary crafts.



Infinity of Nations, a mobile guide to the exhibition to experience the tremendous scope of the National Museum of the American Indian collections, representing the length and breadth of the Americas. You will also be able to explore objects specially selected for their aesthetic, cultural, and historic significance.

EXPAND DIGITAL TECHNOLOGIES

Digitize the Collections

MASS DIGITIZATION Continues:

The Smithsonian continues its ambitious plan to completely digitize the collections of eight of its museums over the next four years (Anacostia Community Museum; the Smithsonian Institution Building, also known as the Castle; Hirshhorn Museum & Sculpture Garden; National Museum of African American History & Culture; National Museum of African Art; National Portrait Gallery; Smithsonian American Art Museum; and Smithsonian Gardens). With one unit complete (Smithsonian Gardens), one well under way (National Portrait Gallery), and two in the planning stages (the Castle and National Museum of African Art), we are well on the way to being one-quarter complete with our goal. Our well-proven mass-digitization methodologies have transformed what was previously unthinkable into actionable plans and concrete results.



Unlock Collections with 3D Technology



The Smithsonian's 3D Digitization Program enables students, researchers and enthusiasts alike to explore and interact with iconic collections objects. When a Smithsonian object is 3D scanned, it can be viewed online, downloaded and 3D printed, or loaded into a Virtual Reality or Augmented Reality system. In FY 2018, the team 3D scanned Neil Armstrong's space suit in collaboration with the Air and Space Museum to support the "Reboot the Suit" Kickstarter campaign, launched new models of fossil whales in support of the *New York Times* reviewed Smithsonian book *Spying on Whales*; and published a research paper on how 3D scanning tools can be used to conserve research sites. With the goal of increasing public access to collections, the DPO has begun working to scale-up 3D scanning and delivery technologies.

EXPAND DIGITAL TECHNOLOGIES

Through the Smithsonian Transcription Center, the Institution works hand in hand with digital volunteers to transcribe historic documents and collection records, facilitate research, and excite the learning in everyone. The Center's volunteer corps includes 10,000 active transcribers, who have processed more than 340,000 pages of material, including more than 2,700 projects from 19 different units at the Smithsonian.

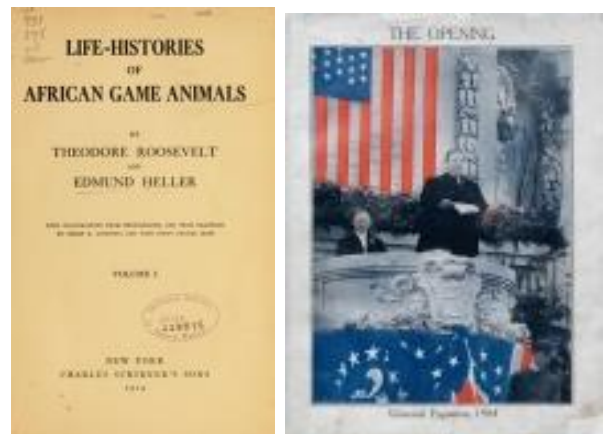


Smithsonian's *Sidedoor* made the list of 50 best podcasts in 2017 in *The Atlantic*, December 21 edition.



The third season of our acclaimed podcast opens with the tale of a coveted blue gem and a curse that crossed continents and centuries. The Hope Diamond is one of the most iconic items in the Smithsonian's collections, but this glittering gem is said to have a dark side. This time on *Sidedoor*, we track the lore of this notorious gem through the centuries, from southern India through the French Revolution, and across the Atlantic Ocean to its current home at the National Museum of Natural History.

The Libraries' physical collections comprise 1.5 million books and manuscripts, along with more than 400,000 pieces of ephemera, microfilm, photo collections and A/V material, housed in over 21 locations in Washington, Maryland, New York, and Panama. Our digital collections include more than 27,000 books and manuscripts, which are available on our site and at the Biodiversity Heritage Library (BHL) as well as digitized photo collections, ephemera, and seed catalogues. The BHL also serves as the foundational literature component of the *Encyclopedia of Life*.

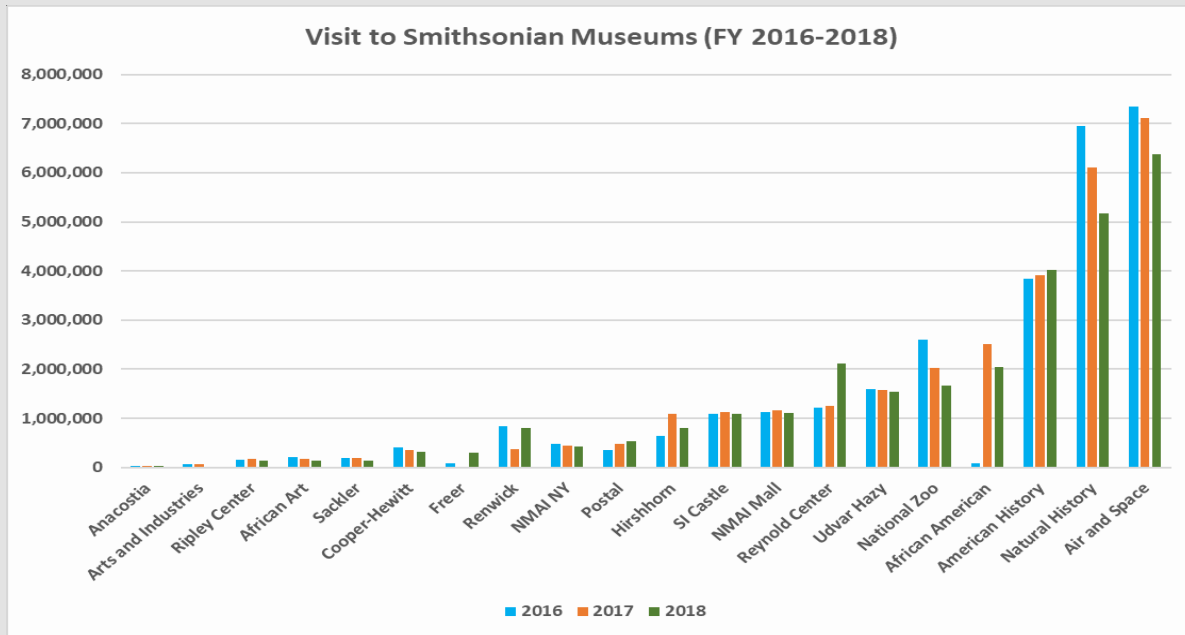


UNDERSTAND AND IMPACT 21st CENTURY AUDIENCES

In-Person Visits

At Smithsonian Venues

In FY 2018, the Smithsonian recorded 28.8 million visits by the public to its museums and exhibition venues in Washington, DC and New York City, including the National Zoo in Washington, DC and the National Air and Space Museum's Steven F. Udvar-Hazy Center in Northern Virginia.



Reaching Out Across America



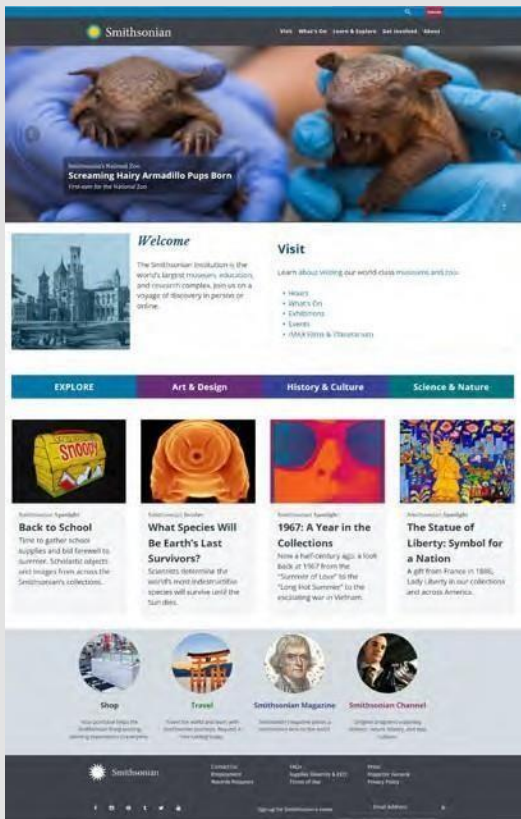
The Smithsonian Institution Traveling Exhibition Service (SITES) sent exhibitions to museums and provided educational materials to schools and libraries in all 50 states, the District of Columbia, and overseas. These exhibitions and materials reached 4.5 million people. SITES and the National Air and Space Museum are traveling ***Destination Moon: The Apollo 11 Mission*** to four Smithsonian Affiliate museums. The exhibition celebrates and honors the approaching 50th anniversary, in July 2019, of the momentous mission to land a human on the moon.

UNDERSTAND AND IMPACT 21st CENTURY AUDIENCES

Engaging Millions More

Through the Web, Social Media, and Mobile Apps

In FY 2018, the Smithsonian counted approximately 150 million visitors to its websites. Social media activity via Facebook, Twitter, Pinterest, Tumblr, Instagram and other platforms grew as well. The Smithsonian now has more than six million Facebook fans and more than five million Twitter followers.



6.6 Million
Facebook likes



5.7 Million
Twitter followers



650.4 Million
YouTube views



2.7 Million
Instagram followers



Audience: Smithsonian Magazine, 7.1M
Air&Space Magazine, 1.4M



Smithsonian Channel
Audience: 38 Million homes

UNDERSTAND AND IMPACT 21st CENTURY AUDIENCES

By Improving Awareness of and Access for People with Disabilities

Access Smithsonian works to ensure the broadest inclusion, in part by implementing Smithsonian Directive 215, which covers accessibility for people with disabilities, including visitors, staff, interns, volunteers, Fellows—anyone associated with the Smithsonian community.



Access Smithsonian's *Morning at the Museum* program continues to expand as the staff trains peers across the Institution. During *Morning at the Museum*, a museum opens early for families of children who may benefit from reduced crowds, shorter wait times, less noise, and other factors. Staff and volunteers offer accommodations such as noise-cancelling headphones, touchable objects, quiet spaces, sensory maps, picture schedules, and other support to help guests ranging in age, ability, and learning styles enjoy a less stressful museum visit. Since its pilot in 2011 at the National Museum of American History, the program has grown from six mornings in 2015 to more than 25 that were held in 2018.



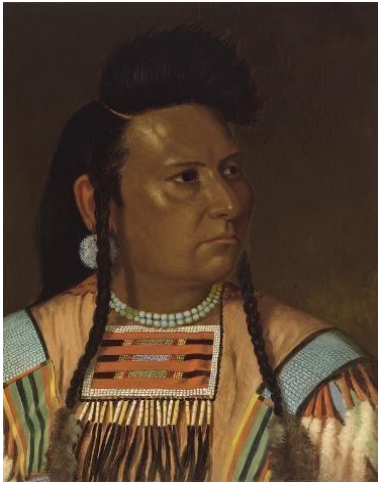
Project SEARCH continues in 2018 as interns participate in daily classroom instruction and gain hands-on work experiences by rotating among three 10-week unique unpaid internships. Project SEARCH interns can be found working throughout the Smithsonian Institution, performing tasks that are valuable to their coworkers and Smithsonian visitors. This program prepares young adults with disabilities for transition into the workplace.

The Cooper Hewitt, Smithsonian Design Museum in New York exhibition *Access+Ability* was inspired in part by an Institution-wide effort to expand public accessibility to our collections and programs. The exhibition features more than 70 innovative designs developed with and by people with a wide range of physical, cognitive, and sensory abilities. From low-tech products that assist with daily routines to the newest technologies, the exhibition explores how users and designers are expanding and adapting accessible products and solutions in ways previously unimaginable.



UNDERSTAND AND IMPACT 21st CENTURY AUDIENCES

Through Education and Internships



The Smithsonian Learning Lab puts the treasures of the world’s largest museum, education, and research complex within reach. The Lab is a free, interactive platform for discovering millions of authentic digital resources, creating content with online tools, and sharing in the Smithsonian’s expansive community of knowledge and learning.

National History Day: Stories of Triumph and Tragedy from the National Portrait Gallery tells the story of America by portraying the people who shape the nation’s history, development, and culture. Our collection presents people of remarkable character and achievement. These Americans include artists, politicians, scientists, inventors, activists, and performers, who together form our national identity. They help us understand who we are, and remind us of what we can aspire to be.



Teachers can use portraiture in the classroom as a springboard to launch deeper discussions about biography and our collective history. Students use the elements of portrayal—the visual clues found in our portraits—to learn about the individuals featured in each artwork. Portrait “reading” encourages the visual analysis of a piece of art, similar to dissecting a historical document.

The Smithsonian Latino Center kicked off a busy summer at the American Alliance of Museum (AAM) conference, where it was proud to receive the *2018 Award for Diversity, Equity, Accessibility and Inclusion!* The Center is grateful for all its collaborators who make this work possible, particularly the National Museum of American History and the National Portrait Gallery who were included in AAM’s announcement of the award.

The summer continued with our two signature leadership and professional development programs, the *Young Ambassadors Program (YAP)*, and the *Latino Museum Studies Program (LMSP)*.

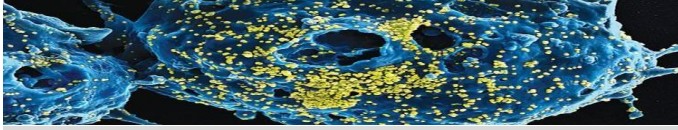
The 2018 YAP welcomed 20 graduating high-school seniors from across the country to participate in a week-long intensive experience in Washington, followed by a four-week internship at a Smithsonian partner or affiliate cultural or science museum.

The 2018 LMSP chose 12 graduate-level students to participate in this professional development program that challenged them to share, explore and discuss representation and interpretation of Latino cultures within the context of the American experience. This year’s participants represented six states and Puerto Rico, Colombia, and the United Kingdom.



UNDERSTAND AND IMPACT 21st CENTURY AUDIENCES

Through Collaborations and Partnerships



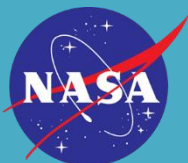
OUTBREAK: Epidemics in a Connected World, opened in May 2018 at the National Museum of Natural History. This exhibition shows how our world is more interconnected than ever before—by global travel and trade, by technology, and even by our viruses. When people move into or change an environment, pathogens—microbes that cause illness—can “jump” from wildlife to humans and cause disease outbreaks that spread internationally. Tracking down and responding to outbreaks requires coordinated detective work from people in many professions. This 4,250-square-foot exhibition invites visitors to join epidemiologists, veterinarians, public health workers, and citizens of all ages and origins as they rush to identify and contain infectious disease outbreaks. Objects from both the National Museum of Natural History and National Museum of American History collections illustrate the scientific and cultural impact of epidemics.

On May 19, 2018, the Smithsonian’s Lemelson Center for the Study of Invention and Innovation showcased examples of today’s leading-edge military inventions alongside historical technologies from the Museum’s world-class collections. This daylong festival celebrates the crucial role of invention for the United States, explores the changing relationship between military research and commerce, and gives visitors an opportunity to envision how advances in military technology will impact their daily lives in the future. Armed Forces technicians participated at the Military Invention Day.



Inventors of all ages were challenged to build and test an exoskeleton hand using materials provided by the Smithsonian and the United States Patent and Trade Office.

The Smithsonian works with its federal counterparts on many exciting collaborations. The Institution’s ongoing partnerships include those with NASA, the National Park Service, the U.S. Botanic Garden, the National Arboretum, the U.S. Agency for International Development, the U.S. Department of Energy’s Oak Ridge National Laboratory, and the United States Patent and Trade Office.

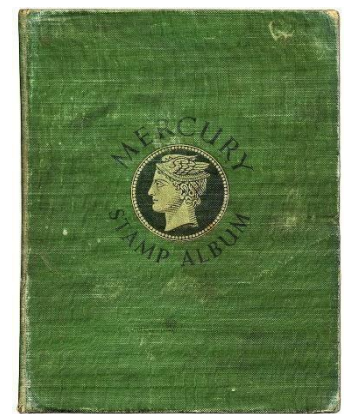


PRESERVING OUR NATURAL AND CULTURAL HERITAGE



The National Zoo, Smithsonian Conservation Biology Institute, and Smithsonian Tropical Research Institute are leaders in science, conservation, and sharing knowledge to save wildlife and habitats. Many of this year's animal births were to vulnerable and endangered species. Highlights include the **Cheetah cubs, Western Lowland Gorilla, Golden Lion Tamarin, Przewalski's horse, Dama Gazelle, and a Guam Kingfisher bird.**

John Lennon: The Green Album opened in September at the Smithsonian's National Postal Museum and coincides with the U.S. Postal Service's issuance of the John Lennon Forever Stamp, honoring the legendary singer and songwriter. The stamp is the latest in the Music Icons stamp series. The exhibition will be open through February 2019. Lennon (1940–1980), along with Paul McCartney, George Harrison and Ringo Starr, achieved superstardom as the rock and roll band, The Beatles. However, before Lennon travelled the globe playing music with The Beatles, this boy from Liverpool, England, saw the world in a completely different way—through stamps.



The Smithsonian has acquired an extraordinary 48.86-carat red topaz for the National Gem Collection. *The Whitney Flame Topaz* is one of the finest imperial, or "precious," topaz gemstones in the world, notable for its large size and fiery red color. An imperial topaz is typically golden-orange, but the vivid red hue of the Whitney Flame is even more unusual and highly prized. The red color is the result of trace quantities of chromium that were incorporated into the original topaz crystal as it grew in the earth.

Black Panther's hero costume is part of the collection at the National Museum of African American History and Culture. *Black Panther* is the first superhero of African descent to appear in mainstream American comics, and the film itself is the first major cinematic production based on the character. *Black Panther* illustrates the progression of blacks in film, an industry that in the past has overlooked blacks, or restricted them to flat, one-dimensional and marginalized figures. The film, like the Museum, provides a fuller story of black culture and identity.



COST-EFFECTIVE AND RESPONSIVE ADMINISTRATION



Steven Monfort was named the John and Adrienne Mars Director of the Smithsonian's National Zoo and Conservation Biology Institute in September 2017.



Augustus (Gus) Casely-Hayford, who writes, lectures and broadcasts widely on African culture, was named director of the Smithsonian's National Museum of African Art in February 2018.



Julissa Marenco became the Assistant Secretary for Communications and External Affairs in February 2018. She oversees the Smithsonian's Offices of Public Affairs, Government Relations, Visitor Services, and Special Events and Protocol.



Robert J. Spiller became the Smithsonian's Assistant Secretary for Advancement in March 2018. Spiller oversees the Office of Advancement, which is responsible for securing philanthropic support for the Smithsonian.



Ellen Stofan is the John and Adrienne Mars Director of the Smithsonian's National Air and Space Museum. Stofan started in April 2018 and is the first woman to hold this position.

CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

National Air and Space Museum (NASM) Revitalize Building Envelope and Infrastructure

\$900 Million Total Estimated Project Cost.

This LEED-Gold candidate project will replace the building's marble façade, improve blast and earthquake resistance, upgrade the energy efficiency of the exterior envelope, replace the mechanical and plumbing systems, provide more secure access and egress, and transform the exhibitions. Funded with \$650 million in federal funds and \$250 million in trust funds, the project is near the construction phase, with completion planned for 2024.



National Zoological Park Bird House Renovation



\$64.1 Million Total Estimated Project Cost.

This LEED-Gold candidate project renews the 46,090-square-foot Bird House/Great Flight Cage and approximately one acre of the Bird House Plateau to house the *Experience Migration* exhibit. Facility improvements include new site utilities and replacement of HVAC equipment, storm and waste water management systems, and animal/human life-safety, electrical, plumbing, security, and data systems. Funded with \$53.9 million in federal funds and \$10.2 million in trust funds, the project is near the construction phase, with completion planned in 2021.

National Museum of Natural History Renovate Space for New Fossil Hall Exhibit

\$80.8 Million Total Estimated Project Cost.

This LEED-Silver candidate project renovates 55,900 square feet of space, and includes restoring Historic halls 2–6, which will house the *Hall of Fossils—Deep Time* exhibit. Highlighting the exhibit will be the “Nation's T.rex,” one of the most complete *Tyrannosaurus rex* skeletons ever found. Funded with \$34.8 million in federal funds and \$46 million in trust funds, the exhibit is scheduled to reopen in June 2019.



CONSTRUCTION, RENOVATION, AND FACILITIES PROJECTS

National Air and Space Museum (NASM) — Udvar-Hazy Center (UHC) Dulles Collections Storage Module 1 Construction

\$58.4 Million Total Estimated Project Cost.

Storage Module 1 will provide artifact swing space during the NASM Mall Building renovation project. Ultimately, it will become the permanent home for artifacts moving out of deficient collections space at the Garber Facility in Suitland, Maryland. Funded with \$58.4 million in federal funds, the project is in the construction phase, with completion planned in January of 2019.



National Zoological Park Renew Police Station and Replace Public Restrooms, Pavilion and Utilities

\$23.1 Million Total Estimated Project Cost.

This LEED-Gold candidate project will replace failed/failing building infrastructure components and systems, and provide egress and accessibility upgrades. In Phase 1, the public restrooms will be permanently relocated into a new two-level building housing restrooms and event space. Phase 2 will renovate the Police Station building and include reinstalling the Zoo's security control room and providing improved access to the first-aid station. Funded with \$19.9 million in federal funds and \$3.2 million in trust funds, the project is in the construction phase, with completion planned for September of 2019.



National Museum of Natural History Southside Improvements

\$31.4 Million Total Estimated Project Cost.

This project will make the south Museum entrance ADA compliant, and abate mold, mildew, and tree root invasion in the vault area below the entrance. This project will upgrade the vault and address the refurbishment of all stone at the steps, plaza and portico, and will replace portico doors and windows as well as new air-handling unit in the Baird Auditorium. Funded with \$31.4 million in federal funds, the project is in the construction phase, with completion planned for May of 2019.





Smithsonian
Institution

Annual Performance Report
Fiscal Year 2018

ATTACHMENT C



One Smithsonian: Greater Reach, Greater Relevance, Profound Impact

Our Purpose

The increase and diffusion of knowledge

Our Mission

- The Smithsonian **creates knowledge through high-impact research** in science, art, history, and culture.
- It preserves our national and natural heritage, as well as aspects of other cultures, through art and its curation, by maintaining important historical artifacts, and by **caring for and expanding the National Collection**.
- It **shares knowledge with the public** through compelling exhibitions, education programs, and media products, by telling the American story, and by showcasing American artistic, intellectual, and technological leadership.

Our Vision

*By 2022, the Smithsonian will build on its unique strengths to **engage** and to **inspire** more people, where they are, with greater **impact**, while catalyzing critical conversation on issues affecting our nation and the world.*

Introduction

In December 2017, the Smithsonian unveiled a new [Strategic Plan](#). It expands on our five “Grand Challenges” — Unlocking the Mysteries of the Universe, Understanding and Sustaining a Biodiverse Planet, Valuing World Cultures, Understanding the American Experience, and Magnifying the Transformative Power of Arts and Design—by setting goals to help us be more collaborative and efficient in our work, build and deploy digital competency, and engage new and more diverse audiences in meaningful ways. We also continue to improve facilities maintenance and collections care to be even better stewards of America’s treasures and seek out new strategic partnerships to expand our reach.

The Smithsonian's Seven Mission goals

Goal 1: Be One Smithsonian

Goal 2: Catalyze new conversations and address complex challenges

Goal 3: Reach 1 billion people a year with a “digital first” strategy

Goal 4: Understand and impact 21st century audiences

Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects

Goal 6: Preserve our natural and cultural heritage while optimizing our assets

Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

Annual Performance Report for Fiscal Year 2018

To ensure that our ambitious goals will be successfully implemented over the next five years, a dedicated Strategic Plan Implementation performance tracking structure will enable us to focus on accomplishment of a focused set of annual strategic priorities and measures of goal success. As part of this effort we will continue to track core metrics of performance results and organizational accountability across the major programs and functions of the Institution as mandated by the Government Performance and Results Act (GPRA), GPRA Modernization Act of 2010, and related Office of Management and Budget (OMB) performance standards. Our Annual Performance Plan and Report align with the program structure used in the Smithsonian's Federal budget documents and Enterprise Resource Planning (ERP) financial accounting system, enabling us to relate dollars budgeted and results achieved. 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 Dashboard shares metrics related to its core activities and performance with the public at <http://dashboard.si.edu/>.

Index to Strategic Goals by Programmatic and Functional Performance areas

PERFORMANCE AREAS	STRATEGIC GOALS
<p>Research and Scholarship: We will create knowledge through high-impact research in science, art, history, and culture.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects</p>
<p>Public Engagement: We will share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.</p>	<p>Goal 2: Catalyze new conversations and address complex challenges</p> <p>Goal 3: Reach 1 billion people a year with a “digital first” strategy</p> <p>Goal 4: Understand and impact 21st century audiences</p>
<p>National Collections: We will preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p>Smithsonian Facilities: We will maintain our historic and diverse infrastructure that is essential to the care of fragile collections, support for critical scientific research, and hosting millions of visitors.</p>	<p>Goal 6: Preserve our natural and cultural heritage while optimizing our assets</p>
<p>People and Operations</p> <ul style="list-style-type: none"> • Operational Efficiency and Effectiveness: We will institute nimble and cost-effective pan-Institutional administrative processes. • Diversity and Inclusion: We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution. • Financial Strength 	<p>Goal 1: Be One Smithsonian</p> <p>Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure</p>

The Smithsonian's overarching goals for scholarship and discovery: Five Grand Challenges

- **Unlocking the Mysteries of the Universe**

We will lead in the quest to understand the fundamental nature of the cosmos, using next-generation technologies to explore our own solar system, meteorites, the Earth's geological past and present, and the paleontological record of our planet.

- **Understanding and Sustaining a Biodiverse Planet**

We will use our resources involving scientific museums and research centers to significantly advance our knowledge and understanding of life on Earth, respond to the growing threat of environmental change, and sustain human well-being.

- **Valuing World Cultures**

As a steward and ambassador of cultural connections, with a presence in more than 100 countries and expertise and collections encompassing the globe, we will build bridges of mutual respect, and present the diversity of world cultures and the joy of creativity with accuracy, insight, and reverence.

- **Understanding the American Experience**

America is an increasingly diverse society that shares a history, ideals, and an indomitable, innovative spirit. We will use our resources across disciplines to explore what it means to be an American and how the disparate experiences of individual groups strengthen the whole, and to share the American story with people of all nations.

- **Magnifying the Transformative Power of Arts and Design**




The Smithsonian recognizes that the visual and performing arts support civic and economic development in an increasingly boundary-less and interconnected society. With its unparalleled reputation, millions of artworks, innovative educational outreach, and dedication to make its resources universally available, the Smithsonian can uniquely magnify the transformative power of the arts and design.

Research and Scholarship

We create knowledge, and share it with professional communities, through high-impact research in science, art, history, and culture, focusing on Five Grand Challenges

- Links to
 - Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects
 - Goal 2: Catalyze new conversations and address complex challenges
- Ties to Program Category in ERP:
 - RESEARCH (Program Code 4XXX)

Key Performance Indicators—Research and Scholarship

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2015: 2,379 FY 2016: 1,948 FY 2017: 2,281	2,200	2,531 Book, Book Chapter, and Journal Publications 
Number of Fellows in residence	Output	FY 2015: 761 FY 2016: 772 FY 2017: 769	770	768 Fellows 
Number of Grant and Contract proposals submitted	Output	FY 2015: 589 FY 2016: 588 FY 2017: 593	595	582 Grant and Contract proposals submitted 

*Note: Metric for quality/high impact Smithsonian publications formerly reported as “peer-reviewed” publications





Public Engagement



We share knowledge with the public on-site, online, and across the nation and world through compelling exhibitions, educational programs, and media products.

- Links to
 - Goal 2: Catalyze new conversations and address complex challenges

- Goal 3: Reach 1 billion people a year with a “digital first” strategy
 - Goal 4: Understand and impact 21st century audiences
- Ties to Program Categories in ERP:
- PUBLIC PROGRAMS (Program Code 1XXX)
 - WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
 - IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
 - EXHIBITIONS (Program Code 2XXX)
 - EDUCATION (Program Code 11XX)

Key Performance Indicators—Public Engagement

Key Performance Indicators	Type	Prior- year data	FY 2018 target	FY 2018 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2015: 28.2 million FY 2016: 29.3 million FY 2017: 30.1 million	30 million visits	28.8 million visits 
Number of people served by Smithsonian education programs.	Output. Indicator of level of public use/quality of SI education programs	FY 2015: 5.4 million (revised) FY 2016: 6.0 million (revised) FY 2017: 7.2 million (revised)	6.5 million people served	10.9 million people served 
Number of unique visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2015: 116.6 million (revised) FY 2016: 134 million FY 2017: 151 million	150 million website visitors	160 million visits 
Number of Social media followers <ul style="list-style-type: none"> • Facebook • Twitter 	Output. Indicator of level of public use of SI resources	FY 2015: Facebook 4.0 million; Twitter 3.9 million FY 2016: Facebook 5.4 million; Twitter 4.3 million FY 2017: Facebook 6.3 million; Twitter 5.4 million	6.5 million FB followers; 5.8 million Twitter followers	6.6 million FB followers; 5.7 million Twitter followers 

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Number of Smithsonian traveling exhibition locations	Output. Indicator of outreach success and national access to SI resources	FY 2015: 386 locations in 49 states and overseas FY 2016: 760 locations in all 50 states and overseas FY 2017: 142 locations in 50 states, DC and Guam + poster exhibits in 5,450 schools, museums and libraries*	142 locations in all 50 states and overseas	129 traveling exhibition locations in 34 states plus DC and Guam 3,811 poster exhibits to schools, museums and libraries* 
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2015: 205 Affiliates in 45 states + DC, PR, Panama FY 2016: 209 Affiliates in 46 states + PR, Panama (revised) FY 2017: 216 Affiliates in 46 states + PR, Panama	216 Affiliates in 46 states + PR, Panama	214 Affiliates in 45 states plus Puerto Rico, Panama 

*Note: Locations of traveling exhibitions and smaller poster exhibits are reported separately beginning in FY2017; they were combined prior to that.

National Collections

We preserve our national and natural heritage, as well as aspects of other cultures, by caring for and expanding the National Collections.

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
 - COLLECTIONS (*Program Code 3XXX*)

Key Performance Indicators– Preserve Our Natural and Cultural Heritage Collections

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Percentage of museum collections (objects and specimens) that meets/exceeds unit standards for: <ul style="list-style-type: none"> • Physical Condition: Measures the need for intervention to prevent further or future deterioration of the collections. 	Outcome. Indicator of established standards and sound management practices for collections	FY 2015: <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 69% • Storage Equipment: 69% • Physical Accessibility: 87% 	Increase over prior year	No data available at this time



<ul style="list-style-type: none"> • Housing Materials: Measures the appropriateness and stability of the materials used to house or contain collections. • Storage Equipment: Measures the appropriateness of equipment intended to provide long-term protection of the collection. • Physical Accessibility: Measures the extent to which the collection is organized, arranged, located, and retrieved for intended use. <p><i>Collections Totals:</i> FY 2015: 154 million objects / specimens FY 2016: 155 million objects/ specimens FY 2017: 155 million objects / specimens</p>		FY 2016: <ul style="list-style-type: none"> • Physical Condition: 73% • Housing Materials: 68% • Storage Equipment: 70% • Physical Accessibility: 87% FY 2017: <ul style="list-style-type: none"> • Physical Condition: 74% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87% 		
Percentage of museum collections (objects and specimens) that are digitized: <ul style="list-style-type: none"> • Digital Records: Measures percentage of Collections Total with digital records that meet or exceed unit standards <p><i>Collection Totals:</i> FY 2015: 154 million objects / specimens FY 2016: 155 million objects / specimens FY 2017: 155 million objects / specimens</p> <ul style="list-style-type: none"> • Digital Images: Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards <p><i>Collections Prioritized for Digitization:</i> FY 2015: # of prioritized objects: 13 million FY 2016: # of prioritized objects: 15 million FY 2017: # of prioritized objects: 18 million*</p>	Outcome. Indicator of public access to SI collections	FY 2015: <ul style="list-style-type: none"> • Digital Records: # completed: 26M (17%) • Digital Images: # completed: 2.5M (19%) FY 2016: <ul style="list-style-type: none"> • Digital Records: # completed: 28M (18%) • Digital Images: # completed: 2.8M (19%) FY 2017: <ul style="list-style-type: none"> • Digital Records: # completed: 29M (19%) • Digital Images: # completed: 3.8M (21%) 	Increase over prior year	No data available at this time






*Note: the number of objects *prioritized* for digitization rose to 18 million in FY2017 (from 15 million the previous year).

Smithsonian Facilities

- Links to Goal 6: Preserve our natural and cultural heritage while optimizing our assets
- Ties to Program Categories in ERP:
 - FACILITIES (Program Code 5XXX)
 - SECURITY & SAFETY (Program Code 6XXX)

Key Performance Indicators — Smithsonian Facilities Capital/Maintenance and Safety/Security

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Percent of available capital funds obligated compared to funds available	Efficiency (obligation rate is indicator in initiating capital work in a timely manner)	FY 2015: 91.1% FY 2016: 93% FY 2017: 88%	85%	87% 
Number of major capital projects meeting milestones (see below):	Output	FY 2015: Met milestones on 4 of 6 projects FY 2016: Met milestones on 6 of 6 projects FY 2017: Met milestones on 8 of 10 projects	Meet milestones on all 9 major projects	Met all 9 milestones 
Repair National Museum of American History roof	Output	FY 2017: Renovation 49%	80%	95%
Revitalization of National Museum of Natural History, Paleo Halls	Output	FY 2015: Award complete FY 2016: Renovation 45% FY 2017: Renovation 98%	100%	100%
Revitalization of National Museum of Natural History, South Entrance	Output	FY 2017: Design 100%	Renovation 25%	44%
Revitalization of National Zoological Park Bird House – Swing Space	Output	FY 2017: Design 100%; Contract awarded	100%	100%
Revitalization of National Zoological Park Police Station	Output	FY 2017: Renovation 36%	50%	63%
Revitalization of National Air and Space Museum - Mall	Output		Award for Initial Construction work	Yes

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Construct National Air and Space Museum – Udvar Hazy Center Dulles Collections Storage Module 1	Output	FY 2017: Construction contract awarded	50%	83%
Replace Museum Support Center roof, Phase 1; Phase 2	Output	FY 2017: Renovation 90%	Phase 1 Renovation - 100% Phase 2 Design – 100%	Design 100% complete
Construct Museum Support Center Pod 6	Output	FY 2017: Design 20%	75% of Feasibility Study	Completed
Percent of revitalization projects designed to 35% prior to request for construction funding	Efficiency (35% design prior to funding improves cost estimates; early award avoids cost escalation and project delays)	FY 2015: Target not met due to lack of planning funds FY 2016: Target not met due to lack of planning funds FY 2017: Target not met due to lack of planning funds	Complete 35% design prior to Cong. budget submission for 80% of major projects in the FY 2019 capital program	Target not met due to lack of design funding 
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2015: 69% FY 2016: 67% FY 2017: 68.9%	70%	69.8% 
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2015: 54.4% FY 2016: 50.4% FY 2017: 52%	52%	59.8% 
100% of facilities at level 3 “managed care” for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2015: Achieved 75% Level 3 FY 2016: Achieved 90% APPA Level 3 FY 2017: Achieved 90% APPA Level 3	Maintain 90% APPA Level 3	80% 
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2015: 2.07 FY 2016: 2.41 FY 2017: 1.95	<2.00	1.74 

People and Operations

Strengthen those organizational services that allow us to deliver on our mission.

➤ Links to:

- Goal 1: Be One Smithsonian
- Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure





➤ Ties to Program Categories in ERP:

- SMITHSONIAN ENTERPRISES (SE) AND UNIT BUSINESS ACTIVITIES (Program Code 01XX)
- INFORMATION TECHNOLOGY (Program Code 7XXX)
- PERFORMANCE MANAGEMENT (Program Code 81XX)
- HUMAN RESOURCES MANAGEMENT (Program Code 8200)
- DIVERSITY/EEO Program Code 8210)
- FINANCIAL MANAGEMENT (Program Code 8300)
- INVESTMENT MANAGEMENT (Program Code 8310)
- PUBLIC AND GOVERNMENT AFFAIRS (Program Code 8400)
- PROCUREMENT AND CONTRACTING (Program Code 8600)
- DEVELOPMENT (Program Code 9XXX)

Operational Effectiveness

We will institute nimble and cost-effective pan-Institutional administrative processes.


Key Performance Indicators—Organizational Efficiency and Effectiveness

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2015: 95.3 average days FY 2016: 104.6 average days FY 2017: 94.73 average days	Goal of 80 days	84.6 average days 
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2015: 96.0% FY 2016: 95.3% FY 2017: 96.08%	97%	97.8% 
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2015: Quality 97.5% Timeliness 97.7% FY 2016: Quality 98.6% Timeliness 97.9% FY 2017: Quality 98.98% Timeliness 98.13%	Quality 99% Timeliness 98%	Quality 98.67% Timeliness 97.68% 
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	FY 2015: 79% FY 2016: 80% FY 2017: 81%	81%	81% 

Diversity and Inclusion



We will ensure that diversity, inclusion, cultural awareness, and sensitivity are hallmarks of the Institution.

Key Performance Indicators—Diversity and Inclusion

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual																								
Percent of workforce diversity by race/ethnicity	Output	<table border="1"> <thead> <tr> <th></th> <th>FY 2015</th> <th>2016</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Nat Am</td> <td>1.5</td> <td>1.3</td> <td>1.3</td> </tr> <tr> <td>Asian</td> <td>5.8</td> <td>5.8</td> <td>6.0</td> </tr> <tr> <td>NHPI</td> <td>0.14</td> <td>0.1</td> <td>0.1</td> </tr> <tr> <td>Black</td> <td>28.3</td> <td>28.8</td> <td>28.4</td> </tr> <tr> <td>Hispanic</td> <td>10.1</td> <td>10.2</td> <td>10.2</td> </tr> </tbody> </table>		FY 2015	2016	2017	Nat Am	1.5	1.3	1.3	Asian	5.8	5.8	6.0	NHPI	0.14	0.1	0.1	Black	28.3	28.8	28.4	Hispanic	10.1	10.2	10.2	Meet or exceed DC Metro CLF standard Nat Am 0.4 Asian 9.6 NHPI 0.1 Black 25.4 Hispanic 13.2	1.3% Nat Am 5.7% Asian 0.1% NHPI 28.8% Black 10.1% Hispanic 
	FY 2015	2016	2017																									
Nat Am	1.5	1.3	1.3																									
Asian	5.8	5.8	6.0																									
NHPI	0.14	0.1	0.1																									
Black	28.3	28.8	28.4																									
Hispanic	10.1	10.2	10.2																									

Financial Strength

Key Performance Indicators—Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2018 target	FY 2018 actual
Dollar amount of Private Sources: Gifts	Input	FY 2015: \$230.0 million FY 2016: \$296.0 million FY 2017: \$233 million	\$200.0 million	\$224 million 
Dollar amount of Sponsored Projects Revenue	Input	FY 2015: \$152 million FY 2016: \$170 million FY 2017: \$139.3 million	\$ 150 million	\$137 million 
Dollar amount of Private Sources: Business Revenue	Input	FY 2015: \$179 million FY 2016: \$181 million FY 2017: \$202 million	\$194 million	\$182 million 