Annual Performance Plan

Fiscal Year 2021

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**. The plan sets 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.

Many of the FY 2020 measures were significantly impacted by the COVID-19 pandemic. The Institution expects this trend to continue for the foreseeable future and has set FY 2021 performance targets accordingly.

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 Plan for Fiscal Year 2021

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
Research and Scholarship: We will create knowledge through high-impact research in science, art, history, and culture.	Goal 2: Catalyze new conversations and address complex challenges Goal 5: Drive large, visionary, interdisciplinary research and scholarly projects
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.	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
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.	Goal 6: Preserve our natural and cultural heritage while optimizing our assets
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.	Goal 6: Preserve our natural and cultural heritage while optimizing our assets
People and Operations • 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	Goal 1: Be One Smithsonian Goal 7: Provide a nimble, cost-effective, and responsive administrative infrastructure

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 2021 target	FY 2021 actual
Number of Book, Book Chapter, and Journal Publications*	Output	FY 2018: 2,531 FY 2019: 2,182 FY 2020: 2,560	2,400	
Number of Fellows in residence	Output	FY 2018: 765 (revised) FY 2019: 845 FY 2020: 772	680	
Number of Grant and Contract proposals submitted	Output	FY 2018: 582 FY 2019: 584 FY 2020: 608	590	

*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)
  - o WEB DEVELOPMENT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
  - o IT ACTIVITIES IN SUPPORT OF PUBLIC PROGRAMS
  - EXHIBITIONS *(Program Code 2XXX)*
  - EDUCATION *(Program Code 11XX)*

Key Performance Indicators – Public Engagement

	Type	Prior- year data	FY 2021 target	FY 2021 actual
Number of physical visits to SI museums and the National Zoo	Output. Indicator of museum/zoo success	FY 2018: 28.8 million FY 2019: 23.3 million FY 2020: 7.7 million	15 million visits	
Number of people served by Smithsonian education programs	Output. Indicator of level of public use/quality of SI education programs	FY 2018: 11.8 million (revised) FY 2019: 10.2 million FY 2020: 8.6 million	10.2 million	
Number of visitors to SI websites	Output. Indicator of level of public use of SI resources via Web	FY 2018: 160 million FY 2019: 154 million FY 2020: 178 million	199 million website visitors	
Number of Social media followers: • Facebook • Twitter	Output. Indicator of level of public use of SI resources	FY 2018: Facebook 6.6 million; Twitter 5.7 million FY 2019: Facebook 7 million; Twitter 5.9 million FY 2020: Facebook 7.2 million; Twitter 6.1 million	7.6 million FB followers. 6.4 million Twitter followers	

Key Performance Indicators	Type	Prior-year data	FY 2021 target	FY 2021 actual
Number of states and territories with Smithsonian Traveling Exhibitions and poster exhibits	Output. Indicator of outreach success and national access to SI resources	FY 2018: 129 locations in 34 states, DC and Guam + 3,811 poster exhibits FY 2019: 130 locations in 38 states and DC + 6,314 poster exhibits FY 2020: SITES exhibitions in 138 venues + poster exhibits in 20,657 locations reaching 50 states, DC, Puerto Rico, and worldwide*	SITES exhibitions in 100 venues + poster exhibits in 8,000 locations reaching 50 states, DC, and worldwide	
Number of Smithsonian Affiliates	Output. Indicator of extent/success of outreach and national access to SI collections	FY 2018: 214 Affiliates in 45 states + PR, Panama FY 2019: 214 Affiliates in 46 states + PR, Panama FY 2020: 210 Affiliates in 46 states, PR, Panama	210 Affiliates in 46 states, Puerto Rico and Panama	

*Note: Metric changed to combine locations of traveling exhibitions and smaller poster exhibits

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 2021 target	FY 2021 actual
Percentage of museum collections (objects and specimens) that meets/exceeds unit standards for: • **Physical Condition:** Measures the need for intervention to prevent further or future deterioration of the collections. • **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. *Collections Totals:* FY 2018: 155.5 million objects / specimens FY 2019: 155.4 million objects / specimens FY 2020: 155.5 million objects/ specimens	Outcome. Indicator of established standards and sound management practices for collections	FY 2018: • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 72% • Physical Accessibility: 87% FY 2019: • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 72% • Physical Accessibility: 87% FY 2020: • Physical Condition: 75% • Housing Materials: 69% • Storage Equipment: 71% • Physical Accessibility: 87%	Increase over prior year	

Percentage of museum collections (objects and specimens) that are digitized:
• **Digital Records:** Measures percentage of Collections Total with digital records that meet or exceed unit standards
Collection Totals:
FY 2018: 155.5 million objects / specimens
FY 2019: 155.4 million objects/ specimens
FY 2020: 155.5 million objects/ specimens
 	
• **Digital Images:** Measures percentage of Collections Prioritized for Digitization with digital images that meet or exceed unit standards
Collections Prioritized for Digitization:
FY 2018: # of prioritized objects: 18.6 million
FY 2019: # of prioritized objects: 18.5 million
FY 2020: # of prioritized objects: 18.7 million
	Outcome. Indicator of public access to SI collections	FY 2018:
		• Digital Records:
		  # completed: 32M (21%)
		• Digital Images:
		  # completed: 4.9M (26%)
		FY 2019:
		• Digital Records:
		  # completed: 33M (21%)
		• Digital Images:
		  # completed: 5.6M (30%)
		FY 2020:
		• Digital Records:
		  # completed: 34.2 M (22%)
		• Digital Images:
		  # completed: 6.5 M (35%)
			Increase over prior 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 2021 target	FY 2021 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 2018: 87% FY 2019: 92% FY 2020: 94%	85%	
Number of major capital projects meeting milestones (see below):	Output	FY 2018: Met all 9 milestones FY 2019: Met milestones on 5 of 7 projects FY 2020: Met milestones on 5 of 7 projects	Meet milestones on all 6 major projects	
Revitalization of Historic Core (SIB/AIB)	Output	FY 2019: Pre-Design 100% FY 2020: Design awarded	Schematic Design 5% Complete	
Revitalization of Bird House - National Zoological Park	Output	FY 2018: 100% (swing space) FY 2019: 43% FY 2020: Renovation is 73% complete	Renovation 85% complete	
Restore Exterior Envelope and Roof - Hirshhorn Museum Building	Output	New Project	Renovation 15% Complete	
Revitalization of National Air and Space Museum - Mall	Output	FY 2018: Initial Construction awarded FY 2019: 12% FY 2020: Renovation is 40% complete	Renovation 50% Complete	
Restore/Replace envelope and roof of National Air and Space Museum - Udvar Hazy Center	Output	FY 2019: Construction awarded FY 2020: Renovation is 24% complete (on completion schedule)	Renovation 60% complete	

Key Performance Indicators	Type	Prior-year data	FY 2021 target	FY 2021 actual
Construct Museum Support Center Pod 6	Output	FY 2018: 75% of Feasibility Study completed FY 2019: 100% Feasibility Study completed FY 2020: 35% design has been submitted	Design 65% complete	
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 2018: Target not met due to lack of design funds FY 2019: Target not met due to lack of planning funds FY 2020: 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 2021 capital program	
Percentage of buildings with Facilities Condition Index (FCI) above 90%	Output. Higher % shows improvement of buildings condition	FY 2018: 69.8% FY 2019: 66.5% FY 2020: 61%	68%	
Planned maintenance cost as percent of total annual maintenance costs	Efficiency — a higher proportion planned vs. unplanned is indicator of more efficient use	FY 2018: 59.8% FY 2019: 60.4% FY 2020: 57% (impacted by COVID19: minimum staffing, buildings were closed)	62%	
100% of facilities at level 3 "managed care" for cleanliness on the APPA scale	Output. Shows improvement in buildings cleanliness	FY 2018: Achieved 80% APPA Level 3 FY 2019: Achieved 80% APPA Level 3 FY 2020: 33% @ Level 3 (impacted by COVID 19: minimum staffing, buildings were closed, less cleaning)	85% APPA Level 3	
Safety: total recordable case rate (injuries per 100 employees)	Output (annual basis)	FY 2018: 1.74 FY 2019: 1.76 FY 2020: 1.44	<2.00	

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 2021 target	FY 2021 actual
Workdays to complete recruitment action against OPM End-to-End Hiring Model of 80 days	Efficiency	FY 2018: 84.65 average days FY 2019: 98.5 average days FY 2020: 132 average days	Goal of 80 days	
Percent of SI contract actions completed within Federal Standard Time Frames	Efficiency	FY 2018: 97.8% FY 2019: 94.6% FY 2020: 93.4%*	95%	
Customer satisfaction with quality and timeliness of IT services	Outcome	FY 2018: Quality 98.67% Timeliness 97.68% FY 2019: Quality 97.75% Timeliness 97.33% FY 2020: Quality 97.76% Timeliness 96.97%	Quality 99% Timeliness 98%	
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 2018: 81% FY 2019: 81% FY 2020: 85%	82%	

*Percentage reflects an average of 94.7% efficiency rate for purchase orders and 92% rate for our A/E Construction Contracts

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 2021 target	FY 2021 actual
Percent of workforce diversity by race/ethnicity	Output	FY	2018	2019	2020	Meet or exceed DC Metro CLF standard	Meet or exceed DC Metro CLF Standard
		Nat Am	1.3	1.4	1.4	Nat Am 0.4	
		Asian	5.7	5.7	6.1	Asian 9.6	
		NHPI	0.1	0.1	0.1	NHPI 0.1	
		Black	28.8	29.2	29.1	Black 25.4	
		Hispanic	10.1	10.5	10.7	Hispanic 13.2	

Financial Strength

Key Performance Indicators – Financial Strength

Key Performance Indicators	Type	Prior-year data	FY 2021 target	FY 2021 actual
Dollar amount of Private Sources: Gifts	Input	FY 2018: $224 million FY 2019: $225 million FY 2020: $248 million	$200 million	
Dollar amount of Sponsored Projects Revenue	Input	FY 2018: $137 million FY 2019: $147.4 million FY 2020: $135.7 million	$142 million	
Dollar amount of Private Sources: Business Revenue	Input	FY 2018: $183 million FY 2019: $167 million FY 2020: $109 million	$108 million	