

President's Budget
February 4, 2008

**U. S. Holocaust Memorial Museum
Fiscal Year 2009 Budget Justification**

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U. S. Holocaust Memorial Museum

FY 2009 Budget Request

| ACCOUNT | FY 2008 ENACTED (net of rescission) | FY 2008 NON- APPROPRIATED FUNDING | FY 2009 FEDERAL REQUEST |
|------------------------------------------|----------------------------------------|-----------------------------------------|----------------------------|
| Salaries and Expenses | \$41,164,655 | \$28,400,000 | \$43,181,000 |
| Repair/Rehabilitation | 1,870,360 | | 1,900,000 |
| Exhibition Development and Production | 1,244,282 | | 1,243,000 |
| Equipment Replacement Program | 506,966 | | 515,000 |
| BASE TOTAL | \$44,786,262 | \$28,400,000 | \$46,839,000 |

Authorizing Committees

House: Committee on Resources – Subcommittee on National Parks, Recreation and Public Lands

Senate: Committee on Energy and Natural Resources – Subcommittee on National Parks

Authorization

The Museum received permanent authorization in October 2000 (P.L. 106-292). The text of that legislation authorizing appropriations states:

‘SEC. 2310. AUTHORIZATION OF APPROPRIATIONS. “To carry out the purposes of this chapter, there are authorized to be appropriated such sums as may be necessary. Notwithstanding any other provision of law, none of the funds authorized to carry out this chapter may be made available for construction. Authority to enter into contracts and to make payments under this chapter, using funds authorized to be appropriated under this chapter, shall be effective only to the extent, and in such amounts, as provided in advance in appropriations Acts.

Introduction to Budget Request

For FY 2009 the United States Holocaust Memorial Museum (USHMM) is requesting \$46,839,000, an increase of \$2,052,738 over the FY 2008 enacted level. The proposed increase will provide adequate funds to cover rising costs for the continuation of current services with no new programs. Detailed explanations of requested increases begin on page seven. Each budget activity described in this document is funded through a combination of both appropriated and non-appropriated funds. Activities are organized and grouped according to the goals in the Museum’s strategic plan.

Mission

A living memorial to the Holocaust, the United States Holocaust Memorial Museum was created to remember the victims and to stimulate leaders and citizens to confront hatred, prevent genocide, promote human dignity, and strengthen democracy.

The Museum, which opened in 1993, was created in response to recommendations by the *President's Commission on the Holocaust* (P.L. 96-388), which mandated the following:

- Operate and maintain a permanent living memorial museum to the victims of the Holocaust,
- Provide appropriate ways for the nation to commemorate the victims of the Holocaust through the annual national civic observances known as *Days of Remembrance*, and
- Carry out the recommendations of the President's Commission on the Holocaust in its Report to the President of September 27, 1979.

Major Accomplishments

The following table summarizes the Museum's major accomplishments for FY 2007 as presented in the Performance and Accountability Report.

| Strategic Plan Goal | Major Organizational Unit | FY 2007 Highlights |
|--------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Protect and Strengthen the Core of the Living Memorial | Museum Operation | <ul style="list-style-type: none"> • Museum visitors: 1,623,762 • Web site visitors: 21,273,485 • Increased group visits • Added group visits to special exhibitions • Completed Ross building cornice repairs & Museum roof repairs |
| | Rescue the Evidence | <ul style="list-style-type: none"> • Opened International Tracing Service Archive • Implemented collections database |
| | Center for Advanced Holocaust Studies | <ul style="list-style-type: none"> • Conducted 68 campus outreach programs in 25 states, DC, and Canada • 46 fellows in residence from 15 states and 7 foreign countries |
| Enhance the Nation's Moral Discourse | Committee on Conscience | <ul style="list-style-type: none"> • Launched the Google Earth crisis mapping initiative on Darfur • Launched the Genocide Prevention Task Force |
| | National Institute for Holocaust Education | <ul style="list-style-type: none"> • Seven traveling exhibitions in 20 cities in 13 states • Launched Web site in Arabic and Farsi • Piloted new leadership programs with the American Association for Colleges of Teacher Education and with the United Nations Information Officers |
| Secure the Future of the Memorial Museum | External Affairs | <ul style="list-style-type: none"> • President's speech at the Museum resulted in widespread international coverage on the Darfur crisis • Press strategy around the International Tracing Service resulted in extensive global coverage |
| | Financial Management | <ul style="list-style-type: none"> • Implemented e-Travel • Obtained clean opinion on annual audit |
| | Management & Administration | <ul style="list-style-type: none"> • Implemented improved retirement plan for donated employees • Upgraded fingerprinting system in security office |

| MAJOR COMPONENTS OF FY 2009 REQUEST | | | | |
|----------------------------------------|-----------------|--------------------|--------------------|----------------|
| (\$000) | | | | |
| | FY 2007 | FY 2008 Enacted | FY 2009 Request | Increase |
| Annual Funds | | | | |
| Salaries & Expenses | \$39,242 | \$41,165 | \$43,181 | \$2,016 |
| No-Year & Multi-Year Funds | | | | |
| Repair & Rehabilitation | 1,865 | 1,870 | 1,900 | 30 |
| Exhibition Development & Production | 1,243 | 1,244 | 1,243 | (1) |
| Equipment Replacement Program | | 507 | 515 | 8 |
| Net No-year & Multi-Year Funds | 3,108 | 3,621 | 3,658 | 37 |
| Total, USHMM Request | \$42,349 | \$44,786 | \$46,839 | \$2,053 |

Overview of FY 2009 Request

The FY 2009 budget request of \$46,839,000, an increase of \$2,052,738 over the enacted FY 2008 budget, will provide for the continuation of basic operational costs at the current level of services.

FY 2009 Proposed Increases and Offsetting Reductions

Cost of January pay raise and major contractual increases (\$2,016,345)

At current policy levels for FY 2009, a pay increase of \$852,345 and the effects of inflation on operating and administrative costs at \$1,164,000 are requested. Detailed information on pay and inflation is provided on pages nine and ten.

Repair and Rehabilitation (\$29,640 in no-year funding)

The requested increase will maintain this program at the FY 2008 budget level.

Exhibition Development (\$1,281 reduction in no-year funding)

The no-year exhibitions development fund will be maintained at the FY 2007 enacted level. The overall program and schedule for special exhibitions will not be changed at this time.

Equipment Replacement (\$8,034 in three-year funding)

The requested increase requested will maintain this program at the FY 2008 budget level.

Significant new FY 2009 programs being funded by non-appropriated sources

International Tracing Service (ITS) Archive Project

After decades of secrecy, copies of the archival holdings of the International Tracing Service (ITS) – the single largest collection of Holocaust documentation – are in the process of being transferred to the U.S. Holocaust Memorial Museum. The Museum has led the years-long international diplomatic effort, with the support of the U.S. Congress and Department of State, to open this archive to help survivors and their families acquire information about the fates of their loved ones. That process, requiring the agreement of 11 countries and the International Committee of the Red Cross, was completed in November 2007. The USHMM, which has been designated as the American repository of the records, is now engaged in an urgent race against time to provide this information to the survivors as quickly as possible.

The archive contains approximately 100 million digital images of material relating to more than 17 million people who perished or otherwise fell victim to the Nazi regime. In August and November 2007, the Museum received the first installments of records and will receive the remainder of the collection between 2008 and 2010. The challenge of making this massive documentation in more than 25 languages accessible is enormous, but the Museum's first priority is to be able to start helping survivors and their families in early 2008.

The Museum has invested approximately \$300,000 in non-appropriated funds in new hardware to substantially expand the storage capacity of its network servers. Existing staff are being assigned to this project to begin the task of organizing and researching the material to respond to public inquiries. A fundraising campaign is underway to help raise funds for the anticipated \$6.8 million needed over the coming five years to make the archives accessible.

Web Translation Project

The Museum's web site is its most far-reaching and effective outreach tool. Last year alone, over 21 million people visited the web site from almost every country on the globe. More specifically, over 40 percent of Web site visitors use the Museum's online Holocaust Encyclopedia, the most authoritative Internet source for this historical information. Demand for this unique resource has been so impressive that the Museum has already created French, Spanish, Arabic, and Farsi versions at a cost of approximately \$200,000 per language in order to reach beyond the English-speaking world. Visits from Iran grew from only 368 in July 2006 to 5,374 in July 2007 after Arabic and Farsi translations became available. Because of this success, the Museum intends to add translations in Urdu, Mandarin, Russian, Turkish, Korean, and Portuguese as funding permits. To date, the Museum has raised approximately \$1 million for this project.

**U.S. HOLOCAUST MEMORIAL MUSEUM
SALARIES AND EXPENSES**

Summary of FY 2009 Changes

| | |
|-----------------------|---------------------|
| FY 2008 Budget | \$44,786,262 |
|-----------------------|---------------------|

| | |
|--------------------------------------|--|
| FY 2009 Increases / Decreases | |
|--------------------------------------|--|

| | |
|--------------------------------------------------|-----------|
| Pay Increases | 852,345 |
| Inflation for Operating & Administrative Costs | 1,164,000 |
| Increase Repair and Rehabilitation no-year funds | 29,640 |
| Decrease Exhibitions Development no-year funds | (1,281) |
| Increase Equipment Replacement three-year funds | 8,034 |

| | |
|------------------------|-----------|
| Subtotal, net increase | 2,052,738 |
|------------------------|-----------|

| | |
|------------------------|---------------------|
| FY 2009 Request | \$46,839,000 |
|------------------------|---------------------|

FY 2009 BUDGET REQUEST – BY ACCOUNT TYPE

| Salaries and Expenses (Annual) | FTEs | \$000 |
|----------------------------------------------------------------|-------------|---------------|
| FY 2008 Enacted | 226 | 41,165 |
| <u>Increases / Decreases to Sustain Base Operations</u> | | |
| Pay Increases | | 852 |
| Inflation for Operating & Administrative Costs | | 1,164 |
| FY 2009 Salaries and Expenses Request | 226 | 2,016 |
| <u>Repair and Rehabilitation (No-year)</u> | | |
| FY 2008 Enacted | 0 | 1,870 |
| Increase funding to maintain FY08 budget level | | 30 |
| FY 2009 Budget Request | | 1,900 |
| <u>Exhibition Development and Production (No-year)</u> | | |
| FY 2008 Enacted | 1 | 1,244 |
| Decrease funding to FY07 enacted level | | -1 |
| FY 2009 Budget Request | | 1,243 |
| <u>Equipment Replacement (3-year)</u> | | |
| FY 2008 Enacted | | 507 |
| Increase funding to maintain FY08 budget level | | 8 |
| FY 2009 Budget Request | | 515 |
| TOTAL REQUEST | 227 | 46,839 |

Analysis of FY 2009 Increases

The following table relates the requested increases to the FY 2008 base funding in each category. Additional details are on the next two pages

| | FY 2008 Enacted (\$000) | Increase Requested (\$000) | FY 2009 Estimate (\$000) |
|-----------------------------------|-------------------------------|----------------------------------|--------------------------------|
| Personnel Budget | | | |
| FY08 raise annualized @4.5% | | 341 | |
| FY 2009 raise at 2.9% | | 511 | |
| Total Personnel Funding | 22,294 | 852 | 23,146 |
| Non-personnel Budget | | | |
| Inflation & contractual increases | | 1,201 | |
| Total Non-personnel | 22,340 | 1,201 | 23,693 |
| Total | \$44,786 | \$2,053 | \$46,839 |

Effects of FY 2009 Pay Factors

| Sub-activity | FY 2008 Base (\$000) | Annualize FY 2008 Pay Raise (\$000) | FY 2009 Pay Raise (\$000) | Total FY 2009 Pay Factors (\$000) | FY 2009 Estimate (\$000) |
|--------------------------|----------------------|-------------------------------------|---------------------------|-----------------------------------|--------------------------|
| Education & Exhibitions | 2,557 | 39 | 58 | 80 | 2,654 |
| Collections | 3,974 | 61 | 91 | 125 | 4,126 |
| Museum Services | 2,075 | 31 | 47 | 64 | 2,153 |
| CAHS | 1,216 | 19 | 28 | 38 | 1,263 |
| Executive Areas | 2,482 | 38 | 57 | 78 | 2,577 |
| Financial Management | 4,230 | 65 | 98 | 134 | 4,393 |
| Facilities Operations | 1,500 | 23 | 34 | 47 | 1,557 |
| Information & Technology | 2,952 | 45 | 68 | 93 | 3,065 |
| Security | 1,308 | 20 | 30 | 41 | 1,358 |
| Total Pay Costs | 22,294 | 341 | 511 | 852 | 23,146 |

FY2008 Annualized Pay Raise - The actual FY 2008 raise in Washington D.C. was 4.49% and the additional cost compared to the 3% requested and approved in the FY 2008 appropriation is annualized above as an addition to base funding across all sub-activities.

FY 2009 Proposed Pay Raise - Current administration policy allows for a 3 % average pay increase in 2009. The impact of this increase in FY 2009, adjusted for three quarters of the fiscal year, totals \$511,000.

FY 2008 Annualized Promotions and FY 2009 Within Grade Increases - The cost of these increases will be absorbed by offsetting savings on new hires.

Effects of FY 2009 Inflation

An increase of \$1,164,000 is requested to continue to provide services at the current level for certain major contracts that are renewed annually on multi-year agreements and for utilities. The percentage increase shown for each line item below is based on actual contract terms, past experience, or the policy level of 1.048% as noted. No increase is requested for the effects of inflation on supplies, travel, equipment, or training, or for service contracts whose annual cost is a function of the level of program activity.

| Cost Category | FY 2008 Base (\$000) | Requested Increase (\$000) | FY 2009 Estimate (\$000) |
|-----------------------------------------------------------------------------------------------|----------------------------|----------------------------------|--------------------------------|
| Security guards & canine (10.5%) | \$5,336 | \$560 | \$5,896 |
| All other security contracts (5%) | 631 | 31 | 662 |
| IT contracts (5%) ^a | 1,266 | 63 | 1,329 |
| Utilities, postage (8.5% on water, 2% on postage, \$250,000 on electricity, policy on others) | 2,206 | 285 | 2,491 |
| Janitorial contract (3% + \$150,000 due to contract renewal increase during 2007) | 1,520 | 195 | 1,715 |
| Leased space (1.35% blended rate) ^b | 1,925 | 26 | 1,951 |
| Financial system administration contract (1.048%) | 385 | 4 | 389 |
| Total for Inflation | \$13,269 | \$1,164 | \$14,433 |

^a IT contracts are not all budgeted under the Information & Technology budget activity, hence total funding does not correspond to the amount shown for that activity elsewhere.

^b The increase for leased space reflects the GSA estimate for FY09, which rises only for the real estate taxes and operating costs in the L'Enfant Plaza lease instead of the anticipated cost of the new lease at the Portals complex. This portion of the request is \$12,000. In addition, this line item includes the effects of inflation on the L'Enfant security costs paid to DHS at 5%, which comes to \$14,000. Upon completing the relocation to the Portals, the funds for both rent and security will be combined into the new budget for rent at Portals because that building is not currently under DHS control.

Non-appropriated Funds

| Fund Type | <u>FY 2006</u> | <u>FY 2007</u> | <u>FY 2008</u> | |
|-------------------------------|-----------------------------|-----------------------------|--------------------------------|---------------------|
| | Actual Expenditures (\$000) | Actual Expenditures (\$000) | Projected Expenditures (\$000) | Percentage of Total |
| Unrestricted | 23,577 | 25,926 | 30,125 | 77% |
| Restricted | 6,966 | 8,238 | 7,000 | 18% |
| Museum Shop | 1,540 | 1,855 | 1,904 | 5% |
| Total Non-appropriated | 32,083 | 36,019 | 39,029 | 100% |

Relation of Appropriated and Non-appropriated Funding

Non-appropriated sources of funding contribute 46 percent to the total of all funds in the FY 2008 USHMM budget. Unrestricted funds account for 36 percent, and restricted sources and the Museum Shop accounts for the remaining 18 percent. Projected unrestricted funding is shown on the tables for each budget activity but does not add up to the total shown here due to several small funds not allocated to specific budget activities.

Since FY 1999 the Museum has budgeted unrestricted funds virtually at the level of fundraising, with very little built-in surpluses. The Museum provides for pay increases to non-appropriated staff at the same rate as for appropriated employees and also extends transit subsidies and a flexible spending account option to non-appropriated employees, which are projected to cost \$166,000 in FY 2008. To be more comparable to what is offered to Federal employees and competitive with the Smithsonian Institution, in FY 2007 the Museum made improvements to the non-appropriated employee retirement benefits plan, adding approximately \$800,000 in annual benefits costs to the unrestricted budget.

Restricted Funds

Restricted giving provides financial support for specific Museum programs or projects and is estimated to provide six percent of the combined appropriated and non-appropriated budget in FY 2007.

Outlined below are examples of major donor-directed gifts. In FY 2007 these new gifts provided over \$6 million of support.

Center for Advanced Holocaust Studies

- Over \$500,000 for academic research fellowships and scholarly activities.

Collections

- \$500,000 to record oral histories from survivors, witnesses, and perpetrators
- Over \$1.7 million for the ITS Archives project

Education

- Over \$750,000 to develop moral leadership programs
- \$312,000 for educational outreach to teachers, students, and law enforcement.

Exhibitions

- \$1 million for museum and traveling exhibitions.

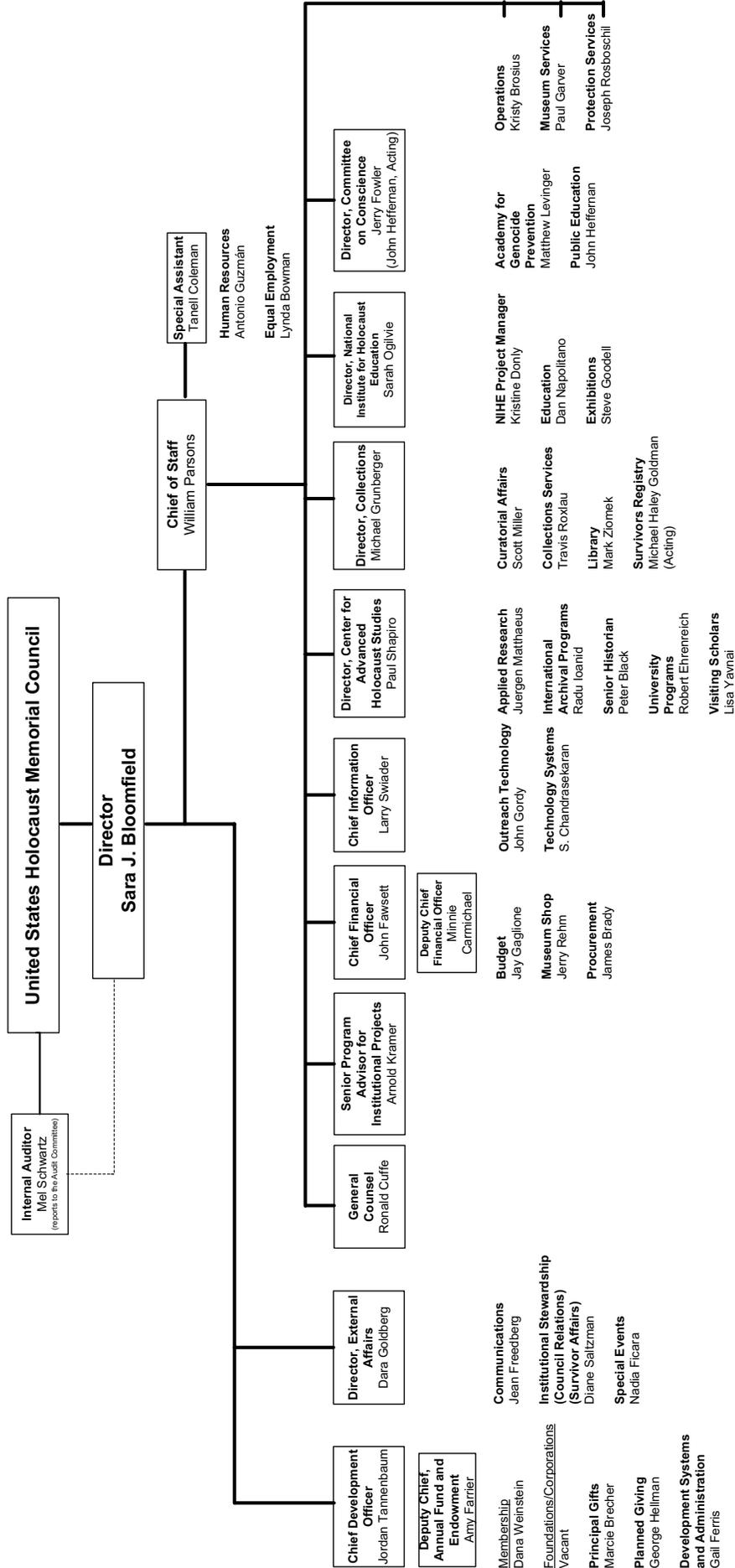
Committee on Conscience

- Over \$2 million for genocide prevention efforts.

Information Technology

- Over \$400,000 for Web site translations.

United States Holocaust Memorial Museum



INSTITUTIONAL GOALS

ENHANCE THE NATION'S MORAL DISCOURSE
NATIONAL INSTITUTE FOR CONSCIENCE
HOLOCAUST EDUCATION
 - Education
 - Exhibitions
 - Learning Center
 - Outreach Technology

RESOLVE THE EVIDENCE
 - Collections
 - International Archival Programs
 - Library
 - Survivors Registry

PROTECT AND STRENGTHEN THE MEMORIAL CORE
CENTER FOR ADVANCED HOLOCAUST STUDIES
 - Applied Research Scholars
 - Senior Historian
 - University Programs
 - Visiting Scholars
 - Academic Publications

FUNDRAISING
 - Annual Fund
 - Endowment
 - Planned Giving

EXTERNAL AFFAIRS
 - Communications
 - Publishing
 - Council Relations
 - Institutional Stewardship
 - Survivor Affairs
 - Special Events

MANAGEMENT SYSTEMS
 - Finance
 - Human Resources
 - General Counsel
 - Equal Employment
 - Databases
 - Technology Systems

Summary of Request by Strategic Goal and Organizational Unit - FY 2009

| Strategic Goal / Organizational Unit | FY 2008 | | FY 2009 | | Requested Change | | Analysis of Increases | | |
|-------------------------------------------------|---------|-----------|---------|--------|------------------|-------|-----------------------|-----------|---------|
| | FTE | \$000 | FTE | \$000 | FTE | \$000 | Pay Factors | Inflation | Program |
| Protect and Strengthen the Memorial Core | | | | | | | | | |
| Collections | 40 | 4,630 | 40 | 4,782 | - | 152 | 152 | | |
| Center for Advanced Holocaust Studies | 14 | 1,427 | 14 | 1,474 | - | 47 | 47 | | |
| Museum Services | 28 | 2,104 | 28 | 2,183 | - | 79 | 79 | | |
| Information Technology | 22 | 4,105 | 22 | 4,281 | - | 176 | 113 | 63 | |
| Security | 18 | 8,128 | 18 | 8,769 | - | 641 | 50 | 591 | |
| Facilities Operations | 29 | 9,562 | 29 | 10,125 | - | 563 | 57 | 506 | 30 |
| Repair & Rehabilitation (no-year funds) | | 1,870 | | 1,900 | | 30 | | | 8 |
| Equipment Replacement Program (2-year funds) | | 507 | | 515 | | 8 | | | 38 |
| Subtotal, Memorial Core | 151 | 32,333 | 151 | 34,029 | - | 1,696 | 498 | 1,160 | |
| Secure the Future | | | | | | | | | |
| Executive Areas | 19 | 2,822 | 19 | 2,917 | - | 95 | 95 | | |
| Financial Management & Human Resources | 29 | 5,066 | 29 | 5,231 | - | 166 | 162 | 4 | |
| Subtotal, Secure the Future | 48 | 7,887 | 48 | 8,148 | - | 261 | 257 | 4 | |
| Enhance the Nation's Moral Discourse | | | | | | | | | |
| Education & Exhibitions | 27 | 3,322 | 27 | 3,419 | | 97 | 97 | | |
| Exhibitions Development (no-year funds) | 1 | 1,244 | 1 | 1,243 | | -1 | | | -1 |
| Subtotal, Moral Discourse | 28 | 4,566 | 28 | 4,662 | | 96 | 97 | | -1 |
| Total, USHMM | 227 | \$ 44,786 | 227 | 46,839 | - | 2,053 | 852 | 1,164 | 37 |

**Protect and Strengthen the Memorial Core
Collections**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 37 | 4,210 | 40 | 4,630 | 40 | 4,782 | | 152 | | |
| Non- Appropriated Funds | 22 | 1,726 | 18 | 1,551 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$152,000 increase for FY 2009 will fund increases for necessary pay.

Program Summary: Due to the limited window of time in which the Museum must meet its responsibility to acquire and preserve the evidence of the Holocaust, collections activity holds a place of high priority in the core functions of the Museum. The Museum's collections comprise a major research resource of Holocaust documentation consisting of personal papers, handwritten documents, microfilm reels, artifacts, photographs, artworks, film, and video. The collection is guided by the Museum's *Collections Management Policy* that defines all activities related to the stewardship of the collection, as well as the procedures for ensuring excellence in the collection's continuing growth and development. In order to ensure that every object in the collection is available in perpetuity for educational, scholarly, and memorial purposes, Museum staff members are responsible for the conservation, storage, documentation, and cataloging of each item in compliance with professional standards.

Library users have access to a growing number of electronic resources, including electronic journals, indexes, and other databases. Current catalogues of the Museum's library and archival holdings, as well as a portion of the photographic collection, are available on the Internet. A highly successful library Web site provides an expanding collection of bibliographies, ready references, and a collection of links to other Holocaust-related sites.

Current Accomplishments and Highlights:

- Opened the International Tracing Service Archives (ITS) and began receiving digital copies of records in August 2007.
- Began digitizing 2,100 hours of USHMM produced video survivor interviews.
- Rotated and treated 210 items (45%) of objects from the Permanent Exhibition.
- Added 442 new collections from the U.S., Israel, Europe, and South America.
- Added 3.9 million pages of archival material to collections, not including transfer of ITS

**Protect and Strengthen the Memorial Core
Center for Advanced Holocaust Studies**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 13 | 1,365 | 14 | 1,427 | 14 | 1,474 | | 47 | | |
| Non- Appropriated Funds | 13 | 2,243 | 12 | 1,757 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$47,000 increase for FY 2009 will fund increases for necessary pay.

Program Summary: The mission of the Center for Advanced Holocaust Studies (the Center) is to provide scholarly support for all programmatic activities of the Museum; to support the field of Holocaust Studies, including both research and the publication of scholarly output; to promote the growth of Holocaust Studies at American universities and foster strong relationships between American and foreign scholars of the Holocaust; to evaluate international archival materials for possible inclusion in the Museum's Archives; and to ensure the ongoing training of future generations of scholars specializing in the Holocaust.

The Division of the Senior Historian provides scholarly support for all programmatic components of the Museum, including Exhibitions, Education, Collections, External Affairs and International Programs. The Center also provides research assistance as requested for Congressional offices and committees and for other Federal agencies involved in such issues as the adjudication of Holocaust-related claims by United States citizens against Germany and the recovery of Holocaust victims' assets.

The Center publishes the Museum's scholarly journal, *Holocaust and Genocide Studies*, in collaboration with Oxford University Press. Working in cooperation with private sector publishers, the Center's Academic Publications Program arranges the publication of major scholarly works on the Holocaust.

In order to strengthen post-secondary teaching about the Holocaust and to reinforce relationships among Holocaust scholars, the Center sponsors seminars for professors of college-level Holocaust courses, summer research workshops for scholars, and conferences and symposia at the Museum and jointly with other institutions.

Current Accomplishments and Highlights:

- Conducted 68 campus outreach programs in 25 states, DC, and Canada
- Engaged 156 new university-based scholars in research and teaching
- Published five research monographs, and three issues of *Holocaust and Genocide Studies*.
- Hosted 46 fellows in residence from fifteen states, and 7 foreign countries.

**Management Systems
Executive Areas**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 18 | 2,725 | 19 | 2,822 | 19 | 2,917 | | 95 | | |
| Non- Appropriated Funds | 33 | 4,486 | 36 | 5,656 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008

Level of Funding Requested: The \$95,000 increase for FY 2009 will fund increases for necessary pay.

Program Summary: This budgetary component funds salaries and expenses related to the United States Holocaust Memorial Council, the Museum's governing board, and executive management of the Museum. It includes support to the Council and to senior management, such as the Director's Office, Committee on Conscience (COC), Legal Counsel, Equal Employment Opportunity, Internal Auditor, External Affairs, and Publishing.

The Museum's Council establishes overall policy for the Museum. The Council consists of 68 members. Fifty-five are appointed by the President and an additional ten members are appointed by Congress.

In every program, event, publication, and even routine internal activities, the institution communicates important messages about its mission, goals, and values. The External Affairs Division strives to ensure that, regardless of the activity, the Museum's messages to both its internal and external audiences are appropriate, meaningful, and consistent.

Current Accomplishments and Highlights:

Committee on Conscience (COC) (supported entirely with donated funding)

- Launched crisis mapping initiative with Google Earth for Darfur crisis.
- Launched the Genocide Prevention Task Force.
- Organized two day Genocide Prevention Leadership Summit.

External Affairs

- President's speech at the Museum resulted in widespread international coverage of the crisis in Darfur and the Museum's role in genocide prevention
- Generated extensive global media coverage of the Museum's efforts to open the International Tracing Service
- E-newsletter subscriber list doubled from 2006 to 30,000

**Management Systems
Financial Management & Human Resources**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 27 | 5,017 | 29 | 5,066 | 29 | 5,231 | | 166 | | |
| Non- Appropriated Funds | 10 | 963 | 9 | 1,224 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$166,000 increase for FY 2009 will fund increases for necessary pay (\$162,000) and inflation (\$4,000).

Program Summary: Financial Management includes accounting, budget, and procurement. The responsibility of the Museum's financial management organization is more complex than a typical small appropriated agency due to the inclusion of separate non-profit and retail entities within the Museum. In addition to adhering to all appropriated accounting and procurement regulations, the non-appropriated funds must be managed in accordance with generally accepted accounting practices applicable to the not-for-profit sector. Funds received through private sector donations are often subject to specific restrictions, and must be managed and allocated in accordance with the terms and conditions of the individual gifts.

Human resources functions are also accounted for in this budget activity. The Division of Human Resources (HR) provides services to appropriated and non-appropriated museum employees. These include recruitment and placement, position management and classification, employee training and development, benefits administration, employee-relations services, and the administration of the transit subsidies. The Division ensures that all Federal requirements are met and seeks to apply the same policies and requirements to the non-appropriated workforce.

Current Accomplishments and Highlights:

Financial Management

- Successfully implemented e-Travel
- Met audit and reporting deadlines and obtained clear opinion for 2006

Human Resources

- Implemented improved retirement plan for donated employees.
- Assessing supervisory training needs.

**Museum Operations
Museum Services**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 24 | 2,095 | 28 | 2,104 | 28 | 2,183 | | 79 | | |
| Non- Appropriated Funds | 0 | 45 | 0 | 63 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$79,000 increase for FY 2009 will fund increases for necessary pay.

Program Summary: The Division of Museum Services is responsible for the day-to-day visitor operations at the Museum and for coordinating the annual *Days of Remembrance* activities. Since the Museum's April 1993 opening, the division has served more than 22 million visitors from urban, rural, and international communities. The primary day-to-day responsibilities of Museum Services staff are managing visitor circulation, providing information, attending to school and adult groups, offering educational guidance, and providing assistance through volunteers and interns. Museum Services is also involved in formal and informal assessments of the visitor experience and the development of a variety of public information and educational materials.

Current Accomplishments and Highlights:

- Museum visitation increased from 1,559,357 to 1,623,762
- Volunteers provided 23,883 hours of service to the Museum
- Added group visits to special exhibitions resulting in group visitation increasing from 260,000 to 307,000.
- Created a special *Days of Remembrance* (DOR) Web page for the military community.
- Mailed special DOR materials to governors and boards of education in all 50 states and Puerto Rico and to 252 U.S. military bases.

**Museum Operations
Information and Technology**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 19 | 3,790 | 22 | 4,105 | 22 | 4,281 | | 176 | | |
| Non- Appropriated Funds | 11 | 1,303 | 14 | 1,327 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$176,000 increase for FY 2009 will fund increases for necessary pay (\$113,000) and inflation (\$63,000).

Program Summary: Information Technology (IT) covers three administrative units within the Museum reporting to the Chief Information Officer: Outreach Technology, Technical Services, and the *Meed Registry of Holocaust Survivors* (which will include the documents transferred from the International Tracing Service). IT is responsible for all aspects related to the use and implementation of technology at the Museum in both the programmatic and operational areas and for compliance with Federal Information Security Management Act and other Federal statutes applicable to the Museum. IT efforts enhance the visitor experience, support technological maintenance and upgrades, and ensure secure systems.

IT extends the Museum, its electronic presentations, and its digital resources beyond its walls to national and international audiences by providing creative insight and expertise in the use of technology to increase the impact and quality of visitor experience both onsite and via remote access with Web and related technologies.

In the Museum's public visitor spaces, IT operates and maintains the electronic media; manages audiovisual (AV) services for the Museum's two theaters; and operates the *Meed Registry of Holocaust Survivors*, an information service that develops and maintains records about survivors and victims of the Holocaust. By guiding users in the use of the specialized Museum databases, the *Registry* provides its visitors with assistance in researching genealogical questions about individuals caught up in the Holocaust.

Institution-wide support includes network services, enterprise digital applications, and secure storage of digital assets. IT procures, installs, and maintains all computer and AV hardware and desktop software, evaluates Museum needs for business process enterprise applications, and purchases off-the-shelf systems or builds customized software applications as required; evaluates, improves, and manages the security of all Museum information and technology systems; and creates, maintains, and practices plans to recover information and technology systems in the event of a malicious or unintended event that disables part or all of these systems.

Current Accomplishments and Highlights:

- Web site visitation increased from 11.9 million to 21.2 million
- Translated parts of the Museum web-site into French, Spanish, Arabic, and Farsi.
- Purchased and installed hardware and software necessary for management of the digital assets being transferred from the International Tracing Service.
- Completed the inventory and compatibility analysis to meet the Office of Management and Budget's timetable for implementation of the Internet Protocol version 6 (IPv6).
- Implemented a unified collections management database system.
- Implemented the Museum Shop e-commerce project.

**Museum Operations
Security**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|-----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 16 | 7,835 | 18 | 8,128 | 18 | 8,769 | | 641 | | |
| Non- Appropriated Funds* | 0 | 88 | 1 | 119 | N/A | N/A | | | | |

*The Security function uses non-appropriated funds for regional office security and a Safety Specialist position. The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of funding Requested: The \$641,000 increase for FY 2009 will fund increases for necessary pay (\$50,000) and inflation (\$591,000).

Program Summary: Security Services is responsible for assuring comprehensive protection of the Museum’s employees, visitors, facilities, collections/artifacts, resources, and entrusted properties, while maintaining a safe level of public access to these entities. Security Services also ensures a minimum level of occupational medical services and emergency first aid services to employees and visitors.

The main functions of Security Services are to provide support through physical and technical security, communications, emergency preparedness, and public safety programs. This includes:

- Ensure safety and security at the Museum and Ross center for visitors, staff, collections, and structures.
- Develop and implementing emergency evacuation and emergency preparedness plans.
- Provide staff training in evacuation, emergency preparedness, workplace violence, and Occupational Safety and Health Administration requirements.
- Ensuring that contractors, volunteers, interns, and researchers have undergone an appropriate background check as required by Homeland Security Policy Directive-12; and designing, developing, implementing, and testing security systems.

Current Accomplishments and Highlights:

- Installed automated fingerprinting system in HR and Security offices to enable use of OPM’s cross-checking system to speed clearance process.
- Upgraded numerous security systems to make them IP-addressable which leads to enhanced COOP system called for under HSPD-15 and HSPD-20, greater flexibility in placement of equipment such as cameras in multiple buildings, and which is an important element of preparation for migration to new employee ID systems.

**Museum Operations
Facilities Operations**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 25 | 9,025 | 29 | 9,562 | 29 | 10,125 | | 563 | | |
| Non- Appropriated Funds | 5 | 223 | 4 | 517 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$563,000 increase for FY 2009 will fund increases for necessary pay (\$57,000), normal inflation (\$106,000) and for extraordinary increases experienced on the janitorial services contract (\$150,000) and on electricity rates (\$250,000).

Program Summary: The Facilities Operations Division maintains and repairs more than 400,000 square feet of Museum space, office space, warehouse space, grounds, and parking lots, as well as fire protection systems, elevators and lifts, electrical and mechanical systems, and sanitary water distribution systems. The Division also provides office management services, which include: supply, property management, space management, furniture, office equipment, mail services, and telecommunications.

This Division has primary responsibility for the management of the physical plant, recurring maintenance, service contracts, waste and recycling, utilities and energy management, and the design and construction program. In addition to the 400,000 square feet on the Museum campus, the Museum leases an additional 30,000 square feet of office space at L'Enfant Plaza and 37,000 square feet of warehouse space in Linthicum, Maryland for collections storage and exhibition fabrication. The space at L'Enfant Plaza is scheduled to be vacated in February 2008 and staff relocated to space at the Portals complex (closer to the Museum) under an agreement with GSA that was signed in July 2007.

Current Accomplishments and Highlights:

- Completed draft of the Asset Management Plan.
- Upgraded telephone PBX that serves the Museum campus.
- Replaced the shafts, shaft bearings, the fan wheels, and the sheaves on the three cooling towers.
- Implemented and integrated lighting system in the Ross Administrative Center.
- Finalized lease through GSA for new office space to replace L'Enfant Plaza.

**Enhance the Nation's Moral Discourse
Education and Exhibitions**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 27 | 3,180 | 27 | 3,322 | 27 | 3,419 | | 97 | | |
| Non- Appropriated Funds | 23 | 1,913 | 24 | 2,227 | N/A* | N/A* | | | | |

*The FY 2009 non-appropriated budget will not be determined until June 2008.

Level of Funding Requested: The \$97,000 increase for FY 2009 will fund increases for necessary pay.

Program Summary: Exhibitions, Education and the Wexner Learning Center now form the National Institute for Holocaust Education (NIHE). The goal is to create greater educational impact more efficiently. The Institute is a visionary center for the development of all educational activities from exhibitions to Web sites to programs, ensuring that key audiences are challenged not just to learn about Holocaust history but to think about its meaning for their own lives. The Institute team, made up of a broad cross-section of Museum staff, integrates and coordinates the Museum's full range of educational activities, crafting innovative programs that promote humane values, and motivate individuals to confront the consequences of prejudice, hatred, violence, and genocide.

The Museum's exhibition and education programs form the core of the NIHE. Exhibitions use innovative multi-media displays, survivor testimony, and the dramatic presentation of authentic artifacts to give visitors a personalized encounter with a historical event of enormous magnitude and its implications.

Since the Museum opened in 1993, the exhibition program has included the acclaimed permanent exhibition *The Holocaust*; a separate permanent exhibition designed for younger audiences, *Remember the Children: Daniel's Story*; and the continual offering of original, special exhibitions. Special exhibitions have presented such diverse subjects as the liberation of the concentration camps by American soldiers at the end of the war, the controversial 1936 Berlin Olympics, and the impact of the 1933 Nazi book burnings on America's concepts of freedom. Complementing the exhibition program, the Wexner Learning Center has been revamped to become a dynamic learning laboratory with both multimedia and traditional displays as well as increased opportunities for visitor interaction and dialogue.

Current Accomplishments and Highlights:

Changes to the Web site include:

- created special DOR web page for the military community, and
- completed translations to French, Spanish, Farsi and Arabic for the encyclopedia.
- Internet2 programming highlights:
 - launched “Voices on Anti-Semitism” podcast series
 - launched Google Earth partnership for mapping atrocities in Darfur and other regions (COC project)
 - expanded podcast / blog on web-site to increase outreach efforts beyond the student base (COC project)
- Visitation to Anti-Semitism web page increased over 400% since podcast launch.
- Seven traveling exhibitions in 20 cities and 13 states
- Racial Science exhibition on view in Dresden, Germany.
- Deadly Medicine traveling tour launched December 2006 at the Andy Warhol Museum in Pittsburgh, PA.
- Teacher-training workshops held in Washington, DC, Washington State, and Ohio.
- Held teacher forums in California, Florida, Ohio and Wyoming
- The “Regional Education Corps” (REC) educators held presentations in Arizona, Montana, Wisconsin, and Connecticut.
- Developing a program in partnership with the Fred Friendly Seminars at Columbia University on propaganda and genocide.
- Regional Education Summit held in Pittsburgh in coordination with the Deadly Medicine exhibit.
- Piloted new leadership programs with the American Association for Colleges of Teacher Education and with the United Nations Information Officers.
- Piloted the Law Enforcement and Society program for Arizona prosecutors
- Expanded programs for military:
 - 2,133 participants from 95 countries participated in military and government programs.
 - expanded programming for U.S. Naval Academy freshmen.
 - initiated partnership with the Marine Corps to train military police.
 - held Military Day program, served over 700 participants.

U. S. HOLOCAUST MEMORIAL MUSEUM

No-year and Multi-year Funding Authority

Summary of FY 2009 Changes

| | (\$000) |
|-----------------------------------|------------|
| FY 2008 Enacted No-year | 3,114 |
| <u>FY 2008 Enacted Multi-year</u> | <u>507</u> |
| Total FY 2008 new authority | 3,621 |
| | |
| <u>FY 2009 Increase</u> | <u>37</u> |
| | |
| FY 2009 Request | 3,658 |

**Equipment Replacement
(Three-Year Funding Authority)**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|-------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 0 | 0 | 0 | 507 | 0 | 515 | 0 | 0 | 0 | 8 |
| Non-Appropriated Funds | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* |

*Donated funds used for equipment are budgeted in the individual divisions responsible for the equipment.

Program Summary: The \$8,034 requested increase maintains the program at the FY 2008 budget level. This fund provides for cyclic replacement of central equipment in Security, Information Technology, and Facilities Operations.

| Planned Equipment Replacement Projects | FY 2008 | FY 2009 | FY 2010 |
|-------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| Mid-size to Large Equipment upgrades (copiers, faxes, networking phones) | 76,500 | 109,500 | 96,500 |
| Safety and Security equipment upgrades (tools, radios, badging, surveillance cameras, pelco switches) | 232,000 | 207,500 | 246,500 |
| Computer system upgrades (desktops, monitors, servers) | 119,500 | 127,000 | 108,000 |
| Exhibits AV Equipment | 60,000 | 60,000 | 60,000 |
| Telephone system upgrades | 19,000 | 11,000 | 4,000 |
| Total project plans | 507,000 | 515,000 | 515,000 |

**Museum Operations
Repair and Rehabilitation
(No-Year Funding Authority)**

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|----------------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 0 | 1,865 | 0 | 1,870 | 0 | 1,900 | 0 | 0 | 0 | 30 |
| Non- Appropriated Funds | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* |

*The Repair and Rehabilitation function does not use non-appropriated funds.

Level of Funding Requested: The \$29,640 requested increase maintains the program at the FY 2008 budget level. The effects of inflation, estimated at \$19,912, will be absorbed within base funding.

Note concerning estimates: The amounts shown represent new budget authority only. Actual obligations may be higher due to the availability of funds carried forward from prior fiscal years.

Program Summary: The Repair and Rehabilitation program provides funding for repairs to areas affected by wear and tear and major facilities systems maintenance to ensure that the Museum and Ross Administration Center buildings remain in good condition for future generations. The primary purpose of the program is to provide a safe environment for visitors, staff, and Museum collections that adheres to applicable codes and ensures proper preservation, repair, and renewal of all facilities and systems. Associated tasks include contracted architectural, engineering, and planning services, as well as project design and construction management. A five-year plan is used to guide the program and is updated at least twice a year.

Current Accomplishments and Highlights:

- Completed repairs of the Ross Administrative Center's cornice and the installation of the cathodic protection, repaired exterior masonry, and repainted metal grates.
- Recaulked the stone joints on the Museum.
- Replaced Hall of Remembrance roof.
- Repaired Museum roof and roof drains.
- Relined the Museum gutters.
- Completed structural assessment of the Ross Administrative Center.
- Completed assessment of the Museum and Ross Center's elevators and handicapped lifts.
- Replaced the visual break strips in the Museum's stone stairs.
- Replaced the light boxes in the Museum screen wall.
- Upgraded the fume hood in the Collections conservation lab.

Repair & Rehabilitation Budget Plan
FY 2007 through FY 2012

| Repair & Rehabilitation Projects Currently Scheduled | | | | | | |
|----------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Project | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 |
| Small Projects | \$ 632,000 | \$ 375,000 | \$ 150,000 | \$ 200,000 | \$ 100,000 | \$ 180,000 |
| Emergency Reserve | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 |
| ¹ Museum Shop Renovation | | | 400,000 | | | |
| Replace Kimmel-Rowan Gallery Floor | | 250,000 | | | | |
| Façade, Roof, and Terrace Repair | | | | | | |
| -Exterior Painting & Cleaning | | | 75,000 | 300,000 | | |
| -Parking lot, landscaping, stair repair & upgrade | | | 350,000 | | | |
| ² -Ross Administrative Building Roof Replacement, Truss Reinforcement & Lateral Bracing | | | 850,000 | | | |
| -Corrosion Control (Bridges & 14th Street Roof) | 805,000 | | | | | |
| -Museum Tower Repair | | 187,000 | | | | 750,000 |
| ³ Access, Safety, & Security projects | 295,500 | 320,000 | 495,000 | 682,000 | 964,000 | 600,000 |
| ⁴ Utility System Repair | 475,000 | 345,000 | 100,000 | 400,000 | 200,000 | |
| Fire Detection and Suppression repairs | | 155,000 | | | | |
| Project Design and Planning | 73,500 | 265,000 | 180,000 | 30,000 | 90,000 | 40,000 |
| Total project plans | \$ 2,606,000 | \$ 2,222,000 | \$ 2,925,000 | \$ 1,937,000 | \$ 1,679,000 | \$ 1,895,000 |

The Project plan scheduled by fiscal year coincides with planned starting dates for the project and does not necessarily coincide with total anticipated obligations for the year. For schedule of obligations, see program & financing schedules in Appendix 1.

Possible changes to major items the R&R Plan:

1 - **Museum Shop Renovation (FY 2009)** - This project is lower priority than others and the timeline could change if the need for a critical repair arises and requires either staff time or R&R funds be diverted.

2 - **Ross building roof repairs (FY 2009)** - The timelines for the parking lot repair and the Ross roof replacement projects are contingent upon the GSA construction project on the Yates Building. If the Yates project extends beyond its projected timeframe, these projects could potentially be delayed by one fiscal year. This applies to the Parking lot repairs as well.

3 - **Access, Safety, and Security (FY 2009-2011)** - The Elevator Assessment conducted in FY 2007 produced a list of recommended tests and upgrades for the Museum and Ross Center's elevators and handicapped lifts that are the largest costs in this line item. Pressure tests will be conducted on the cylinders of the hydraulic elevators. If the cylinders fail the pressure tests, they will need to be replaced. The cost for these potential replacements are not built into the R&R plan. We will adjust the Elevator upgrade schedule to cover any necessary cylinder replacements, which may cause the elevator upgrades to extend into the out years.

4 - **Utility System Repair (FY 2010)** - Supplemental cooling system for the LAN equipment room might have to be moved up to an earlier fiscal year. The opening of the International Tracing Service Service Archives and other digitizing projects are greatly increasing the amount of the digital storage the Museum requires for its holding and the cooling upgrade will be contingent on how quickly our digital storage needs expand.

ENHANCE THE NATION'S MORAL DISCOURSE
Exhibition Development and Production
(No-Year Funding Authority)

| | FY 2007 Actual | | FY 2008 Enacted | | FY 2009 Request | | Pay & Inflation | | Program | |
|-------------------------------|-------------------|---------|--------------------|---------|--------------------|---------|-----------------|---------|---------|---------|
| | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) | FTE | (\$000) |
| Appropriated Funds | 1 | 1,243 | 1 | 1,244 | 1 | 1,243 | 0 | 0 | 0 | -(1) |
| Non-Appropriated Funds | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* | N/A* |

*Non-appropriated funds associated exhibitions are shown under the Education and Exhibition activity.

Level of Funding Requested: Funding for exhibitions development will be decreased by \$1,281 to adjust the total downward to the FY07 enacted level. In order to help offset effects of inflation on annual funds, the effects of pay increases and inflation on the exhibitions development fund will also continue to be absorbed, as they have since inception.

Note concerning estimates: The amounts shown represent new budget authority only. Actual obligations may be higher due to the availability of funds carried forward from prior fiscal years.

Program Summary: Exhibitions that communicate the history of the Holocaust in ways that are relevant to the broad spectrum of the American public, and that encourage visitors to think about the implications of Holocaust history for their lives today, are one of the primary educational activities of the USHMM.

Unlike other museums that tend to collect and exhibit in areas well documented by scholars, historians, and even other museums, the USHMM must often undertake original primary research for its exhibitions (there are few existing exhibitions on Holocaust subjects that the Museum can borrow). Because the Holocaust was a relatively recent event, much of the documentation on the Holocaust only now is being gathered, cataloged, and reviewed. Much of the research that would contribute to the presentation of historical exhibitions on the subject only now is being conducted.

Most originally produced exhibitions require at least three years of advance planning and research, during which time curators establish the thematic concept and message of a proposed exhibition and systematically review numerous and widely-scattered collections for appropriate exhibition material. Once an exhibition enters its implementation phase, staff begins the intense work of narrative formulation and script writing, design, audio-visual production, execution of loan agreements, conservation treatments, mount-making, exhibition fabrication, and installation. After an exhibition has been mounted, the work continues with post-production modifications and specialized maintenance.

Current Accomplishments and Highlights:

Special Exhibitions

- Closed the special exhibition *Deadly Medicine: Creating the Master Race* in May 2006.
- *Deadly Medicine: Creating the Master Race- German language version* (on view October, 2006- June, 2007 at the German Hygiene Museum, Dresden).
- *GENOCIDE EMERGENCY—Darfur, Sudan: Who Will Survive Today?:* on view in the Wexner Learning Center indefinitely.
- *Abandoned at Srebrenica: Ten Years Later:* on view in the Meyerhoff Theater indefinitely.
- *The Nuremberg Trials: What is Justice?:* on view in the Wexner Learning Center indefinitely.
- *A Dangerous Lie: The Protocols of the Elders of Zion* on view in the Gonda Education Center. Also, added access to podcast “Voices on Anti Semitism” within the exhibition.
- “*Give Me Your Children*”: Voices from the *Łódź Ghetto* on view in the Kimmel-Rowan Gallery through October 8, 2007.
- *Deadly Medicine: Creating the Master Race* on tour December, 2006-2011
- Propaganda exhibit and concept design done and scheduled for opening November, 2008-2011 in the Kimmel-Rowan Gallery.
- Research and thesis development done for Collaboration/Complicity exhibit, scheduled for viewing in Spring 2011- Fall 2013.

| U.S. HOLOCAUST MEMORIAL MUSEUM | | | |
|----------------------------------------------------------------------------------------|----------------|-----------------|-----------------|
| Total (\$000) | | | |
| IDENTIFICATION CODE | 2007 actual | 2008 enacted | 2009 request |
| Obligations by program activity: | | | |
| 01.10 Direct Program | 54,776 | 58,703 | 60,248 |
| 10.00 Total Obligations | 54,776 | 58,703 | 60,248 |
| Budgetary resources available for obligation | | | |
| 21.40 Unobligated balance available, s.o.y | 2,518 | 2,000 | 960 |
| 22.00 New budget authority (gross) | 54,578 | 57,413 | 59,466 |
| 22.10 Recovery of prior year obligations | 0 | 0 | 0 |
| 22.30 Unobligated balance expiring (-) | 0 | 0 | 0 |
| 23.90 Total budgetary resources available for obligation | 57,096 | 59,663 | 60,426 |
| 23.95 New obligations (-) | (54,776) | (58,703) | (60,248) |
| 23.98 Unobligated balance expiring or withdrawn (-) | (70) | 0 | 0 |
| 24.40 Unobligated balance available, e.o.y. | 2,250 | 960 | 178 |
| New Budget Authority (gross), detail | | | |
| Current | | | |
| 40.00 Appropriation | 42,349 | 45,496 | 46,839 |
| 40.33 Appropriation permanently reduced (HR 2764) | 0 | (710) | 0 |
| 43.00 Appropriations total | 42,349 | 44,786 | 46,839 |
| 68.00 Spending Authority from offsetting collections: offsetting collections (cash) | 12,229 | 12,627 | 12,627 |
| 70.00 Total new budget authority | 54,578 | 57,413 | 59,466 |
| Change in unpaid obligations | | | |
| Unpaid obligations, s.o.y. | | | |
| 72.40 Obligated balance, s.o.y | 9,167 | 8,740 | 9,275 |
| 73.10 New obligations | 54,776 | 58,703 | 60,248 |
| 73.20 Total outlays (gross)(-) | (55,121) | (57,661) | (59,465) |
| 73.40 Adjustments in expired accounts | (82) | 0 | 0 |
| Unpaid obligations, e.o.y. | | | |
| 74.40 Obligated balance, e.o.y. | 8,740 | 9,782 | 10,058 |
| Outlays (gross), detail | | | |
| 86.90 Outlays from new current authority | 47,060 | 49,913 | 51,278 |
| 86.93 Outlays from current balances | 8,061 | 8,255 | 8,702 |
| 87.00 Outlays (gross) | 55,121 | 58,168 | 59,980 |
| Offsets | | | |
| Against gross budget authority & outlays offsetting collections (cash) from | | | |
| 88.40 Non-federal sources | (12,229) | (12,627) | (12,627) |
| 89.00 Budget authority (net) | 42,349 | 44,786 | 46,839 |
| 90.00 Outlays (net) | 42,494 | 45,576 | 47,353 |

U.S. HOLOCAUST MEMORIAL COUNCIL

Total
(\$000)

| IDENTIFICATION CODE | 2007 actuals | 2008 anticipated | 2009 request |
|------------------------------------------|-----------------|----------------------|------------------|
| Direct Obligations: | 0 | | |
| Personnel Compensation: | | | |
| 11.1 Full-time permanent | 15,823 | 17,785 | 18,498 |
| 11.3 Other than Full-time Permanent | 345 | 371 | 363 |
| 11.5 Other Personnel compensation | 731 | 0 | 0 |
| 11.9 Total Personnel Compensation | 16,899 | 18,156 | 18,861 |
| Other | | | |
| 12.1 Personnel benefits | 6,202 | 6,720 | 6,482 |
| 21.0 Travel and trans.-persons | 1,404 | 1,408 | 1,422 |
| 22.0 Travel and trans.-things | 4 | 55 | 58 |
| 23.1 Rental Payments to GSA | 1,607 | 1,914 | 1,940 |
| 23.3 Communications, utilities & misc | 3,085 | 3,639 | 3,924 |
| 24.0 Printing and reproduction | 1,139 | 720 | 728 |
| 25.2 Other services | 21,049 | 21,453 | 21,192 |
| 25.4 Operation Maintenance of facilities | 135 | 2,222 | 2,925 |
| 26.0 Supplies and materials | 1,459 | 856 | 842 |
| 31.0 Equipment | 1,793 | 1,560 | 1,598 |
| 99.0 Total Obligations | 54,775 | 58,703 | 59,972 |
| | Total actual | Total anticipated | Total request |
| Total compensable workyears: | | | |
| Full-time equivalent employment | 207 | 227 | 227 |

U.S. HOLOCAUST MEMORIAL MUSEUM
Detail of Annual Funding
(\$000)

| IDENTIFICATION CODE | 2007 actual | 2008 enacted | 2009 request |
|----------------------------------------------------------|----------------|-----------------|-----------------|
| 95-3300-0-9-806 | | | |
| Obligations by program activity: | | | |
| 01.10 Direct Program | 39,171 | 41,165 | 43,181 |
| 10.00 Total Obligations | 39,171 | 41,165 | 43,181 |
| Budgetary resources available for obligation | | | |
| 21.40 Unobligated balance available, s.o.y | 0 | 0 | 0 |
| 22.00 New budget authority (gross) | 39,241 | 41,165 | 43,181 |
| 22.30 Unobligated balance expiring (-) | 0 | 0 | 0 |
| 23.90 Total budgetary resources available for obligation | 39,241 | 41,165 | 43,181 |
| 23.95 New obligations (-) | (39,171) | (41,165) | (43,181) |
| 23.98 Unobligated balance expiring or withdrawn (-) | (70) | 0 | 0 |
| 24.40 Unobligated balance available, e.o.y. | 0 | 0 | 0 |
| New Budget Authority (gross), detail | | | |
| Current | | | |
| 40.00 Appropriation | 39,241 | 41,817 | 43,181 |
| 40.33 Appropriation permanently reduced (HR 2764) | 0 | (652) | |
| 43.00 Appropriations total | 39,241 | 41,165 | 43,181 |
| 70.00 Total new budget authority | 39,241 | 41,165 | 43,181 |
| Change in unpaid obligations | | | |
| Unpaid obligations, s.o.y. | | | |
| 72.40 Obligated balance, s.o.y | 5,873 | 6,340 | 6,936 |
| 73.10 New obligations | 39,171 | 41,165 | 43,181 |
| 73.20 Total outlays (gross)(-) | (38,622) | (40,569) | (42,338) |
| 73.40 Adjustments in expired accounts | (82) | 0 | 0 |
| Unpaid obligations, e.o.y. | | | |
| 74.40 Obligated balance, e.o.y. | 6,340 | 6,936 | 7,779 |
| Outlays (gross), detail | | | |
| 86.90 Outlays from new current authority | 34,433 | 35,814 | 37,136 |
| 86.93 Outlays from current balances | 4,189 | 4,755 | 5,202 |
| 87.00 Outlays (gross) | 38,622 | 40,569 | 42,338 |
| 89.00 Budget authority (net) | 39,241 | 41,165 | 43,181 |
| 90.00 Outlays (net) | 38,622 | 40,569 | 42,338 |

U.S. HOLOCAUST MEMORIAL COUNCIL
Detail of Annual Funding
(\$000)

| IDENTIFICATION CODE 95-3300-0-9-806 | 2007 actuals | 2008 anticipated | 2009 request |
|----------------------------------------|-----------------|---------------------|-----------------|
| Direct Obligations: | | | |
| Personnel Compensation: | | | |
| 11.1 Full-time permanent | 15,642 | 17,659 | 18,365 |
| 11.3 Other than Full-time Permanent | 345 | 371 | 363 |
| 11.5 Other Personnel compensation | 726 | | |
| 11.9 Total Personnel Compensation | 16,713 | 18,030 | 18,728 |
| Other | | | |
| 12.1 Personnel benefits | 4,713 | 5,242 | 5,244 |
| 21.0 Travel and trans.-persons | 294 | 281 | 295 |
| 22.0 Travel and trans.-things | 4 | 22 | 25 |
| 23.1 Rental Payments to GSA | 1,607 | 1,914 | 1,940 |
| 23.3 Communications, utilities & misc | 2,044 | 2,598 | 2,883 |
| 24.0 Printing and reproduction | 705 | 242 | 250 |
| 25.2 Other services | 11,427 | 11,840 | 12,804 |
| 26.0 Supplies and materials | 1,262 | 701 | 687 |
| 31.0 Equipment | 402 | 295 | 325 |
| 99.0 Total Obligations | 39,171 | 41,165 | 43,181 |
| Total compensable workyears: | | | |
| Full-time equivalent employment | 206 | 226 | 226 |

U.S. HOLOCAUST MEMORIAL MUSEUM
Detail of No-Year Funding
(\$000)

| IDENTIFICATION CODE | 2007 actual | 2008 enacted | 2009 request |
|----------------------------------------------------------|----------------|-----------------|-----------------|
| 95-3300-0-X-806 | | | |
| Obligations by program activity: | | | |
| 01.10 Direct Program | 2,978 | 4,439 | 3,925 |
| 10.00 Total Obligations | 2,978 | 4,439 | 3,925 |
| Budgetary resources available for obligation | | | |
| 21.40 Unobligated balance available, s.o.y | 2,155 | 2,285 | 960 |
| 22.00 New budget authority (gross) | 3,108 | 3,114 | 3,143 |
| 22.10 Recovery of prior year obligations | 0 | 0 | 0 |
| 22.30 Unobligated balance expiring (-) | 0 | 0 | 0 |
| 23.90 Total budgetary resources available for obligation | 5,263 | 5,399 | 4,103 |
| 23.95 New obligations (-) | (2,978) | (4,439) | (3,925) |
| 23.98 Unobligated balance expiring or withdrawn (-) | 0 | 0 | 0 |
| 24.40 Unobligated balance available, e.o.y. | 2,285 | 960 | 178 |
| New Budget Authority (gross), detail | | | |
| Current | | | |
| 40.00 Appropriation | 3,108 | 3,164 | 3,143 |
| 40.33 Appropriation permanently reduced (HR 2764) | | (50) | |
| 43.00 Appropriations total | 3,108 | 3,114 | 3,143 |
| 70.00 Total new budget authority | 3,108 | 3,114 | 3,143 |
| Change in unpaid obligations | | | |
| Unpaid obligations, s.o.y. | | | |
| 72.40 Obligated balance, s.o.y | 3,294 | 2,400 | 2,339 |
| 73.10 New obligations | 2,978 | 4,439 | 3,925 |
| 73.20 Total outlays (gross)(-) | (3,872) | (4,500) | (4,500) |
| 73.40 Adjustments in expired accounts | 0 | 0 | 0 |
| Unpaid obligations, e.o.y. | | | |
| 74.40 Obligated balance, e.o.y. | 2,400 | 2,339 | 1,764 |
| Outlays (gross), detail | | | |
| 86.90 Outlays from new current authority | 0 | 1,000 | 1,000 |
| 86.93 Outlays from current balances | 3,872 | 3,500 | 3,500 |
| 87.00 Outlays (gross) | 3,872 | 4,500 | 4,500 |
| 89.00 Budget authority (net) | 3,108 | 3,114 | 3,143 |
| 90.00 Outlays (net) | 3,872 | 4,500 | 4,500 |

U.S. HOLOCAUST MEMORIAL COUNCIL
Detail of No-Year Funding
(\$000)

| IDENTIFICATION CODE 95-3300-0-X-806 | 2007 actual | 2008 enacted | 2009 request |
|------------------------------------------|----------------|-----------------|-----------------|
| Direct Obligations: | | | |
| Personnel Compensation: | | | |
| 11.1 Full-time permanent | 181 | 126 | 133 |
| 11.3 Other than Full-time Permanent | | | |
| 11.5 Other Personnel compensation | 5 | | |
| 11.9 Total Personnel Compensation | 186 | 126 | 133 |
| Other | | | |
| 12.1 Personnel benefits | 47 | 36 | 37 |
| 21.0 Travel and trans.-persons | 40 | 57 | 57 |
| 22.0 Travel and trans.-things | - | 33 | 33 |
| 23.1 Rental Payments to GSA | - | | |
| 23.3 Communications, utilities & misc | - | | |
| 24.0 Printing and reproduction | 51 | 95 | 95 |
| 25.2 Other services | 1,432 | 1,458 | 233 |
| 25.4 Operation Maintenance of facilities | 135 | 2,222 | 2,925 |
| 26.0 Supplies and materials | 81 | 39 | 39 |
| 31.0 Equipment & capitalized expenses | 1,006 | 373 | 373 |
| 99.0 Total Obligations | 2,978 | 4,439 | 3,925 |
| Total compensable workyears: | | | |
| Full-time equivalent employment | 1 | 1 | 1 |

U.S. HOLOCAUST MEMORIAL MUSEUM
Equipment Replacement Program Three-Year Fund
(\$000)

| IDENTIFICATION CODE | 2007 actual | 2008 enacted | 2009 request |
|----------------------------------------------------------|----------------|-----------------|-----------------|
| 95-3300-0-9/11-806: expires 9/30/11 | | | |
| Obligations by program activity: | | | |
| Direct Program | | | |
| 10.00 Total Obligations | 0 | 507 | 515 |
| Budgetary resources available for obligation | | | |
| 21.40 Unobligated balance available, s.o.y | 0 | 0 | 0 |
| 22.00 New budget authority (gross) | 0 | 507 | 515 |
| 22.30 Unobligated balance expiring (-) | 0 | 0 | 0 |
| 23.90 Total budgetary resources available for obligation | 0 | 507 | 515 |
| 23.95 New obligations (-) | 0 | (507) | (515) |
| 24.40 Unobligated balance available, e.o.y. | 0 | 0 | 0 |
| New Budget Authority (gross), detail | | | |
| Current | | | |
| 40.00 Appropriation | 0 | 515 | 515 |
| 40.33 Appropriation permanently reduced (HR 2764) | 0 | (8) | 0 |
| 43.00 Appropriations total | 0 | 507 | 515 |
| 70.00 Total new budget authority | 0 | 507 | 515 |
| Change in unpaid obligations | | | |
| Unpaid obligations, s.o.y. | | | |
| 72.40 Obligated balance, s.o.y | 0 | 0 | 0 |
| 73.10 New obligations | 0 | 507 | 515 |
| 73.20 Total outlays (gross)(-) | 0 | (507) | (515) |
| 73.40 Adjustments in expired accounts | 0 | 0 | 0 |
| Unpaid obligations, e.o.y. | | | |
| 74.40 Obligated balance, e.o.y. | 0 | 0 | 0 |
| Outlays (gross), detail | | | |
| 86.90 Outlays from new current authority | 0 | 507 | 515 |
| 86.93 Outlays from current balances | 0 | 0 | 0 |
| 87.00 Outlays (gross) | 0 | 507 | 515 |
| 89.00 Budget authority (net) | 0 | 507 | 515 |
| 90.00 Outlays (net) | 0 | 507 | 515 |

U.S. HOLOCAUST MEMORIAL COUNCIL
Equipment Replacement Program Three-Year Funding
(\$000)

| IDENTIFICATION CODE 95-3300-0-9/11-806: expires 9/30/11 | 2007 actual | 2008 enacted | 2009 request |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|
| Direct Obligations: Personnel Compensation: 11.1 Full-time permanent 11.3 Other than Full-time Permanent 11.5 Other Personnel compensation | | | |
| 11.9 Total Personnel Compensation | 0 | 0 | 0 |
| Other | | | |
| 12.1 Personnel benefits | | | |
| 21.0 Travel and trans.-persons | | | |
| 22.0 Travel and trans.-things | | | |
| 23.1 Rental Payments to GSA | | | |
| 23.3 Communications, utilities & misc | | | |
| 24.0 Printing and reproduction | | | |
| 25.2 Other services | | | |
| 25.4 Operation Maintenance of facilities | | | |
| 26.0 Supplies and materials | | | |
| 31.0 Equipment | 0 | 507 | 515 |
| 99.0 Total Obligations | 0 | 507 | 515 |
| Total compensable workyears: Full-time equivalent employment | 0 | 0 | 0 |

U.S. HOLOCAUST MEMORIAL MUSEUM
Unrestricted Budget/Trust Money
(\$000)

| IDENTIFICATION CODE | 2007 actual | 2008 estimated | 2009 estimated |
|----------------------------------------------------------------------------------------|----------------|-------------------|-------------------|
| 95-X-8279-000 | | | |
| Obligations by program activity: | | | |
| 01.10 Direct Program | 12,627 | 12,592 | 12,627 |
| 10.00 Total Obligations | 12,627 | 12,592 | 12,627 |
| Budgetary resources available for obligation | | | |
| 21.40 Unobligated balance available, s.o.y | 363 | (35) | (0) |
| 22.00 New budget authority (gross) | 12,229 | 12,627 | 12,627 |
| 22.10 Recovery of prior year obligations | 0 | 0 | 0 |
| 22.30 Unobligated balance expiring (-) | 0 | 0 | 0 |
| 23.90 Total budgetary resources available for obligation | 12,592 | 12,592 | 12,627 |
| 23.95 New obligations (-) | (12,627) | (12,592) | (12,627) |
| 23.98 Unobligated balance expiring or withdrawn (-) | 0 | 0 | 0 |
| 24.40 Unobligated balance available, e.o.y. | (35) | (0) | (0) |
| New Budget Authority (gross), detail | | | |
| Current | | | |
| 40.00 Appropriation | 0 | 0 | 0 |
| 43.00 Appropriations total | 0 | 0 | 0 |
| 68.00 Spending Authority from offsetting collections: offsetting collections (cash) | 12,229 | 12,627 | 12,627 |
| 70.00 Total new budget authority | 12,229 | 12,627 | 12,627 |
| Change in unpaid obligations | | | |
| Unpaid obligations, s.o.y. | | | |
| 72.40 Obligated balance, s.o.y | 0 | 0 | 0 |
| 73.10 New obligations | 12,627 | 12,592 | 12,627 |
| 73.20 Total outlays (gross)(-) | (12,627) | (12,592) | (12,627) |
| 73.40 Adjustments in expired accounts | 0 | 0 | 0 |
| Unpaid obligations, e.o.y. | | | |
| 74.40 Obligated balance, e.o.y. | 0 | 0 | 0 |
| Outlays (gross), detail | | | |
| 86.90 Outlays from new current authority | 12,627 | 12,592 | 12,627 |
| 86.93 Outlays from current balances | 0 | 0 | 0 |
| 87.00 Outlays (gross) | 12,627 | 12,592 | 12,627 |
| Offsets | | | |
| Against gross budget authority & outlays offsetting collections (cash) from | | | |
| 88.40 Non-federal sources | (12,229) | (12,627) | (12,627) |
| 89.00 Budget authority (net) | 12,229 | 12,627 | 12,627 |
| 90.00 Outlays (net) | 12,627 | 12,592 | 12,627 |

U.S. HOLOCAUST MEMORIAL COUNCIL
Unrestricted Budget/Trust Money
(\$000)

| IDENTIFICATION CODE 95-X-8279-000 | 2007 actual | 2008 estimated | 2009 estimated |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------|-------------------|
| Direct Obligations: Personnel Compensation: 11.1 Full-time permanent 11.3 Other than Full-time Permanent 11.5 Other Personnel compensation | | | |
| 11.9 Total Personnel Compensation | 0 | 0 | 0 |
| Other | | | |
| 12.1 Personnel benefits | 1,442 | 1,442 | 1,201 |
| 21.0 Travel and trans.-persons | 1,070 | 1,070 | 1,070 |
| 22.0 Travel and trans.-things | 0 | 0 | 0 |
| 23.1 Rental Payments to GSA | 0 | 0 | 0 |
| 23.3 Communications, utilities & misc | 1,041 | 1,041 | 1,041 |
| 24.0 Printing and reproduction | 383 | 383 | 383 |
| 25.2 Other services | 8,190 | 8,155 | 8,155 |
| 25.4 Operation Maintenance of facilities | 0 | 0 | 0 |
| 26.0 Supplies and materials | 116 | 116 | 116 |
| 31.0 Equipment | 385 | 385 | 385 |
| 99.0 Total Obligations | 12,627 | 12,592 | 12,351 |
| Total compensable workyears: Full-time equivalent employment | 0 | 0 | 0 |

GOVERNMENT PERFORMANCE AND RESULTS ACT
ANNUAL PERFORMANCE PLAN - FY 2009

Mission Statement

A living memorial to the Holocaust, the United States Holocaust Memorial Museum was created to remember the victims and to stimulate leaders and citizens to confront hatred, prevent genocide, promote human dignity, and strengthen democracy. The Museum, which opened in 1993, was created in response to recommendations by the *President's Commission on the Holocaust* (P.L. 96-388), which mandated the following:

- Operate and maintain a permanent living memorial museum to the victims of the Holocaust,
- Provide appropriate ways for the nation to commemorate the victims of the Holocaust through the annual national civic observances known as *Days of Remembrance*, and
- Carry out the recommendations of the President's Commission on the Holocaust in its Report to the President of September 27, 1979.

Mission Goals from the Strategic Plan

- Protect and Strengthen the Core of the Living Memorial
- Enhance the Nation's Moral Discourse
- Secure the future of the Memorial Museum

Relationship of Performance Plan to Mission Goals

The Annual performance plan identifies the strategies that will be employed toward each mission goal and outlines the key activities that are planned for the coming year. Performance goals are set annually through an iterative process involving evaluation of past-year results and incorporates feedback and input from Museum staff, Council members, the general public, OMB and the Congress. The Museum's GPRA documents are organized by major goal and are linked to the budget by grouping budget activities in the annual budget justification according to the major goals.

Relationship of plan to FY 2009 Budget Request

The 2009 budget activities are grouped to correspond with each of the mission goals in the Strategic Plan and significant accomplishments from the previous year are described in the narratives for each budget activity. The financial and human resources available for each mission goal can be read directly from the budget tables in the Museum's budget justification document and details of the means available to carry out the FY 2009 annual plan. The public-private partnership adds non-appropriated sources of funding that are applied to the goals in addition to Federal funds. The non-appropriated budget, however, is not determined until the year immediately preceding the budget year so it is not included in the presentation.

PROTECT AND STRENGTHEN THE CORE OF THE LIVING MEMORIAL

Strategies to Achieve Goal

1. Provide efficient and effective visitor services in the Museum
2. Rescue the evidence of the Holocaust
3. Extend the impact of the permanent exhibitions' physical presentations
4. Engage new audiences in Days of Remembrance
5. Shape the academic field of Holocaust studies

Activities & measures to implement strategies

1. Provide efficient and effective visitor and volunteer services in the Museum
 - Operate the Museum facility 363 days per year for public access to the permanent exhibitions, special exhibitions, library, theaters, other museum spaces, and to all public programs.
 - General Measure: visitation statistics; operating status daily and cumulatively of the Museum building
 - Diversify group visitation services by providing maximum access to the Permanent Exhibition (PE) and by offering non-PE group visits
 - Measures: Total number of scheduled groups and total number of scheduled group visitors
 - Provide on-going placement of and enrichment for volunteers and interns in accord with Museum human capital needs
 - Measures: Volunteer hours; quantity/description of enrichment activities

2. Rescue the evidence of the Holocaust

Due to the limited window of time in which the Museum must meet its responsibility to acquire and preserve the evidence, acquisitions is the single overarching collections-related priority for the next 5 to 10 years. To ensure that the history of the Holocaust can be fully and authentically transmitted to future generations, the Museum will undertake a targeted acquisitions initiative for artifacts, oral histories, personal papers of survivors, and archival documents to fill gaps in the current collection, ensure an adequate range of items for future rotations in the permanent exhibition, and serve as a primary archival resource for scholars. As steward of the collection, the Museum must also address long-term collections management issues such as storage, conservation, and public access to collections.

- Pursue strategic acquisitions activities, primarily in the United States, Israel, Australia, Eastern Europe, Latin America and Southeast Asia including the development and implementation of collecting projects in several US cities; investigation of feasibility of opening a temporary field office in Israel; development and initiation of collecting plans for Australia, Eastern Europe, Latin America and Southeast Asia
 - Measure: numbers of collections received; numbers of US cities and foreign countries reached
- Pursue acquisition of archival materials from International Tracing Service
 - Target: complete the transfer of first sections of digitized material to the Museum's archives and disseminate information on contents
- Pursue cooperation on the Victim Names List Project with Yad Vashem to expand the name resources of the Survivors Registry
 - Measure: amount of Jewish and non-Jewish name data available to the USHMM database of survivors and victims
- Target library acquisitions to support the research, education, and exhibition needs of the Museum
 - Measure: number of print materials, including older and out-of-print publications, acquired; percentage of new acquisitions fully catalogued (and accessible to staff, scholars, educators)

- Implement new collections management database system in FY 2008
 - Measure: number of collections records successfully migrated into the new database
 - Measure: Improving public access to the system
 - Measure: Improving data integrity via data cleanup efforts
 - Digitize the collections of the USHMM
 - Measure: number and type of records digitized
3. Extend the impact of the permanent exhibitions' physical presentations
- Continue replacement and redesign of audio-visual components in exhibition to phase out obsolete equipment and technologies.
 - Target: specific changes selected each year will be identified and tracked for progress
 - Assess, treat, and rotate permanent exhibition artifacts according to the priority list compiled in 2006
 - Measure: percentage of objects treated per year and cumulatively
 - Implement changes in phases to the exhibition based on the recommendations from the professional evaluation of the exhibition conducted during FY 2004-2005
 - Target: specific changes selected each year will be identified and tracked for progress during the year
4. Lead the nation in annual Days of Remembrance (DOR) commemoration
- Ensure that DOR activities are part of the Museum's national outreach effort for our constituents.
 - Continue DOR outreach to key audiences: military, law enforcement, educators, college students
 - Measures applicable to all objectives: there are numerous ways to measure accomplishments in this area, such as the number of links to the USHMM Web site, Web site traffic, press coverage of activities, and public participation in DOR events
 - Provide content and resources to citizens and organizations across the nation engaged in DOR commemoration
 - Measure: downloads of content resources from the Museum's DOR webpage, number of education packets mailed to military institutions and other audiences.
5. Shape the academic field of Holocaust studies
- Complete an encyclopedia of Nazi killing centers, camps, ghettos, and other detention sites by FY 2015
 - Target: Publish volume 1; complete entries for volume 2
 - Complete Archival Studies series on "Jewish Responses to Assault" by FY 2011
 - Target: Complete preparation of first 2 of 5 volumes
 - Facilitate university scholar's research and teaching work through faculty seminars, fellows program; campus outreach
 - Target: 2 faculty seminars, 20-25 fellows, 25-40 campus outreach programs
 - Engage new university based scholars in the CAHS network of research/teaching activities
 - Target: 30-50 new scholars
 - Build networks of scholars/communities of discourse through summer research workshops; symposia, partnered activities on and off-site
 - Target: 4-6 workshops, symposia, or other activities

ENHANCE THE NATION'S MORAL DISCOURSE

Strategies to Achieve Goal

1. Effectively use the Committee on Conscience to respond to contemporary genocide
2. Implement the National Institute for Holocaust Education (NIHE) through:
 - A. Thematic programming
 - B. Educational outreach efforts for targeted audiences

Activities and measures to implement strategies

1. Effectively use the Committee on Conscience to respond to contemporary genocide
 - Expand the network of citizens who care about genocide
 - Targets:
 - Expand the geographically organized repository of data within the Genocide Prevention Mapping Initiative that allows information to be collected from localities where genocide is a threat and shared via a wide range of traditional and cutting edge tools, like Google Earth.
 - Evaluate and assess the *From Memory to Action* exhibition in the Museum's Wexner Learning Center
 - Develop products and programming for general and professional audiences
 - Expand the reach of the Academy for Genocide Prevention
 - Target: Publish report by the Genocide Prevention Task Force and follow up on implementation of its recommendations

2A. Implement NIHE thematic programming

This is a long-term plan to bring greater focus and integration to the Museum's educational activities in order to increase impact and effectiveness through a range of programming around topics that have contemporary resonance, which will provoke questions and involvement, and which will foster greater appreciation of the connections between Holocaust history and contemporary issues

- Develop and present special exhibitions and related products/programs that stimulate dialogue / discourse as outlined in the long-term exhibition plan
 - Targets:
 - Open the *Propaganda* exhibition in the Museum in November 2008.
 - Launch the *Propaganda* initiative with specialized programming journalists and other communications professionals
 - Create Web-based and other products such as videos, Web sites, and podcasts related to the *Propaganda* initiative.
 - Translate the Museum's Holocaust and Genocide Encyclopedia on the USHMM Web site into many languages. Priority languages include Chinese, Russian, Arabic, Spanish, French, Farsi, and Urdu.
- Present traveling exhibitions and related products/programs at locations nationwide, including regions identified as underserved
 - Target: Provide special outreach and programming for medical professionals, faculty and students for the U.S. cities where the *Deadly Medicine* traveling exhibition will be on display.
- Use the Wexner Learning Center to enhance visitor engagement with the history and legacy of the Holocaust
 - Target: Continue to pilot new programming models related to major programmatic initiatives of the Museum.
- Develop programming to increase awareness of contemporary anti-Semitism and its historical roots
 - Targets:
 - Evaluate the Voices on Anti-Semitism audio series for expansion to diversify the range of perspectives and reach new audiences
 - Continue to incorporate themes of contemporary anti-Semitism and Holocaust denial into educational programs, including teacher training and campus outreach.

2B. Implement educational outreach programs for targeted audiences

A second major component of the National Institute for Holocaust Education, this effort is intended to leverage the Museum's impact through the development of model programming for persons in positions of civic influence, such as teachers, law enforcement, members of the judiciary, and elected officials so that the Museum can serve as a catalyst for these professions that lead and protect society to engage with lessons of the Holocaust

- Increase capacity to deliver teacher training and resources
 - Target: Increase the number Regional Educational Corps members (emphasizing Rocky Mountain plains and Western states), community based teacher training programs and placement of traveling exhibitions to improve support for underserved areas of the country.
- Extend reach of programs for military, government and law enforcement and other leadership audiences
 - Measure: Growth in audience and geographic areas served.
- Build network of medical professionals/bioethicists interested in incorporating Holocaust related material In humanities and medical ethics training/curricula
 - Target: Conduct testing of curriculum resources created by the Museum

SECURE THE FUTURE OF THE MEMORIAL MUSEUM

Strategies to Achieve Goal

1. Enhance perception of the Museum as institution that teaches the lessons of the Holocaust and encourages leaders and citizens to confront hate, prevent genocide, promote human dignity and strengthen democracy
2. Position the Museum to anticipate and benefit from opportunities that support the mission and enhance the Museum's image
3. Increase the integration of fundraising plans with programmatic priorities
4. Pursue continuous improvement and excellence in financial management, human resources management, information technology support, and administration of the Museum

Activities and measures to implement strategies

1. Enhance perception of the Museum as institution that teaches the lessons of the Holocaust and encourages leaders and citizens to confront hate, prevent genocide, promote human dignity and strengthen democracy
2. Position the Museum to anticipate and benefit from opportunities that support the mission and enhance the Museum's image

Activities applicable to both strategies above:

- Refine the Museum's visual identity and ensure messages are cohesive, consistent, appropriate, and future-focused
- Undertake audience research in support of marketing efforts
- Use innovative communications methods such as Web advertising and DVDs to build partnerships, connect w/influencers and steward constituencies
- Generate positive press coverage around key Museum initiatives
 - Measures common to all activities: growth in donor/member base; growth in e-mail subscriber list; strengthened and expanded relationships with key constituencies, opinion leaders in particular;

new audiences at public programs at USHMM and local communities; press coverage in all 50 states; at least one proactive story in key national outlet (New York Times, Wash. Post, CNN, AP, etc); re-designed Web site

3. Increase the integration of fundraising plans with programmatic priorities

- Raise over \$40 million in support of annual and endowment funds
- Launch comprehensive development office strategic plan
- Develop regional activities through traveling exhibitions, annual events, and Museum speakers
 - Measures: sustained presence in key cities; new audiences; growth in regional financial support; strengthened relationship with key constituencies; geographic and demographic statistics of contributors and members; strengthen national presence in areas of significant donor concentration; establish a regular cycle of events around the country
- Launch targeted endowment initiatives and other major fundraising efforts around the major programmatic themes and objectives
 - Target: develop campaign initiative around Museum's 15th anniversary; build, plan, define and launch long-term endowment initiative
- Develop specialty memberships linking audience with programs
- Undertake targeted membership acquisition efforts to increase the number of new members
- Bridge membership with visitation in an effort to tap into the 1.6 million annual visitors
 - Target: increase new members by approximately 26,000
- Strengthen Development Systems Unit
 - Target: complete database conversion to Blackbaud's Raiser's Edge software; develop and implement policies and procedures; develop and implement procedures for systems unit; increase availability and ease of use of data; train staff to take advantage of resources of new Blackbaud system

4. Pursue continuous improvement and excellence in financial management, human resources management, information technology support, and administration of the Museum

- Streamline the payroll processes used by the Museum
- Centralize 80 percent of the Museum procurement activities
- Develop and implement the paperless requisition system
- Create and launch a Human Resources Web Page on the USHMM intranet
 - Target: 1st quarter – content development, 3rd quarter – testing and piloting for user feedback; 4th quarter – final implementation for all staff
- Increase non-appropriated revenue from business activities
 - Target: further refine or develop two revenue sources during FY 2008
- Provide oversight for major Museum technology systems
 - Target: develop applications that make it easier for staff to share knowledge, reduce duplicate data entry, and lower costs. This includes workflow applications to improve business processes and customer relations management applications to enhance constituent management.
- Streamline Electronic Asset Management
 - Target: Implement an application platform that will facilitate the management of various Digital Assets, from scanned documents to multimedia collections, to complement and the Collections Management System.
- Upgrade and improve the technical infrastructure (data and audio-visual) in FY 2009
 - Target: Upgrade the backbone network to handle the increasing demand for multimedia applications. Begin the upgrade and replacement process of aging audiovisual systems and the delivery network for the Museum's Permanent and temporary exhibits.
 - Target: Upgrade current E-mail platform to the new Microsoft Exchange 2007 server infrastructure to facilitate and improve the collaboration among the Museum staff.
 - Target: Enhance the performance of the data center, storage and server infrastructure.
Measure: the number of servers and storage platforms virtualized.