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Summary of Changes

Updates implementation of the GPRA Modernization Act requirement for agencies to maintain performance information on a central website [Performance.gov](#) in machine-readable format instead of printing agency-specific Strategic Plans, Annual Performance Plans and Annual Performance Reports.

Updates incorporation of reporting agency major management challenges into agency-specific Annual Performance Plans.

210.1 To which agencies does this section apply?

This section applies to all agencies, as defined in the GPRA Modernization Act. This fiscal year:

- Agencies that were required to identify Agency Priority Goals (large agencies) will develop performance information for Performance.gov this year, and must follow all sections of this guidance, *except* section [210.8](#).
- All other agencies (small agencies) subject to the GPRA Modernization Act that were *not* required to establish Agency Priority Goals are required to follow all sections *except* [210.4](#), and [210.5](#).

210.2 What is the purpose of this section?

This section provides information on publishing performance information through a central website, as required by the GPRA Modernization Act. The GPRA Modernization Act requires:

- Availability of an agency Strategic Plan, Annual Performance Plan, and performance updates through a central, Government-wide website.
- Quarterly updates via a central, Government-wide website on Agency Priority Goals and Cross-Agency Priority Goals.

- Availability of information on each program identified by agencies on a central website.

OMB's approach to managing Performance.gov:

- allows agencies to focus limited resources on the implementation of strategic plans and strategic reviews;
- maintains effective, efficient, and transparent ways to report agency performance information;
- maintains cross-agency collaboration via the Performance Management Line of Business (PMLOB) with the General Services Administration.

210.3 What is the purpose of Performance.gov?

Performance.gov is a website that serves as the public window to the Federal Government's goals and performance in key areas of focus. Performance.gov is the performance website required under the GPRA Modernization Act.

A centralized website makes information about Federal cross-agency and agency-specific goals and performance easier for the public, Congress, delivery partners, agency employees, and other stakeholders to find. It also supports coordination and decision-making to advance shared goals. Through the central website, agencies also publish other required agency information, such as program information, within the Federal context of agency missions, goals, and performance.

210.4 What information is included on Performance.gov?

Pursuant to the GPRA Modernization Act, Performance.gov includes information on the Cross-Agency Priority Goals, Agency Priority Goals, Federal Program Inventory, agency Strategic Plans, Annual Performance Plans and Annual Performance Reports. The content table in this section (below) identifies the specific content required for Performance.gov.

210.5 How are agency-specific plans and reports made available to the public on the agency's website?

To enhance transparency of performance data, agencies should make information, including prior plans and reports, as easy as possible to locate from the agency homepage on Performance.gov. Agencies will provide a hyperlink on Performance.gov to the agency's web page where the agency has published current and past performance plans and reports. Agencies will also create a prominent link directly to this page from the agency homepage.

Agencies may also want to create links from this page to other planning and performance reporting documents, such as the workforce plans, information resources management plans, Agency Financial Reports or Performance and Accountability Reports, Congressional Budget Justifications, and other acquisition or capital asset management plans where those other documents are publicly available and relevant to performance on strategic objectives. Agency performance planning and reporting documents available on the agency website should be consistent with Administration policies and not include pre-decisional information.

210.6 How does the Open Government Directive relate to reporting on agency performance?

When developing performance information for publication, agencies should apply the three principles identified in the [Open Government Directive](#): transparency, participation, and collaboration. To promote these three principles, agencies shall respect the presumption of openness by publishing information online,

consistent with the Federal Records Act, privacy and security restrictions, and other applicable law and policy. Agencies should establish communications strategies consistent with the Open Government Directive that will engage the public and various stakeholders, including employees, either through websites, social media, or other collaborative efforts, taking care to do so at a reasonable administrative burden. It is important that agencies communicate relevant, reliable, and timely performance information within and outside their organizations to improve performance outcomes and operational efficiency. Consistent with the Open Government Directive and the [Open Data Executive Order](#), information published through Performance.gov will be made available to the public in a machine-readable format.

210.7 When will Performance.gov updates be published this year?

Reference the timeline with approximate publication updates in section [200](#).

210.8 If the agency was not required to set Agency Priority Goals (APGs), what will the agency publish this year on Performance.gov?

Small agencies should produce their Strategic Plans, Annual Performance Plans, and Annual Performance Reports in PDF format using their existing processes and publication procedures. These agencies will include a link to the agency's plans and reports on Performance.gov by e-mailing PREPSupport@gsa.gov or performance@omb.eop.gov.

210.9 May agencies publish their performance plans and reports in print?

Agencies should not incur expenses for the printing of the agency Strategic Plan, Annual Performance Plan or Annual Performance Report for release external to the agency, except when providing such documents to Congress, if Congress specifically requests a printed report. In these cases, agencies are encouraged to consider printing a copy of the electronically-published plan or report, rather than creating a special, professionally bound version which can be more expensive. Each agency will publish agency-specific plans and reports electronically on the agency's website and must ensure the content is consistent with information published on Performance.gov.

However, an agency may use performance information from the Strategic Plan, Annual Performance Plans or Annual Performance Reports to develop printed material about the agency for stakeholders or delivery partners if there is a mission-advancing reason to do so and where the estimated benefits of such publication outweigh the estimated cost. Agencies are strongly encouraged to develop such materials electronically instead of printing when electronic distribution is possible and should develop printed materials only for targeted use.

210.10 Will agencies be required to update performance information on Performance.gov more frequently than annually?

Agencies that have established Agency Priority Goals for Performance.gov will continue to update information on the FY 2016-2017 APGs on a quarterly basis on Performance.gov until the end of FY 2017, when they will be archived. For any agency with lagging data related to APGs, the archived goals will remain open until such time that lagging data are available and updated. For the final quarterly update, agencies will follow the usual quarterly updating process and include an overall assessment of goal progress relative to the goal's impact statement. This summary of performance will help the public, delivery partners, and other stakeholders understand performance achievements in accordance with the goal target(s).

Agencies that contribute to the accomplishment of a Cross-Agency Priority Goal will also report more frequently than annually, as coordinated by the Goal Leader, the Performance Improvement Council, and OMB.

Otherwise, agencies are not required to update performance goal information on Performance.gov more frequently than annually. If the agency wishes to update information on Performance.gov more frequently than annually, the agency will do so in consultation with OMB. As the capacity of Performance.gov expands in the future, agencies will be encouraged to provide more frequent updates on actual performance if doing so can be done within a reasonable level of administrative burden.

210.11 Content for Strategic Plans, Annual Performance Plans, Annual Performance Reports

Below is a table that establishes the detailed content that agencies must address in agency Strategic Plans (SP), Annual Performance Plans (APP), Annual Performance Reports (APR) and Quarterly Performance Updates (QPU). Note that QPUs are focused on information related to Agency Priority Goals and Cross-Agency Priority Goals which will be published on Performance.gov through its data entry tool “PREP,” the Performance Reporting Entry Portal. While the following content table below provides general guidance for updates on Performance.gov, more details on exact data standards for Performance.gov will continue to be available on MAX at <https://max.omb.gov/community/x/oCFfJw>.

Agencies are responsible for ensuring performance plans and reports posted to the agency website and Performance.gov are 508 compliant. For more information see <http://www.section508.gov/>.

Section Heading	Agency Plan or Report?
1. Agency and Mission Information	SP/APP/APR
2. Cross-Agency Priority Goals	SP/APP/QPU
3. Strategic Goals	SP/APP/APR
4. Strategic Objectives	SP/APP/APR
5. Agency Priority Goals	SP/APP/APR/QPU
6. Performance Goals	SP/APP/APR
7. Other Indicators	APP/APR
8. Other Information (evaluations, hyperlinks, data quality, etc)	SP/APP/APR

Content	Plan/ Report	Performance.gov	
		(PREP)	(PDF)
1.0 Agency and Mission Information			
<i>1.1 Overview.</i> High level summary of the agency, which may include a description of core functions, organizational size, and key legislative authorities or initiatives. In order to illustrate the organization’s scope of responsibilities, the agency may include key data and narrative describing the number and kinds of people or businesses served, locations or characteristics of operation, and problems and opportunities addressed.	SP/APP/APR	Yes	No

Content	Plan/ Report	Performance.gov	
		(PREP)	(PDF)
<p><i>1.2 Mission Statement.</i> The mission statement should be a brief, easy-to-understand narrative, usually no more than a sentence long. It defines the basic purpose of the agency and is consistent with the agency’s core programs and activities expressed within the broad context of national problems, needs, or challenges. Mission statements enable the employees of an agency to see how their work contributes to the broader mission. Some agencies may also choose to include the mission statements of their major bureaus or components.</p>	SP/APP/APR	Yes	No
<p><i>1.3 Vision and Values.</i> Some agencies opt to include vision or values statements. The vision statement expresses what the organization wants to become or how it wants the world to be in the future. The values statement(s) articulate the beliefs that undergird the organization’s culture or framework for decision-making. On Performance.gov, the vision and values may be included in the overview section.</p>	Optional	Optional	No
<p><i>1.4 Organizational Structure.</i> Include information about the structure of the agency such as an organization chart that shows the agency components, bureaus or offices and how they are related. Agencies may choose to discuss any intra-agency efforts to work across organizations or programs in this section as well.</p>	APP/APR	No	No
<p><i>1.5 Stakeholder Engagement.</i> Summarize the agency’s outreach strategy to its various stakeholders, including any relevant congressional engagement. The agency should also include a description of how the agency incorporates views obtained through congressional consultations into its Strategic Plan or Agency Priority Goals. Where appropriate, the agency should describe goal-specific input from congressional consultation and how it was incorporated in this section of the Strategic Plan and/or the “Overview” section for the Agency Priority Goals.</p>	SP	Yes	No
2.0 Cross-Agency Priority Goals			
<p><i>2.1 Cross-Agency Priority Goals.</i> An agency that contributes to Cross-Agency Priority Goals must address this responsibility in the agency’s plans and reports by including a list of Cross Agency Priority Goals to which the agency contributes and explaining the agency’s contribution to the CAP goals. (See 8.1 Major Management Priorities and Challenges for details.) The management section may be used to direct the reader to the section of the APP/APR which addresses CAP Goals.</p> <p>In addition, the SP/APP/APR should direct the public to Performance.gov. To do so, agencies should include the following language: “<i>Per the GPRM Modernization Act requirement to address Cross-Agency Priority Goals in the agency strategic plan, the annual performance plan, and the annual performance report please refer to www.Performance.gov for the agency’s contributions to those goals and progress, where applicable. The [Department or agency] currently contributes to the following CAP Goals: [add list here].</i>” The Goal Leader, the PIC and OMB will coordinate quarterly updates to the website which will reflect the overall action plan and will describe how the agency’s goals and objectives contribute to the Cross-Agency Priority Goal.</p>	SP/APP/ APR	No	No

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		(PREP)	(PDF)
<p><i>2.2 Progress Updates for Cross-Agency Priority Goals.</i> Agencies that contribute to Cross-Agency Priority Goals will continue to provide their information directly to Goal Leaders, OMB, corresponding government-wide (CXO) council, and PIC upon request in order to provide data for the purpose of updating Performance.gov.</p>	No	No	No
3.0 Strategic Goals			
<p><i>3.1 Strategic Goals.</i> Each agency must establish general, outcome-oriented, long-term goals for the major functions and operations of the agency. The strategic goal should address the broader impact that is desired by the organization.</p> <ul style="list-style-type: none"> • SP—identify the strategic goals. • APP—include the strategic goals to frame the discussion of plans related to the strategic objectives, performance goals, APGs and other indicators. • APR—include the strategic goals to provide context for the prior year’s progress made on strategic objectives, performance goals, APGs and other indicators. 	SP/APP/APR	Yes	Optional
<p><i>3.2 Strategic Goal Overview.</i> In identifying each strategic goal, the agency should briefly describe the following in a level of detail appropriate for a long-term plan:</p> <ul style="list-style-type: none"> • The opportunity or problem being addressed by the strategic goal. This brief explanation could include demographic, geographic information, risks or other characteristics that inform priority setting and identification of causal factors (e.g., weather) that influence outcomes. • Why the goals were selected including relevant background on the underlying reason for choosing each strategic goal, such as the problems necessitating the goal, opportunities being pursued, legislative mandates, and Presidential directives. 	SP	Yes	No
4.0 Strategic Objectives (includes mission, management, crosscutting and other objectives. See sections 200 and 230 for definitions.)			
<p><i>4.1 Strategic Objective.</i> Strategic objectives reflect the outcome or management impact the agency is trying to achieve and generally include the agency’s role. Objectives are tied to a set of performance goals and indicators established to help the agency monitor and understand progress. Strategic objectives serve as the primary unit of analysis for agency and OMB assessment of how the agency is achieving its mission. Strategic objectives can support the agency in managing across goals contributing to common outcomes.</p>	SP/APP/APR	Yes	Yes

Content	Plan/ Report	Performance.gov	
		(PREP)	(PDF)
<p><i>4.2 Strategic Objective Overview.</i> In discussing each strategic objective, the agency should briefly describe the following in a level of detail appropriate for the long-term plan:</p> <ul style="list-style-type: none"> The opportunity or problem being addressed by the strategic objective and characteristics of the problem or opportunity, such as size and location. Why the objective was selected. 	SP	Yes	Optional
<p><i>4.3 Strategies for Objectives.</i></p> <ul style="list-style-type: none"> SP— Describe the agency strategies planned to make progress on strategic objectives, such as analysis of outliers, promising practices, and process improvement reforms. Strategies should include operational processes, human capital, training, skills, technology, information, and other resources that are critical to mission delivery. An agency should identify key external factors, including risks that could significantly affect the achievement of its objectives, distinguishing those beyond its control and those it seeks to influence. APP— Identify how the agency will track progress on each objective using performance and other indicators. Identify external factors that may have influenced the agency’s progress on objectives in the past fiscal year. As new strategies are established in the annual performance plan, the agency should consider external factors. 	SP and APP	No	Yes
<p><i>4.4 Contributing Programs for Strategic Objectives.</i> Using the published Federal Program Inventory as a starting point, identify the programs that contribute to each strategic objective. Also as appropriate, identify the organizations, regulations, tax expenditures, program activities, policies, and other activities that contribute to each objective, both within and external to the agency.</p>	SP	Yes	Optional
<p><i>4.5 Progress Update for Strategic Objectives.</i> Each agency must include a brief description of achievements during the last fiscal year on the strategic objective indicating where progress was made and where it was not, with an explanation of what worked and what did not. Challenges encountered during the last year should be described. An identification of the agency’s progress as either noteworthy or requiring focused improvement must be included in the narrative, with further explanation for the reasons for the characterization of progress. (See section 270 for details on characterizing progress and required language.) An agency may summarize progress made on performance goals or other indicators, but need not discuss each of them. An agency may also discuss trends, causal factors, promising practices, and findings from evaluations or independent assessments. To keep the progress update brief, the agency should use hyperlinks or citations to supporting evidence, instead of including all the detail within the progress update.</p>	APR	Yes	Optional

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		(PREP)	(PDF)
<p><i>4.6 Next Steps for Strategic Objectives.</i> Each agency will summarize plans to make progress on strategic objectives for the next year, including prospects and strategies for performance improvement, and must include key milestones with planned completion dates. If a finding in the strategic reviews notes there is not enough evidence, describe evaluations or other studies planned as appropriate. Where possible the agency may describe plans to continue or expand what is working, develop or experiment to find promising practices, test the most promising practices to see if they can be replicated and validated, find or develop increasingly effective and cost-effective approaches, identify causal factors the Government can influence, and facilitate learning across delivery units.</p>	APP	No	Yes
<p><i>4.7 Goal Leaders for Strategic Objectives.</i> Identify the agency official’s title and the organization responsible for the achievement of each strategic objective.</p>	APP	Yes (Lead Office only)	Optional
5.0 Agency Priority Goals (APG)			
<p><i>5.1 APG Statement.</i> Each agency must identify which performance goals are Agency Priority Goals, if applicable.</p> <ul style="list-style-type: none"> • SP—agencies required to set APGs should reflect the relationship to the strategic objectives identified in the agency strategic plan and published on Performance.gov. • APP—include the FY 2016-FY 2017 statement as published on Performance.gov. • APR—include the FY 2016-2017 goal statements as published on Performance.gov 	SP/APP/ APR	Yes	Yes
<p><i>5.2 APG Overview.</i> Includes the problem opportunity being addressed by the APG, relationship to agency strategic goals and objectives, key barriers and challenges. An agency should highlight congressional input, if such input was relevant to setting a specific goal where appropriate.</p>	Optional for APP/APR	Yes	Optional
<p><i>5.3 APG Strategies.</i> Each agency will summarize the APG Action Plan’s implementation strategy. As new strategies are established, the agency should take into consideration external factors it can influence and those it cannot. An agency should identify key factors external to the agency that significantly affect the achievement of its Agency Priority Goal, including those beyond its control.</p>	Optional for APP	Yes	No
<p><i>5.4 APG Indicators.</i> Each APG is tracked through a suite of performance goals and other indicators. An agency should publish targets and actual results for each reporting period.</p>	Optional for APP/APR	Yes (QPU)	Optional
<p><i>5.5 APG Progress Update.</i> Each agency will include a brief explanation of achievements during the last quarter on Performance.gov (or, for the last quarter of the year, a summary of accomplishments over the last fiscal year), as well as an identification of significant challenges if any impeded progress on the APG. Because of their ambitious nature, all APGs face some risks with regard to the stretch targets set; therefore, agencies should include a description of significant risks of not achieving the planned level of performance, as appropriate.</p>	APR	Yes (QPU)	Optional

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		(PREP)	(PDF)
5.6 <i>APG Next Steps.</i> Each agency will summarize how it plans to improve progress, including prospects and strategies for performance improvement, and will include key milestones with planned completion dates for the remainder of the goal period.	Optional for APP	Yes (QPU)	No
5.7 <i>APG Contributing Programs.</i> Using the published Federal Program Inventory as a starting point, identify the programs that contribute to each Agency Priority Goal. Also as appropriate identify the organizations, regulations, tax expenditures, program activities, policies, and other activities that contribute to each Agency Priority Goal, both within and external to the agency.	Optional for APP	Yes	No
5.8 <i>APG Goal Leaders.</i> Identify the title, organization and name of the agency official who is responsible for the achievement of each APG.	Optional for APP	Yes	No
6.0 Performance Goals			
6.1 Performance Goal. <ul style="list-style-type: none"> • SP—For each strategic objective included in the Strategic Plan, the agency will identify a limited number of examples of long-term performance goals. Details on long-term and annual performance goals need not be provided in the strategic plan, but instead should be included in the Annual Performance Plan and Annual Performance Report. • APP—The agency must establish performance goals, aligned to the agency’s objectives from the strategic plan, that contain a performance indicator, target and timeframe to define the level of performance to be achieved during the year in which the performance plan is submitted and the next fiscal year. Agencies should highlight if a performance goal addresses an agency major management challenge. • APR—The agency reports on progress made on performance goals. 	SP/APP/APR	Subset related to APGs	Yes
6.2 <i>Actual Results.</i> For all performance goals, performance indicators should compare actual performance with target levels of performance at least for the prior year and clarify if the target was met or not. For performance goals specified in an alternative form, the results will be described in relation to such specifications. <ul style="list-style-type: none"> • APP—the agency displays actual data for every performance indicator for the past year and two additional preceding years where available. More historical trends may be included as needed. • APR—the agency displays actual results for performance indicators for at least the five preceding fiscal years, if available. Where useful, present trend data from its earliest point available even if the agency is publishing the performance indicator for the first time. It can, for example, be illuminating to show long-term trends, starting before a preventative government action was started, if the problem being addressed has since greatly diminished. Agencies do not need to present historic targets. 	APP/APR	Subset related to APGs (QPU)	Yes

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6.3 <i>Performance Targets.</i> For each performance goal, the agency should establish targets for the current and upcoming fiscal year.	APP	Subset related to APGs. Include targets for each reporting period (QPU)	Yes
6.4 <i>Performance Information Gaps.</i> Identify where actual information for performance goals is missing, incomplete, preliminary, or estimated. Indicate the date when the actual information will be available.	APR	Subset related to APGs	Optional
6.5 <i>Performance Goal Progress Update.</i> Each agency will briefly explain the causes of variance or change in trends for the performance indicators, as well as whether or not the target was met. The agency may identify successful or promising practices relative to agency performance goals. The agency may describe where mid-year budget changes or delayed appropriations affected the agency’s targets or achievement of targets previously established for the full performance year. Where the agency is not making sufficient progress in meeting a performance goal, the agency will briefly address future improvement including why the performance goal was not met and plans for achieving it. If the performance goal is determined to be impractical or infeasible the agency should address in the explanation and plan why that is the case and what action is recommended.	APR	Subset related to APGs (QPU)	Yes
6.6 <i>Changed Performance Goals.</i> Identify performance goals changed or dropped since publication of the Annual Performance Plan, if such changes were approved by OMB, and the reasons for the changes.	APR	Subset related to APGs	Optional
7.0 Other Indicators			
7.1 <i>Other Indicators.</i> Other indicators that do not have targets may, and in some cases, must be established to help explain agency performance. The agency should identify the indicator and explain why it is being used.	APP/APR	Subset related to APGs	Yes
7.2 Other Indicator Actuals. <ul style="list-style-type: none"> • APP—the agency displays actual data for every indicator for the past year and two additional preceding years where available. • APR—the agency displays actual results for at least the five preceding fiscal years, if available, and explains key results. 	APP/APR	Subset related to APGs (QPU)	Yes
7.3 <i>Other Indicator Information Gaps.</i> Identify where actual information is missing, incomplete, preliminary, or estimated. Indicate the date when the actual information will be available.	APP/APR	Subset related to APGs	Optional
8.0 Other Information			
8.1 <i>Major Management Priorities and Challenges.</i> A summary section should describe or cross-reference the agency’s efforts to deliver greater impact through innovation, increasing effectiveness and efficiency, and better customer service	SP/APP/ APR	No	No

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		(PREP)	(PDF)
<p>along with the agency official (title and office) responsible. This section should also highlight major management challenges—management and programmatic issues and risks or areas that have greater vulnerability to waste, fraud, abuse, and mismanagement (such as issues identified by the GAO as high risk or issues identified by an Inspector General) where a failure to perform could seriously affect the agency’s mission delivery and ability to achieve its goals. This summary section should also be used to reference where management priorities and challenges are addressed throughout the plan or report, as well as if an agency has determined they do not have major management challenges.</p> <ul style="list-style-type: none"> • SP—establish management objective(s) (See section 230). • APP—identify planned actions to address major management challenges or priorities; performance goals, indicators and/or milestones used to measure progress for the management challenges or priorities determined by the agency; and the agency official (title and office) responsible for resolving such challenges. Management challenges and priorities may include: <ul style="list-style-type: none"> ○ Major management challenges and risks including those on the GAO High-Risk List, or those areas identified by the IG and published in Section 3/4 of the AFR/PAR. ○ Management objectives, if identified in the strategic plan. ○ Agency-specific contributions to government-wide management initiatives such as priorities established through Executive Order. ○ Contribution to Cross-Agency Priority Goals. ○ Key areas for innovation and improvements in customer service. • APR—describe progress made on management priorities and challenges that had been described in the Annual Performance Plan, such as results on management objectives, performance goals and indicators that were established. 			
<p><i>8.2 Cross-Agency Collaborations.</i> As a part of the discussion of strategies, or where applicable, describe how the agency is working with other agencies to achieve strategic objectives, APGs, and performance goals. Describe responsibilities of key agency programs and external agency partners (e.g., other Federal programs, grantees; state, local, tribal, and foreign governments; major long-term contractors, etc.) and the nature of their expected contribution to strategic objectives.</p>	SP/APP/APR	Optional	Optional
<p><i>8.3 Evidence Building.</i></p> <ul style="list-style-type: none"> • SP—The agency should describe how information from the full portfolio of evidence was used in developing the Strategic Plan, including how evaluation and research findings were used to establish or revise the agency’s strategic objectives and identify how strategies or approaches that have been proven effective based on rigorous evaluations will be used to reach the objectives. For example, this may include program reviews performed under OMB Circular A-129 for credit programs or reflect the findings of a comprehensive review of the literature or recent results of high-quality evaluations. The strategic plan also should describe efforts to further build the evidence base in the long-term. The agency should include a schedule of future studies and evaluations planned for the next four years or for the strategic plan 	SP/APP/APR	No	No

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<p>timeline. This schedule should go beyond simply listing evaluation topics. It should describe the objectives and how the evaluations or studies will improve agency decision-making. It should also describe how existing efforts to collect evidence are being leveraged to minimize new burden while maximizing the utility for evidence building. Agencies are encouraged to use a learning agenda or portfolio approach in creating this schedule, and to present their plans in an integrated, contextualized format. For example a learning agenda approach would include a clearly articulated set of questions related to the component’s work. When answered, this will help the component work more effectively. The agenda would plan to answer those questions through high-quality evaluations or other sources. It may also describe efforts to expand the agency’s capacity to develop strong evidence that answer important questions about effective policy and program design or to make better use of evidence to improve their programs.</p> <ul style="list-style-type: none"> • APP—The agency should describe how information from research and program evaluation and other evidence was used in developing the performance plan, including how a portfolio of research evaluation and other statistical findings were used to establish or revise the agency’s performance goals; identify effective or evidence-based strategies or approaches that will be used to reach these goals; understand the agency’s progress toward these goals; and inform budgetary allocations based upon information about cost-effectiveness of agency efforts. The agency should be conscious of the quality of the evidence cited and its relative strength in support of the decisions being made and note the quality of the evidence being cited. The performance plan should also describe the agency’s efforts to build the evidence base in the coming year by supporting high-quality evaluations of strategies, approaches or programs, as well as agency efforts to make greater use of existing data consistent with M-14-06, and build greater capacity for conducting and using evaluation findings. • APR—The agency should describe findings from agency-funded evaluations or other relevant evidence activities completed during the prior fiscal year, as well as evaluations relevant to the agency’s understanding of the performance of its programs, the problems the program is trying to tackle, and the identification of external factors that might influence agency performance. In addition, agencies should provide discussion on how findings from evaluations or other studies were used in decision-making processes related to programs, policies, and budget efforts. If no evaluations were completed, the performance report should note this while describing the full portfolio of evidence used to inform decision making. In citing evidence, the agency should address the relative strength of the evidence, and may consider adding such information to the data validation and verification appendix, as appropriate. 			
<p><i>8.4 Hyperlinks.</i> Link to other, more detailed plans, evaluations, or other studies to support the decisions and strategies described in the agency plan or report.</p>	SP/APP/APR	Yes	Yes

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<p><i>8.5 Data Validation and Verification.</i> Include an assessment by the agency head of the reliability and completeness of the performance data included in the plan and report, preferably as an appendix that can be attached to performance plans and reports or hyperlinked to Performance.gov. The description must include how the agency ensures the accuracy and reliability of the data used to measure progress towards its performance goals (including Agency Priority Goals), including an identification of—</p> <ul style="list-style-type: none"> • the means to be used to verify and validate measured values; • the sources for the data; • the level of accuracy required for the intended use of the data; • any limitations to the data at the required level of accuracy; and • how the agency will compensate for such limitations if needed to reach the required level of accuracy. <p>The agency should summarize how the agency uses data to promote improved outcomes, including assessing the use and effectiveness of alternative form performance goals. Section 260.9 addresses approaches the agency should use to meet the data validation and verification requirement for both agency annual plans and annual reports. The agency may include an addendum that lists and briefly explains changes in performance indicators as compared to the prior year's performance report.</p>	APP/APR	Yes (may hyperlink to APR appendix)	No
<p><i>8.6 Lower-Priority Program Activities.</i> Each agency must reference the President's Budget volume where lower-priority program activities will be published by OMB. <i>"The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRM Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: http://www.whitehouse.gov/omb/budget."</i> (See section 240 for more information on lower-priority program activities).</p>	APP	No	No

