

## Purpose of the Highlights: *What it Contains*



Based on the full Performance and Accountability Report (PAR), the *Highlights for the Citizen* communicates VA's most important performance results, financial statements, and other information in an easy-to-read format.

The PAR, together with its *Highlights for the Citizen* companion, contains performance targets and results achieved during FY 2008. It is VA's report card and communicates to the American people how well VA has done, the tangible public benefits we have produced, the impact VA has had in improving veterans' quality of life, and the forward-looking strategies we are employing to achieve and maintain excellence.

## VA's Mission: *What We are Here to Do*



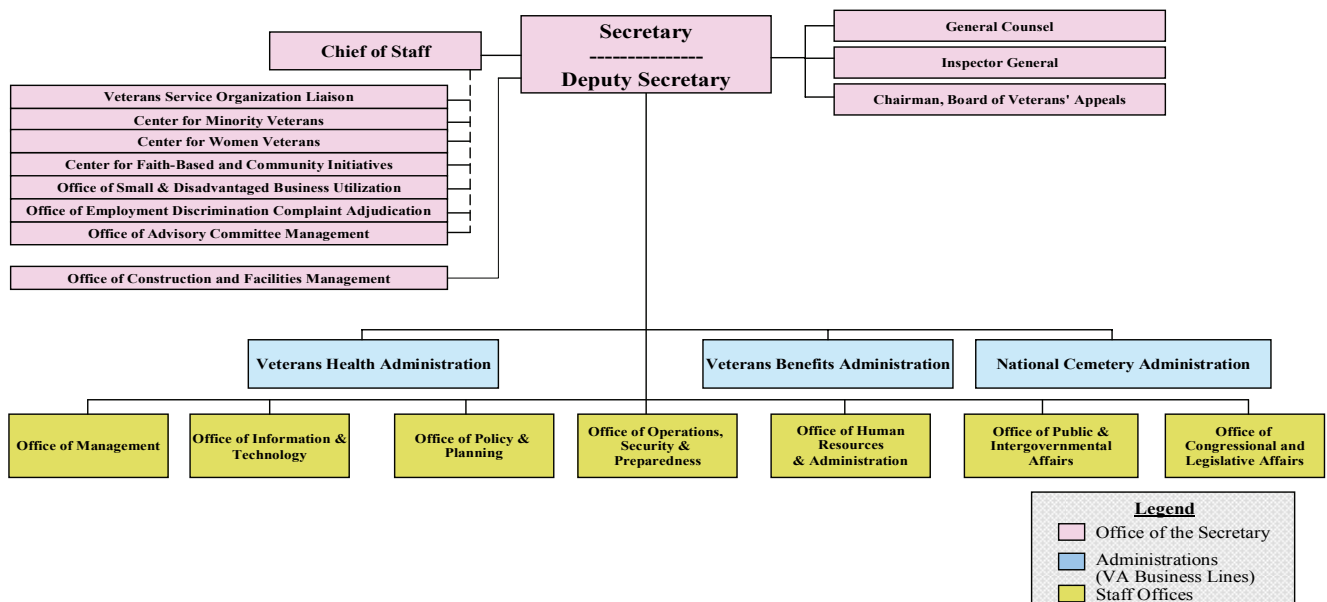
To fulfill President Lincoln's promise – "To care for him who shall have borne the battle, and for his widow, and his orphan" – by serving and honoring the men and women who are America's veterans.

President Lincoln's immortal words – delivered in his Second Inaugural Address more than 140 years ago – describe better than any others the mission of the Department of Veterans Affairs. We care for veterans and their families – men and women who have responded when their Nation needed help. Our mission is clear-cut, direct, and historically significant. It is a mission that every employee is proud to fulfill.

## Our Organization: *How We are Structured*



VA is structured around the Office of the Secretary that develops policy and oversees special programs for veterans, three Administrations that operate VA's primary programs, and staff offices that support all organizations.





**FY 2008 Highlights for the Citizen**  
**Table of Contents**

**Secretary’s Letter ..... 1**  
**Web Access Page ..... 3**

**Part I. Overview of VA**

**Performance Scorecard ..... 4**  
**Our Programs: *What We Do* ..... 6**  
**Our Programs: *Who We Serve* ..... 8**  
**America’s Veterans – *A Demographic Profile* ..... 9**  
**Resources: *Our People and Our Budget*..... 10**

**Part II. VA’s Performance**

**2008 Performance: A Department-Level Summary ..... 11**  
**Strategic Goal Summary ..... 12**  
**The President’s Management Agenda ..... 24**  
**Program Assessment Rating Tool (PART) Reviews ..... 25**  
**Major Management Challenges..... 26**

**Part III. VA’s Financial Position and Management Controls**

**Letter from the Chief Financial Officer..... 27**  
**Financial Highlights..... 29**  
**Management Controls, Systems, and Compliance with Laws and Regulations..... 31**  
**Condensed Consolidated Financial Statements ..... 32**  
    Balance Sheets..... 32  
    Statements of Net Cost ..... 32  
    Statements of Changes in Net Position ..... 33  
    Statements of Budgetary Resources ..... 34  
**Summary of Financial Statement Audit ..... 35**

**Part IV. Additional Information**

**Key Report Officials ..... 36**

**Notes**

<sup>(1)</sup> In this report, with the exception of table and chart titles, references to years (e.g., 2007, 2008) are fiscal years unless stated otherwise.

<sup>(2)</sup> For additional copies of the PAR or *Highlights for the Citizen*, please call VA’s Office of Budget at **202-461-6630**. Electronic versions of these reports are available on the World Wide Web at [www.va.gov/budget/report](http://www.va.gov/budget/report)