SECTION 210—PERFORMANCE.GOV AND PUBLIC REPORTING

Summary of Changes

New section on Performance.gov addresses the GPRA Modernization Act requirement for agencies to transition performance information to a central website in machine-readable format instead of printing agency-specific Strategic Plans, Annual Performance Plans and Annual Performance Reports

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 FY 2012-2013 Agency Priority Goals concurrent with the publication of the 2013 President's Budget will develop performance information in a machine-readable format this year, and must follow all sections of this guidance, *except* section 210.10.

- All other agencies subject to the GPRA Modernization Act that were *not* required to establish FY 2012-2013 Agency Priority Goals are required to follow all sections *except* 210.5, 210.6, and 210.9.

210.2   What is the purpose of this section?

This section provides information on the transition from agency-specific publications on performance to publishing performance information through a central website, as required by the GPRA Modernization Act. The GPRA Modernization Act changed several existing agency planning and reporting requirements, such as:

- Availability of an agency Strategic Plan, Annual Performance Plan, and performance updates through a central government-wide website in a machine-readable format.

- 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, including the purpose and identification of funding, on a central website.

To work toward these changes, this year, agencies will:

- Work with OMB to develop government-wide performance data standards for the information required to be published in machine-readable format on Performance.gov.

- Publish content from the agency's Strategic Plan, Annual Performance Plan, and Annual Performance Report on the agency website in machine-readable format.

- Continue to publish complete Annual Performance Plans and Annual Performance Reports in existing formats this transition year.

210.3   What is the purpose of Performance.gov?

Performance.gov is a website that serves as the public window on the Federal Government's goals and performance in key areas of focus. Performance.gov will be the single, government-wide performance website required under the GPRA Modernization Act.

A centralized website will make 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 will also support coordination and decision-making to advance shared goals. Through a central website, agencies will also publish other required agency information, such as program information, within the Federal context of agency missions, goals, and performance progress.

210.4   What information will be included on Performance.gov?

Pursuant to the GPRA Modernization Act, Performance.gov will include information on the Cross-Agency Priority Goals, Agency Priority Goals, Federal Program Inventory, agency Strategic Plans, Annual Performance Plans and Annual Performance Reports in machine-readable format. Using a phased approach and in accordance with existing Federal reporting timeframes, the website will be updated with Priority Goal information this fall, additional information concurrent with the release of the President's 2014 Budget in February 2013, during the course of 2013, and concurrent with the President's 2015 Budget.

210.5   Will agencies be able to meet performance planning and reporting requirements solely through the central website this year?

Not this year. This year, agencies that were required to set FY 2012-2013 Agency Priority Goals will continue to transition performance information to Performance.gov by publishing links to their FY 2014 Annual Performance Plan (APP) and FY 2012 Annual Performance Report (APR) in a machine-readable format on May 31, 2013, after the publication in February 2013 in existing formats on the agency website. Agencies will post a link to the machine-readable format both on Performance.gov and the agency's website. OMB continues to work with agencies to develop the capacity, including data standards, for agencies to publish all the content from the agency-specific performance plans and reports on the central website in a web-based format next fiscal year, with the 2015 President's Budget.

Following the FY 2014 Budget, agencies required to set FY 2012-2013 Agency Priority Goals will publish machine-readable formats of the FY 2014 APP and FY 2012 APR on Performance.gov by May 31, 2013 by hyperlinking to the agency's machine-readable format.

Concurrent with the 2015 President's Budget, agencies will provide the new strategic plan with the FY 2015 APP and FY 2013 APR through Performance.gov in a web-displayed format.

Agencies will also have the option to either:

- continue to publish agency-specific performance plans and reports in an electronic format on the agency's website, in addition to publishing the content on the Performance.gov; or

- only publish the Strategic Plan, Annual Performance Plan and Annual Performance Report in machine-readable format on the central website, Performance.gov.

Also with the FY 2015 Budget, agencies will not be required to publish agency-specific performance plans and reports separately from the central website; however, agencies will be required to link to Performance.gov from the agency's home page in order to direct the public to the agency's performance plans and reports, including the full archive of previously published plans and reports. (See section 210.10 for more on interim transition to the central website.)

210.6   For the purposes of Performance.gov, what "machine-readable" formats are acceptable?

The agencies required to set FY 2012-2013 Agency Priority Goals will be required to publish a machine-readable version of the agency's Annual Performance Plan and Annual Performance Report by May 31, 2013. For the purposes of the GPRA Modernization Act the following alternatives will be acceptable for machine-readable format for May 31, 2013:

- Option 1: Government-wide Machine-Readable Standard (preferred). Produce plans and reports in a valid XML format that conforms with the performance data standard to be published by OMB. This option is preferred since it advances agencies toward adoption of the performance data standard in FY 2014 and minimizes the amount of rework associated with transitioning from one of the other alternatives. It will also provide the most common data structure for external users, and will provide the greatest opportunity for cross-agency comparison.

- Option 2: Interim Agency-defined Machine-Readable Standard. Produce plans and reports in a valid XML, JSON, XBRL or CSV (with column headers) format that does not conform to the performance data standard. This option produces data in machine-readable format but does not do so in a consistent manner. Agencies producing data in these formats should provide a mapping to the government-wide standard to the extent practical for FY 2013 and will be expected to provide a full mapping which maintains data validity for FY 2014.

- Option 3: Interim Structured Data Files. Produce plans and reports in a format which external users can easily convert into their data processing systems. This could include a word processing format using headers and other document structuring elements that are consistent throughout the document (e.g. strategic goal, strategic objective, performance goal, performance indicator, progress update). Data can be provided in multiple files, such as a Microsoft Excel file with data for performance goals and indicators, accompanied by a Microsoft Word document with associated narratives. This will provide a base level of machine-readable capability for external users, and will facilitate a full transition to the government-wide standard for FY 2014.

A Technical Users Guide will be provided to agencies with more details to support entry into Performance.gov and the development of machine-readable formats.

210.7 This year, how are agency-specific plans and reports made available to the public?

To enhance transparency of performance data, agencies should make information, including prior plans and reports as well as machine-readable formats, as easy as possible to locate from the agency homepage. Agencies will provide a hyperlink on Performance.gov to the agency web page where the agency has published its current and past performance plans and reports. Agencies will also create a prominent link directly to this page from the agency homepage. This page should include, but is not limited to, the following:

- Strategic Plan (and quadrennial reviews and plans)
- Annual Performance Report and Agency Financial Report or Performance and Accountability Report
- Annual Performance Plan
- Evaluations and other studies or reports that are relevant to agency performance
- Congressional Budget Justification
- GAO High-Risk Improvement Plans with implementation status
- Archived Strategic Plans, Annual Performance Plans, and Annual Performance Reports (or PARs)

Agencies may also want to create links from this page to other planning and performance reporting documents, such as the human capital/workforce plans, information resources management plans, and other acquisition or capital asset management plans.

210.8 How does the Open Government Directive relate to public reporting on agency performance? How should agencies engage the public 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.

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

Reference the timeline with publication dates in section 200.22.

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

Concurrent with the FY 2014 President's Budget, agencies that were *not* required to establish FY 2012-2013 APGs must provide hyperlinks to the page on the agency's website where the agency's current and archived Strategic Plans, Annual Performance Plans and Annual Performance Reports are published in an electronic format. These hyperlinks must be published on Performance.gov.

210.11 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 special, professionally bound version which can be more expensive. Agencies will publish agency-specific plans and reports electronically on the agency's website and must ensure content is consistent with information published on Performance.gov.

However, agencies 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.

210.12 Must agencies change the format of the agency-specific plans or reports to align to the data standards published by OMB for Performance.gov?

For the publication of the Annual Performance Plan and Annual Performance Report in February 2013, agencies may align the format of the agency-specific plans or reports to data standards established for the purposes of Performance.gov, but they do not need to do so in fiscal year 2013 if it is not within the agency's capacity.

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

Agencies that have established FY 2012-2013 Agency Priority Goals will be required to update some information on the APGs on a quarterly basis on Performance.gov. 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 will not be required to update performance goal information on Performance.gov more frequently than annually this year. 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.

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

Below is a table that establishes the detailed content that must be addressed 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.

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 and Indicators	SP/APP/APR

Section Heading	Agency Plan or Report?
7. Other Indicators	APP/APR
8. Other Information (evaluations, hyperlinks, data quality, etc)	SP/APP/APR

Detailed Content for Strategic Plans (SP), Annual Performance Plans (APP), Annual Performance Reports (APR), Quarterly Performance Updates (QPU)

Content	Plan/ Report (existing format and machine-readable format)
1.0 Agency and Mission Information	
1.1 Introduction. Agency performance plans and reports should begin with an executive summary of the document as appropriate for the publication. Content may include context of the major changes in the areas in which the agency works, such as notable nation-wide trends or a brief background and summary analysis of the strengths, weaknesses, opportunities, and threats the agency is facing.	SP/APP/APR
1.2 Mission Statement. 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.	SP/APP/APR
1.3 Vision and Values. 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.	Optional
1.4 Organizational Structure. 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.	APP/APR
1.5 Scope of Responsibilities. Summarize briefly the scope of agency responsibilities. Include data and narrative describing the number and kinds of people and businesses served, locations and characteristics of operation, and problems and opportunities addressed. References to statutes that established the agency may be useful.	SP/APP/APR
2.0 Cross-Agency Priority Goals	
2.1 Cross-Agency Priority Goals. Agencies that contribute to Cross-Agency Priority Goals must address this responsibility in the agency's plans and reports by directing the public to Performance.gov and including a list of Cross Agency Priority Goals to which the agency contributes. To do so, agencies should include the following language: "*Per the GPRA 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*]."* 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. (See also section 220 on Cross-Agency Priority Goals).	SP/APP/ APR/QPU
3.0 Strategic Goals	

Content	Plan/ Report (existing format and machine-readable format)
3.1 Strategic Goals. Agencies 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. • 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
3.2 Strategic Goal Context. In identifying each strategic goal, the agency should briefly describe the following in a level of detail appropriate for a long-term plan: • 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
3.3 Consultation with Congress and other Stakeholders on the Strategic Plan. All agencies must include a description of how the strategic plan's goals incorporate views and suggestions obtained through the agency's congressional consultations on the strategic plan. Agencies are also encouraged to describe consultation with non-Federal stakeholders as appropriate.	SP
4.0 Strategic Objectives	
4.1 Strategic Objective. Strategic objectives will be identified to break broader strategic goals down to a level that reflects the outcome or impact the agency is trying to achieve as well as the specific results of an agency's contributing programs. Strategic objectives should contribute to the broader impact described in the strategic goal statement while also expressing how an aspect of the strategic goals will be achieved by the agency and delivery partners. Strategic objectives, in turn, cascade down to a set of performance goals and indicators established to help the agency monitor and understand progress. Strategic objectives will serve as the primary unit of analysis for agency and OMB assessment of how the agency is achieving its mission. Strategic objectives can support agencies in managing across goals contributing to common outcomes.	SP/APP/APR
4.2 Strategic Objective Context. In discussing each strategic objective, the agency should briefly describe the following in a level of detail appropriate for the long-term plan: • 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
4.3 Strategies for Strategic Objectives. Describe the agency strategies planned to continuously make progress on strategic objectives such as analysis of outliers, spreading promising practices, process improvement reforms. Strategies should include operational processes, human capital, training, skills, technology, information and other resources. Identify how the agency will track progress on the objective using performance and other indicators.	SP and optional for APP
4.4 Contributing Programs for Strategic Objectives. Identify the organizations, program activities, regulations, policies, and other activities that contribute to each strategic objective, both within and external to the agency.	SP
4.5 External Factors for Strategic Objectives.	SP and optional for

Content	Plan/ Report (existing format and machine-readable format)
• SP—Agencies will identify key external factors that could significantly affect the achievement of its strategic objectives, distinguishing those beyond its control and those it seeks to influence. • APR—identify external factors that may have influenced the agency's progress on strategic objectives in the past fiscal year. As new strategies are established in the annual performance plan, the agency should consider external factors. Agencies that do not combine the publication of the APP/APR may find it useful to address external factors in the Annual Performance Plan.	APR
4.6 Progress Update for Strategic Objectives. Agencies may 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 facing significant challenges may be included in the narrative, with further explanation for the reasons for the characterization of progress. Agencies may summarize progress made on performance goals or other indicators, but need not discuss each of them. Agencies should 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.	Optional for APR
4.7 Next Steps & Future Actions for Strategic Objectives. Agencies will summarize plans to improve progress on strategic objectives, including prospects and strategies for performance improvement, and must include key milestones planned for the next year. If applicable, describe evaluations or other studies planned to make progress on the strategic objective. 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.	Optional in APP
4.8 Major Management Challenges. Agencies must identify major management challenges including those on the GAO High-Risk List, and the agency official (title and office) responsible. • APP—identify major management challenges, planned actions, performance goals, indicators and milestones used to measure progress toward resolving them. • APR—describe progress made on resolving major management challenges.	APP/APR
4.9 Goal Leaders for Strategic Objectives. Identify the agency official's title and the organization responsible for the achievement of each strategic objective.	APP
5.0 Agency Priority Goals (APG)	
5.1 APG Statement. Agencies must identify which performance goals are Agency Priority Goals, if applicable. • SP—agencies with FY 2012-2013 APGs will develop new APGs for FY 2014-2015 concurrent with the FY 2015 Budget, which will be included in the new agency strategic plan to be published on Performance.gov in February 2014. • APP—include the statement as published on Performance.gov. • APR—include the statement as published on Performance.gov.	SP/APP/APR Change during Quarterly Performance Update (QPU) if approved by OMB
5.2 APG Overview. Includes the problem opportunity being addressed by the APG, relationship to agency strategic goals and objectives, key barriers and challenges, and stakeholder engagement, including Congressional consultation.	Optional for APP/APR Update in QPU if needed

Content	Plan/ Report (existing format and machine-readable format)
5.3 APG Strategies. Agencies will summarize the APG Action Plan's implementation strategy and key milestones. As new strategies are established, the agency should take into consideration external factors it can influence and those it cannot.	Optional for APP Update in QPU if needed
5.4 APG Indicators. Each APG is tracked through a suite of performance goals and other indicators, which should link to a strategic objective.	APP/APR Update in QPU if needed
5.5 APG Progress Update. Agencies 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.	APR/QPU
5.6 APG Next Steps. Agencies will summarize how they plan to improve progress, including prospects and strategies for performance improvement, and will include key milestones planned for the next quarter.	Optional for APP/QPU
5.7 APG Future Actions. Agencies will summarize how they plan to improve progress, including prospects and strategies for performance improvement, and will include key milestones planned for the remainder of the goal period.	Optional for APP Update in QPU if needed
5.8 APG Contributing Programs. Identify the organizations, program activities, regulations, tax expenditures, policies, and other activities that contribute to each Agency Priority Goal, both within and external to the agency.	Update in QPU if needed
5.9 APG External Factors. Agencies will identify key factors external to the agency that significantly affect the achievement of its Agency Priority Goal, including those beyond its control.	APR Update in QPU if needed
5.10 APG Goal Leaders. Identify the title, organization and name of the agency official who is responsible for the achievement of each APG.	Already on Performance.gov, update in QPU if needed
5.11 APG Consultation with Congress. All agencies must include a description of how the Agency Priority Goals incorporate views and suggestions obtained through the agency's congressional consultations. During the year in which the agency establishes the two-year Agency Priority Goals, the agency should include a description of how the agency incorporated views obtained through congressional consultations.	Already on Performance.gov. Include in the overview section of the agency homepage or APG page.
6.0 Performance Goals and Indicators	
6.1 Performance Goal. • SP—For each strategic objective included in the strategic plan, the agency will identify a limited number of performance goals and explain how they contribute to the strategic objective. Details on 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—Agencies must establish performance goals, 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.	SP/APP/APR

Content	Plan/ Report (existing format and machine-readable format)
• APR—Agencies report on progress made on performance goals.	
6.2 Actual Performance Indicator Results. 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. • APP—the agency displays actual data for every performance indicator for the past year and two additional past 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
6.3 Performance Indicator Targets. For each performance indicator, the agency should establish targets for the current and upcoming fiscal year.	APP
6.4 Performance Indicator Information Gaps. Identify where actual information is missing, incomplete, preliminary, or estimated. Indicate the date when the actual information will be available.	APR
6.5 Performance Goal Progress Update. Agencies 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. Agencies may identify successful or promising practices relative to agency performance goals. Agencies 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.	APR
6.6 Performance Goal Future Action. 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
6.7 Changed Performance Goals. 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
7.0 Other Indicators	
7.1 Other Indicators. 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
7.2 Other Indicator Actuals. • APP—the agency displays actual data for every indicator for the past year and two additional past years where available. • APR—the agency displays actual results for at least the five preceding fiscal years, if available.	APP/APR
7.3 Other Indicator Information Gaps. Identify where actual information is missing, incomplete, preliminary, or estimated. Indicate the date when the actual information will be available.	APP/APR
8.0 Other Information	
8.1 Management Reviews. Briefly describe the frequent data-driven performance review processes	APP

Content	Plan/ Report (existing format and machine-readable format)
the agency leadership has put into place to drive continual progress on Agency Priority Goals and other performance goals. Also, describe how the agency is aligning its personnel performance plans and reviews and other human capital efforts, to accelerate progress on organizational goals.	
8.2 Cross-Agency Collaborations. As a part of the discussion of strategies, 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.	SP/APP/APR
8.3 Evaluations and Research. • SP—Agencies should describe how information from research and program evaluation was used in developing the Strategic Plan, including how research and evaluation evidence was used to establish or revise the agency's strategic objectives and identify evidence-based strategies or approaches that will be used to reach the objectives. The SP also should describe efforts to further build the evidence base in the long-term, by supporting high-quality evaluations of strategies, approaches or programs, as well as agency efforts to build greater capacity for conducting and using evaluation and evidence findings. The agency should include a schedule of future studies and evaluations planned for the next four years or the timeline the SP covers. 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. • APP—Agencies should describe how information from research and program evaluation was used in developing the performance plan, including how research and evaluation evidence was 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 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 use existing data, and build greater capacity for conducting and using evaluation findings. The agency should include a schedule of evaluations planned for the coming year that goes beyond simply listing evaluation topics for planned studies, describing the objectives of planned evaluations and how they will improve agency decision-making. See M-12-14 for more information and 51.9 for agency budget submission. • APR—Agencies should describe findings from agency-funded evaluations or other research completed during the prior fiscal year, as well as evaluations and other research 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. If no evaluations were completed, the performance report should note this. Agencies are expected to have a web page on the agency's evaluations or links to other evaluations relevant to the agency's work with summaries of the findings and specific citations.	SP/APP/APR
8.4 Hyperlinks. Link to other, more detailed plans, evaluations, or other studies to support the decisions and strategies described in the agency plan or report.	SP/APP/APR
8.5 Data Validation and Verification. Include an assessment by the agency head of the reliability and completeness of the performance data included in the plan and report. 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— • the means to be used to verify and validate measured values;	APP/APR

Content	Plan/ Report (existing format and machine-readable format)
• 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. Agencies 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. Agencies should include an addendum that lists and briefly explains changes in performance indicators as compared to the prior year's performance report.	
8.6 Lower-Priority Program Activities. Agencies must reference the President's Budget volume where lower-priority program activities will be published by OMB. *The Cuts, Consolidations and Savings volume of the President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: http://www.whitehouse.gov/omb/budget.*" (See sections 240.11-240.13 for more information on lower-priority program activities).	APP