

SECTION 230—AGENCY STRATEGIC PLANNING

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Summary of Changes

Describes Strategic Plan content and timeframes for development with the FY 2019 Budget as required by GPRA Modernization Act 2010.

Updates guidance to encourage interagency coordination in the development of Strategic Plans in instances where multiples agencies have shared strategic goals and objectives.

230.1 What is an agency Strategic Plan?

The GPRA Modernization Act 2010 aligns strategic planning with the beginning of each new term of an Administration, requiring every Federal agency to produce a new Strategic Plan by the first Monday in February following the year in which the term of the President commences. The Strategic Plan, therefore, presents the long-term objectives an agency hopes to accomplish at the beginning of each new term of an Administration by describing general and long-term goals the agency aims to achieve, what actions the agency will take to realize those goals, and how the agency will deal with challenges and risks that may hinder achieving results.

The Strategic Plan will define the agency mission, long-term goals, strategies planned, and the approaches it will use to monitor its progress in addressing specific national problems, needs, challenges, and opportunities related to its mission. It explains the importance of the goals, appraises the agency's capabilities, assesses the operating environment and provides for evaluations and other studies to inform agency actions. The Strategic Plan should explain why goals and strategies were chosen, discussing the relevant evidence supporting the selected goals and strategies. Because many agency missions, programs and strategies are statutory in nature, some of the strategic plan is expected to be more descriptive of those past decisions, whereas other parts of the strategic plan should reflect important strategic decisions in response to a recent agency analysis of the operating environment, Administration priorities or other emerging factors, for example.

An agency's Strategic Plan should provide the context for decisions about performance goals, priorities, strategic human capital planning and budget planning. It should provide the framework for the detail published in agency Annual Performance Plans, Annual Performance Reports and on Performance.gov. Agencies need to translate the long-term goals in their Strategic Plans to strategic objectives and then to performance goals, including Agency Priority Goals, in the Annual Performance Plan.

Because the Strategic Plan focuses on long-term objectives, it is important that agencies consider risks and how risks change over time during formulation of the plan. Considering risk management in early stages of the strategic planning process will ensure that the agency's management of risk is appropriately aligned with the organization's overall mission, objectives and priorities. (See more on enterprise risk management in section [270](#) and performance planning in section [240](#)). Incorporating strategic foresight into the strategic planning and review process is one method for facilitating the achievement of long-term goals. Strategic foresight is a method for systematically considering a longer time horizon and broader scope of issues than other forms of planning. Integrating strategic foresight in the planning process also facilitates a systems approach to problem solving and may help an agency better prepare for future threats or take early advantage of emerging opportunities. The systems approach of strategic foresight also encourages organizational communication to avoid the "silo effect," in which problems are viewed in isolation. Foresight methodologies may vary by agency depending on its mission and operating environment, but examples of strategic foresight methodologies include scanning, trend analysis, and scenario planning. Opportunities for cross-agency foresight coordination are also encouraged to be explored where appropriate.

230.2 What is the purpose of strategic planning?

In addition to fulfilling the GPRA Modernization Act requirements, strategic planning serves a number of important management functions related to achieving an agency's mission. Strategic planning is a valuable tool for communicating to agency managers, employees, delivery partners, suppliers, Congress, and the public a vision for the future. An agency's strategic goals and objectives should be used to align resources and guide decision-making to accomplish priorities to improve outcomes. It should inform agency decision-making about the need for major new acquisitions, information technology, strategic human capital planning, evaluations, and other evidence-building and evidence-capacity building investments. Strategic Plans can also help agencies invite ideas and stimulate innovation to advance agency goals. The Strategic Plan should support planning across organizational operating units and describe how agency components are working toward common results. An agency formulates its Strategic Plan with input from Congress, OMB, the public and the agency's personnel, partners, and stakeholders and makes the plan easily accessible to all. The agency's process for establishing and managing strategic goals and objectives should fulfill these important roles:

Leadership. The strategic goals and objectives communicate the Administration's priorities and direction through a unified vision, long-term goals, and supporting strategies. The Strategic Plan features strategic goals and objectives that state what the agency wants to accomplish in terms of outcomes or results.

Planning. The Strategic Plan is the foundation of an agency's planning system because it provides direction for all programmatic and management functions used to execute the strategies needed to reach goals.

Executives should use the Strategic Plan to provide guidance to agency components for planning their program implementation, including the alignment of information technologies and human capital resources to support improved outcomes and cost-effectiveness. The Strategic Plan should not, however, be a binding document that prevents agencies from learning from experiences and adapting their plans to changing circumstances. Instead, the strategic goals and objectives should be updated over time, incorporating agency learning, and emergent or external factors that may impact agency implementation.

Management. After the planning process, the agency uses the strategic goals and objectives to guide implementation and management. Each strategic goal should be supported by a suite of strategic objectives and performance goals. These, in turn, should be supported by other indicators used to monitor and interpret progress. The annual performance planning, human capital planning and budget processes jointly support the agency's implementation of the strategic goals and objectives by establishing resource allocations, refined strategies, activities, indicators, targets, and milestones in more detail. Agency Strategic Plans provide the framework for other plans and reports where agency performance goals and related analyses are communicated and monitored and revised when needed. For more information on management toward the strategic goals and objectives, see section [270](#) regarding the strategic review which includes information on the link between strategic planning and enterprise risk management.

Engagement. The strategic goals and objectives in an agency Strategic Plan are a tool to engage external entities to enlist their ideas, expertise, and assistance, including Congress, the public and the agency's stakeholders. For example, because delivery partners external to the Federal Government can be critical in accomplishing agency objectives, agencies may want to engage them in identifying potential goals and strategies to accelerate progress.

230.3 What content is included in the agency Strategic Plan?

Agencies should plan to address the content as established in section [210](#) for the February 2018 publication of the new agency Strategic Plan and should use strategic reviews to help the agency identify the most effective long-term strategies.

230.4 What timeframes must be established for achieving strategic goals and objectives?

The strategic goals and objectives should be established for a period of not less than four years forward from the fiscal year in which it is published, starting the first Monday in February of any year following the year in which the term of the President commences. Agencies may set strategic goals for longer periods of time. See section [230.17](#) regarding interim updates.

Strategic Plan:

- Publication February 2018 covers FYs 2018-2022
- Publication February 2022 covers FYs 2022-2026

The draft strategic goals and objectives should inform strategic human capital planning (consistent with 5 CFR Part 250) and agency budget submission to OMB in September 2017, which will include the FY 2019 draft APP. Detailed performance information supporting the strategic goals and objectives, such as draft performance goals, and indicators, are required to be provided in the APP draft submitted to OMB in September 2017, accompanying the agency's FY 2019 budget request. Agencies that do not submit a budget to OMB in September should still submit the draft APP to OMB for review.

230.5 When must agencies next update their Strategic Plan according to the GPRA Modernization Act and what is the timeline for Strategic Plan development?

Agencies are required to publish an updated Strategic Plan, which meets requirements of the GPRA Modernization Act, concurrent with the publication of the FY 2019 President's Budget in February 2018.

After the February 2018 publication, agencies must issue a new Strategic Plan in February 2022. Agencies should prepare the new Strategic Plan by applying information learned from strategic reviews as they are conducted.

Agencies should prepare the Strategic Plan initial draft by June 2, 2017 in order to inform the development of the FY 2019 budget submission and FY 2019 Annual Performance Plan, which will also include FY 2018-2019 Agency Priority Goals. Continued refinements to the initial draft Strategic Plan will be expected prior to publication in February 2018. Agencies may work with OMB to make adjustments to the Strategic Plan draft submission if needed.

230.6 What is an effective strategic goal?

Strategic goals should reflect the broad, long-term, outcomes the agency aspires to achieve by implementing its mission. Strategic goals communicate the agency efforts to address national problems, needs, challenges, and opportunities on behalf of the American people. Both the way strategic goals are framed and the substance they communicate are important to consider. Strategic goals should reflect the statutory mission of the agency, and most agency activity will align to the strategic goals. Strategic goals need not be as specific as strategic objectives, however, and need not reflect every activity that the agency must undertake to accomplish its mission.

Stylistically, strategic goals should be simple statements which are neither long nor overly complex. Some guidelines for developing these include:

- Use language that the public will understand and avoid highly technical terms that are very specific to technical or professional fields.
- Use language that expresses future direction or vision, and include active or directional verbs such as strengthen, support, maintain, improve, reduce, etc.
- Be specific enough for the public to clearly understand how the goal supports the agency's mission and communicates the agency's unique responsibilities.

For example, strategic goals such as "Improve Safety" do not communicate the agency's specific efforts in this outcome area. Better specificity might be "Maintain and Improve the Safety of America's Transportation" for the Department of Transportation. If desired, short headers may be used preceding the strategic goal statement (e.g. Safety: Maintain Safe and Healthy Workplaces), and a separate field will be provided in Performance.gov for the 'header' in addition to the full strategic goal statement.

Additional examples of strategic goals are:

- Strengthen Access and Quality of Healthcare for the American People
- Increase Children's Access to Safe, Nutritious, and Balanced Meals
- Strengthen the Nation's Housing Market To Bolster the Economy and Protect Consumers

230.7 What is an effective strategic objective?

Strategic objectives reflect the outcome or management impact the agency is trying to achieve and generally include the agency's role. They express more specifically the results or direction the agency will work to achieve in order to make progress on its mission. Although objectives are usually outcome-oriented some objectives may be established to communicate the breadth of agency efforts – such as management objectives or crosscutting objectives that support multiple strategic goals. For the purpose of display on Performance.gov, strategic objectives may be described as:

- **Mission Focused.** A type of strategic objective that expresses more specifically the path an agency plans to follow to achieve or make progress on a strategic goal.
- **Mission Focused (Crosscutting/Other).** A type of strategic objective that is not directly tied to a single strategic goal, but may be tied to several or none. In some circumstances agencies perform statutory or crosscutting activities which are not closely tied to a single strategic goal.
- **Management Focused.** A type of strategic objective that communicates improvement priorities for management functions such as strategic human capital management, information technology, or financial stewardship. This may also be referred to as “Management Objective.”

Agencies should treat strategic objectives, (including mission, management, crosscutting, or other) as a primary unit for strategic analysis and decision-making. It is important to develop strategic objectives that enable a review of progress both on effectiveness of implementation and the impact made on ultimate outcomes, using a variety of sources of evidence. When developing each objective, the agency should consider how to measure progress toward achieving it, such as considering which performance indicators and other sources of evidence are most useful to understand progress and assess if current strategies are effective.

The following guidelines should be considered in crafting mission-focused strategic objectives:

- **Purpose: Will the strategic objective align agency efforts to achieve a desired outcome, and facilitate improved decision-making?** The purpose of each strategic objective is to align agency efforts toward achieving the intended outcome. Objectives should be meaningful and inspiring to agency leadership, program managers, and front-line employees, and their ongoing implementation should stimulate analysis and decisions which lead to improved outcomes. Strategic objectives should be defined to facilitate decision-making at the agency, as well as decision-making by the agency’s stakeholders. It should be possible to identify the lead office and other responsible offices for each strategic objective, and to identify the programs, activities and strategies utilized to achieve the objective. In some cases, objectives may be chosen which cut across organizational or programmatic silos in order to facilitate cross-organization management to improve outcomes or realize a better return on investment.
- **Assessment: Can progress on the strategic objective be reasonably assessed?** Agencies are required to annually assess progress toward achieving the intended outcomes of each strategic objective, as part of the strategic review (See section [270](#)). Considerations when determining if a strategic objective will support a meaningful assessment include:
 - Strategic objectives should be articulated so they express future direction or vision, and include active or directional verbs such as strengthen, support, maintain, improve, reduce, etc. The objective should be framed so it can serve as a standard against which an assessment can reasonably be performed (i.e., it is reasonable to say if progress had been made toward the objective and whether or not the objective was met).
 - Each strategic objective should have some means of assessing progress both on effectiveness of implementation and progress toward ultimate outcomes (e.g., performance indicators that can be analyzed to assess likely impact of agency action, evaluations).
 - An objective which includes a diverse set of outcomes will be more difficult to assess than objectives expressing a single outcome or multiple closely related outcomes.
 - The more ambiguity there is in the strategic objective statement as to the intended outcomes, the more challenging it will be to conduct a meaningful assessment.

- **Scope: Is the scope of the objective appropriate?** Strategic objectives should break down the broader, mission-oriented strategic goals to a level that reflects the impact or outcome the agency is trying to achieve through its programs. In general, strategic objectives will not be quantitative, but will add more specificity to the strategic goals and act as a bridge between the agency's strategic goals and more specific quantitative or alternative form performance goals.

The full set of an agency's strategic objectives will not necessarily capture the full depth and detail of agency activities. Many agency activities will be described through narrative supporting a strategic objective, or through the establishment of performance goals at a more granular level of agency planning, rather than through inclusion in the strategic objective statement. In general, agencies should have approximately 2-10 strategic objectives for each strategic goal; however the number may vary by agency and mission areas.

- **Clarity: Is it understandable?** Strategic objectives should be relatively simple statements that clearly communicate the outcome or impact that is desired. Statements should not be too long or complex since there will be strategies and other narrative supporting each. Agencies should use language that the public will understand and should avoid jargon.
- **Uniqueness: Is the objective defined in a way that clarifies the agency's role and mission?** In some cases, it may be difficult to understand the objective unless the agency's role is communicated. In these cases, the strategic objective should differentiate the agency's efforts from other agencies in a particular outcome area. For example, many agencies may be working to impact economic development; however, each organization may be responsible for a different facet, using different programs, interventions and strategies (e.g., housing rehabilitation vs. small business assistance). To the extent these distinctions can be made within the strategic objective statement, agencies should do so by clarifying the agency role or communicating the desired program results in summary. Alternatively, the strategies and other narratives that describe what the agency will do to execute on the strategic objective should be used to help to clarify the agency role.

Examples of mission-focused strategic objectives:

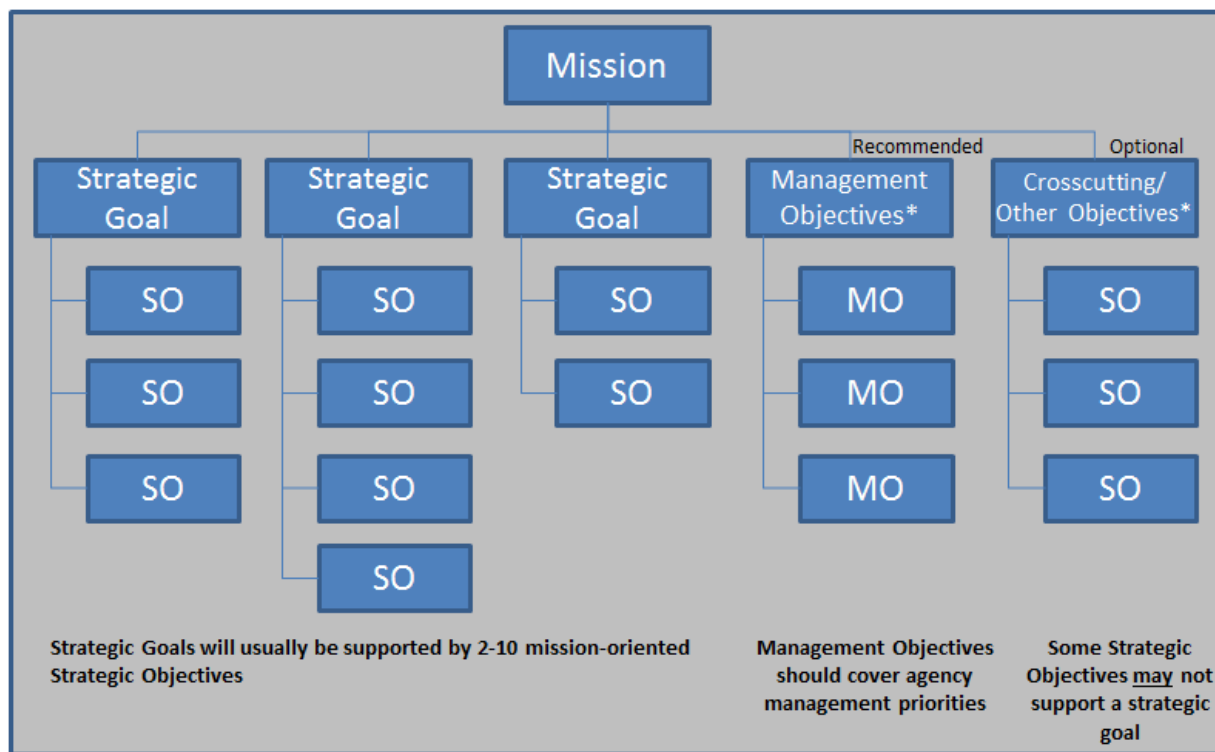
- Expand international markets for U.S. firms and inventors by improving the protection and enforcement of intellectual property rights
- Improve intellectual property protection by reducing patent pendency, maintaining trademark pendency, and increasing the quality of issued patents and trademarks
- Enhance national preparedness through a whole community approach to emergency management
- Prosecute those involved in terrorist attacks
- Improve public financial management and strengthen financial systems of developing countries by providing assistance through USAID programs.
- Substantially reduce the number of families and individuals with severe housing needs by expanding access to housing assistance
- Protect and restore watersheds and aquatic ecosystems
- Advance earth system science to meet the challenges of climate and environmental change

230.8 Must the agency’s strategic objectives be comprehensive, reflecting the major mission activities that the agency undertakes?

Yes. The strategic objectives should generally encompass the agency’s mission and scope of responsibilities, including statutory responsibilities. However, encompassing the *scope* of mission activities does not mean that the strategic objectives will cover the *depth and detail* of agency activities. There will be many cases where agency activities are too detailed to be included in the strategic objective statement or associated description, but are relevant to support an objective or multiple objectives. In some cases, these activities will be included in supporting narrative in the Annual Performance Plan.

The graphic below shows the relationship between Strategic Goals and Strategic Objectives, including management-focused and crosscutting objectives.

Example illustration of goal and objective relationships:



*Can be named by agency as appropriate.

230.9 Are agencies required to set management-focused objectives addressing management functions such as financial management, acquisition, human capital, information technology, etc.?

OMB encourages agencies to establish management-focused objectives that reflect key priorities of the agency, such as a significant effort to improve performance across the organization. Agency leadership may opt to include a management objective or objectives that reflect these significant agency-specific priorities. In Performance.gov, management objectives will be listed under a separate category, similar to the categorization of strategic objectives under strategic goals. Each kind of strategic objective has the same management and public reporting requirements.

230.10 What is an effective management objective?

Management objectives communicate improvement priorities for management functions such as strategic human capital management, information technology, sustainability or financial stewardship. In general, these efforts will cut across the organization and should reflect priorities that leadership would like to emphasize over the period of performance established in the strategic plan. These key management efforts need not reflect all the important operations or management functions of the agency (e.g.; budget or legal functions) rather they should reflect broad, strategic-level decisions of emphasis or describe a relatively significant performance improvement change that affects most of the organization.

Management and operation functions not reflected in the strategic plan as management objectives should be addressed among performance goals in the Annual Performance Plan or in agency operational plans. Strategies supporting mission-oriented strategic objectives or strategies in the Annual Performance Plan should identify key operational processes, human capital, training, skills, technology, information and other management resources where they are relevant to the implementation of mission-focused strategic objectives.

Examples of management objective:

- *Financial Management:* Fight fraud and work to eliminate improper payments through increased emphasis on agency program integrity initiatives.
- *Strategic Human Capital Management:* Invest in the agency's employee recruitment, hiring, training, work-life programs and performance management so staff is engaged to more effectively serve small businesses.

230.11 Are agencies required to address the agency specific contributions to Cross-Agency Priority Goals (CAP) within the strategic plan?

Yes. See sections [210](#) and [220](#) for details.

230.12 Who should prepare the agency strategic goals and objectives?

The development of strategic goals and objectives is an inherently governmental function, and the plan is to be drafted only by Federal employees. Agencies should engage their organizational components (employees), Congress, OMB, delivery partners and other stakeholders in the development of the strategic goals and objectives.

When preparing the plan for publication, agencies may be assisted by non-Federal parties, such as consultants or contractors who are hired specifically to provide technical input on the design and assembly of the plan, and who are not solicited for their input on policy or budget issues. The Strategic Plan should include an acknowledgment and brief description of the contribution by a non-Federal entity in preparing the plan, if applicable.

230.13 What is the timeline for agencies to obtain input from OMB on the Strategic Plan?

Agencies should provide the initial draft Strategic Plan to OMB no later than June 2, 2017, using the content described in section [210](#) and leveraging findings derived from annual strategic reviews and the initial risk profile (see [OMB Circular A-123](#)) to develop the plan. The planned schedule provides four weeks for the initial OMB review and feedback starting in June 2017.

A full draft of the strategic plan and a draft annual performance plan will be provided no later than the FY 2019 budget submission in instances where an alternate Strategic Plan submission timeline was worked out in advance with OMB. After incorporating initial OMB comments and external stakeholder input, agencies

must provide the final draft Strategic Plan to OMB for clearance, no later than December 22, 2017, providing a minimum of two weeks for the final OMB clearance. The detailed timeline is summarized in the table below:

Date	Action
June 2, 2017	Agencies submit for OMB review initial draft Strategic Plan covering FYs 2018-2022. Specific components of initial draft Strategic Plan submissions include: -Agency Mission Statement -Draft Strategic Goals -Draft Strategic Objectives, including a short description of each -FY 2018-2019 Agency Priority Goal areas
June 30, 2017	Agencies will have received initial feedback from OMB by June 30.
September, 2017	Agencies submit for OMB review: -Full draft of FYs 2018-2022 Strategic Plan that incorporates the detailed content requirements provided in section 210.11 -Draft full action plans for FY 2018-2019 Agency Priority Goals -Draft FY 2019 Annual Performance Plan
November, 2017	Agencies will have received feedback from OMB on full draft submission of FYs 2018-2022 Strategic Plan, FY 2018-2019 APGs, and FY 2019 Annual Performance Plan
December 22, 2017	Final draft Strategic Plan submitted to OMB for clearance
January, 2018	For final OMB clearance, agencies submit: -FY 2018-2019 APG full action plans and Q1 Quarterly Performance Update -FY 2019 Annual Performance Plan -FY 2017 Annual Performance Report
February, 2018	Concurrent with the FY 2019 President’s Budget, publish: -FYs 2018-2022 Agency Strategic Plan -FY 2019 Annual Performance Plan -FY 2017 Annual Performance Report -FY 2018-2019 APG action plans and Q1 Quarterly Performance Update

230.14 What must be provided to OMB in the strategic plan draft?

All agencies are encouraged to submit full draft Strategic Plans, using the content required by the table in section [210](#), by posting the draft document on MAX at <https://max.omb.gov/community/x/C5VxIQ>. For large agencies, the minimum requirements will also be collected through the PREP tool in Performance.gov for internal Government deliberation. Small agencies should submit the draft strategic plan via MAX at <https://max.omb.gov/community/x/C5VxIQ>.

At a minimum, the June submission to OMB via Performance.gov must include:

- The Agency’s Mission Statement;
- Draft Strategic Goals;
- Draft Strategic Objectives, including a short description for each; and

- Draft FY 2018-2019 Agency Priority Goal areas

OMB will review the submissions, coordinate with other offices in the Executive Office of the President, as appropriate, and provide initial feedback to agencies within four weeks of the June submission. The draft strategic goals and objectives should inform the agency FY 2019 budget submission in September 2017, which will include the FY 2019 draft Annual Performance Plan. Detailed performance information supporting the strategic goals and objectives, such as FY 2018-2019 Agency Priority Goals, performance goals, and indicators, are required to be provided in the Annual Performance Plan draft submitted to OMB in September 2017. Agencies that do not submit a budget to OMB in September should still submit the draft Annual Performance Plan to OMB for review.

A full draft of the Strategic Plan and a draft Annual Performance Plan should be provided with the FY 2019 agency budget submission in September 2017, and be informed by the key findings of annual strategic reviews as well as the complete risk profile completed by agencies as part of the strategic reviews conducted in spring 2017. Agencies should submit the required portions through the PREP tool and should also post the full draft Strategic Plan on MAX at <https://max.omb.gov/community/x/C5VxIQ>.

230.15 What input should agencies solicit outside the Executive Branch in the development of Strategic Plans and when?

When preparing a Strategic Plan, agencies must consult with the Congress and should consider both majority and minority views as well as the views of other interested and potentially-affected parties, including non-Federal stakeholders and delivery partners. These consultations generally should occur after the initial draft is reviewed by OMB, during the summer prior to publication, though agencies may determine alternative outreach approaches, such as ongoing agency communications and contact processes, in consultation with OMB. Agencies should work with their legislative affairs offices to determine the best ways to consult with Congress on the strategic plan, in advance of finalizing the plan with OMB.

Consultation with external stakeholders could include hosting public meetings on the draft plan or draft goals or posting the draft plan on the internet and inviting comment after OMB has been provided an initial draft. Agencies may consider using the existing published Strategic Plan to begin earlier consultations with Congress and other stakeholders before a more fully-developed revision is completed. This approach should allow stakeholders to engage early in the development process. Agencies must consult with Congress at least every two years on their Strategic Plans and should briefly note how feedback was integrated.

230.16 Can an agency consult with other agencies within the Executive Branch in the development of Strategic Plans?

Yes. Agencies are encouraged to consult with other agencies within the Executive Branch in the development of Strategic Plans, as the outcomes of some strategic goals and objectives that an agency's strategic plan seeks to achieve may require interagency coordination of programs and resources. Interagency coordination in the development of the agency strategic plan will help ensure the appropriate alignment of resources in instances where agencies have shared strategic goals and objectives. Agencies that want assistance should contact OMB.

230.17 How should agencies publish Strategic Plans and deliver them to Congress?

The GPRA Modernization Act of 2010 requires agencies to make the Strategic Plan available on a central website in machine readable format, and notify the President and Congress of its availability (See section [210](#) on Performance.gov.).

Agencies that were not required to establish Agency Priority Goals on Performance.gov, will publish Strategic Plans on the agency's website, and will provide a hyperlink for publication on Performance.gov that directs readers to the agency plan on the agency's website.

Agencies will notify the OMB Director of the agency's final Strategic Plan by approving the content on Performance.gov, and by providing the plan link to OMB at performance@omb.eop.gov if the content was not provided in Performance.gov. Related submissions or questions may be emailed to the same address.

Notification to Congress of the availability of the Strategic Plan on Performance.gov (or the agency website, if applicable) is transmitted electronically by the agency head. Transmittal emails are addressed to the Speaker of the House of Representatives, the President of the Senate, and the President pro tempore of the Senate.

230.18 Can Strategic Plans be updated in the interim, before the end of the four-year revision cycle?

Yes. Agencies may make adjustments to their Strategic Plan in advance of the four-year revision cycle prescribed by GPRA Modernization Act, as strategic reviews or external factors may impact changes to long-term decisions. In order to ensure the strategic goals and objectives reflect agency efforts throughout the Administration, agencies are encouraged to consider changes to their strategic goals and objectives as part of the strategic reviews. Revisions may occur based on results of strategic reviews, information gained through evaluations, external events, changes in legislation, changes in strategy, or other factors. While these changes will be encouraged to be made as part of the agency strategic review process, interim adjustments will also be considered throughout the year in response to major events. Interim adjustments do not alter the four-year revision cycle for Strategic Plans.

An agency does not need to consult with Congress or conduct outreach to potentially interested or affected parties when preparing interim adjustments, unless such adjustments reflect significant changes. Significant changes to an agency's Strategic Plan should be made using a more extensive update process with review by OMB. Congressional consultation requirements apply in these instances of significant change. In general, any updates to the agency strategic goals and strategic objectives should be made during the annual update of the Annual Performance Plan, concurrent with the release of the President's Budget in February.

230.19 How should interim updates be communicated or published?

Interim adjustments to the Strategic Plan, such as but not limited to new Agency Priority Goals, generally will not require a new publication of the full Strategic Plan. For example, an agency may append an interim adjustment (e.g., newly defined Priority Goals) to its budget submission or include the changes as a part of the Annual Performance Plan to OMB to address the needed adjustments to the Strategic Plan if any. Such interim adjustments should be published in the Annual Performance Plan that is sent to OMB in September and to Congress in February and should be made easily accessible to the public.

