

Opportunity for All: Creating a 21st Century Government

A Roadmap for Growth, Opportunity, and Fiscal Responsibility: The President's Budget provides a roadmap for accelerating economic growth, expanding opportunity for all Americans, and ensuring fiscal responsibility. It invests in infrastructure, job training, preschool, and pro-work tax cuts, while reducing deficits through health, tax, and immigration reform.

Builds on Bipartisan Progress: The Budget adheres to the 2015 spending levels agreed to in the Bipartisan Budget Act and shows the choices the President would make at those levels. But it also shows how to build on this progress to realize the nation's full potential with a fully paid for \$56 billion Opportunity, Growth, and Security Initiative, split evenly between defense and non-defense priorities.

WHAT THE PRESIDENT'S BUDGET DELIVERS:

- **Stronger Growth and Job Creation:**
 - Advanced manufacturing – Invests in American innovation and strengthens our manufacturing base, including a national network of 45 manufacturing institutes.
 - Research and innovation – Supports ground-breaking research to fight disease, protect the environment, and develop new technologies, and makes permanent the R&D Tax Credit.
 - Pro-growth infrastructure – Lays out an ambitious, four-year \$302 billion surface transportation reauthorization proposal paid for with transition revenue from pro-growth business tax reform.
 - Government reform – Promotes government management that delivers improved services that are more effective, efficient, and supportive of economic growth.
- **Opportunity for All:**
 - Tax cuts for working Americans – Doubles the maximum value of the childless worker EITC to build on the EITC's success in encouraging people to enter the workforce and reducing poverty; improves tax benefits that help middle-class and working families pay for child care and college and save for retirement.
 - Preschool for all – Invests in the President's vision of making access to high-quality preschool available to every four-year-old child.
 - Job-driven training – Invests in new efforts to drive greater performance and innovation in workforce training to equip workers with skills that match the needs of employers.
- **Fiscal Responsibility:**
 - Continues historic progress in slowing health care cost growth – Builds on the savings and reforms in the Affordable Care Act with additional measures to strengthen Medicare and Medicaid, slow health care cost growth, and improve the quality of care.
 - Pro-growth tax reform – Curbs inefficient and unfair tax breaks that benefit the wealthiest, and ensures that everyone is paying their fair share.
 - Immigration reform – Supports comprehensive reform of our broken immigration system, which independent economists say will grow our economy and shrink our deficits.
 - Further reduces the deficit and debt – By paying for new investments and tackling our true fiscal challenges, reduces deficits to 1.6 percent of GDP by 2024, and stabilizes debt as a share of the economy by 2015 and puts it on a declining path after that.

The Budget supports the President's Management Agenda to deliver a 21st Century Government that is more effective, efficient, and supportive of economic growth. The Administration is committed to creating a Government that will make a significant, tangible, and positive difference in the lives of the American people and the economy, and to driving lasting change in how Government works.

The President's Management Agenda is focused on four key elements:

- delivering better, faster, smarter services to citizens and businesses;
- increasing quality and value in the Government's core administrative functions and continuing efforts underway to enhance productivity to achieve cost savings across the Government;
- opening Government-funded data and research to the public to spur innovation and economic growth; and
- unlocking the full potential of today's Federal workforce and build the workforce we need for tomorrow.

Effectiveness: Delivering World Class Customer Service for Citizens and Businesses. Government must build, buy, and deliver services that meet the expectations of a 21st Century society, taking into account the rapid pace of innovation and user experience to which American citizens and businesses are accustomed.

- Improving Key Citizen- and Business-Facing Transactions. The Administration will make it faster and easier for individuals and businesses to complete transactions with Government, online or offline. The Budget builds on initiatives already underway to create high-quality user experiences for services in areas such as veterans' pension and disability applications, Social Security, taxpayer assistance, and a single import/export interface. It also supports efforts to modernize the infrastructure permitting and regulatory review process so that these critical projects can get underway more rapidly while delivering better outcomes for the environment and affected communities.
- Delivering Smarter IT. The Budget advances efforts to deliver smarter IT that focuses on user needs and delivers on intended impact, including investing in new approaches to digital services to provide a world-class customer service experience to citizens and businesses.

Efficiency: Increase Quality and Value in Core Operations and Enhance Productivity to Achieve Cost Savings. To achieve cost savings and maximize the value of our investments, the Administration will streamline the way Government delivers services internally, with a particular focus on the core administrative functions that are common across the Federal Government. The Administration will also continue ongoing efforts to enhance efficiency and identify savings. The Budget will maximize the value of every taxpayer dollar while increasing productivity and the quality of services.

- Expanding the Use of Strategic Sourcing Solutions and of High-Quality, High-Value, Shared Services. Strategic sourcing – the process of leveraging the collective buying power of the Federal Government – has saved over \$300 million since 2010 on commonly purchased goods and services. Continuing to expand these solutions will save money and provide resources for more complex, mission-critical efforts. We will also increase Shared Service efforts in 2015, including transitioning the Department of Housing and Urban Development's core financial management

functions to the Treasury Department. This will be the largest financial management shared service arrangement established to date.

- Establishing Cost and Quality Benchmarks for Core Administrative Functions. Beginning in 2014, the Administration will leverage the Executive Councils, which represent the chief administrative and operating officials at Federal agencies, to establish cost and quality benchmarks in human resources, finance, acquisition, IT, and real property.

The Administration will continue efforts to enhance productivity and reorganize or consolidate Federal programs and agencies to reduce duplication and improve efficiency.

- Calling for Reorganization Authority. The President is again asking Congress to revive an authority enabling him to submit proposals to reorganize the Executive Branch via a fast-track procedure. In effect, the President is asking to have the same authority that any business owner has to reorganize or streamline operations to meet changing circumstances and customer demand. As the President indicated in 2012, if he is given Presidential reorganization authority, his first proposal would be to consolidate a number of agencies and programs into a new Department with a focused mission to foster economic growth and spur job creation. By bringing together the core tools to expand trade and investment, grow small businesses, and support innovation, this reorganization would help American businesses compete in the global economy, expand exports, and create more jobs at home.
- Cutting Improper Payments. Strengthened accountability and transparency led improper payments to decline to 3.53 percent in 2013, and payment recapture audits helped agencies recover \$22 billion. The Administration will continue to pursue improper payment reductions, including helping agencies use data analytics to stop improper payments before they occur.
- Saving on Real Estate Costs. Building on successful “Freeze the Footprint” efforts in the first term, the Administration will begin publicly tracking the Government’s adherence to a fixed real estate baseline in 2014. The Budget also includes \$57 million for the Civilian Property Realignment Act board, which will recommend to Congress Federal properties to be sold, consolidated, co-located, or reconfigured.

Economic Growth: Open Government Assets as a Platform for Innovation and Job Creation. By opening up Government-generated assets including data and the fruits of Federally-funded research and development (such as intellectual property and scientific publications) to the public, Government can empower individuals and businesses to significantly increase the public’s return on investment in terms of innovation, job creation, and economic prosperity.

- Opening Data to Spark Innovation. The Administration has released tens of thousands of data sets to the public since 2009, helping start new ventures, create jobs, and drive innovation while ensuring strong privacy protections. The Administration supports efforts to continue opening Federal data with a high potential for economic impact, including in the areas of health care, energy, education, tourism, and agriculture.
- Accelerating and Institutionalizing Lab-to-Market Practices. The Budget reflects the Administration’s commitment to accelerating and improving the transfer of the results of Federally-funded research to the commercial marketplace by, for example proposing increased

funding for the National Science Foundation’s public-private “Innovation Corps” program to bring discoveries ripe for innovation out of the university lab and increased funding at NIST to increase interagency lab-to-market efforts.

People and Culture: Unlocking the Potential of the Federal Workforce. The Administration is committed to attracting, developing, and retaining the best talent in the Federal workforce, so we can foster a culture of excellence and successfully deliver the highest quality solutions.

- Creating a Culture of Excellence and Engagement to Enable Higher Performance. In 2015, the Administration will support the development of Government-wide enterprise training and resource exchanges across agencies to share best practices and increase leadership development opportunities within government.
- Building a World-Class Federal Management Team. The Administration is taking action to strengthen and broaden the experience base of the Federal executive corps. The Budget includes funding for OPM to build a stronger onboarding program for the Senior Executive Service (SES), as well as leadership and engagement training opportunities for current SES emphasizing diversity and the changing needs of 21st Century workforce.
- Enabling Agencies to Hire the Best Talent from All Segments of Society. Beginning in 2015, the Administration will launch demonstration projects to identify promising practices in recruiting, hiring, onboarding, and deploying talent across agencies. The goal of these projects will be increasing diversity, reducing skills gaps, and improving organizational outcomes.

Setting Goals and Tracking Performance to Improve Results. In implementing the President’s Management Agenda, the Administration remains committed to driving effective Government performance using the framework developed with Congress in the Government Performance and Results Act (GPRA) and the GPRA Modernization Act. We will drive progress in three ways: through a discrete set of Cross Agency Priority Goals, where multiple agencies come together to achieve the result; through Agency Priority Goals where leaders are focused on improved implementation; and through agency strategic plans covering the broad range of outcomes within an agency’s mission. Progress on these goals will continue to be tracked on Performance.gov, the Administration’s public portal for tracking and reporting performance progress.

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