



High Priority Performance Goals

The following pages show the High Priority Performance Goals (Priority Goals) initially listed in the FY2011 Budget. Agencies were asked to choose goals that did not require additional resources or legislative action to achieve within an 18 to 24-month time frame, but rather hinged on strong execution. Having agencies' top leaders responsible for specific goals that they themselves named as most important dramatically improves accountability and the chances that Government will deliver results on what matters most. The goals are intended to be ambitious -- stretch targets that stimulate innovation -- so it is not expected that all will be met. OMB conducts quarterly reviews of agency progress on all Priority Goals to find opportunities for improvement and, where problems have arisen, to understand why and make sure agencies are addressing them.

The Priority Goals represent a subset of agency goals. Agency goals also include the longer-term goals in agency strategic plans and a fuller suite of agency-wide and program goals. For the most part, agencies' current Priority Goals are substantially the same as those in the FY2011 budget, but agencies can adjust their Priority Goals, with OMB approval, to frame them better, make them more ambitious, reflect significant changes (including legislative or major funding changes), or even adopt a new goal when an existing goal was accomplished earlier than expected. Also, as agencies revise their strategic plans and agency leaders develop experience using goals to communicate priorities and drive progress on them, some leaders may choose, in consultation with OMB, to adjust their Priority Goals. For more information about how the Administration is managing performance, see Chapter 7 of the Analytical Perspectives of the President's FY2012 Budget. The next round of near-term Priority Goal setting will begin in early 2011.

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Army Corps of Engineers – Civil Works

- **Aquatic Ecosystem Restoration and Regulatory Program:** Provide sustainable development, restoration, and protection of the Nation’s water resources by restoring degraded habitat on 10,300 acres in the Aquatic Ecosystem Restoration program by the end of 2011, which would result in an increase of 17 percent over the total acreage estimated to have been restored during 2005-2010, and achieving no net loss of aquatic resource function through avoidance and mitigation in the Regulatory Program.
- **Flood Risk Management:** Reduce the Nation’s risk of flooding that damages property and places individuals at risk of injury or loss of life. Metrics include:
 - Reduced risk of damage to property (Cumulative damages prevented)-2006-2009: \$122 million; 2010: \$150 million; 2011: \$163 million.
 - Reduced risk to life and safety (Cumulative increase in the number of people offered protection)-2006-2009: 908 thousand people; 2010: 945 thousand people; 2011: 1.24 million people.

This goal reflects the estimated cumulative flood damage education benefits (starting from 2006) resulting from completing construction of projects in 2010 or 2011. The first metric’s targets are based on projected milestones of an additional \$28 million of property with a reduced risk of damage in 2010 and another \$13 million in 2011. The second metric’s targets reflect project milestones of an additional 37 thousand people and another 295 thousand people offered protection in 2010 and 2011 respectively.

- **Commercial Navigation:** Help facilitate commercial navigation by providing safe, reliable, highly cost-effective, and environmentally sustainable waterborne transportation systems.
- **Hydropower Program:** Increase the Hydropower program’s performance metric of average peak unit availability for 353 generating units from the 2009 level of 88 percent to 90 percent by 2011. This will move the Corps closer to the industry standard level, which is 98 percent.

Department of Agriculture

- **Create Strong Local and Regional Communities:** By 2011, increase the prosperity of rural communities by concentrating and strategically investing in 8-10 regions, resulting in the creation of strong local and regional economies, with a particular emphasis on food systems, renewable energy, broadband-based economies, and rural recreation.
- **Accelerate the protection of clean, abundant water resources:** By the end of 2011, accelerate the protection of clean, abundant water resources by implementing high impact targeted (HIT) practices on three million acres of national forest and private working lands in priority landscapes.

- **Increase the number of provinces in Afghanistan that are deemed "Generally Food Secure":** Increase the average number of provinces in Afghanistan that are deemed "Generally Food Secure" from an annual average of 11 in 2008 to an annual average of 14 in 2011, in support of the President's Afghanistan and Pakistan Strategy. As a result, 41 percent of Afghanistan's provinces will be food secure.
- **Reduce the number of households with children who experience very low food security:** By the end of 2011, reduce the number of households with children who experience very low food security by 100,000.
- **Strengthen the biotechnology compliance program for genetically engineered plants:** Strengthen USDA's biotechnology compliance program for genetically engineered (GE) plants and improve the genetically engineered crop deregulation process while ensuring there are no unauthorized releases of regulated GE plants.
- **Reduce non-tariff trade barriers and increase U.S. agricultural exports:** By the end of 2011, reduce non-tariff trade barriers for five major markets and increase agriculture exports by \$2 billion.
- **Improve all food sold in schools:** By 2011, partner with local schools, propose national standards and take other actions that will result in improved quality of food sold in schools throughout the school day.
- **Eliminate food deserts:** By the end of 2011, increase the availability of healthy foods by strategically investing in six food deserts by providing incentives for food entrepreneurs to establish or expand markets and grocery stores, including farmers markets that make healthy foods available to low-income Americans.
- **Reduce number of Salmonella illnesses:** By 2011, USDA will reduce the number of Salmonella illnesses by 50,000 and reduce illness costs by about \$900 million as a result of FSIS regulated establishments reducing the presence of Salmonella.

Department of Commerce

- **2010 Decennial Census: Effectively execute the 2010 Census, and provide the States with accurate and timely redistricting data:**
 - Timely completion of milestones to conduct the Census and provide redistricting data as mandated by law.
 - Achieve an accuracy level of an overall net coverage error at the national level of less than one half of one percent.
- **Intellectual Property Protection:** Reduce patent pendency for first action and for final actions from the end of 2009 levels of 25.8 and 34.6 months respectively by the end of 2011, as well as the patent backlog.

- **Coastal and Ocean Resource Management: Ensure environmentally and economically resilient oceans, coasts, and Great Lakes communities, with healthy and productive ecosystems.**
 - Ensure that all 46 Federal fishery management plans have required catch limits to end overfishing in place by the end of 2011.
 - Reduce the number of stocks subject to overfishing to zero by the end of 2011.
 - Improve the Fish Stock Sustainability Index (FSSI) to 586 by the end of 2011. The FSSI is a measure of stock assessments and overfishing. The target represents a four-percent increase above the FSSI score at the end of 2009. (Because the FSSI does not score a stock as “not subject to overfishing” until such status has been confirmed through subsequent survey and analysis, the improvements sought in overfishing will not be fully reflected in the 2011 FSSI level.)

- **Broadband Access:** Efficiently and effectively implement the Broadband Technology Opportunities Program, to expand service to communities in a cost-effective manner that maximizes impacts on economic growth, education, health care, and public safety.

- **Export Opportunities:** Increase the annual number of Small and Medium-size Enterprises (SMEs) the Commercial Service successfully assists in exporting to a 2nd or additional country by 40 percent from 2009 to 2011.

- **Sustainable Manufacturing and Building Practices:** Raise the number of firms adopting sustainable manufacturing processes through the Manufacturing Extension Partnership by 250 by the end of 2011. Raise the percentage of construction projects involving buildings or structures funded by Economic Development Assistance Programs that are certified by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) or a comparable third-party certification program to 12 percent.

Department of Defense

- **Increase Energy Efficiencies:**
 - By 2011, DoD will reduce average building energy intensity by 18% from the 2003 baseline of 116,134 BTUs per gross square foot.
 - By 2011, DOD will produce or procure renewable energy equal to 10 percent of its annual electric energy usage.

- **Reform the DOD Personnel Security Clearance Process:**
 - Beginning in 2010, DOD will adjudicate the fastest 90 percent of initial top secret and secret personnel security clearance cases within 20 days.
 - By 2011, 90 percent of all DOD national security investigations will be received via electronic delivery.

- **Create the Next Generation of Electronic Record System:**
 - Virtual Lifetime Electronic Record (VLER) by December 2012. This interagency initiative will create a more effective means for electronically sharing health and benefits data of service members and veterans.
 - By September 2011, DOD will implement Virtual Lifetime Electronic Record (VLER) production capability in at least three sites.

- **Streamline the hiring process:**
 - By 2012, DoD will improve its external civilian hiring end-to-end timeline to 80 days.

- **Provide effective business operations and ensure logistics support to Overseas Contingency Operations:**
 - By 2011, DOD will maintain an assignment rate of 85 percent of required Contracting Officer Representatives (CORs) supporting Afghan contingency operations.
 - By 2011, DOD will reduce the percent of in-theater Army central disbursements, using cash (U.S. Dollars) to two percent.
 - By 2011, DOD will increase the percent of contract actions, tied to entitlements and disbursements in the systems of record, to 95 percent.

- **Increase the audit readiness of individual Department of Defense (DoD) Components:**
 - By 2011, 80 percent of DOD Statement of Budgetary Resources Appropriations Received will be reviewed, verified for accuracy, and validated or approved as audit-ready.
 - By 2011, 14 percent of DOD Statement of Budgetary Resources will be validated as audit-ready. By 2011, 9 percent of DOD Funds Balance with the Treasury will be validated as audit-ready.
 - By 2011, 20 percent of DOD mission-critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) will be validated as audit-ready for existence and completeness.

- **Reform the DOD Acquisition Process:**
 - By 2011, DOD will reduce average cycle time for Major Defense Acquisition Programs (MDAPs) starting in 2002 and later to 72 months.
 - Beginning in 2010, DOD will ensure the number of breaches—significant cost overruns—for Major Defense Acquisition Programs (MDAPs) is equal to or less than the previous fiscal year.
 - Beginning in 2010, DOD will increase, by one percent annually, the amount of contract obligations that are competitively awarded.
 - By 2011, DOD will decrease reliance on contract services in acquisition functions by increasing the in-house civilian and/or military workforce by 4,765 authorizations for personnel.
 - By 2011, DOD will increase the total number of DOD civilian and military personnel performing acquisition functions by 10,025 total personnel (end-strength).
 - For 2010 and 2011, DOD will increase the percent of positions filled with personnel meeting Level II certification requirements from the previous fiscal year.
 - For 2010 and 2011, DOD will increase the percent of positions filled with personnel meeting Level III certification requirements from the previous fiscal year.

- **Enhance the security cooperation workforce:**
 - By end of 2011, Department of Defense (DoD) will increase the percent of incumbents that have been trained in security cooperation in positions that require such training to 95 percent or greater.

Department of Education

- **Evidence Based Policy: Measuring Effectiveness and Investing in What Works:** Implementation of a comprehensive approach to using evidence to inform the Department's policies and major initiatives, including:
 - Increase by 2/3 the number of Department discretionary programs that use evaluation, performance measures and other program data for continuous improvement.
 - Implement rigorous evaluations for all of the Department's highest priority programs and initiatives.
 - Ensure all newly authorized Department discretionary programs include a rigorous evaluation component.
- **Struggling Schools Reform: National Models for School Reform:** Identify as nationwide models 500 of the persistently lowest achieving schools initiating high-quality intensive reform efforts (e.g., turnarounds, restarts, transformations, or closures).
- **Effective Teaching: World-Class Teaching and Learning:** Improve the quality of teaching and learning by:
 - Increasing by 200,000 the number of teachers for low income and minority students who are being recruited or retained to teach in hard-to-staff subjects and schools with rigorous, transparent and fair processes for determining teacher effectiveness
 - Ensuring that all States have in place comprehensive teacher evaluation systems, based on multiple measures of effectiveness including student growth, that may be used for professional development, retention, tenure, promotion, and compensation decisions.
- **Data Driven Decisions: Improved Achievement and Decision-Making through Statewide Data Systems:** All States implementing comprehensive statewide longitudinal data systems that link student achievement and teacher data and link K-12 with higher education data and, to the extent possible, with pre-K and workforce data.
- **College and Career Ready Standards: World-Class College- and Career-Ready Standards:** All States collaborating to develop and adopt internationally benchmarked college- and career-ready standards.
- **Simplified Student Aid: Efficient Delivery of Student Loans:** All participating higher education institutions and loan servicers operationally ready to originate and service Federal Direct Student Loans through an efficient and effective student aid delivery system with simplified applications and minimal disruption to students.

Department of Energy

- **Cost-Effective Energy Retrofits:** DOE and HUD will work together to enable the cost-effective energy retrofits of a total of 1.1 million housing units. Of this number, DOE programs will contribute to retrofits of an estimated one million housing units.
- **Reduce Legacy Waste Footprint:** Reduce Cold War legacy environmental footprint by 40 percent, from 900 square miles to 540 square miles, by 2011.
- **Double Renewable Energy Generation:** Double renewable energy generation (excluding conventional hydropower and biopower) by 2012.
- **Advanced Battery Manufacturing:** Assist in the development and deployment of advanced battery manufacturing capacity to support 500,000 plug-in hybrid electric vehicles a year by 2015.
- **Conditionally Commit Nuclear Loans:** Commit (conditionally) to loan guarantees for two nuclear power facilities to add new low-carbon emission capacity of at least 3,800 megawatts during 2010.
- **Secure Vulnerable Nuclear Materials:**
 - By the end of 2011, remove or dispose of a cumulative total of 3,297 kilograms of vulnerable nuclear material (highly enriched uranium and plutonium).
 - By the end of 2011, complete material protection, control and accounting upgrades on a cumulative total of 218 buildings.
- **Maintain U.S. Nuclear Weapons Stockpile:** Maintain the U.S. nuclear weapons stockpile and dismantle excess nuclear weapons to meet national nuclear security requirements as assigned by the President through the Nuclear Posture Review.
 - Annual percentage of warheads in the Stockpile that is safe, secure, reliable, and available to the President for deployment (long term assurance).
 - Cumulative percentage of progress in completing Nuclear Weapons Council (NWC)-approved Life Extension Program (LEP) activities.
 - Cumulative percent reduction in projected W76 warhead production costs per warhead from established validated baseline, as computed and reported annually by the W76 LEP Cost Control Board.

Department of Health and Human Services

- **Access to Early Care and Education Programs for Low-Income Children:** By the end of 2010, increase the number of low-income children receiving Federal support for access to high quality early care and education settings including an additional 61,000 children in Head Start and Early Head Start and an average of 10,000 additional children per month through the Child Care and Development Fund (CCDF) over the number of children who were enrolled in 2008.

- **Quality in Early Care and Education Programs for Low-Income Children:** Take actions in 2010 and 2011 to strengthen the quality of early childhood programs by advancing recompetition, implementing improved performance standards and improving training and technical assistance systems in Head Start; promoting community efforts to integrate early childhood services; and by expanding the number of States with Quality Rating and Improvement Systems that meet high quality benchmarks for Child Care and other early childhood programs developed by HHS in coordination with the Department of Education.
- **Medicaid and Children's Health Insurance Program:** Improve availability and accessibility of health insurance coverage by increasing enrollment of eligible children in CHIP by 9 percent over the 2008 baseline and in Medicaid by 11 percent over the 2008 baseline by the end of FY 2011.
- **Food Safety:** By the end of 2011, decrease by 10% from the 2007-2009 average baseline the rate of Salmonella Enteritidis (SE) illnesses in the population.
- **Tobacco - Supportive Policy and Environments:** By the end of 2011, increase to 75 percent the percentage of communities funded under the Communities Putting Prevention to Work (CPPW) program that have enacted new smoke-free policies and improved the comprehensiveness of existing policies.
- **Primary Care: Field strength of the National Health Service Corps (NHSC):** By the end of FY 2011, increase access to primary health care by increasing the field strength of the National Health Service Corps (NHSC) to 10,500 primary care providers. This is in contrast to the FY 2008 field strength of 3,601.
- **Emergency Preparedness - Incident Command Structure:** By the end of 2011, increase the percentage of State public health agencies that can convene within 60 minutes of notification a team of trained staff that can make decisions about appropriate response and interaction with partners to 90 percent. (CDC, 2009 Baseline: 70 percent).
- **Health Information Technology:** By the end of FY 2011, establish the infrastructure necessary to encourage the adoption and meaningful use of Health Information Technology by:
 - Establishing a network of Regional Extension Centers covering 100% of the United States Population by the end of FY 2010.
 - Registering 30,000 providers to receive services from Regional Extension Centers by the end of FY2010.
 - Registering 100,000 providers to receive services from Regional Extension Centers by the end of FY2011.
 - Achieving 40% adoption of EHRs among providers who have been registered with a Regional Extension Centers for at least 10 months, by the end of FY2011.
- **Biomedical Research: Reducing Genome Sequencing Costs:** By 2011, reduce the fully-loaded cost of sequencing a human genome to \$25,000.

Department of Homeland Security

- **Preventing terrorism and enhancing security through aviation security:** Improve commercial aviation security screening through layered security measures including the utilization of Transportation Security Officers, Secure Flight and Advanced Imaging Technology.
- **Preventing terrorism and enhancing security through surface transportation security:** Improve security in the surface modes of transportation by performing risk assessments, closing vulnerability gaps, vetting key workers, providing training and deploying highly skilled prevention and response teams.
- **Securing and managing our borders through the Western Hemisphere Travel Initiative:** Prevent terrorist and criminal movement at land ports of entry through secure travel documents and enhanced technology that will effectively integrate vehicle and passenger data.
- **Enforcing and administering our immigration laws through detention and removal efficiency:** Improve the efficiency of the process to detain and remove illegal immigrants from the United States.
- **Enforcing and administering our immigration laws through the U.S. Citizenship and Immigration Services (USCIS) business transformation:** Improve the delivery of immigration services.
- **Ensuring resilience to disasters by strengthening disaster preparedness and response capabilities:** Strengthen disaster preparedness and response by improving FEMA's operational capabilities and strengthening state, local and private citizen preparedness.
- **Maturing and strengthening the homeland security enterprise through effective information sharing**
- **Maturing and strengthening the homeland security enterprise by improving acquisition execution:** Improve acquisition execution across the DHS acquisition portfolio, by ensuring key acquisition expertise resides in major program office and acquisition oversight staffs throughout the Department.

Department of Housing and Urban Development

- **Foreclosure Prevention:**
 - Assist 3.1 million homeowners who are at risk of losing their homes due to foreclosure:
 - 400,000 homeowners will be assisted through FHA early delinquency intervention.
 - 300,000 homeowners will be assisted through FHA loss mitigation programs.
 - 2.4 million homeowners will be assisted through joint HUD-Treasury programs.
 - For all FHA borrowers that receive loss mitigation assistance, achieve a Consolidated Claim Workout (CCW) Ratio of 75%, representing a 10 percentage point improvement over current levels, and for those receiving a CCW achieve a 6 month re-default rate of 20% or less, representing a 5 percentage point reduction from current levels.
- **Rental Assistance:** By the end of FY 2011, HUD programs will meet more of the growing need for affordable rental homes by serving 5.46 million families, 207,000 more than in 2009.
- **Veterans' Homelessness:** The Department of Housing and Urban Development and the Department of Veterans Affairs will jointly reduce homelessness among veterans.
 - Together, the two agencies will reduce the number of homeless veterans to 59,000 in June, 2012. Without intervention, there would be an estimated 194,000 homeless veterans by June, 2012.
 - Toward this joint goal, HUD is committed to assisting an average of 13,250 homeless veterans each fiscal year to move out of homelessness into permanent housing.
- **Energy and Green Retrofits:** DOE and HUD will work together to enable the cost effective energy retrofits of a total of 1.1 million housing units in FY 2010 and FY 2011.
 - Of this number, HUD will complete cost-effective energy retrofits of an estimated 126,000 HUD-assisted and public housing units.
 - Apart from our joint energy retrofit goal with DOE, HUD will complete green and healthy retrofits of 33,000 housing units."

Department of Justice

- **National Security:** Increase the percentage of total counterterrorism investigations targeting Top Priority threats by five percent by the end of 2011.
- **White Collar Crime:** Increase white collar caseload by five percent concerning mortgage fraud, health care fraud, and official corruption by 2012, with 90 percent of cases favorably resolved.
- **Violent Crime:** Increase agents and prosecutors by three percent, in order to reduce incidents of violent crime in high crime areas by 2012.

- **Immigration:** Increase immigration judges by 19 percent by the end of FY 2011 so that as DHS criminal alien enforcement activity increases, not less than 85 percent of the immigration court detained cases are completed within 60 days.
- **Public Safety:** Support 8,900 additional police officers by 2012 via COPS Hiring Programs to promote community policing strategies that are evidence based.
- **Civil Rights:** Increase the number of persons favorably impacted by resolution of civil rights enforcement cases and matters.
 - By the end of 2011 increase the criminal civil rights caseload by 18 percent with 80 percent of cases favorably resolved.
 - By the end of 2011 increase the non-criminal civil rights caseload by 28 percent, with 80 percent of cases favorably resolved.
 - By the end of 2011 increase the number of complaints finalized by mediation by 10 percent, with 75 percent of mediation complaints successfully resolved.

Department of Labor

- **Model Return-to-Work Program:** Create a model return-to-work program to reduce lost production day rates by one percent per year and reduce injury and illness rates by at least four percent per year.
- **Worker Protection:** The Department of Labor is developing a new methodology to measure the effectiveness of the Wage and Hour Division's enforcement efforts.
- **International Labor:** By the end of 2011, improve worker rights and livelihoods for vulnerable populations in at least eight developing country trading partners.
- **Safety and Health:** Reduce fatalities resulting from common causes by two percent in Occupational Safety and Health Administration-covered workplaces, and all fatalities in mining by five percent per year based on a rolling five-year average.
- **Worker Job Training:**
 - By June 2012, increase by 10 percent (to 220,000) the number of people who receive training and attain a degree or certificate through the following programs: Workforce Investment Act (WIA) adult, dislocated worker, and youth, National Emergency Grants (NEG), Trade Adjustment Assistance (TAA), and Career Pathways.
 - Train over 120,000 Americans for green jobs by June 2012.

Department of State and USAID

- **Afghanistan and Pakistan:** Please See Stabilization Strategy, Feb. 2010:
<http://www.state.gov/documents/organization/135728.pdf>
- **Iraq:** A Sovereign, Stable, and Self-Reliant Iraq.
- **Global Health:** By 2011, countries receiving health assistance will better address priority health needs of women and children, with progress measured by USG and UNICEF-collected data and indicators. Longer term, by 2015, the Global Health Initiative aims to reduce mortality of mothers and children under five, saving millions of lives, avert millions of unintended pregnancies, prevent millions of new HIV infections, and eliminate some neglected tropical diseases.
- **Climate Change:** The Climate Change priority goal is: By the end of 2011, U.S. assistance will have supported the establishment of at least 12 work programs to support the development of Low Emission Development Strategies (LEDS) that contain concrete actions. This effort will lay the groundwork for at least 20 completed LEDS by the end of 2013 and meaningful reductions in national emissions trajectories through 2020.
- **Food Security:** By 2011, up to five countries will demonstrate the necessary political commitment and implementation capacities to effectively launch implementation of comprehensive food security plans that will then track progress towards the country's Millennium Development Goal (MDG1) to halve poverty and hunger by 2015.
- **Democracy, Good Governance and Human Rights:** The Democracy, Good Governance, and Human Rights priority goal is: To promote greater adherence to universal standards of human rights, strengthen democratic institutions, and facilitate accountable governance through diplomacy and assistance, by supporting activists in 14 authoritarian and closed societies and by providing training assistance to 120,000 civil society and government officials in 23 priority emerging and consolidating democracies between October 1, 2009 and September 30, 2011.
- **Global Security–Nuclear Nonproliferation:** Improve global controls to prevent the spread of nuclear weapons and enable the secure, peaceful use of nuclear energy.
- **Management–Building Civilian Capacity:** Strengthen the civilian capacity of the State Department and USAID to conduct diplomacy and development activities in support of the Nation's foreign policy goals by strategic management of personnel, effective skills training, and targeted hiring.

Department of the Interior

- **Renewable Energy Development:** Increase approved capacity authorized for renewable (solar, wind, and geothermal) energy resources on Department of the Interior managed lands, while ensuring full environmental review, by at least 9,000 megawatts through 2011.
- **Water Conservation:** Enable capability to increase available water supply for agricultural, municipal, industrial, and environmental uses in the western United States up to 350,000 acre-feet (estimated amount) by the end of 2011 through the bureau's conservation-related programs, such as water reuse and recycling (Title XVI) and WaterSMART Grants.
- **Safe Indian Communities:** Achieve significant reduction in violent criminal offenses of at least five percent within 24 months on targeted tribal reservations by implementing a comprehensive strategy involving community policing, tactical deployment, and critical interagency and intergovernmental partnerships.
- **Climate Change:** By the end of 2012, for 50 percent of the nation, the Department of the Interior will identify resources that are particularly vulnerable to climate change, and implement coordinated adaptation response actions.
- **Youth Stewardship:** By the end of 2011, increase by 50 percent (from 2009 levels) the employment of youth between the ages of 15-25 in the conservation mission of the Department.

Department of The Treasury

- **Repair and Reform the Financial System:**
 - Work with Congress to assist in enacting and implementing strong, comprehensive regulatory reform to restore stability and accountability to the financial system.
 - Effectively manage and exit in a timely and orderly manner emergency interventions and programs set up in response to the financial crisis.
 - Develop and implement programs to support mortgage availability and reduce avoidable foreclosures.
 - Devise long-term, comprehensive solutions for our nation's system of housing finance.
- **Increase Voluntary Tax Compliance:**
 - Make progress against the tax gap through improved service and enhanced enforcement of tax laws.
 - Assist Americans in voluntarily meeting their tax obligations.
- **Significantly increase the number of paperless transactions with the public:**
 - Increase electronic payment, collections, and savings bond transactions by 33% by the end of FY 2011.
 - Achieve a 74.7% e-file rate for individual returns by the end of FY 2011.

Department of Transportation

- **Improve public health and safety by reducing transportation-related fatalities and injuries:** Reduce the rate of highway fatalities to 1.10 per 100 million vehicle miles traveled by the end of 2011, through a variety of initiatives aimed at drivers, improved road design, and the use of technology to improve safety. DOT will revisit this target once it has had the opportunity to research the effects of the recession on vehicle miles traveled and more completely understand the effect of new technology, safety standards, and demographic trends on passenger survival in an accident.
- **Limit Aviation Risks on Runways:** Reduce the risk of accidents during aircraft departures and landings by reducing the number of runway incursions five percent from the 2008 baseline by the end of 2011.
- **Improve Rail Transit Industry Focus on Safety Vulnerabilities:**
 - Improve State Safety Oversight programs' compliance with existing requirements by the end of the third quarter of 2010.
 - Form a compliance advisory committee, in accordance with the Federal Advisory Committee Act, to provide input on potential future regulation by the end of 2010.
 - Complete at least three workshops and training on transit asset management, including a focus on safety critical assets by the end of 2010.
- **Establish High Speed Rail Capability:** Increase the Nation's ability to develop high speed intercity passenger rail.
 - Obligate or issue a Letter of Intent to obligate 100 percent of funds to selected grantees by the end of 2012.

Department of Veterans Affairs

- **In conjunction with HUD, reduce the homeless Veteran population:** In conjunction with HUD, reduce the homeless Veteran population to 59,000 by June of 2012 on the way to eliminating Veteran homelessness.
- **Build and deploy an automated GI Bill benefits system to speed tuition and housing payments for all eligible veterans by December 2010:** By the end of 2011, reduce the average number of days to complete original Post-9/11 GI Bill education benefit claims to 18 days.
- **Implement a 21st Century paperless claims processing system to eliminate the disability claims backlog by 2015 and ensure no veteran has to wait more than 125 days for a high quality decision:** Implement a 21st Century paperless claims processing system by 2012 to ultimately eliminate the disability claims backlog such that no veteran has to wait more than 125 days for a high quality decision.

- **Create the next generation of electronic record system-Virtual Lifetime Electronic Record:** Virtual Lifetime Electronic Record (VLER) by the end of FY2012. This interagency initiative will create a more effective means for electronically sharing health and benefits data of service members and veterans.
 - Achieve bidirectional information exchange in at least three geographic locations between VA, the Department of Defense, and the private sector by the end of 2011.
 - The prototyping and pilot phases will be completed by the end of FY2012.
- **Improve the quality, access, and value of mental health care provided to veterans by December 2011:**
 - By the end of 2011, 96 percent of mental health patients will receive a mental health evaluation within 15 days following their first mental health encounter.
 - By the end of 2011, 97 percent of eligible patients will be screened at required intervals for Post Traumatic Stress Disorder.
 - By the end of 2010, 97 percent of all eligible patients will be screened at required intervals for alcohol misuse, and 96 percent will be screened for depression.
- **Deploy a Veterans Relationship Management (VRM) Program to improve VA Clients' access to VA services and benefits by June 2012:**
 - Enhance telephony functionality with intelligent call routing and the ability to transfer calls across administrations by the end of 2010.
 - Provide new capabilities and business processes to expand the opportunities for self-service on the web by the end of 2010.
 - Provide access to timely, accurate, and consistent information for general benefits and services for VA internal use (intranet) by the end of 2011.
 - Implement an authoritative identity service within the VA that will establish, maintain and synchronize identities for VA's clients by the end of 2012.
 - Provide access to timely, accurate, and consistent information for general benefits and services for external VA client use (internet) by the end of 2012.
 - Pilot capabilities for caller information to pop up on the agent's screen, access to a single view of Veteran data, and the collection and maintenance contact history by the end of 2012.

Environmental Protection Agency

- **Greenhouse Gas Emissions: Mandatory Reporting Rule:** By June 15, 2011, EPA will make publically available 100 percent of facility-level GHG emissions data submitted to EPA in accordance with the GHG Reporting Rule, compliant with policies protecting Confidential Business Information (CBI).
- **Greenhouse Gas Emissions: Light Duty Vehicles:** In 2011, EPA working with DOT will begin implementation of regulations designed to reduce the GHG emissions from light duty vehicles sold in the U.S. starting with model year 2012.

- **Improve Water Quality: Chesapeake Bay:** Chesapeake Bay watershed states (including the District of Columbia) will develop and submit approvable Phase I watershed implementation plans by the end of CY 2010 and Phase II plans by the end of CY 2011 in support of EPA's final Chesapeake Bay Total Maximum Daily Load (TMDL).
- **Improve Water Quality: Federal Clean Water Enforcement:** Increase pollutant reducing enforcement actions in waters that don't meet water quality standards, and post results and analysis on the web.
- **Improve Water Quality: Drinking Water Standards:** Over the next two years, EPA will initiate review/revision of at least 4 drinking water standards to strengthen public health protection.
- **Brownfields Area-Wide Planning Pilot Program:** By 2012 EPA will have initiated 20 enhanced Brownfields community level projects that will include a new area-wide planning effort to benefit under-served and economically disadvantaged communities. This will allow those communities to assess and address a single large or multiple Brownfields sites within their boundaries, thereby advancing area-wide planning to enable redevelopment of Brownfields properties on a broader scale. EPA will provide technical assistance, coordinate its enforcement, water and air quality programs, and work with other Federal agencies, states, tribes and local governments to implement associated targeted environmental improvements identified in each community's area-wide plan.

General Services Administration

- **Sustainable Environment, Economy, Government and Democracy:** GSA will take actions to directly reduce our consumption of resources, and will provide our Federal agency customers with solutions that help them manage and reduce their consumption, as well.
- **Open Government and Transparency:** GSA will drive greater transparency and openness in government through the adoption of agile technologies, processes, and expertise for citizen engagement and collaboration built around innovative solutions that provide a more effective, citizen-driven government.
- **Excellence in Real Estate Solutions Delivery:** As the government's expert in real estate, GSA will work with customer agencies to develop strategic portfolio plans that best meet mission workplace needs, manage customer real estate costs, maximize the performance of GSA's inventory, and assist agencies in meeting their sustainability goals and the sustainability goals of the Administration. By the end of FY 2011, GSA will complete strategic portfolio plans for at least three major customers.

National Aeronautics and Space Administration

- **Research and develop new technologies to increase the flexibility and efficiency of the Nation's air traffic system:** Increase efficiency and throughput of aircraft operations during arrival phase of flight.
 - By September 2012, NASA will deliver a Technology Transition Document to the FAA. The goal is to conduct demonstration field tests of a NASA developed technology that can reduce airliner flight time, fuel consumption, noise and emissions. Delivering complete documentation of the demonstration supports a process for potential deployment of this technology by the FAA.
- **Study Earth from space to understand climate change, weather, and human impact on our planet:** NASA will make significant progress towards completion of the integration, test, launch, validation and initiation of early orbit operations of the Glory and NPOESS Preparatory Project (NPP) missions prior to the end of Fiscal Year 2011.
 - Glory: By January 2011, complete the Glory Transition Review.
 - NPP: By April 2011, complete the NPP Operational Handover Review.
- **Conserve valuable natural resources by reducing NASA's energy and water use:** Ensure a sustainable infrastructure by reducing Agency energy intensity use.
 - For facility energy use, the target is 30 percent reduction in energy intensity Btu/gsf by the end of 2015 (from a 2003 baseline, reduce energy three percent per year for 2006-2015).
 - For fleet vehicle energy use, the target is 30 percent reduction in fleet total consumption of petroleum products by the end of 2020 (two percent per year from a 2005 baseline).
 - For potable water use, the target is 26 percent reduction in water intensity gal/gsf by the end of 2020 (two percent per year from a 2007 baseline).
- **Safely fly out the Space Shuttle manifest and retire the fleet:** Safely fly out the Space Shuttle manifest and retire the fleet.
- **Establish an independent organization to enhance the utilization of the ISS as a national laboratory:** NASA will establish an independent organization to enhance the utilization of the ISS as a national laboratory.

National Science Foundation

- **NSF Science, Technology, Engineering, and Mathematics (STEM) Workforce Development:** By the end of 2011, at least six major NSF science, technology, engineering and mathematics (STEM) workforce development programs at the graduate, postdoctoral, or early career level have evaluation and assessment systems providing findings enabling program re-design or consolidation for more strategic impact.

Office of Personnel Management

- **Hiring Reform: Hire the Best Talent:** Department and Major Agencies meet agreed upon targeted improvements to:
 - Reduce time to Hire (T2H) by 10% per year
 - Improve Manager Satisfaction with applicant quality by 2% per quarter
 - Improve Applicant Satisfaction by 1% per quarter.
- **Telework:** Increase the strategic use of telework to improve continuity of operations, reduce management costs, and increase employee job satisfaction.
- **Security Clearance Reform:** Maintain or exceed OPM-related goals of the Intelligence Reform and Terrorism Prevention Act of 2004 and provide OPM deliverables necessary to ensure that security clearance reforms are substantially operational across the Federal Government by the end of CY 2010.
- **Retirement Claims Processing:** Increase the number of retirement records OPM receives that are complete and require no development actions to more than 70 percent by the end of 2010, 72 percent by the end of 2011, and 75 percent by the end of 2012.
- **Wellness:** By the end of 2011, every agency has established and begun to implement a plan for a comprehensive health and wellness program which will achieve a 75 percent participation rate over 5 years.

Small Business Administration

- **Increase Active Lending Participation:** Expand access to capital by increasing the number of active SBA lending partners for the 7(a) loan program to 3,000 by September 30, 2011, a 15 percent increase over the 2008 and 2009 average. The SBA will increase its outreach to lending partners so that small business owners will have increased access to capital. The foundation for the initiative is the Office of Capital Access which oversees the SBA lending programs. Additionally, the primary contacts for these lenders are the staff in the Office of Field Operations' 68 district offices around the country. Other SBA resources will play a role in promoting and achieving this goal.
- **Increase Small Business Participation In Contracting:** Increase small business participation in Federal Government contracting to meet the statutory goals and reduce participation by ineligible firms. Congress has mandated that small businesses should receive 23 percent of Federal Government prime contracts and has set separate goals for other subsets of the small business community. The SBA's Office of Government Contracting and Business Development will play a lead coordinating role in helping each Federal agency reach the specific goals, and other SBA resources will play a role in promoting contracting opportunities to small business owners.

- **Process Disaster Assistance Applications Efficiently:** Process 85 percent of home loan applications within 14 days and 85 percent of business and EIDL loan applications within 18 days. The SBA's Office of Disaster Assistance will lead the Agency in overseeing the success of this goal. In addition, the Office of Field Operations, including its 68 offices around the country, will assist with "on the ground" efforts.
- **Create Performance Metrics for SBIR Program:** Improve the SBIR program by 1) deploying an improved data collection and reporting system, including implementing performance metrics, 2) implementing more systematic monitoring for fraud waste and abuse, and 3) improving commercialization from existing program awards.

Social Security Administration

- **Increase the Number of Online Applications:** The public expects the convenience of online services, and we plan to meet the demand. By 2012, we will achieve an online filing rate of 50 percent for retirement applications. In FY 2011, our goals are to:
 - Achieve 44 percentage of total retirement claims filed online.
 - Additionally, achieve 27 percentage of total initial disability claims filed online.
- **Issue More Decisions for People Who File for Disability:** We will continue our efforts to lower the disability backlog and accurately complete claims. We will also ensure that people with severely disabling conditions will receive an initial claims decision within 20 days of filing an application. Finally, we will reduce the time it takes a person to receive a hearing decision to an average of 270 days by 2013. In order to efficiently issue decisions in 2011, our goals are to:
 - Complete 3.317 million out of 4.316 million initial disability claims.
 - Achieve 5 percent of initial disability cases identified as a Quick Disability Determination or a Compassionate Allowance.
 - Complete 799,000 out of 1.456 million hearing requests.
- **Improve Our Customers' Service Experience on the Telephone, in Our Field Offices, and Online:** To improve our customers' service experience and provide the services the public expects and deserves, we will improve telephone service on our National 800 Number. We will also improve the public's overall satisfaction with the services they receive. By 2011, our goals are to:
 - Achieve an average speed of answer rate of 264 seconds on our National 800 Number.
 - Lower the busy rate for National 800 Number calls from 8 percent to 7 percent.
 - Raise our overall rating of "excellent," "very good," or "good," given by individuals who do business with us from 81 percent reflected in 2009 to 83.5 percent.

- **Ensure Effective Stewardship of Our Programs by Increasing Program Integrity Efforts:** We will continue to demonstrate an unyielding commitment to sound program integrity efforts by minimizing improper payments and strengthening our efforts to protect program dollars from waste, fraud, and abuse. In 2011, our goals are to:
 - Complete 359,800 full medical continuing disability reviews, an increase of 9.4 percent over 2010.
 - Complete 2.422 million Supplemental Security Income non-disability redeterminations.