

# Strategic Objective Categorizations

2019 Strategic Reviews



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# Overview

## Strategic Objectives

Updated and revised every four years, Strategic Objectives reflect the outcome or management impacts the agency is trying to achieve over the term of an Administration. They express the results or direction the agency will work to achieve to make progress on its mission. Strategic Objectives advance the long-term outcomes identified in the Agency Strategic Plan, and are supported by more specific performance goals and indicators. Concurrent with the release of the President's FY 2019 Budget, Federal agencies established new strategic objectives spanning 2018 thru 2022.

## Assessing Objectives through Annual Strategic Reviews

Using the agency Strategic Plan, agency leaders annually assess progress on mission, service, stewardship, and crosscutting strategic objectives. The assessment considers performance goals and other indicators the agency tracks for each strategic objective, as well as challenges, risks, external factors, and other events that may have affected the outcomes. This is the core of the Strategic Review policy outlined in OMB Circular A-11, Part 6, [Section 260](#). Through this internal Strategic Review process, OMB works with agencies to determine which strategic objectives have demonstrated 'Noteworthy Progress' (**NP**) or represent a 'Focused Area for Improvement' (**FAFI**) relative to other strategic objectives. These relative assessments of progress for an agency's strategic objectives requires analysis across multiple perspectives and sources of evidence, both qualitative and quantitative, as agency leadership applies judgment when determining relative levels of progress and appropriate follow-up action for achieving longer-term impacts and outcomes articulated by strategic objectives. This helps ensure OMB and agencies are able to discuss relative performance across the organization's mission and prioritize analysis and decision-making as well as enable agencies to meet the requirements and intent of 31 U.S.C. § 1116(f). Relative assessments are required for 10% to 20% of strategic objectives in to each of the two categories: Noteworthy Progress and Focus Area for Improvement. There are a variety of different scenarios that may make such identification appropriate for a strategic objective relative to the other objectives at the agency, and categorization of the relative progress made by agencies on strategic objectives should not be misconstrued to be a relative assessment of the objectives' importance or value over other mission objectives. The following report tables detail the strategic goals and objectives of each major CFO-Act agency's 2018-2022 Strategic Plan, and identifies agency strategic objective categorizations resulting from the 2019 Strategic Reviews.

# Department of Agriculture



Strategic Goal	Strategic Objectives			
Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service.	1.1) Modernize information technology infrastructure, facilities and support services to improve the customer experience.	1.2) Maintain a high performing workforce through employee engagement and empowerment.	1.3) Reduce the regulatory burden and streamline processes.	1.4) Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment.
Maximize the ability of American agricultural producers to prosper by feeding and clothing the world.	2.1) Provide an effective financial safety net for farmers and ranchers to sustain economically viable agricultural production and support rural jobs and economic growth.	2.2) Increase agricultural opportunities and support economic growth by creating new markets and supporting a competitive agricultural system.	2.3) Protect agricultural health by preventing and mitigating the spread of agricultural pests and disease.	
Promote American agricultural products and exports.	3.1) Expand international marketing opportunities.	3.2) Prevent or resolve barriers to trade that hinder U.S. food and agricultural exports.	3.3) Build demand in developing countries through trade capacity building.	
Facilitate rural prosperity and economic development.	4.1) Expand rural business opportunity and rural quality of life with access to capital; improved infrastructure, broadband access, and connectivity; and support for workforce availability.			
Strengthen the stewardship of private lands through technology and research.	5.1) Enhance conservation planning with science-based tools and information.	5.2) Promote productive working lands.	5.3) Enhance productive agricultural landscapes.	
Foster productive and sustainable use of our National Forest System Lands.	6.1) Contribute to the economic health of rural communities through use and access opportunities.	6.2) Ensure lands and watersheds are sustainable, healthy, and productive.	<u>6.3) Mitigate wildfire risk. (2019 FAFI)</u>	
Provide all Americans access to a safe, nutritious and secure food supply.	<b>7.1) Prevent foodborne illness and protect public health. (2019 NP)</b>	7.2) Provide access to safe and nutritious food for low-income people while supporting a pathway to self-sufficiency.	7.3) Support and encourage healthy dietary choices through data-driven, flexible, customer-focused approaches.	

# Department of Commerce



Accelerate American Leadership	Enhance Job Creation	Strengthen U.S. Economic and National Security	Fulfill Constitutional Requirements and Support Economic Activity	Deliver Customer-Centric Service Excellence
<u>1.1) Expand Commercial Space Activities (2019 FAFI)</u>	2.1) Increase Aquaculture Production	<b>3.1) Enforce the Nation's Trade Laws and Security Laws (2019 NP)</b>	4.1) Conduct a Complete and Accurate Decennial Census	<u>5.1) Engage Commerce Employees (2019 FAFI)</u>
1.2) Advance Innovation	2.2) Reduce and Streamline Regulations	<b>3.2) Enhance the Nation's Cybersecurity (2019 NP)</b>	<b>4.2) Provide Accurate Data to Support Economic Activity (2019 NP)</b>	5.2) Accelerate Information Technology Modernization
1.3) Strengthen Intellectual Property Protection	2.3) Strengthen Domestic Commerce and the U.S. Industrial Base	3.3) Reduce Extreme Weather Impacts		5.3) Consolidate Functions for Cost Savings
	2.4) Increase U.S. Exports	<b>3.4) Deploy Public Safety Broadband (2019 NP)</b>		
	2.5) Increase Inward Investment Into the United States			

# Department of Defense



Rebuild Military Readiness as We Build a More Lethal Joint Force	Strengthen Our Alliances & Attract New Partners	Reform the Department's Business Practices for Greater Performance and Affordability
1.1) Restore Military Readiness to Build a More Lethal Force (P&R)	2.1) Reform the Security Cooperation Enterprise (Policy / DSCA)	<b>3.1) Improve and strengthen business operations through a move to DoD-enterprise or shared services; reduce administrative and regulatory burden (CMO) (2019 NP)</b>
1.2) Modernize Key Capabilities (A&S)	2.2) Expand Regional consultative mechanisms and collaborative planning	<u>3.2) Expand our data analytics capability and cultivate data-driven solutions (2019 FAFI)</u>
1.3) Enhance information technology and cybersecurity capabilities (CIO)		3.3) Improve the quality of budgetary and financial information that is most valuable in managing the DoD (USD(C)/CFO)
1.4) Deliver timely and relevant intelligence to warfighters and decision makers to provide decisive and dominant advantage over adversaries (Intel)		3.4) Streamline rapid, iterative approaches from development to fielding (A&S)
1.5) Implement initiatives to recruit and retain the best total force to bolster capabilities and readiness (P&R)		3.5) Harness and protect the National Security Base (A&S)
1.6) Ensure the U.S. technological advantage		
1.7) Evolve Innovative Operational Concepts (A&S)		

# Department of Education



Protect America's Security at Home Support state and local efforts to improve learning outcomes for all P-12 students in every community	Expand postsecondary educational opportunities, improve outcomes to foster economic opportunity and promote an informed, thoughtful and productive citizenry	Strengthen the quality, accessibility and use of education data through better management, increased privacy protections and transparency	Reform the effectiveness, efficiency and accountability of the Department
1.1) Increase high-quality educational options and empower students and parents to choose an education that meets their needs	2.1) Support educational institutions, students, parents and communities to increase access and completion of college, lifelong learning and career, technical and adult education	3.1) Improve the Department's data governance, data life cycle management and the capacity to support education data	<b>4.1) Provide regulatory relief to educational institutions and reduce burden by identifying time-consuming regulations, processes and policies and working to improve or eliminate them, while continuing to protect taxpayers from waste and abuse (2019 NP)</b>
1.2) Provide all P-12 students with equal access to high-quality educational opportunities	2.2) Support agencies and educational institutions in identifying and using evidence-based strategies or other promising practices to improve educational opportunities and successfully prepare individuals to compete in the global economy	<u>3.2) Improve privacy protections for, and transparency of, education data both at the Department and in the education community (2019 FAFI)</u>	4.2) Identify, assess, monitor and manage enterprise risks
1.3) Prepare all students for successful transitions to college and careers by supporting access to dual enrollment, job skills development and high-quality science, technology, engineering and mathematics (STEM)	2.3) Support agencies and educational institutions as they create or expand innovative and affordable paths to relevant careers by providing postsecondary credentials or job-ready skills	3.3) Increase access to, and use of, education data to make informed decisions both at the Department and in the education community	4.3) Strengthen the Department's cybersecurity by enhancing protections for its information technology infrastructure, systems and data
1.4) Support agencies and institutions in the implementation of evidence-based strategies and practices that build the capacity of school staff and families to support students' academic performance	2.4) Improve quality of service for customers across the entire student aid life cycle		4.4) Improve the engagement and preparation of the Department's workforce using professional development and accountability measures
	2.5) Enhance students' and parents' ability to repay their federal student loans by providing accurate and timely information, relevant tools and manageable repayment options		

# Department of Health and Human Services



Reform, Strengthen, and Modernize the Nation's Healthcare System	Protect the Health of Americans Where They Live, Learn, Work, and Play	Strengthen the Economic and Social Well-Being of Americans Across the Lifespan	Foster Sound, Sustained Advances in the Sciences	Promote Effective and Efficient Management and Stewardship
1.1) Promote affordable healthcare, while balancing spending on premiums, deductibles, and out-of-pocket costs	2.1) Empower people to make informed choices for healthier living	<u>3.1) Encourage self-sufficiency and personal responsibility, and eliminate barriers to economic opportunity (2019 FAFI)</u>	<b>4.1) Improve surveillance, epidemiology, and laboratory services (2019 NP)</b>	5.1) Ensure responsible financial management
1.2) Expand safe, high-quality healthcare options, and encourage innovation and competition	2.2) Prevent, treat, and control communicable diseases and chronic conditions	3.2) Safeguard the public against preventable injuries and violence or their results	4.2) Expand the capacity of the scientific workforce and infrastructure to support innovative research	<u>5.2) Manage human capital to achieve the HHS mission (2019 FAFI)</u>
<b>1.3) Improve Americans' access to healthcare and expand choices of care and service options (2019 NP)</b>	2.3) Reduce the impact of mental and substance use disorders through prevention, early intervention, treatment, and recovery support	3.3) Support strong families and healthy marriage, and prepare children and youth for healthy, productive lives	4.3) Advance basic science knowledge and conduct applied prevention and treatment research to improve health and development	5.3) Optimize information technology investments to improve process efficiency and enable innovation to advance program mission goals
1.4) Strengthen and expand the healthcare workforce to meet America's diverse needs	2.4) Prepare for and respond to public health emergencies	3.4) Maximize the independence, well-being, and health of older adults, people with disabilities, and their families and caregivers	4.4) Leverage translational research, dissemination and implementation science, and evaluation investments to support adoption of evidence-informed practices	5.4) Protect the safety and integrity of our human, physical, and digital assets



# Department of Homeland Security



Counter Terrorism and Homeland Security Threats	Secure U.S. Borders and Approaches	Secure Cyberspace and Critical Infrastructure	Preserve and Uphold the Nations Property and Economic Security	Strengthen Preparedness and Resilience	Champion the DHS Workforce & Strengthen the Department
1.1) Collect, Analyze, and Share Actionable Intelligence - <b>Analysis and Operations-OPS</b> (2019 NP)	2.1) Secure and Manage Air, Land, and Maritime Borders - <u>Border Security Operations</u> (2019 FAFI)	3.1) Secure Federal Civilian Networks	4.1) Enforce U.S. Trade Laws and Facilitate Lawful International Trade and Travel - <b>Trade and Travel</b> (2019 NP)	5.1) Build a National Culture of Preparedness	6.1) Strengthen Departmental Governance and Management
1.2) Detect and Disrupt Threats	2.2) Extend the Reach of U.S. Border Security	3.2) Strengthen the Security and Resilience of Critical Infrastructure - <u>Federal Protective Service</u> (2019 FAFI)	4.2) Safeguard the U.S. Transportation System	5.2) Respond During Incidents - <b>Emergency Communications</b> (2019 NP)	6.2) Develop and Maintain a High Performing Workforce
1.3) Protect Designated Leadership, Events, and Soft Targets - <b>Protective Operations</b> (2019 NP)	2.3) Enforce U.S. Immigration Laws - <u>Enforcement and Removal Operations</u> (2019 FAFI) - <u>Office of the Principal Legal Advisor</u> (2019 FAFI)	3.3) Assess and Counter Evolving Cybersecurity Risks	4.3) Maintain U.S. Waterways and Maritime Resources	5.3) Support Outcome-Driven Community Recovery	6.3) Optimize Support to Missions Operations
1.4) Counter Weapons of Mass Destruction and Emerging Threats	2.4) Administer Immigration benefits to Advance the Security and Prosperity of the Nation - <u>Immigration Services</u> (2019 FAFI) - <b>Fraud Prevention and Detection</b> (2019 NP)	3.4) Combat Cybercrime	4.4) Safeguard U.S. Financial Systems - <b>Field Operations</b> (2019 NP)	5.4) Train and Exercise First Responders	

# Department of Housing and Urban Development



Advance Economic Opportunity	Protect Taxpayer Funds	Streamline Operations
1.1) Support Fair, Sustainable Homeownership and Financial Viability	<b>2.1) Improve Financial Controls through Financial Transformation (2019 NP)</b>	<u>3.1) Organize and Deliver Services More Effectively (2019 FAFI)</u>
1.2) Reduce Homelessness		<b>3.2) Modernize Information Technology (2019 NP)</b>
<b>1.3) Remove Lead-Based Paint Hazards and Other Health Risks from Homes (2019 NP)</b>		3.3) Reform Regulations
1.4) Enhance Rental Assistance		
1.5) Reduce Barriers to Affordable Housing		
1.6) Develop EnVision Centers		
1.7) Support Effectiveness and Accountability in Long-Term Disaster Recovery		
1.8) Promote Section 3		
1.9) Bolster Growth in Opportunity Zones		

# Department of the Interior



Strategic Goal	Strategic Objectives				
Conserving Our Land and Water	1.1) Utilize science in land, water, species and habitat management supporting decisions and activities (2019 NP)	1.2) Manage DOI water storage and delivery to resolve conflicts and expand capacity	1.3) Foster partnerships to achieve balanced stewardship and use of our public lands	1.4) Inform land use planning processes especially for public use and access	
Generating Revenue and Utilizing Our Natural Resources	2.1) Ensure energy and economic security for America	2.2) Ensure access to mineral resources	2.3) Ensure public receives fair market value for resources; and recover costs where appropriate	2.4) Focus timber programs on “healthy forests” lifecycle	2.5) Manage grazing resources
Expanding Outdoor Recreation and Access	3.1) Expand hunting, fishing, and other recreation on DOI lands and waters	3.2) Enhance public satisfaction at DOI sites			
Fulfilling Our Trust and Insular Responsibilities	4.1) Support tribal self-determination, self-governance, and sovereignty	4.2) Fulfill fiduciary trust	4.3) Strengthen economic and health capacities in the US Territories, and fulfill US compact obligations to the freely associated states		
Protecting Our People and the Border	5.1) Ensure emergency preparedness & DOI law enforcement staffing addresses public safety risks	5.2) Support securing our southern continental US border	5.3) Manage wildland fire to reduce risk and improve ecosystem and community resilience	5.4) Provide science to safeguard communities from natural hazards	
Modernizing Our Organization and Infrastructure for the Next 100 Years	6.1) Align DOI organizational structure and workforce to improve partnership engagement and mission delivery	6.2) Reduce administrative and regulatory burden	6.3) <u>Prioritize DOI infrastructure needs and reduce deferred maintenance backlog (2019 FAFI)</u>		

# Department of Justice



Enhance National Security and Counter the Threat of Terrorism	Secure the Borders and Enhance Immigration Enforcement and Adjudication	Reduce Violent Crime and Promote Public Safety	Promote Rule of Law, Integrity, and Good Government
1.1) Disrupt and defeat terrorist operations	2.1) Prioritize criminal immigration enforcement	<b>3.1) Combat violent crime, promote safe communities, and uphold the rights of victims of crime (2019 NP)</b>	<b>4.1) Uphold the rule of law and integrity in the proper administration of justice (2019 NP)</b>
1.2) Combat cyber-based threats and attacks	<u>2.2) Ensure an immigration system that respects the rule of law, protects the safety of U.S. Citizens and serves the national interest (2019 FAFI)</u>	3.2) Disrupt and dismantle drug trafficking organizations to curb opioid and other illicit drug use in our nation	4.2) Defend first amendment rights to exercise religion and free speech
1.3) Combat unauthorized disclosures, insider threats, and hostile intelligence activities			4.3) Pursue regulatory reform initiatives
			4.4) Achieve management excellence

# Department of Labor



Strategic Goal	Strategic Objectives						
<b>Support the Ability of All Americans to Find Good Jobs</b>	<u>1.1) Create customer-focused workforce solutions for American workers (2019 FAFI)</u>		1.2) Provide veterans, service members, and their spouses with resources and tools to gain and maintain employment	1.3) Develop evidence-based policies, practices, and tools to foster a more inclusive workforce to increase quality employment opportunities for individuals with disabilities	1.4) Provide timely, accurate, and relevant information on labor market activity, working conditions, and price changes in the economy	1.5) Formulate policies and initiatives to promote the interests of working women	
<b>Promote Safe Jobs and Fair Workplaces for All Americans</b>	2.1) Secure safe and healthful working conditions for America's workers	<b>2.2) Prevent fatalities, disease, and injury from mining and secure safe and healthful working conditions for America's miners (2019 NP)</b>	<b>2.3) Secure lawful wages and working conditions for America's workers (2019 NP)</b>	<b>2.4) Improve the security of retirement, health, and other workplace-related benefits for America's workers and their families (2019 NP)</b>	2.5) Promote fair and diverse workplaces for America's federal contractor employees	<u>2.6) Promote a fair global playing field for American workers and businesses (2019 FAFI)</u>	2.7) Promote union financial integrity, transparency, and democracy
<b>Administer Strong Workers' Compensation and Benefits Programs</b>	3.1) Provide workers' compensation benefits for workers who are injured or become ill on the job				3.2) Support states' timely and accurate benefit payments for unemployed workers		
<b>Optimize the Department of Labor's Enterprise Services' Opportunities</b>	<u>M.1) Improve human resources efficiency, effectiveness, and accountability (2019 FAFI)</u>		M.2) Provide modern technology solutions that empower the DOL mission and serve the American public through collaboration and innovation	M.3) Maximize DOL's federal buying power through effective procurement management		M.4) Safeguard fiscal integrity, and promote the effective and efficient use of resources	

# Department of State / USAID



Protect America's Security at Home and Abroad	Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation	Promote American Leadership through Balanced Engagement	Ensure Effectiveness and Accountability to the American Taxpayer
1.1) Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems	2.1) Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation	<b>3.1) Transition nations from assistance recipients to enduring diplomatic, economic, and security partners (2019 NP, USAID)</b>	<b>4.1) Strengthen the effectiveness and sustainability of our diplomacy and development investments (2019 NP, State Dept/USAID)</b>
1.2) Defeat ISIS, al Qa'ida and other Transnational terrorist organizations, and counter state sponsored, regional, and local terrorist groups that threaten U.S. national security interests	2.2) Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives	3.2) Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing	4.2) Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development
<u>1.3) Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law (2019 FAFI, State Dept)</u>	2.3) Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms	<u>3.3) Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion (2019 FAFI, USAID)</u>	4.3) Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively
1.4) Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors		3.4) Project American values and leadership by preventing the spread of disease and providing humanitarian relief	4.4) Strengthen security and safety of workforce and physical assets
1.5) Strengthen U.S. border security and protect U.S. citizens abroad			



<u>Safety</u> : Reduce Transportation-Related Fatalities and Serious Injuries Across the Transportation System	<u>Infrastructure</u> : Invest in Infrastructure to Ensure Safety, Mobility and Accessibility and to Stimulate Economic Growth, Productivity and Competitiveness for American Workers and Businesses	<u>Innovation</u> : Lead in the Development and Deployment of Innovative Practices and Technologies that Improve the Safety and Performance of the Nation's Transportation System	<u>Accountability</u> : Serve the Nation with Reduced Regulatory Burden and Greater Efficiency, Effectiveness and Accountability
<b>1.1) Systemic Safety Approach (2019 NP)</b>	2.1) Project Delivery, Planning, Environment, Funding and Finance	3.1) Development of Innovation	4.1) Regulatory Reform
	<u>2.2) Life Cycle and Preventive Maintenance (2019 FAFI)</u>	3.2) Deployment of Innovation	4.2) Mission Efficiency and Support
	2.3) System Operations and Performance		
	2.4) Economic Competitiveness and Workforce		



Boost U.S. Economic Growth	Promote Financial Stability	Enhance National Security	Transform Government-wide Financial Stewardship	Achieve Operational Excellence
1.1) Tax Law Implementation (2019 NP/FAFI)	<u>2.1) Housing Finance Reform (2019 FAFI)</u>	<b>3.1) Strategic Threat Disruption (2019 NP)</b>	4.1) Financial Data Access and Use	<u>5.1) Workforce Management (2019 FAFI)</u>
<b>1.2) Strong Economic Fundamentals (2019 NP)</b>	2.3) Foreign Technical Assistance	3.2) AML/CFT Framework	4.2) Debt Management	5.2) Treasury Infrastructure
1.3) Trusted Currency and Services	<u>2.4) Financial Sector Critical Infrastructure and Cybersecurity (2019 FAFI)</u>	<u>3.3) Economic Strength and National Security (2019 FAFI)</u>	4.3) Federal Financial Performance	5.3) Customer Value and Experience
1.4) Free and Fair Trade				



# Department of Veterans Affairs



Veterans choose VA for easy access, greater choices, and clear information to make informed decisions	Veterans receive timely and integrated care and support that emphasizes their well-being and independence throughout their life journey	Veterans trust VA to be consistently accountable and transparent	VA will modernize systems and focus resources more efficiently to be competitive and to provide world class capabilities to veterans and its employees
<b>1.1) VA Understands Veterans' Needs Throughout Their Lives To Enhance Their Choices And Improve Customer Experiences (2019 NP)</b>	<b>2.1) VA Has Collaborative, High-performing, And Integrated Delivery Networks That Enhance Veteran Well-being And Independence (2019 NP)</b>	3.1) VA Is Always Transparent To Enhance Veterans' Choices, To Maintain Trust, And To Be Openly Accountable For Its Actions	M.1) VA's Infrastructure Improvements, Improved Decision-making Protocols, And Streamlined Services Enable VA To Adapt To Changing Business Environments And Veteran Needs
1.2) VA Ensures Veterans Are Informed Of, Understand, And Can Get The Benefits, Care, And Services They Earned, In A Timely Manner	2.2) VA Ensures At-risk And Underserved Veterans Receive What They Need To End Veteran Suicide, Homelessness, And Poverty	<u>3.2) VA Holds Personnel And External Service Providers Accountable For Delivering Excellent Customer Service And Experiences While Eliminating Fraud, Waste, And Abuse (2019 FAFI)</u>	M.2) VA Will Modernize Its Human Capital Management Capabilities To Empower And Enable A Diverse, Fully Staffed, And Highly Skilled Workforce That Consistently Delivers World-class Services To Veterans And Their Families
			<u>M.3) VA IT Modernization Will Deliver Effective Solutions That Enable VA To Provide Improved Customer Service And A Secure, Seamless Experience Within Available Resources In A Cost-effective Manner (2019 FAFI)</u>
			M.4) VA Will Institutionalize Data Supported And Performance Focused Decision Making That Improves The Quality Of Outcomes

<b><u>Real Estate.</u> Save taxpayer money through better management of Federal real estate</b>	<b><u>Acquisition.</u> Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government</b>	<b><u>Technology.</u> Improve the way Federal agencies buy, build, and use technology</b>	<b><u>Shared Services.</u> Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money</b>
1.1) Reduce the cost of Federal inventory	2.1) Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand	<b>3.1) Lead Government-wide technology modernization initiatives (2019 NP)</b>	4.1) Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide
<u>1.2) Establish GSA as a more effective provider of real estate services for all agencies (2019 FAFI)</u>	<u>2.2) Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers (2019 FAFI)</u>	3.2) Drive more efficient and innovative Government procurement of technology services	4.2) Promote adoption of shared services by agencies through policy, guidance, and benchmarking
	2.3) Enhance customer agency access to qualified socio-economic entities	3.3) Lead implementation of technical standards, policies, and strategies	<b>4.3) Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government (2019 NP)</b>

# Environmental Protection Agency



A Cleaner, Healthier Environment: Deliver a cleaner, safer, and healthier environment for all Americans and future generations by carrying out the Agency's core mission	More Effective Partnerships: Provide certainty to states, localities, tribal nations, and the regulated community in carrying out shared responsibilities and communicating results to all Americans	Greater Certainty, Compliance, and Effectiveness: Increase certainty, compliance, and effectiveness by applying the rule of law to achieve more efficient and effective agency operations, service delivery, and regulatory relief
1.1) Improve Air Quality: Work with states and tribes to accurately measure air quality and ensure that more Americans are living and working in areas that meet high air quality standards	<u>2.1) Enhance Shared Accountability: Improve environmental protection through shared governance and enhanced collaboration with state, tribal, local, and federal partners using the full range of compliance assurance tools (2019 FAFI)</u>	3.1) Compliance with the Law: Timely enforce environmental laws to increase compliance rates and promote cleanup of contaminated sites through the use of all of EPA's compliance assurance tools, especially enforcement actions to address environmental violations
1.2) Provide for Clean and Safe Water: Ensure waters are clean through improved water infrastructure and, in partnership with states and tribes, sustainably manage programs to support drinking water, aquatic ecosystems, recreational, economic, and subsistence activities	<u>2.2) Increase Transparency and Public Participation: Listen to and collaborate with impacted stakeholders and provide effective platforms for public participation and meaningful engagement (2019 FAFI)</u>	<u>3.2) Create Consistency and Certainty: Outline exactly what is expected of the regulated community to ensure good stewardship and positive environmental outcomes (2019 FAFI)</u>
1.3) Revitalize Land and Prevent Contamination: Provide better leadership and management to properly clean up contaminated sites to revitalize and return the land back to communities		3.3) Prioritize Robust Science: Refocus the EPA's robust research and scientific analysis to inform policy making
1.4) Ensure Safety of Chemicals in the Marketplace: Effectively implement the Toxic Substances Control Act, and the Federal Insecticide, Fungicide, and Rodenticide Act, to ensure new and existing chemicals and pesticides are reviewed for their potential risks to human health and the environment and actions are taken when necessary		3.4) Streamline and Modernize: Issue permits more quickly and modernize our permitting and reporting systems
		<u>3.5) Improve Efficiency and Effectiveness: Provide proper leadership and internal operations management to ensure that the Agency is fulfilling its mission (2019 FAFI)</u>

EPA did not identify any strategic objectives as making 'Noteworthy Progress' during their 2019 Strategic Review.

Save taxpayer money through better management of Federal real estate	Establish GSA as the premier provider of efficient and effective acquisition solutions across the Federal Government	Improve the way Federal agencies buy, build, and use technology	Design and deliver expanded shared services within GSA and across the Federal Government to improve performance and save taxpayer money
1.1) Reduce the cost of Federal inventory	2.1) Design and deliver GSA products and services that yield measurable savings while aligning with customer mission objectives and changing market demand	<b>3.1) Lead Government-wide technology modernization initiatives (2019 NP)</b>	4.1) Develop new organizational capabilities to understand customer demand and deliver integrated offerings to support common business processes Government-wide
<u>1.2) Establish GSA as a more effective provider of real estate services for all agencies (2019 FAFI)</u>	<u>2.2) Make it easier to do business with the Government by simplifying processes and streamlining access for our customers and suppliers (2019 FAFI)</u>	3.2) Drive more efficient and innovative Government procurement of technology services	4.2) Promote adoption of shared services by agencies through policy, guidance, and benchmarking
	2.3) Enhance customer agency access to qualified socio-economic entities	3.3) Lead implementation of technical standards, policies, and strategies	<b>4.3) Support the overall mission of GSA by investing in our employees and modeling how we deliver internal support services, while providing policy guidance across Government (2019 NP)</b>

# National Aeronautics and Space Administration



Expand human knowledge through new scientific discoveries	Extend human presence deeper into space and to the moon for sustainable long-term exploration and utilization	Address national challenges and catalyze economic growth	Optimize capabilities and operations
1.1) Understand the Sun, Earth, Solar System, and Universe	<b>2.1) Lay the Foundation for America to Maintain a Constant Human Presence in Low Earth Orbit Enabled by a Commercial Market (2019 NP)</b>	3.1) Develop and Transfer Revolutionary Technologies to Enable Exploration Capabilities for NASA and the Nation	4.1) Engage in Partnership Strategies
<b>1.2) Understand Responses of Physical and Biological Systems to Spaceflight (2019 NP)</b>	<u>2.2) Conduct Exploration in Deep Space, Including to the Surface of the Moon (2019 FAFI)</u>	3.2) Transform Aviation Through Revolutionary Technology Research, Development, and Transfer	4.2) Enable Space Access and Services
		3.3) Inspire and Engage the Public in Aeronautics, Space, and Science	<u>4.3) Assure Safety and Mission Success (2019 FAFI)</u>
			<b>4.4) Manage Human Capital (2019 NP)</b>
			4.5) Ensure Enterprise Protection
			<u>4.6) Sustain Infrastructure Capabilities and Operations (2019 FAFI)</u>



Expand knowledge in science, engineering, and learning	Advance the capability of the Nation to meet current and future challenges	Enhance NSF's performance of its mission
1.1) Knowledge: Advance knowledge through investments in ideas, people, and infrastructure	<b>2.1) Societal Impacts: Support research and promote partnerships to accelerate innovation and to provide new capabilities to meet pressing societal needs (2019 NP)</b>	<u>3.1) Human Capital: Attract, retain, and empower a talented and diverse workforce (2019 FAFI)</u>
1.2) Practice: Advance the practice of research	2.2) STEM Workforce: Foster the growth of a more capable and diverse research workforce and advance the scientific and innovation skills of the Nation	3.2) Processes and Operations: Continually improve agency operations

# Office of Personnel Management



Transform hiring, pay, and benefits across the Federal Government to attract and retain the best civilian workforce	Lead the establishment and modernization of human capital information technology and data management systems and solutions	Improve integration and communication of OPM services to Federal agencies to meet emerging needs	Optimize agency performance
1.1) Drive improvements to the hiring process so agencies are able to hire the best candidate in a timely manner	<u>2.1) Establish a Center of Excellence by leveraging data analytics and research to advance evidence-based human capital management (2019 FAFI)</u>	<b>3.1) Strengthen OPM coordination of policy, service delivery, and oversight resulting in agencies' achievement of human capital objectives (2019 NP)</b>	4.1) Improve collaboration, transparency, and communication among OPM leadership to make better, more efficient decisions, increasing OPM's collaborative management score by 4 percentage points
1.2) Achieve reforms to the pay system to drive performance excellence and greater responsiveness to changes in labor markets	2.2) Advance human capital management through the strategic use of interoperable HR IT that connects all parts of the talent management lifecycle and drives agency adoption of the Software as a Service model by the end of 2022	3.2) Achieve recognition as the trusted human capital management advisor	4.2) Invest in OPM management and provide the tools managers need to maximize employee performance, improving OPM's score in dealing with poor performers, by 4 percentage points
1.3) Reduce the complexity and costs to administer Federal employee retirement earned benefits by achieving and implementing legislative reform	2.3) Streamline data collection and leverage data repositories to enhance enterprise-wide Human Resource (HR) data analytics and reduce low-value reporting requirements		4.3) Exceed the Government-wide average satisfaction score for each agency mission support service
<b>1.4) Improve healthcare quality and affordability in the Federal Employees Health Benefits (FEHB) Program with 75 percent of enrollees in quality, affordable plans (2019 NP)</b>			4.4) Improve retirement services by reducing the average time to answer calls to 5 minutes or less and achieve an average case processing time of 60 days or less
<b>1.5) Transform the background investigation process to improve investigation timeliness (2019 NP)</b>			

# Small Business Administration



Support Small Business Revenue and Job Growth	Build Healthy Entrepreneurial Ecosystems and Create Business Friendly Environments	Restore Small Businesses and Communities after Disasters	Strengthen SBA's Ability to Serve Small Businesses
1.1) Expand Access to Capital	2.1) Develop Small Businesses through Technical Assistance	3.1) Deploy Disaster Assistance Effectively and Efficiently	4.1) Ensure Effective and Efficient Management of Agency Resources
1.2) Help Small Business Exporters Succeed in Global Markets	2.2) Build Healthy Entrepreneurial Ecosystems		<u>4.2) Build a High-performing Workforce (2019 FAFI)</u>
<b>1.3) Ensure Federal Contract and Innovation Set-aside Goals are Met and/or Exceeded (2019 NP)</b>	2.3) Create a Small Business Friendly Environment		4.3) Implement Enterprise-wide Information System Modernization and Cost-effective Technology



# Social Security Administration



Deliver Services Effectively	Improve the Way We Do Business	Ensure Stewardship
1.1) Improve Service Delivery - <b>Reduce the Hearings Backlog (2019 NP)</b>	2.1) Streamline Policies and Processes	<u>3.1) Improve Program Integrity (2019 FAFI)</u>
1.2) Expand Service Delivery Options	2.2) Accelerate Information Technology Modernization	3.2) Enhance Fraud Prevention and Detection Activities
		3.3) Improve Workforce Performance and Increase Accountability
		3.4) Improve Organizational Effectiveness and Reduce Costs