

# **CIRCULAR NO. A-11**

## **PART 6**

# **PREPARATION AND SUBMISSION OF STRATEGIC PLANS, ANNUAL PERFORMANCE PLANS, AND ANNUAL PROGRAM PERFORMANCE REPORTS**



**EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET**

**JULY 2004**



**SECTION 200—OVERVIEW OF STRATEGIC PLANS, PERFORMANCE BUDGETS, AND  
PERFORMANCE AND ACCOUNTABILITY REPORTS**

**Table of Contents**

200.1	Overview
200.2	Definitions
200.3	Applicability

**Summary Schedule**

Updated and revised strategic plan sent to Congress and OMB.....	within three years of the date of transmittal of the previous updated and revised strategic plan to Congress
FY 2006 performance budget to OMB.....	Fall
FY 2006 performance budget completed .....	October-December 2004 (after final appropriations action and budget appeals)
FY 2004 performance and accountability reports to President and Congress.....	by November 15, 2004
FY 2006 congressional justification (incorporating performance budget) sent to Congress.....	February 2005
Interim adjustments to strategic plans sent to Congress.....	February 2005 (with performance budget for FY 2006)
Agencies should note that OMB Circular No. A-19 on legislative coordination and clearance applies to plans and reports sent to Congress.	

**200.1 Overview**

Strategic plans, annual performance plans, and annual program performance reports comprise the main elements of the Government Performance and Results Act (GPRA, or the Results Act). Together, these elements create a recurring cycle of reporting, planning and execution.

As with the budget for FY 2005, for FY 2006 and subsequent years, agencies will prepare a performance budget in lieu of the annual performance plan. *The performance budget should satisfy all statutory requirements for the annual performance plan.* Please see sections [51](#) and [220](#) for further information on performance budgets, and section [210](#) for information on the preparation and submission of strategic plans. Sections [26](#) and [230](#) cover the preparation and submission of annual performance reports, particularly the performance report portion of the combined performance and accountability report.

## 200.2 Definitions

***Strategic Goal or Strategic Objective (also General Goal):*** A statement of aim or purpose included in a strategic plan (required under GPRA) that defines how an agency will carry out a major segment of its mission over a period of time. The goal is expressed in a manner which allows a future assessment to be made of whether the goal was or is being achieved. In a performance budget/performance plan, strategic goals should be used to group multiple program outcome goals; the program outcome goals should relate to and in the aggregate be sufficient to influence the strategic goals or objectives and their performance measures.

Effective performance budgeting and management relates program performance goals to the agency's strategic goal framework. Programs supporting a goal may be complementary, parallel (serving different populations), alternative (trying different approaches to see which works best), or competitive. Programs supporting a strategic goal can maximize their effectiveness by planning strategy together and coordinating operations. The relative strengths and effectiveness of each program should influence resource allocation to maximize the strategic goal outcome. Changing circumstances or effectiveness would be reflected in modified strategy or focus for the following year.

***Performance Goal:*** A target level of performance at a specified time or period expressed as a tangible, measurable outcome, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate. A performance goal is comprised of a performance measure with targets and timeframes. Program performance goals are included in the performance budget and together contribute to the achievement of strategic goals. The distinction between "long-term" and "annual" refers to the relative timeframes for achievement of the goals.

***Performance Measures:*** Indicators, statistics, or metrics used to gauge program performance. Typically, program performance measures include outcome, output, and efficiency measures, because each kind of measure provides valuable information about program performance. Collectively, these measures convey a comprehensive story regarding what products and services agencies provide, how well they do so, and with what result.

***Target:*** A quantity or otherwise measurable characteristic that conveys how well and by when a program must accomplish a performance measure.

***Outcome:*** The intended result, effect, or consequence that will occur from carrying out a program or activity. With respect to programs, an outcome is an event or condition that is external to the program or activity and is of direct importance to the intended beneficiaries and/or the public.

***Output:*** The level of activity or effort that will be produced or provided over a period of time or by a specified date, including a description of the characteristics (e.g., timeliness) established as standards for the activity. With respect to programs, outputs refer to the internal activities of a program (i.e., the products and services delivered). Outputs should support or lead to outcomes, just as annual goals should link logically to long-term goals.

***Efficiency measure:*** A description of the level which programs are executed or activities are implemented to achieve results while avoiding wasted resources, effort, time, and/or money. Efficiency can be defined simply as the ratio of the outcome or output to the input of any program.

***Program assessment:*** A determination, through objective measurement and systematic analysis, of the manner and extent to which Federal programs achieve intended objectives.

For additional information on developing performance measures and definitions, please see [www.whitehouse.gov/omb/part/](http://www.whitehouse.gov/omb/part/) for the FY 2006 PART guidance, "Examples of Performance Measures", and "Performance Measurement Challenges and Strategies".

***Performance budget:*** A budget presentation that clearly links performance goals with costs for achieving a target level of performance. In general, a performance budget links strategic goals with related long-term and annual performance goals (outcomes) with the costs of specific activities to influence these outcomes about which budget decisions are made.

### **200.3 Applicability**

For the purposes of sections 210, 220, and 230 of this Circular, "agency" means cabinet departments and other establishments of the Federal Government, including independent agencies and Government corporations. A Government corporation is a corporation owned or controlled by the Federal Government. The Legislative Branch and the Judiciary are not subject to GPRA requirements.

Except as noted below, agencies are required to submit strategic plans, annual performance budgets, and annual performance and accountability reports to the President, Congress, and OMB in accordance with these instructions. The Central Intelligence Agency and the Postal Rate Commission are not subject under this statute to the requirements for strategic plans, annual performance plans, or program performance reports. These instructions also do not apply to the Postal Service; preparation and submission of the Postal Service's strategic plan and performance plan are covered by section 7 of GPRA.

OMB may exempt independent agencies with \$20 million or less in annual outlays from the requirements for a strategic plan, annual performance plan (performance budget), and annual program performance report. GPRA does not authorize any exemption of a component of a department or independent agency, such as a bureau or office that annually spends \$20 million or less.

