



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

THE DIRECTOR

April 6, 2015

M-15-10

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

FROM: Shaun Donovan
Director

SUBJECT: Focusing on Implementation to Drive Improvements

In the final year of the Administration, it will be more important than ever for the senior leadership team to focus on implementation to lock in progress on Administration priority issues. While there are constant and important demands to focus on budget, communications, legislation, and policy issues, the senior leadership team should at the same time continue to focus on improving the impact of Federal programs through implementation.

Since the beginning of this Administration, agency leaders have used the Agency Priority Goal process to set a limited number of ambitious goals to improve outcomes for citizens. To drive progress on these and other top issues, agency heads and their Chief Operating Officers have established regular data-driven reviews that bring together the key actors needed to achieve common goals. Measurable improvements have been achieved in areas such as the approval of disaster loans for families in need, reducing veterans' homelessness, increasing renewable energy, and reducing crime in Native American reservations. The Administration also worked with Congress to put this performance framework into law to ensure it would last over time.

As this Administration begins to establish its final set of Agency Priority Goals for FY '16-'17, we ask each of you to use this opportunity to bring together career executives, managers, front line employees, and service providers to accelerate progress on those areas that will have the greatest impact for the American public. In particular, we encourage you to consider areas where multiple agencies and organizations need to coordinate to achieve the end result. Building these relationships and routines across organizations can leave an important and lasting legacy.

Specifically, this memorandum encourages each agency head to work closely with the relevant organizations within the Executive Office of the President (EOP) to identify their Priority Goals, Goal Leaders, strategies, indicators and milestones to achieve these important priorities that include the following:

- *Goal-Setting and Action Planning.* Agency leaders should begin reaching out to key offices within the EOP/OMB to discuss their Agency Priority Goals (APGs) and other top priorities.

- *Goal Leaders:* Beyond identifying a Goal Leader for each APG, agencies must also identify a senior career leader to support implementation throughout the goal period.
- *Data-Driven Reviews.* Establishing Chief Operating Officers (COO)-led data-driven reviews is one of the more significant performance achievements of this Administration and should be strengthened by working with career leaders to ensure they are useful to solving problems.
- *Quarterly Updates.* Six weeks after the end of each quarter, agencies will continue to report progress on Performance.gov covering the period of the most recent quarter closed.

Below are the *key*¹ deadlines for developing the new 2016-2017 Agency Priority Goals.

Date	Action
May 15	Provide OMB with FY '16-'17 draft goal statements with goal leaders names and email addresses in Performance.gov.
June 15	Agencies will have received feedback from the OMB by June 15.
July 15	Agencies must submit draft FY '16-'17 actions plans in Performance.gov.
Sept 7	FY '16-'17 goals begin final clearance on Performance.gov.
Oct	FY '14-'15 goal period ends and are archived. FY '16-'17 goals are published and implementation begins.
Nov.	FY '14-'15 draft 4 th quarter progress updates are submitted for clearance.
Dec.	Archive of FY '14-'15 is published with final progress.
February	Potential adjustments to FY '16-'17 targets based on actual FY '15 results.

In addition to these steps, agencies should work with their legislative affairs offices and OMB to determine the best timing to consult with Congress on the Priority Goal areas, in advance of finalizing the Agency Priority Goals with OMB. Agencies may find it helpful to start discussions early about the next set of goals in the context of providing Congress an update on progress on the current goals.

Questions regarding this memorandum can be directed to Betsy Newcomer (bnewcomer@omb.eop.gov) in OMB's Office of Performance and Personnel Management.

¹ This memo accelerates timelines established in OMB Circular A-11 250.15 for publishing FY 2016-2017 goals, but it does not change the timelines established for the FY 2014-2015 goals.