

Copy All DPC STAFF



Reinvention Impact Center Initiative

MEMORANDUM

To: Department and Agency Heads
FR: Bob Stone
RE: Reinvention Impact Centers Meeting of August 4, 1997
DT: 07/28/97

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RLHGO

Enclosed are briefing materials for the meeting with the Vice President, scheduled for this Monday, August 4, tentatively from 4:30 pm to 5:30 pm in the Vice President's ceremonial office at the Old Executive Office Building.

We have included a copy of the agenda and each agency's one-page reinvention goals. Please come prepared to discuss your agency's goals. The meeting will focus on the future of the Reinvention Impact Center Initiative.

I look forward to seeing you on Thursday. If you have any questions please feel free to call Kelly Paisley at 632-0399.

Please Review By
Noon Thursday and
Send Comments to Me.

PAUL

The Vice President's Meeting With
The National Performance Review's
REINVENTION IMPACT CENTERS

August 4, 1997

AGENDA

1. Introduction of Participants
2. Discussion of the Importance of the Reinvention Impact Center Initiative
by the Vice President
3. Opportunity for Participants to Discuss their Commitments with the Vice President
4. Questions and Answers about the Reinvention Impact Center Initiative
5. Next Steps in the Reinvention Impact Center Initiative



**Reinvention Impact
Center Agencies:
Proposed Goals for 2000**

August 4, 1997

***Reinvention Impact
Centers Initiative***

August 4, 1997

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HHS REINVENTION IMPACT CENTERS

ADMINISTRATION FOR CHILDREN AND FAMILIES BENEFICIARY CLUSTER "HIGH IMPACT" 4-YEAR GOALS FOR NPR

STATEMENT OF COMMITMENT: The Administration for Children and Families is committed to working with staff and stakeholders in the successful achievement of these goals. These goals are central to the ACF Strategic Plan. Yearly targets will be included in the ACF annual performance plan, and accomplishments will be tracked through the ACF report card "Achieving Success." The successful attainment of these goals requires continued commitment to an on-going process of partnering with States and communities to set goals and targets, to measure progress, and to achieve collaboration.

DELIVER GREAT SERVICE:

- Increase self-sufficiency for low-income families by moving one and one-quarter million welfare recipients into new employment within the first two years of welfare reform.
- Increase parent's financial support for their children by increasing the amount of total child support collections to \$20.8 billion by October 2000, an increase of 75 % over FY 1996.
- By October 2000, increase the number of children who are adopted from the public foster care system to 30,000. This represents a 50% increase over the 1997 baseline and does not include nonadoption permanent placements, such as guardianship and kinship care.
- By October 2000, ACF will streamline 30 separate grant programs into a single comprehensive system of electronic processing and transfers to benefit grantees by more timely and efficient grants processing, more accurate data, less down time and enabling quicker start-up. This improvement will also overcome the Year 2000 programming flaw embedded in current grants programs.

**Reinvention Impact Centers
United States Department of Agriculture
Animal and Plant Health Inspection Service
Goals for the Year 2000**

Improving Customer Service in the Airports

Millions of travelers pass through our airports daily. Our overall goal is a timely, seamless, integral process that will ensure the best passenger clearance time while preventing the introduction of harmful pests and diseases of animals and plants.

- **In partnership with the airline industry, advance information will be obtained on international air passengers through the use of the Advance Passenger Information System (APHIS) to expedite the overall processing of passengers with no loss in enforcement. (Joint - Customs, INS, APHIS)**
- **Most international air passengers will be cleared through the inspection process in 30 minutes or less, while enforcement and regulatory processes will be improved. (Joint - Customs, INS, APHIS)**

Improving Customer Service on the Land Border

The number of travelers/crossers at our land border Ports-of Entry is at an all time high. In fiscal year 1996, over 400 million aliens and United States citizens entered the U.S. through our land borders and even more are anticipated this year. Due to the high volume of traffic and increased enforcement efforts, border travelers have been, on occasion, subjected to long lines and longer processing times.

- **Dedicated Commuter Lanes (DCLs) have been established to facilitate the processing of pre-approved, frequent border travelers. The DCLs are lanes dedicated to travelers who have passed rigorous background checks that qualify them for expedited entry and minimal inspection. The Federal Inspection Services will establish five additional DCLs along the United States/Mexico border and double the number of pre-enrolled DCL participants to reduce their waiting times by at least 70 percent. (Joint - Customs, INS, APHIS)**

**Reinvention Impact Centers
United States Department of Agriculture
Animal and Plant Health Inspection Service
Goals for the Year 2000**

Improving Customer Service for Cargo Entering the U.S.

With the increasing amount of foreign cargo entering through U.S. ports, there is a need to improve both the clearance time and the safeguards of the cargo. This can be accomplished through a risk assessment approach where cargo that is determined to be low risk will be released after minimal clearance time and higher risk cargo will be safeguarded as appropriate.

Ninety-five percent of high volume, low risk cargo will be released without inspection. The remaining five percent will be examined as a way of monitoring the pest risk. Clearance and monitoring of low risk cargo will replace inspection as the way to safeguard against foreign pests and diseases. This will free up resources to focus inspections on higher risk cargo. This system will be in place in every major port of entry by the year 2000.

Improving Services Through Effective Federal Partnership with the Federal Aviation Administration and the Department of Defense

Approximately 2200 civilian aircraft and 3000 military aircraft report collision with wildlife in the U.S. every year. These strikes can result in loss of human life and significant economic damage to aircraft -- approximately \$200 million annually. Because the number of these wildlife strikes to aircraft are on the rise, APHIS' Wildlife Services (WS) Program is partnering with the Federal Aviation Administration (FAA) and the Department of Defense (DOD) to address this serious problem.

Increase airline passenger safety and lessen economic losses by reducing wildlife-aircraft collisions by 75 percent at airports where the WS program provides assistance. Expanded partnership between WS, the FAA and the U.S. military will allow for greater leveraging of resources, to provide a safer environment for the flying public and military personnel both domestically and internationally.

Bureau of Land Management NPR Goals for 2000

Goal 1: An integrated nationwide outdoor recreation information system will give all Americans quick and easy electronic access to information about recreation on federal lands, recreation use permits, and reservations.

Goal 2: Improve service to the public land users by providing one-stop shopping for information, permits, and other frequently requested over-the-counter products and services at Forest Service and Bureau of Land Management facilities.

REINVENTION IMPACT CENTERS
U.S. Customs Service
Goals for the Year 2000

Improving Customer Service in the Airports

Millions of travelers pass through our airports daily. Our overall goal is a timely, seamless, integral process that will ensure the best passenger clearance time while preventing fraudulent entries.

- In partnership with the airline industry, advance biographical information will be obtained on 80% of international air passengers through the use of the Advance Passenger Information System (APIS), expediting passengers processing and enhancing enforcement. *(Joint - Customs, INS, APHIS)*
- Most international air passengers will be cleared through the inspection process in 30 minutes or less, while improving enforcement and regulatory processes.
(Joint - Customs, INS, APHIS)

Improving Customer Service on the Land Border

The numbers of travelers/crossers at our land border Ports-of-Entry is at an all time high. In FY96, over 400 million aliens and United States citizens entered the U.S. through our land borders and even more are anticipated for FY97. Due to the high volume of traffic and increased enforcement efforts, border travelers have been, on occasion, subjected to long lines and longer processing times.

- Most travelers will be processed in 20 minutes or less at any location along the northern land borders, except at peak traffic times and weekends. *(Joint - Customs, INS, APHIS)*
- On the southern land borders, the Federal Inspection Services will establish five additional Dedicated Commuter Lanes (DCLs) for pre-approved, frequent border travelers who have passed rigorous background checks that qualify them for expedited entry and minimal inspection. This and other border processing initiatives will result in the majority of travelers being processed in 30 minutes except on weekends and peak traffic times, effectively freeing up additional resources to reduce the illegal movement of people and prohibited goods into the United States. *(Joint - Customs, INS, APHIS)*

Enforcement - Narcotics Smuggling

Customs will pursue a multi-pronged strategy to disrupt drug smuggling through interdiction, intelligence gathering/dissemination and investigation.

- Increase the number of narcotics seizures in the commercial cargo environment achieved through the use of technology and prior information, and increase the number of arrests for narcotics.

Build on our partnerships with businesses and carriers to deter smuggling through commercial cargo on the Southwest border.

- The Business Anti-Smuggling Coalition (BASC) is a business-led, Customs supported alliance under which corporate participants set self-imposed business standards that significantly deter narcotics traffickers. The ultimate objective of the BASC is to eliminate the use of legitimate business shipments by narcotics traffickers to smuggle illicit drugs. 85 primary importers on the Southwest border are currently enrolled; Customs plans to increase Southwest border participation to 300 primary importers.
- The Land Border Carrier Initiative Program (LBCIP) was developed to address the threat of drug smuggling along the Southwest border, and to enlist the support of the land border carriers in the war on drugs. The LBCIP provides carriers with a means to improve their own cargo terminal and conveyance security as well as to enhance their awareness of drug smuggling, and to encourage carriers to recognize and report suspected illegal activities to U.S. Customs. 835 carriers currently participate in the LBCIP; Customs plans to expand the number of agreements with participating carriers to 1500.

Enforcement - Community Level Solutions

The United States faces the continued threat of narcotics smuggling, the malaise of drug abuse and the related crimes it inflicts on American society. Customs has achieved successful results at the community level through the use of Strategic Problem Solving (SPS), a creative, multi-functional approach that endeavors to prevent or reduce enforcement violations in addition to enhancing detection and apprehension of "willful violators." One example of a SPS project involved the prevalence of the powerful "date rape" drug, Rohypnol, in Texas high schools. A multi-disciplinary team from Customs, DEA and FDA worked together to close a loophole that permitted importers to bring in prescription quantities of the drug from Mexico. Within weeks of the closing of this loophole, Texas public health officials reported that the price of Rohypnol doubled and its availability in Texas high schools significantly diminished.

- Provide community-level solutions by employing Strategic Problem Solving (SPS) at the local level with other Federal, state and local governments, carriers and manufacturers. Nationwide, the number of SPS team projects will increase from the current 85 to 200; and the overall effectiveness of the SPS program will increase by 20%.

Facilitating Importation of U.S. Goods into Foreign Countries

World trade is expected to continue its rapid growth. By the year 2000, it is anticipated that \$2.6 trillion dollars in merchandise will be imported into and exported from the United States. With

this increase in trade volume, its importance to our economy will continue to grow. As world trade grows, Customs must work with its export community to promote modern harmonized customs procedures throughout the world for the benefit of U.S. exporters.

- Ease the importation of U.S. goods into foreign countries by: working with the World Customs Organization to gain acceptance of the International Customs Guidelines proposed by the International Chamber of Commerce; serving as a technical consultant to other federal agencies (U.S. Trade Representative, Commerce, State) on issues involving import clearance procedures and impediments in foreign countries; and working with foreign customs administrations to address import processing and trade facilitation through training and advisory assistance.

ENVIRONMENTAL PROTECTION AGENCY REINVENTION GOALS FOR 2000

At EPA, a commitment to setting tough standards for protecting public health and the environment is bolstered by a reinvention agenda aimed at increasing flexibility and cutting unnecessary costs -- benefits not always associated with conventional environmental regulatory programs. The following goals represent what EPA believes can be achieved in the future through innovative approaches taken today.

- **Widespread cleanup and reuse of contaminated industrial facilities:** By the year 2000, 300 communities will have Brownfield pilot projects to rapidly return hazardous waste sites to productive use -- triple the number of projects today.

Abandoned industrial properties often lie dormant, a drag on the health and economy of surrounding neighborhoods, while pristine rural areas are developed into industrial lands. To break this cycle of degradation, the Brownfields Initiative empowers states, communities and other stakeholders to work together to prevent, clean up and sustainably reuse these formerly contaminated properties, returning health and economic well-being to these largely urban areas while helping preserve our remaining open spaces and reverse the process of urban sprawl. In addition to clarifying cleanup liability provisions and promoting tax incentives for redeveloping abandoned and under-used industrial sites, EPA will expand its efforts to create public/private partnerships among all levels of government and the private sector to leverage our ability to rejuvenate blighted areas and provide the foundation for neighborhood revitalization, job creation, and restoration of hope at the community level.

- **Safe, clean drinking water for all Americans:** By the year 2000, 88 percent of the population (a 7-percent increase from 1994) served by community water systems will receive drinking water meeting all health-based requirements. By 2005, 95 percent will achieve this level of protection.

Across the country, 240 million Americans rely on community water systems for their drinking water. To help ensure their protection against microbial and other contaminants, EPA will adopt a more risk-based approach to setting drinking water standards, simplify monitoring requirements, and encourage voluntary treatment methods to reduce risks not manageable through conventional drinking water treatment methods.

- **Streamlined environmental reporting and greater public access to environmental information:** By the year 2000, businesses will be able to report electronically to EPA; real-time information about environmental conditions will be available to residents of the nation's 85 largest metropolitan areas; and citizens throughout the nation will have access to the latest trends regarding air, water, drinking water and other environmental conditions through the newly launched Center for Environmental Information and Statistics.

Reliable information about the environment forms the foundation for all environmental decisions -- by families, businesses, communities, states and EPA. One-stop environmental reporting for industry offers the potential to save money while increasing public access to information. Easy access to information about local conditions will expand citizen involvement in decisions about their communities and give people tools to protect their families. Increased information exchange between scientists, public health officials, businesses, citizens and all levels of government will foster greater knowledge about the environment and what can be done to protect it.

- **Greater awareness of children's environmental health concerns among the public:** By the year 2000, 50% of new parents will be able to describe one child protective action they have taken related to environmental hazards.

Children today face significant and unique environmental health threats because they are often more heavily exposed and more vulnerable than adults to toxins in the environment. On April 21, 1997, President Clinton signed an Executive Order to reduce environmental health and safety risks to children. EPA -- in partnership with health care providers, schools, parents, children and all relevant organizations -- will increase attention to children's environmental health effects in regulatory decisions and will improve public access to reliable information.

**FEDERAL AVIATION ADMINISTRATION
NPR GOALS AND COMMITMENTS
FY 1998-FY 2000**

DELIVERING GREAT SERVICE

Improve aviation security by installing 54 certified explosives detection systems, 17 other checked baggage screening units, and up to 489 trace explosives detection devices by June 1998.

By year 2000, reduce the number of flight delays attributable to the air traffic management system by 20 percent from the 1994 levels by modernizing air traffic control equipment and facilities and by enhancing procedures and processes.

Make aviation safety information immediately accessible on the Internet, eliminating the 2-week time period it previously took to respond to requests for such information.

FOSTERING PARTNERSHIPS

Expand voluntary aviation security airport consortia from 41 in 1996 to 270 by the year 2000. The consortia are partnerships among aviation industry, local law enforcement, and Federal Government at the Nation's commercial airports. They improve the security of the flying public by conducting vulnerability assessments and developing action plans that address security concerns.

Expedite the development and availability of the new Global Positioning System (GPS) (satellite navigation) approaches at general aviation and commercial airports by working jointly with state aviation agencies. This will result in a safer and more efficient National Airspace System (NAS) and will save NAS users hundreds of millions of dollars annually due to more precise routings, fuel savings, and increased airport efficiency. FAA will develop 500 GPS approaches per year, thereby, allowing safer approaches to these airports (target is 4,100).

INTERNAL REINVENTION

Convert a total of 128 FAA Level I towers to contract towers for a cost reduction of approximately 50 percent per tower. To date, 85 FAA Level I towers have been converted, 25 will be converted in FY-97, and 18 are scheduled for conversion in FY-98.

Reduce total time (by 50 percent) and cost (by 20 percent) of acquiring and fielding equipment through acquisition reform.

Develop and adopt a streamlined human resource management system that will eliminate outdated, cumbersome administrative procedures, improve delivery of services, hold down costs, and give FAA the management flexibility it needs to meet the dynamic human resource requirements of the 21st century. Major goals are to: (1) Reduce time required to establish positions by 90 percent by cutting the number of position descriptions (PD) by 50 percent and increasing the use of standardized PD's; (2) Reduce time to advertise positions by more than 80 percent by making vacancy announcements available through Internet and an automated telephone and fax system; and (3) Automate personnel processes including benefits election and recruitment and staffing by the year 2000 that will provide greater accuracy of information, quicker decisionmaking, and increased efficiency and cost effectiveness.

Financial Management Service Four-Year Goals

(to be achieved by the summer of 2000)

Support an all-electronic payments and collections environment in which the Federal government will operate at lower costs with improved customer service by:

Increasing the percentage of Federal payments that are made electronically from 54 percent to 77 percent.

Increasing from two to 50 the number of states in which Federal benefit agencies have the capability to deliver electronic payments to recipients without bank accounts.

Helping states administer Food Stamp, Child Support, and other Federal programs by providing the capability to offer payments electronically to recipients on one plastic card.

Ensuring that clients of Federal benefit agencies receive their payments on time and in the right amount 99.999 percent of the time.

Ensuring that major electronic collections mechanisms and networks are in place by the year 2000 to support an all electronic revenue collection system.

Increase the collection of delinquent debt owed the federal government by over \$14 billion, and increase the number of states participating in the Treasury Offset Program to collect delinquent child support payment debts by over 500%(from 8 to 50).

Support good government and increased confidence in financial integrity by fully implementing the provisions of the Government Management Reform Act of 1994, and taking necessary steps to support an unqualified/"clean" audit opinion on the FY 2001 Consolidated Financial Statements of the Federal Government.

By 2000, all CFO Agencies will have implemented transaction based Standard General Ledgers.

By 2000, all CFO Agencies will have implemented FASAB Standards.

*Food and Consumer Service
4-Year Goals*

Mission

The mission of the Food and Consumer Service (FCS) is to provide children and needy families access to a more healthful diet through its food assistance programs and comprehensive nutrition education efforts. FCS programs work both individually and in concert with one another. Taken together, these programs provide a nutrition safety net for low-income Americans.

Our success rests directly on the success of our partners. State and local agencies administer FCS nutrition assistance programs through a Federal-State-local partnership. We work closely with our partners to establish priorities, provide technical assistance and deliver program services and benefits.

Delivering Great Service

- ◆ Local school districts will serve healthy meals to America's children. Healthy meals must meet both the RDAs and the *Dietary Guidelines for Americans* for total fat (30% of calories) and saturated fat (10% of calories). School districts will:
 - reduce the average percent of calories from total fat in school lunches from 38% in 1993 to 35% in 1998 and to 30% in 2000;
 - reduce the average percent of calories from saturated fat in school lunches from 15% in 1993 to 13% in 1998 and to 10% in 2000;
 - reduce the average percent of calories from total fat in school breakfasts from 31% in 1993 to *Dietary Guidelines* goal of 30% in 1998;
 - reduce the average percent of calories from saturated fat in school breakfasts from 14% in 1993 to 12% in 1998 and to 10% in 2000, and
 - serve lunches that provide 1/3 of the RDA for calories, and key nutrients.
- ◆ State welfare agencies will dramatically expand the use of EBT, Electronic Benefit Transfer (debit cards), to deliver Food Stamp benefits.
 - The number of States issuing benefits by EBT will increase from 22 in 1997 to 42 in 2000.
 - The percent of benefits issued by EBT will increase from 20% in 1997 to 65% in 2000.
- ◆ State public health agencies and local Special Supplemental Nutrition Program for Women, Infants and Children (WIC) programs will further WIC's demonstrated success. Together, we will:
 - increase the incidence of breastfeeding among WIC mothers by 10% (27,500), from 33% (275,000) in 1994 to 36% (302,500) in 2000;
 - ensure that critical early childhood immunization rates for WIC children are no less than 90% in 2000;
 - increase the number of States issuing benefits by EBT from 1 in 1997 to 7 in 2000; and,
 - reduce monthly food costs per WIC participant (adjusted for inflation) by 10 % in 2000 through administrative efficiencies.

Internal Reinvention

- ◆ We will improve the efficiency of our commodity programs by replacing cumbersome paper ordering and inventory systems with a customer friendly, automated, paperless system. The Agency will increase the number of State distributing agents using the Electronic Data Interchange from 23 in 1997 to 150 in 2000, representing 80% of total food distribution.

FDA REINVENTION GOALS

FDA's proposed reinvention goals represent critical elements of the Agency's broad strategy for the 21st Century. Each of the goals requires a blend of reinvention, responsiveness to our 'customers' (The American public), and partnering with key stakeholders in order to produce meaningful results. Achievement of these goals assumes continuity of current budget proposals and projections contained in the President's FY 98 budget.

More Efficient Drug Development

By the year 2002, reinvent the drug development and review process in collaboration with industry, and as a result, reduce the time required to deliver important new drugs to the American Public by as much as one year, as well as the expense of doing so.* A central strategy to achieve this goal will be to have in place an automated application filing process by the year 2002.

- * Contingent upon reauthorization of an enhanced PDUFA beyond FY 97. Currently, intensive negotiations are underway with Congress to determine the scope and funding of future PDUFA activities. The results of these deliberations will help to determine what is a reasonable Year 2000 goal to target in term of time frame reductions.

Better Medical Product Information

In accordance with legislative mandate, 75% of all consumers receiving new drug prescriptions will be given more useful and readable information about their product by the year 2000. Usefulness is defined in terms of: scientific accuracy; unbiased content and tone; specificity and comprehensiveness; and timeliness. Based on national surveys conducted by FDA, the percentage of people who received useful information on new drug prescriptions was only 32% in 1992. To achieve the 75% goal, FDA will partner with industry, health care providers and the consumer. Simultaneously, FDA will revise and make more readable prescription drug and OTC labels. The impact of these information and labeling initiatives will be to improve the accurate use of medications and reduce risks associated with medication misadventures.

Stronger Food Quality Assurance

By the year 2000, assure improved quality of the American food supply, through a collaborative system encompassing government and private sector stakeholders.* In the seafood industry, two thirds of the processors will be operating under HACCP (Hazard Assessment Critical Control Points) quality control systems. HACCP is a newly instituted, industry-based monitoring system, and represents one element in the President's multi-strategy food safety initiative. FDA will be working closely with USDA, EPA and the Centers for Disease Control to implement this initiative.

- * Assumes funding of the Food Safety Initiative through the year 2000.

Faster Access to Important New Medical Devices

By the year 2000, reduce the review time for important medical devices by 30%. (Important medical devices are those products that present a major clinical benefit or pose a significant risk to patients). This will be accomplished by reinventing the screening and review process for product applications. The impact of this goal is that millions of Americans will have faster access to safe and effective medical devices. FDA is reinventing the medical device review process and redefining the concepts of high risk and high impact products. The new definition will be applied to establish a baseline to measure review time for important medical devices.

1-98-0001-0001

THE FOOD SAFETY AND INSPECTION SERVICE: FOUR-YEAR GOALS

The Food Safety and Inspection Service (FSIS) provides service to consumers by regulating the meat, poultry, and egg product industries to ensure that products in interstate commerce are safe, wholesome, and accurately labeled. The following three strategic goals highlight fundamental Agency activities in its public health mission.

1. Improve food safety by establishing a science-based system of preventative process control for all meat and poultry products and by reducing pathogens on raw product.

The Agency's Pathogen Reduction/Hazard Analysis and Critical Control Point (HACCP) Systems regulation requires plants to adopt this system of process controls to prevent chemical, physical, and biological food safety hazards. Specific regulatory requirements for plants for sanitation and microbiological testing are now in place. Anticipated outcomes of the regulation include:

- Development of a better understanding of *E. coli* O157:H7 and other foodborne pathogens by developing baseline data and by collaborating on research and other regulatory and non-regulatory approaches.
- Reduction in the prevalence of foodborne pathogens in meat and poultry products.
- By 1998, 80% of all Federally inspected meat and poultry products will be produced under a HACCP system; by 2000, 100% of all Federally inspected meat and poultry products will be produced under a HACCP system.
- By 1998, more than 95% of plants slaughtering cattle, swine, chicken, and turkeys will be tested routinely for *Salmonella* incidence.

The Secretary of Agriculture has also set as a Departmental food safety goal a 25% reduction in the number of foodborne illnesses by the year 2000.

2. Redirect FSIS resources to improve food safety and to achieve other consumer protection responsibilities.

- FSIS will expand and improve interagency cooperative agreements on inspection and establish effective partnerships with States and other agencies to:
 - develop a national inspection database through the Field Automation and Information Management initiative
 - support risk assessments for regulatory and non-regulatory activities
 - promote the nationwide adoption of the Food Code
 - achieve a national consistency of training, application of knowledge, and delivery of inspection

3. Promote the necessary cultural change to support a HACCP-based farm-to-table food safety strategy.

- As part of the President's *National Food Safety Initiative*, FSIS is collaborating with other food safety and public health agencies to identify and encourage research to address food safety risks.
- The Agency will collaborate with States, other Federal agencies, industry, and academia to expand existing information systems on foodborne illness and establish a national clearinghouse on food safety information and education.
- FSIS will cooperate with States and producers to expand knowledge and use of public health-based on-farm practices.

**Year 2000 NPR Goals
USDA Forest Service
June 20, 1997 DRAFT**

1. Offer to all customers, contractors, suppliers, and vendors the opportunity to conduct financial transactions electronically.
2. Offer toll-free telephone, world wide web, and automated applications to all permittees and applicants of the most frequently requested special use permits.
3. Establish an internal market economy, using enterprise teams, to improve efficiency of managing the National Forests in California, reinvesting the savings in a highly skilled workforce to improve the quality of land stewardship and customer service.
4. In collaboration with the Bureau of Land Management, improve service to the public land users by providing one-stop shopping for information, permits, and other frequently requested over-the-counter products and services at BLM and Forest Service facilities.
5. In collaboration with the Bureau of Land Management and the National Park Service, provide an integrated, nationwide outdoor recreation information system that gives all Americans quick and easy electronic access to information about recreation on federal lands, recreation use permits, and reservations.

HHS REINVENTION IMPACT CENTERS

HEALTH CARE FINANCING ADMINISTRATION Beneficiary Cluster

Health Promotion

NPR Goal: Increase the well-being and survival of beneficiaries through increased use of covered preventive services.

The long-term goal is to improve health outcomes and reduce morbidity and preventable deaths through: partnerships with other purchasers and the health care community to improve health care interventions; and educating beneficiaries and influencing them to obtain preventive and health-sustaining treatments. Over the next four years, this goal will be achieved by striving to reach the targets established in the following areas:

- Increase from 34% to 100% the number of states conducting maternal AIDS education projects to inform women of childbearing age of the importance of HIV testing and, if necessary, treatment as part of prenatal care that is covered under the Medicaid program.
- Increase from 59% to 80% the number of Medicare beneficiaries with end stage renal disease receiving adequate hemodialysis.
- Increase to from 45% to 85% the number of Medicare beneficiaries with diabetes receiving annual eye exams.
- Increase from 41% to 60% the number of Medicare beneficiaries aged 65 and over receiving vaccinations for influenza.
- Increase from 16% to 60% the number of Medicare beneficiaries aged 65 and over receiving a vaccination for pneumonia.
- Increase from 39% to 60% the number of Medicare beneficiaries receiving, biennially, a mammogram.

Medicare Integrity

NPR Goal: Achieve more than half of program integrity savings by eliminating mistaken or inaccurate payments.

The long term goal is to improve the fiscal integrity of the Medicare program through a stronger emphasis on eliminating mistaken or inaccurate payments and preventing fraud and abuse. We will continue an aggressive fraud and abuse surveillance and enforcement effort, which results primarily in savings from recoveries of payments already made. Over the next four years, however, we will shift the balance of savings from the current even split between avoided and recovered payments so that more than half result from eliminating mistaken payments.

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REINVENTION IMPACT CENTERS

Immigration and Naturalization Service 4-Year Goals

Improving Customer Service-In the Airports

- In partnership with the airline industry, biographical information on international air passengers will be collected in advance of their arrival in the US through the use of the Advance Passenger Information System (APIS). In addition, we will expand the electronic sharing of visa and application information between the Department of State and INS through the DataShare initiative. The overall result will be that most international air passengers will be cleared through the primary inspection process in 30 minutes or less, while improving enforcement and regulatory processes.
- Advanced biographical information will be obtained on 80 percent of international air passengers through the use of APIS greatly expediting passenger processing and enhancing enforcement. (Joint - Customs, INS, APHS)
- Electronic sharing of visa and application information between DOS and INS through the DataShare initiative will include nonimmigrant visa information reducing the incidence of fraudulent visas and expediting the visa issuance process by capturing and sharing information on 80 percent of all visaed travelers. (Joint - INS and DOS)

Improving Customer Service-On the Land Border

- INS will process most travelers in 20 minutes or less at any location along the northern land borders, except at peak traffic times and weekends.
- In the southern land borders, the Federal Inspection Services will establish five additional Dedicated Commuter Lanes (DCL) for pre-approved, frequent border travelers who have passed rigorous background checks that qualify them for expedited entry and minimal inspection. The overall result will be that the majority of the travelers will be processed in 30 minutes except on weekends and peak traffic times, effectively freeing up additional resources to reduce the illegal movement of people and prohibited goods into the United States. (Joint - INS, Customs, APHS)

Border Patrol

Historically, the San Diego, California and El Paso, Texas border corridors were those most frequently used by illegal border crossers. These two areas alone accounted for over 67 percent of all apprehensions along the southwestern border. Because of our current border strategy, illegal immigration patterns have been altered, reducing apprehensions in those corridors to only 43 percent of the southwest border total. However, pressures of illegal immigration continue. Local border communities and states continue to experience the negative impact of crime related to alien and drug smuggling.

- By employing a multi-year border control strategy and maintaining a professional, well trained law enforcement workforce we will sustain definitive control over the San Diego and El Paso corridors, ensuring that apprehension rates do not degrade even as we allocated future resources to other illegal crossing corridors along the border.

Expanding Partnerships

A key component of the Clinton Administration's continuing commitment to crack down on illegal immigration is the reduction of the magnet of job opportunities that draw unauthorized workers. The INS, while expanding its efforts to remove undocumented aliens from work places, also created pilot programs such as "Operation Jobs" to assist businesses to replace unauthorized workers with those legally authorized to work. This program has the added benefit of protecting the rights of legal workers and helping states to reduce the numbers of those on welfare.

- The INS will actively encourage partnerships with states by attempting to increase the number of partnerships in these programs from two to six. INS will serve as a catalyst by identifying 10,000 jobs previously held by unauthorized workers that may be freed nationwide.

Naturalization Reinvention

Within the last three years, the INS has experienced a surge in Naturalization applications. This year alone, we expect to receive 1.8 million applications.

- Complete process reinvention for naturalization and implement the resulting best practices to other benefits processes nationwide, while maintaining the integrity of the naturalization process.
- Establish and maintain customer friendly processing time standards for all applications and implement nationwide.
- Provide newly naturalized citizens the option of applying for US passports as part of their naturalization process.

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National Park Service

4 year Goals

A. Delivering Great Service

By the year 2000, increase by 7 percent the customers who rate park facilities, services, and recreational opportunities as "good" or "very good".

Increase by 10 percent the customers who rate the usefulness of technical assistance provided for historical and natural resource protection as "good" or "very good".

By the year 2000, an integrated nationwide outdoor recreation information system will give all Americans quick and easy electronic access to information about recreation on federal lands, recreation use permits, and reservations.

B. Internal Reinvention

Integrate 50 percent of the major NPS data systems.

Reduce NPS employee lost time injury rate by 50 percent and reduce the costs of new workers' compensation costs by 50 percent.

Annually support 3.3 million volunteer hours in parks, a 10 percent increase.

Work to ensure that the population of annual new hires reflects the overall diversity of the civilian labor force.

C. Fostering Partnerships

Eighty percent of communities served with NPS technical assistance programs rate our partnership assistance as "good" or "very good".

1,000 additional miles of trails, 1,000 additional miles of protected river corridors, and 30,000 additional acres of parks and open space are conserved with NPS partnership assistance.

U.S. DEPARTMENT OF LABOR
OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION
4 YEAR STRATEGIC GOALS

OSHA's vision is to be a world leader in occupational safety and health, with a clear focus on protecting the safety and health of America's workers. To achieve this vision, OSHA has established three interdependent and complementary strategic goals which will guide the development of programs and activities for the Agency. For each goal, the agency has identified specific, quantifiable objectives to assess OSHA's performance:

Goal #1: *Improve safe and healthful working conditions for all workers, as evidenced by fewer hazards, reduced exposures and fewer injuries, illnesses and fatalities.*

- ◆ Reduce injury/illness rates 20% in at least 50,000 of the most hazardous workplaces.
- ◆ Ensure that 80% of all worker complaints and referrals are resolved within an average of 20 working days of notification to the employer.

Goal #2: *Change workplace culture to increase employer and worker awareness of, commitment to, and involvement with safety and health.*

- ◆ By September 30, 1998, OSHA will standardize and fully implement Cooperative Compliance Programs (OSHA's innovative enforcement/partnership leveraging programs) in all federal enforcement states, and by September 30, 1999, affect 12,000 workplaces that employ 2.5 million workers.
- ◆ Increase the number of plain language standard rewrites from 1 per year in 1997 to 5 per year in 2000.
- ◆ Make all standards, regulations and reference materials available from the OSHA Home Page on the Internet.

Goal #3: *Secure public confidence through excellence in the development and delivery of OSHA's programs and services:*

- ◆ By September 30, 1999, OSHA will redesign all of its field enforcement offices in order to improve the agency's ability to affect the most hazardous workplaces.