



# Georgia's Strategic Planning Process Overview

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**Governor's Office of Planning and Budget**

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# How We Got Here



# Planning in Georgia Government

- Planning Department in the 1970s
- Eliminated in the early 1980s
- Budget Accountability and Planning Act 1994
  - 1) Highly structured agency planning
  - 2) Limited planning requirements
  - 3) Current process focus

# Integrated Planning Process

5 Agencies



1 Process



- ❑ Consolidates multiple planning processes.
- ❑ A centralized web-based system is used to collect planning information.

<b>Planning Process</b>	<b>Lead Agency</b>	<b>Legal Authority</b>
Strategic Planning Process	OPB	45-12-73
State Strategic Plan	OPB	45-12-73
Agency Strategic Planning	OPB	45-12-175
Information Technology	GTA	50-25-4
Workforce Planning	SPA	45-20-1(e)
Capital Improvements	OPB	45-12-73 (6)
Customer Service	OCS	EO 1.25.06.01
Space Management	SPO	50-16-35

# Coordinated Planning



- Emphasize coordinated planning among the support functions **within an agency** and **across the state**.
- Coordination with the budget, human resource, information technology, and facility staff is a necessary part of the planning process.

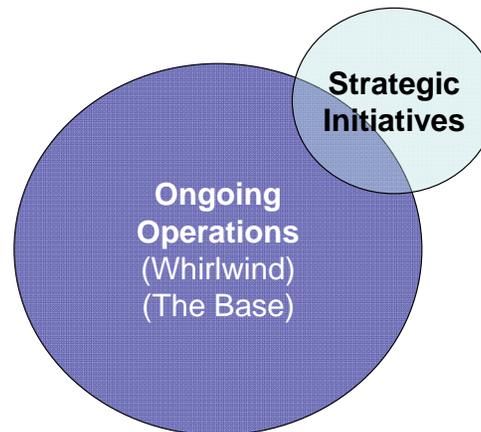


# Topics

- I. State Strategic Planning Framework
- II. Agency Planning Framework
- III. Plan Review Process
- IV. Planning and Decision Support

# STATE STRATEGIC PLANNING FRAMEWORK

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# Achieving Results for Georgians

## State Planning Framework



# IMPROVEMENTS 2004-2010



- Policy Collaborative Process
- Agency Flexibility
- Database



# STATE STRATEGIC GOALS

## VISION

A State Government that is value-driven,  
customer-focused and results-oriented

## RESULTS FOR GEORGIANS

### EDUCATED

- Improve student achievement
- Enhance quality of education workforce
- Improve workforce readiness skills

### HEALTHY

- Encourage healthy lifestyles through preventive care, disease management and early intervention
- Improve access to quality healthcare at an affordable cost
- Promote the most productive, independent lifestyle for Georgia's vulnerable citizens
- Efficiently and effectively deliver healthcare programs

### SAFE

- Promote safe communities and stable families where children can thrive
- Provide a safe environment for people to work and play
- Provide a safe, secure state by effectively managing and rehabilitating offenders
- Promote homeland security and emergency preparedness for natural and manmade disasters or terrorism.
- Reduce loss of life and injury on Georgia's roads

### GROWING

- Create quality jobs and promote innovation and investment in Georgia
- Expand the economic impact of tourism and recreation throughout the state
- Improve mobility of people and goods around the state and metro Atlanta areas
- Improve overall environmental quality and conservation practices

## BEST MANAGED

Employ an enterprise approach and best practices in Georgia's financial management

Deliver state services faster, friendlier, and easier

Strategically manage the state's infrastructure and be stewards of its assets

Provide an attractive place to work and build a career in state government

Improve decision makers' access to quality enterprise data through integrated systems

# STATE OF GEORGIA

## HEALTHIER GEORGIA



HEALTHY LIFESTYLES



ACCESS/SAFETY NET



LOCAL SERVICES



DELIVERY SYSTEMS

### **Goal 1 Improve healthy lifestyles through preventive care, disease management, early intervention and disparities elimination**

#### **Indicators**

- a) Percent of Georgians who are obese
  - i) Adults
  - ii) Youth
- b) Percent of Georgians who have a preventive cancer screening for:
  - i) Breast cancer
  - ii) Cervical cancer
  - iii) Colorectal cancer
- c) Percent of Georgians who smoke
  - i) Adults
  - ii) Youth
- d) Percent of low birth weight babies

### **Goal 2 Improve access to quality health care at an affordable cost and enhance the state's safety net infrastructure**

#### **Indicators**

- a) Percent of uninsured Georgians
- b) Number of physicians by primary care specialty in Georgia (per 100,000 population)
- c) Number of federally qualified health centers, safety net clinics and community health centers per capita
- d) State and federal investments in rural health initiatives

### **Goal 3 Promote the most productive, independent lifestyle for vulnerable citizens**

#### **Indicators**

- a) Number of Medicaid 1915 (c) Home and Community Based Waiver enrollees in Georgia
- b) Number of developmentally disabled consumers served in state or community institutions
- c) Utilization of state hospital and community services by mental health consumers
- d) Number enrolled in Community Care Service Program (CCSP) for older Georgians

### **Goal 4 Increase efficiency and effectiveness in delivery of health care programs**

#### **Indicators**

- a) Percent change in the annual health care expenditures on state managed programs compared to state revenue growth and clients served (*future measure*)
- b) Medicaid expenditure per enrollee in Georgia
- c) Percent of hospital and emergency department visits reduced by disease management and case management contracts (*future measure*)

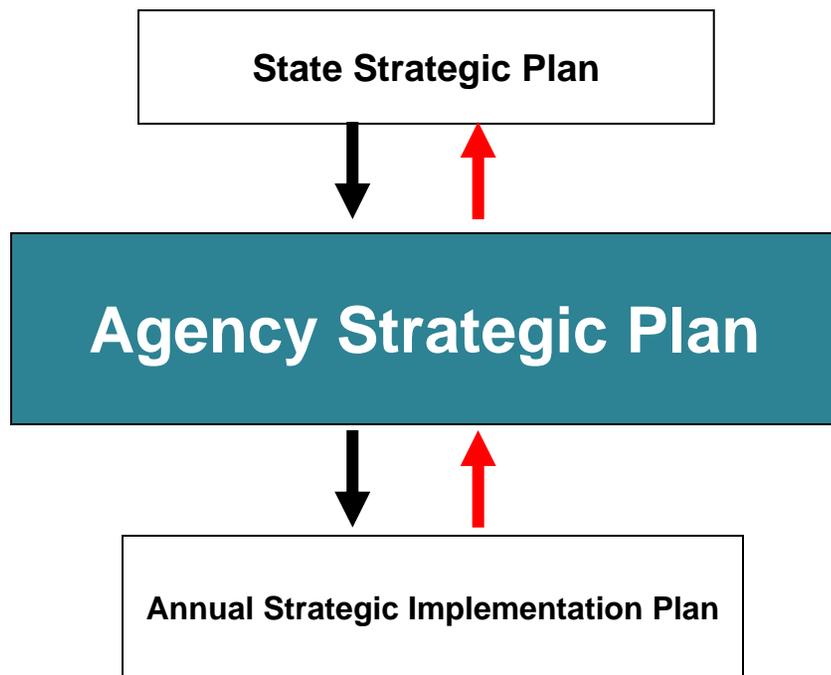
**Note:** *Future measure* indicates measures where data collection is in the preliminary stages and as such, is a developing measure that will be tracked in future years.

# Agency Planning Framework

- Three-year timeframe
- Align to the state plan
- Planning model that works best for the agency



# Agency Plan



## Timeframe:

- 3-year plan
- Agency annually reassesses

## Reported Content:

- Mission
- Vision
- Enterprise Issues, Barriers, Opportunities
- Goals
  - Alignment to State Goal
  - Measurable Objectives and other measures
    - Strategies
      - Description and Impact
      - Cost estimate/order of magnitude
      - When will you do it?
      - Benefit to customers
      - Impact on staffing?
      - **Impact on IT?**
      - Impact on facilities/space?
      - What budget programs are impacted?
      - Key Partners

## Used By:

- Agency to lead and communicate direction
- Document agency's contribution toward a state strategy
- OPB, GTA, SPA, SPC for statewide planning
- Stakeholders to see agency strategic priorities

## Planning / Horizon Timelines for Calendar Year 2010

FY 2010 Planning Cycle		FY 2011 Planning Cycle	
Activity	Date	Activity	Date
<b>January 2010</b>			
Mid-year Report Due	1/31/2010		
<b>February 2010</b>			
Agency Mid-year Report Information Sent to Enterprise Agencies	2/15/2010		
<b>March 2010</b>			
Enterprise Agencies Follow-up on Mid-year Status Reports	3/1/2010	Planning Guidelines Updated	3/15/2010
<b>April 2010</b>			
		Horizon Instructions Updated	4/15/2010
<b>May 2010</b>			
		Agencies Begin Entering / Advancing FY 2011 Planning Data in Horizon <b>[See Note 1]</b>	5/1/2010
		FY 2011 Horizon Plan Submission Deadline	5/31/2010
<b>June 2010</b>			
		Enterprise Agency Plan Reviews Complete	6/30/2010
<b>July 2010</b>			
		FY 2011 Annual Implementation Plan (AIP) due	7/31/2010
<b>August 2010</b>			
Year-End Report Due	8/15/2010		

**Note 1:** The program structure used in the May 1, 2010 Horizon update schedule noted above will be based on the FY 2010 Appropriation Act. OPB will update the program structure to reflect the FY 2011 Appropriation Act for any agencies that have changes to their structure. Agencies with programs that are changed or eliminated will need to review and update the associated goals, measurable objectives and strategies.

# Review Process

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## Strategic Planning Database

# Strategic Planning and the Enterprise Agencies

## **Georgia Technology Authority (GTA)**

- GTA will use the agency strategic plan as a basis for understanding the business case for new IT investments.

## **State Personnel Administration (SPA)**

- SPA will use the agency strategic plan as a basis for understanding how the demands on the workforce are changing and how that impacts competencies and job families statewide.

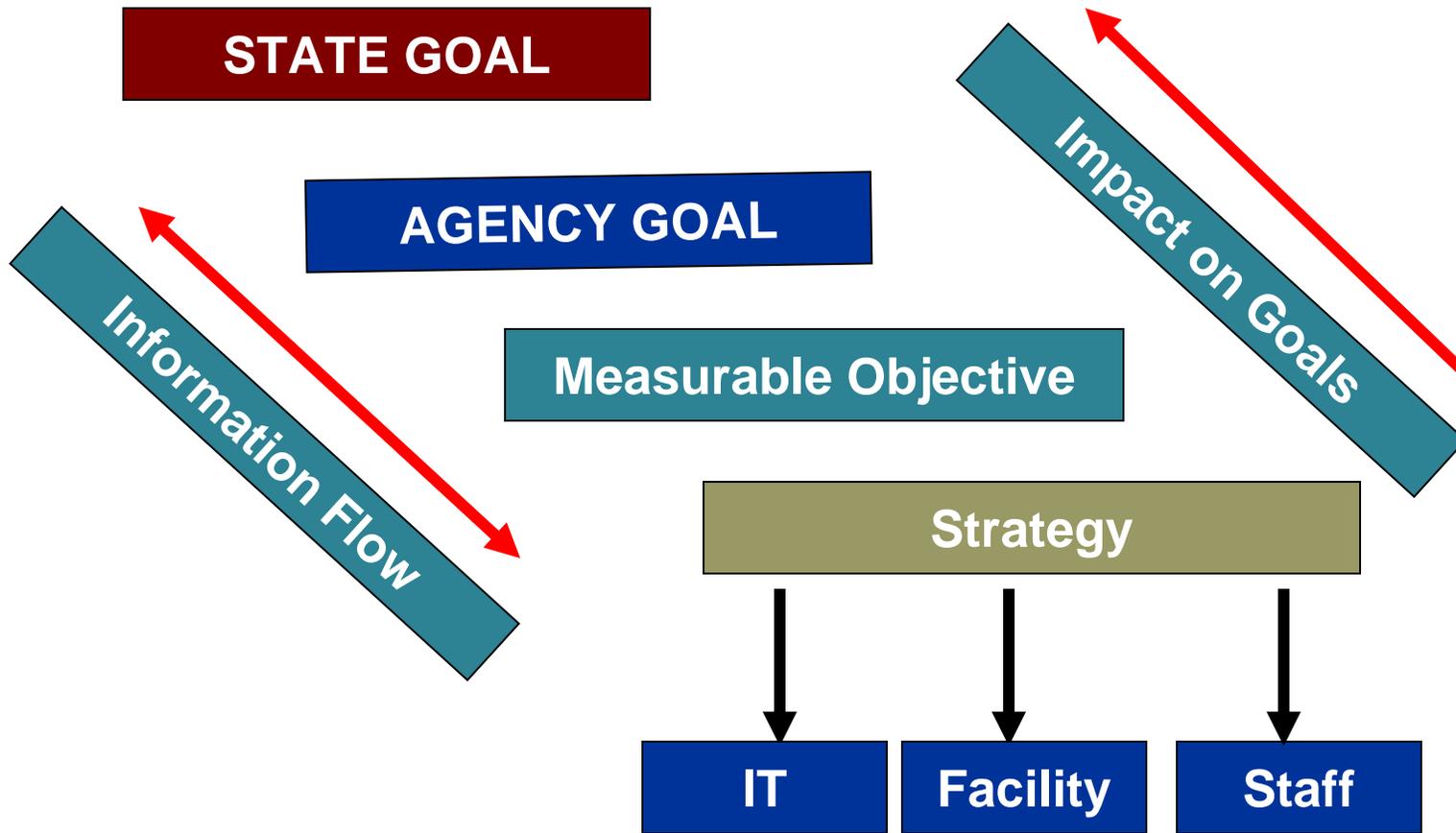
## **Office of Customer Service (OCS)**

- Separate customer service plan is eliminated. OCS will use agency strategic plans to identify agencies with customer-focused strategies and offer OCS planning and consultation services, such as customer service improvement, rapid process improvement, call center improvement, etc.

## **State Properties Commission (SPC)**

- SPC will use the strategic plans to identify and coordinate similar projects and space needs across state government. Planning information will be used to coordinate the timing and implementation of infrastructure investments. To establish a uniform vision that ensures the highest and best use of the State assets.

# STRUCTURE



# Executive Summary Report

## AGENCY STRATEGIC PLAN-EXECUTIVE SUMMARY

Agency: 469 - Bright from the Start: Georgia Department of Early Care and Learning

Mission: We deliver exemplary early care and education programs that improve the quality of early learning experiences, increase school readiness, and improve overall school performance.

Vision: We will increase the number of Georgia's children and families who have access to quality early care and learning programs. More of Georgia's early care and learning programs will achieve and maintain higher, measurable, research-based standards.

Core Values: We value children as our first priority. Parents are the primary care takers. Providers are our partners and intercessory care takers. Employees are valued.

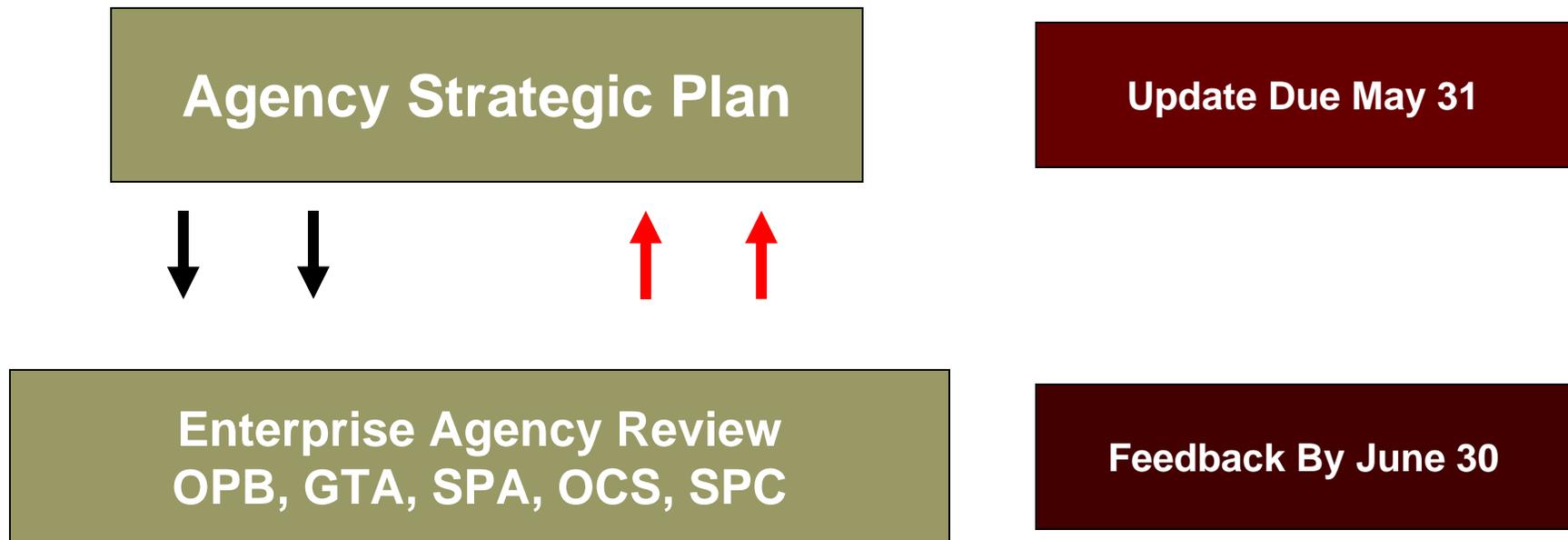
Agency Strategic Plan-Executive Summary				
Goal Priority	Agency Goal	State Goal	Measurable Objectives	Strategies
1	Quality: Increase the quality, access, and safety of child care settings.	Improve student achievement. Promote safe communities and stable families where children thrive.	1) Increase the number of accreditations in child care settings by 10% by FY2012. 2) Increase Pre-K Quality Assessment scores by 10% by FY2012. 3) Lower health and safety violations in child care settings by 15% by FY2012. 4) Increase the capacity of Pre-K in public and private settings by 12% by FY2012.	1) Pre-K Quality Assessment 2) Accreditations 3) Health and Safety Project 4) Pre-K Capacity
2	Professional Development: Increase the number of qualified staff in child care settings.	Improve student achievement. Enhance the quality of the education workforce.	1) Increase the number of credentialed provider staff by 10% by FY2012. (estimate without baseline data) 2) Increase the number of credentialed DECAL staff by 10% by FY2012.	1) Professional Development System & Registry 2) Scholarships and Incentives Programs 3) Zero to Five Credential 4) Pre-K CDA Credential Requirement 5) DECAL Credentials 6) Cross Training of DECAL staff
3	Communication: Improve and expand communications, both internally and externally.	Deliver state services faster, friendlier, and easier. Provide an attractive place to work and build a career	1) Increase provider feedback scores by 10% by FY2012. 2) Increase parent feedback scores by 10% by FY2012. 3) Increase employee feedback scores	1) Web Re-facing 2) Auto Attendant Phone System 3) Enhance Parent Knowledge of Quality 4) Proactive Communications 5) Customer Feedback

**Staffing /IT/ Facilities**

**Comments: Accomplishments, Changes, Progress, etc**



# State Planning Feedback Process



# Strategic Planning: Information for Decision Making

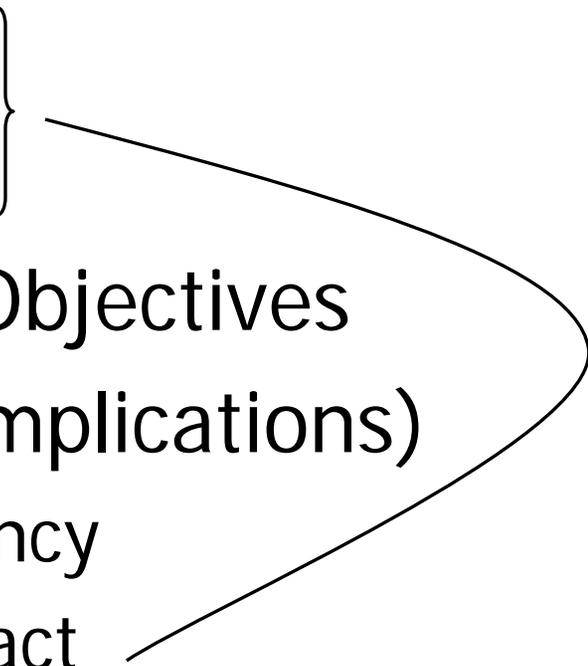
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# Agency Plan Utilization

- First and foremost the agency strategic plan is for the use of the agency.
- OPB will use the agency strategic plan to assess the alignment of the **agency's budget request** to the agency's strategic plan.
- The agency strategic planning information informs the discussion between the agency, OPB and the Governor's Policy Staff for the next **budget development cycle**.

# Decision Support Tool

- State Goal
  - Agency Goal
  - Measurable Objectives
  - Strategies (Implications)
    - IT Dependency
    - Facility Impact
    - Staffing Impact
    - Customer Service Impact
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1. Consistent
  2. Long-term View
  3. Gap Analysis

# Questions?

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