

State Strategic Planning Guidelines



Prepared by:

**Governor's Office of Planning and Budget
State Personnel Administration
Georgia Technology Authority
Agencies of the State Property Officer
Office of Customer Service**

Version 3-15-10

EXECUTIVE SUMMARY

PURPOSE

The state strategic planning guidelines outline the strategic planning process and requirements for the agencies of Georgia state government. State and agency strategic planning is required by law (OCGA 45-12-73 and 175).

STATE STRATEGIC PLANNING FRAMEWORK

The state strategic planning framework has three components. The first is state strategic plan which provides the vision, direction, and priorities of the state.

The state strategic plan outlines goals and statewide indicators for each of the five policy areas. Ultimately, the state strategic plan should steer the development of agency strategic plans. Agencies will be asked to come together and develop common initiatives that will “move the needle” on statewide indicators. Strategic investments proposed during the budget process will be evaluated against the state goals and indicators.

The second component is the agency strategic plan. The agency strategic plan is, at a minimum, a three-year plan and must align to the state strategic plan. It includes the agency goals, measurable objectives, strategies and resource implications.

The third component is the annual strategic implementation plan. The annual strategic implementation plan provides the details about the strategies from the agency strategic plan that will be worked on during the next 12 months.

INTEGRATED PLANNING PROCESS

The state’s strategic planning process and accompanying agency guidelines streamlines and consolidates multiple planning processes.

The integrated state strategic planning requirements satisfy the statewide strategic planning needs of the:

- Governor’s Office of Planning and Budget (OPB)
- Georgia Technology Authority (GTA)
- State Personnel Administration (SPA)
- State Property Officer¹ (SPO)
- Office of Customer Service (OCS)

¹ The State Property Officer provides leadership for the State Properties Commission, Georgia Building Authority and Georgia State Financing and Investment Commission’s Construction Division.

Agencies no longer submit separate strategic plans to various agencies. The need for a separate agency IT strategic plan and customer service plan is eliminated. Strategic planning information will be collected once and then used by multiple agencies to do statewide planning. A centralized web-based system called "HORIZON" is used to collect agency strategic planning information. Training on HORIZON is available in late March or early April.

EMPHASIS ON COORDINATED PLANNING

These strategic planning guidelines emphasize coordinated planning among the support functions within an agency and across the state. As part of the agency strategic plan, agencies will be asked to explain what the agency plans to do to achieve its goals and what the implications will be on financial, staffing, information technology, and space or facility resources. Agency leaders will find it necessary to coordinate with the budget, human resource, information technology, and facility staff as part of the new planning process. Coordination among agency partners is also critical as agencies come together to plan and implement statewide initiatives related to the state strategic plan. As plans are submitted, support agencies (OPB, GTA, SPA, SPO and OCS) will review to take advantage of synergies and opportunities, and mitigate challenges. Final emphasis will be directed towards assisting agencies in achieving their desired strategic outcomes.

STRATEGIC PLANS WILL INFORM THE BUDGET PROCESS

A strategic plan is a document that communicates an agency's vision, goals, objectives, strategies and direction to its employees, customers and partners. The strategic plan is used in all phases of the budget cycle. The strategic plan establishes a road map for the agency on the strategic activities that the agency wants to do new or different in the next three years. The strategic investments in the agency's budget are guided by the agency's strategic plan. The initiatives from the agency strategic plan are assessed to see if they are achieving the results anticipated.

The Governor and OPB will use the agency strategic plan to assess (1) how the agency is contributing to meeting the state's strategic goals and (2) how well the agency's budget request aligns to the agency's strategic plan.

The agency strategic planning information initiates discussion with the agency, analysis, and coordination between OPB and the Governor's staff for the next budget and policy development cycle.

The strategic plan will help to distinguish the strategic investments from the requests to maintain operations.

DUE DATES

The state strategic planning process and timeline is designed to support the budget process and other statewide planning and performance management efforts. The following are the key dates related to strategic planning:

Planning / Horizon Timelines for Calendar Year 2010

FY 2010 Planning Cycle		FY 2011 Planning Cycle	
Activity	Date	Activity	Date
January 2010			
Mid-Year Report Due	1/31/2010		
February 2010			
Agency Mid-Year Report information sent to Enterprise Agencies	2/15/2010		
March 2010			
Enterprise Agencies Follow-up on Mid-Year Status Reports	3/1/2010	Planning Guidelines Updated	3/15/2010
April 2010			
		Horizon Instructions Updated	4/30/2010
May 2010			
		Agencies Begin Entering / Advancing FY 2011 Planning Data in Horizon [See Note 1]	5/1/2010
		FY 2011 Horizon Plan Submission Deadline	5/31/2010
June 2010			
		Enterprise Agency plan reviews complete	6/30/2010
July 2010			
		FY 2011 Annual Strategic Implementation Plan (AIP) due	7/31/2010
August 2010			
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, measureable objectives and strategies.

CHANGES TO THE GUIDELINES FROM FEBRUARY 2009 VERSION

Changes to the planning process were kept to a minimum for the FY 2011 Planning cycle. Most of the changes were focused on improving the Horizon system for users, and these changes will be outlined in the updated Horizon Instruction Manual. The update to the state strategic planning guidelines includes the following changes:

- **State Personnel Administration:** SPA is using a new tool for enterprise workforce planning and this will replace the existing workforce requirements. In HORIZON, agencies will note any staffing impact on their strategies in a text box and reference the overall workforce plan.
- **Horizon Change:** Goals, Measureable Objectives and Strategies will be automatically numbered by the system for consistency and to facilitate tracking and use.
- **Horizon Change:** The Annual Strategic Implementation plan and the associated progress reports will be attached to Horizon as an Excel file. Agencies will no longer need to e-mail the files to OPB.
- **Horizon Change:** the Enterprise Ideas section of Horizon has been changed. This section will request ideas and suggestions from agencies regarding cost savings and efficiencies that can be implemented in your agency or across state government.

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1.0 AUTHOR'S NOTE

State strategic planning is under the direction of the Governor through the OPB director. The state strategic planning guidelines presented in this document were developed by an interagency team comprised of representatives from various agencies during the 2007 and 2008 calendar years. The new state strategic planning framework satisfies the statewide strategic planning needs of the Governor's Office of Planning and Budget (OPB), Georgia Technology Authority (GTA), State Personnel Administration (SPA), Office of Customer Service (OCS) and the State Property Officer (SPO).

These guidelines are a revision to the February 2009 version, which replaced the Strategic Planning Guidelines issued by OPB in August 2004.

Strategic Planning Coordinating Team

The Strategic Planning Coordinating Team is responsible for coordinating and implementing the State of Georgia's Strategic Planning process. This includes revising the state strategic planning guidelines as needed and providing agencies training and instruction.

Team membership consists of personnel from the following enterprise supporting agencies (ESA):

Office of Planning and Budget	Richard Young, Chair Ron Nawrocki, Brenda Purcell
Georgia Technology Authority	Joe Coberly, Michael Curtis
State Personnel Administration	Ann Phillips, Gwen Wiggins
State Property Officer (SPC, GSFIC, GBA)	Janet Wix, Frank Smith
Governor's Office of Customer Service	Joe Doyle
State Accounting Office	Allen Murray
Department of Administrative Services	Sherrie Southern, Gene Kirshbaum

OPB is the lead agency for strategic planning. OPB, at the direction and under the control of the Governor, is to:

“Develop and implement a process of strategic planning to establish and periodically update an overall plan for state government and require all state agencies to develop a strategic plan that is consistent with that overall state plan” (see OCGA 45-12-73).

Within the strategic planning coordinating team are leads for facilities planning, IT planning, workforce planning, and customer service improvement. The leads for these planning components prepare recommendations for their assigned area. The coordinating team works to integrate the recommendations and requirements into a comprehensive set of instructions and annually reviews and updates the guidelines as needed. The chair and leads also annually review agency plans and provide feedback to the agencies.

The coordinating team meets monthly. These meetings serve as the focal point for managing the state's strategic planning process.

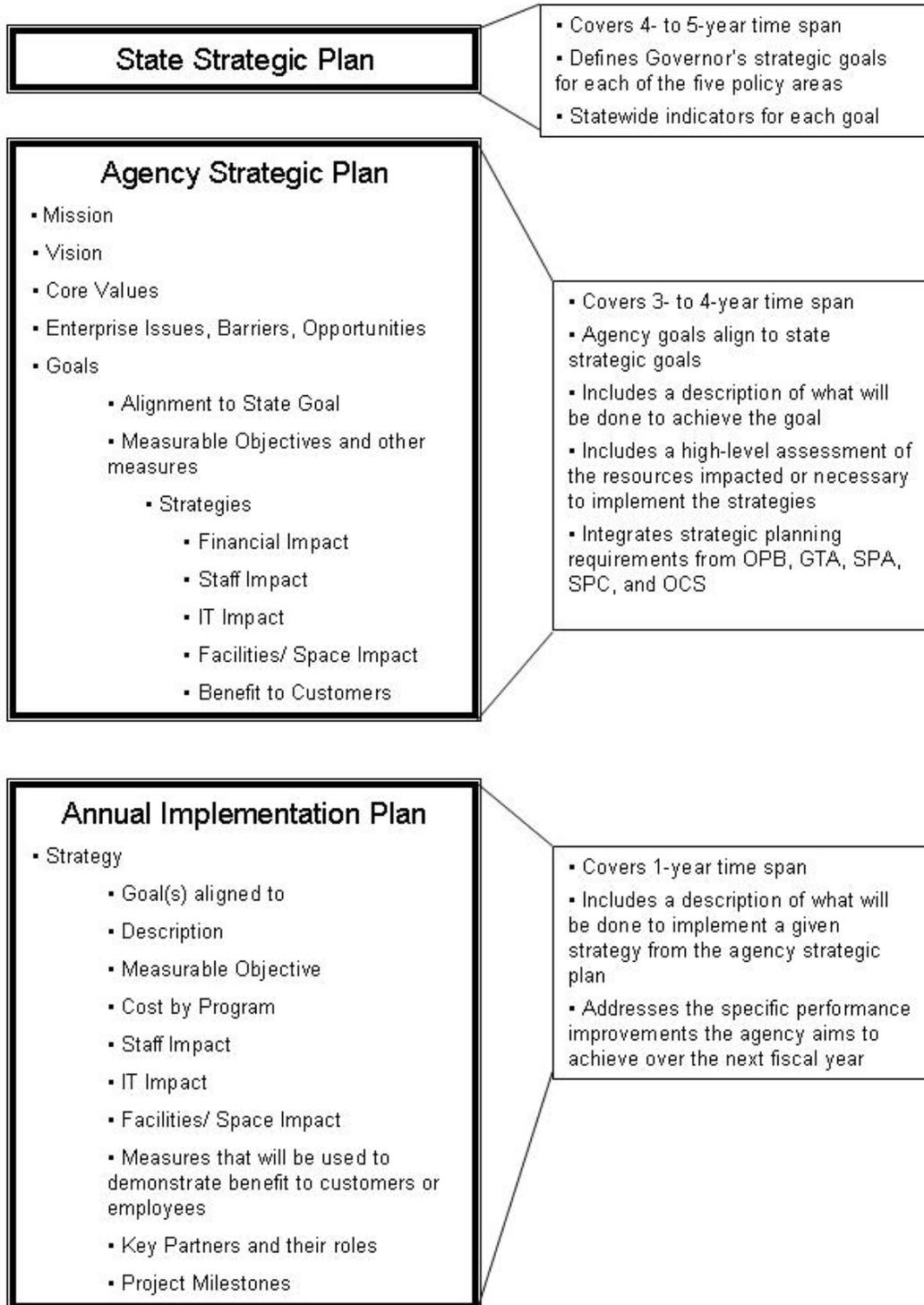
As members of the coordinating team are also leaders in their respective agencies, the coordinating team serves a secondary function, as needed, to coordinate or address statewide issues that impact all or some of the ESAs and is a working group of the best managed policy collaborative.

For specific questions about the content of this document contact the following:

State Strategic Planning	Richard Young	OPB	404-656-3820
IT Strategic Planning	Joe Coberly	GTA	404-463-8134
Workforce Planning	Gwen Wiggins	SPA	404-657-2158
Capital Construction	Ron Nawrocki	OPB	404-656-3820
Space Planning	Deborah Elovich	SPC	404-656-5602

State of Georgia

Strategic Planning Framework



2.0 FOCUS ON THE STRATEGIC ACTIVITIES

The agency strategic plan focuses on specific strategies that will improve services and outcomes for the agency’s customers and employees. A clear distinction must be made between ongoing operations and strategy. The FranklinCovey organization has coined the term “whirlwind” to describe the work done every day to keep the operations of the agency going. The whirlwind is the urgent priorities that come to you and demand your immediate attention.² For the purposes of this document, the “whirlwind” is the ongoing operations of the agency. “Strategy” means the energy used to achieve the goals for improving performance.



These strategic planning guidelines are designed to focus agency efforts in planning the time, energy and resources necessary to achieve the agency’s strategic goals. Other state processes such as the annual operating budget (AOB) and budget program performance measures focus on the overall management and resources related to agency operations.

3.0 STATUTORY AUTHORITY

The Budget Accountability and Planning Act of 1993 established a comprehensive strategic planning process for state government. The table below lists the strategic planning requirements in state government and identifies the lead agencies that are responsible for statewide planning. Excerpts from the Official Code of Georgia related to strategic planning are available in appendix E of this document.

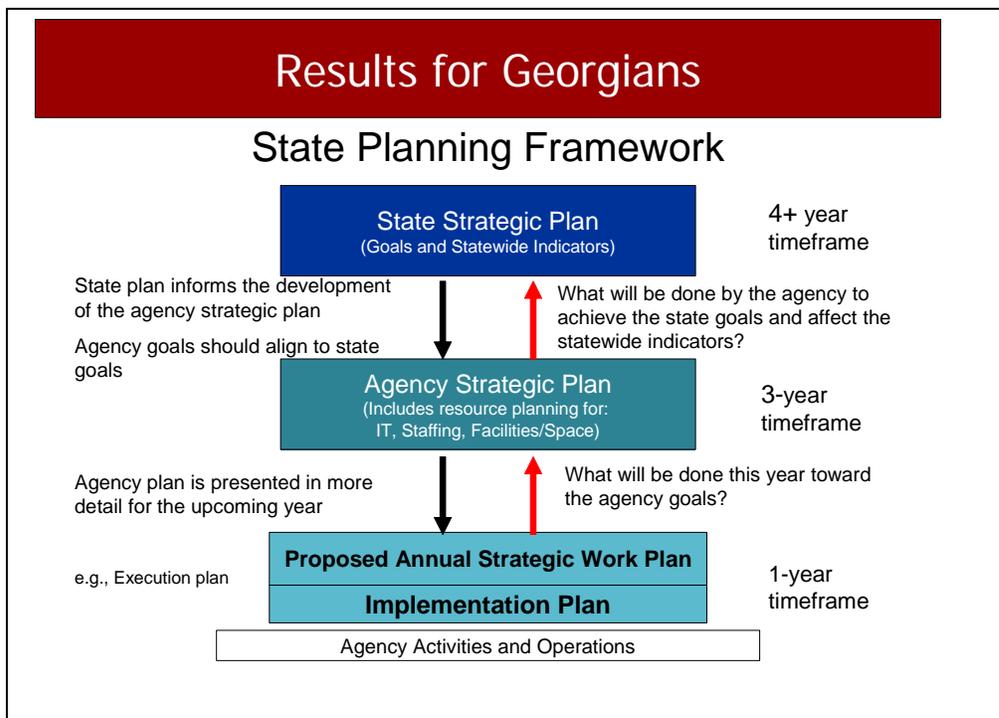
Planning Process	Lead Agency	Legal Authority
Strategic Planning Process	OPB	45-12-73
State Strategic Plan	OPB	45-12-73
Agency Strategic Planning	OPB	45-12-175
Information Technology	GTA	50-25-4
Workforce Planning	SPA	45-20-1(e)
Capital Improvements	OPB	45-12-73 (6)
Space Management	SPO	50-16-35

² Execution Essentials: The 4 Disciplines of Execution, FranklinCovey, 2006, p. 4

4.0 STATE PLANNING FRAMEWORK

Achieving results for Georgians is the purpose of strategic planning. Results come by having a clear line-of-sight between state goals, agency goals, and annual implementation plans. Just as alignment between state and agency priorities is important, alignment within an agency, between program managers, information technology, facilities, and the human resources is just as critical. The state strategic planning framework emphasizes vertical alignment between state and agency plans and horizontal alignment within an agency and among agencies in a policy area.

The basic framework of the state planning process is as follows:



STATE STRATEGIC PLAN

State goals are organized into five policy areas: Educated, Healthy, Safe, Growing, and Best Managed. The state strategic plan outlines broad goals for each of these five policy areas. For each goal, a series of statewide indicators are highlighted. The latest version of the state goals and indicators is provided in Appendix A. Agencies should align their agency goals to the goals in the state strategic plan. See the section “Aligning to State Strategic Plan” later in this document for more information on how the state strategic plan will be used.

AGENCY STRATEGIC PLAN

By law, each state agency is required to have a strategic plan. The agency strategic plan is, at a minimum, a three-year plan and must align to the state strategic plan. Agencies may choose a strategic planning model that works best for the agency (e.g., Balanced Score Card, Baldrige, Result-Based Accountability, traditional approach, etc). A basic agency strategic planning process is outlined in Appendix B. The agency strategic plan explains what the agency is focusing on to affect statewide indicators by improving services, operational efficiencies, and customer experience. The agency strategic plan also includes a high-level assessment of the resources needed to implement the agency's strategies.

ANNUAL STRATEGIC IMPLEMENTATION PLAN

The annual strategic implementation plan provides the details about the strategies from the agency strategic plan that will be worked on during the next 12 months. Major investments requested in the budget request should be explained within the context of the agency strategic plan.

5.0 ACHIEVING THE GOALS OF THE STATE STRATEGIC PLAN

STATE GOALS AND STATEWIDE INDICATORS

The state strategic plan is organized into five policy areas: Educated, Healthy, Safe, Growing, and Best Managed. Under each policy area are goals to give more focus and vision for the state.

Policy Area State Goal

Educated

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

Healthy

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

Safe

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

Growing

- Increase 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 within and through the state and metro Atlanta area
- 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 the state's assets
- Provide an attractive place to work and build a career in state government
- Improve decision maker's access to quality enterprise information through integrated enterprise systems

For each goal, the state has identified a number of statewide indicators (see Appendix A). Each statewide indicator is displayed as a trend line. The trend lines tend to be "population" level trends meaning that no one program or state agency or even state government in most cases has *complete* control over the outcomes being tracked. However, state programs and services can have a significant influence on the population outcomes being sought. Agencies should consider how their goals and measurable objectives relate to and influence the statewide indicators.

COLLABORATIONS AND PARTNERSHIPS

To achieve results for Georgians, agencies must work together to improve performance on statewide indicators. Statewide indicator trend lines show past results and provide a baseline for use in projecting potential future direction. Through collaborations, partnerships, law changes, policy changes, and strategic investments, we can change problematic trends.

A good example of how agencies can collaborate and work together to improve performance is in the Educated Georgia policy area. The Alliance of Education Agency Heads is comprised of the agency heads of the education related agencies in state government. Over the past several years the Alliance has focused on what the agencies can do together and individually to improve the high school graduation rate.

One of the reasons the state's high school graduation rate has recently increased dramatically is due to the focus and coordinated strategies developed by the agency heads with support from the Governor and General Assembly. The success seen with high school graduation rates is a model for the other policy collaboratives in how to improve outcomes with a coordinated focus on key statewide indicators.

GOVERNANCE

GOVERNOR

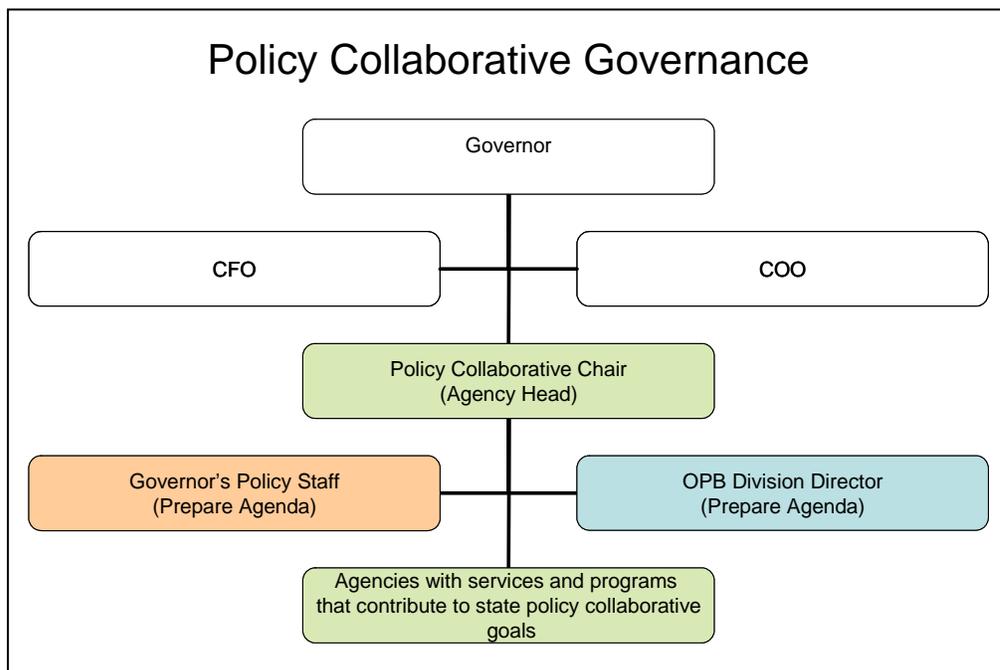
The Governor oversees and directs the strategic work and investments of the state.

CHIEF FINANCIAL OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO)

The CFO and COO provide leadership to policy collaboratives. Agency heads that report to the CFO and COO will be accountable for how their agencies are contributing to state goals as part of their annual reviews. Policy collaborative chairs may report quarterly to the CFO and COO on progress being made on the goals within their responsibility. Accountability efforts may also include quarterly meetings between the CFO and COO and the individual agency heads where progress on agency and state strategies would be discussed.

POLICY COLLABORATIVES

Policy collaboratives are comprised of agency leaders who are organized around the Educated, Healthy, Safe, Growing, and Best Managed policy areas. Each policy collaborative is chaired by an agency head. A given agency may be part of more than one collaborative because they provide services that impact more than one state goal in more than one policy area. A priority for the policy collaboratives is the state strategic efforts, partnerships, and common strategies to make a positive impact on results for Georgians as measured by the statewide indicators.



GOVERNOR'S STAFF

Each individual on the Governor's policy staff is assigned to work as a staff lead with one of the policy collaboratives. The policy staff in partnership with the OPB division director helps set the meeting agenda, follows up on assignments, and is a liaison with the Governor on the designated policy area. The policy staff may broker or negotiate conflicts that may arise between agencies or programs.

GOVERNOR'S OFFICE OF PLANNING AND BUDGET (OPB)

Each policy area is assigned to an OPB Division Director or senior analyst. The OPB division director in partnership with the Governor's policy staff guides the work of the policy collaborative. The division director may broker partnerships or negotiate conflicts that may arise between agencies or programs. OPB staff may provide assistance in facilitating discussions and developing joint initiatives.

OCGA 45-12-73 (10) In an effort to improve responsiveness of government and the effective and efficient delivery of services, [OPB shall] provide leadership in initiating, organizing, and operating partnerships and collaborations among public and private entities having common or overlapping missions, purposes, roles, responsibilities, clients, or other similar relationships;

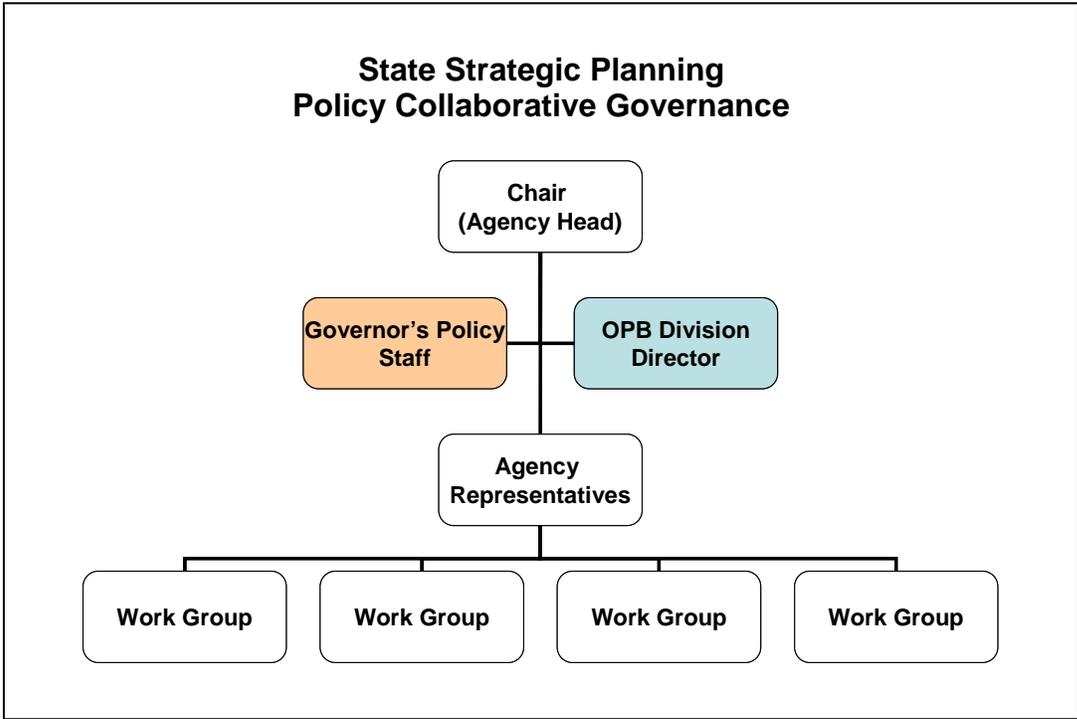
THE STRATEGIC WORK OF THE POLICY COLLABORATIVES

Meetings of the policy collaboratives will include discussion of efforts to improve performance on the statewide indicators. Members of the work group should think outside their agency boundaries and focus on the common customers they serve and the outcomes they can best achieve by working together.

In policy collaborative meetings agency representatives will assess the trend lines related to the state strategic goals. The work group will consider questions such as:³

- Where is the trend headed?
- What is the story behind the trend line? What additional research is needed to understand the root causes and contributing factors?
- Who are the partners with a role to play to address the issues?
- What would work best to change the trend of the statewide indicator?

³ Trying Hard is Not Good Enough, by Mark Friedman, p.47. <http://www.resultsaccountability.com/>



Each agency's role and contribution to improving performance should be documented and then reflected in the agency's strategic plan. The strategies the agency identifies that are aimed at improving a given statewide indicator should be coordinated with the strategies in partner agencies who are working toward the same outcome.

Strategies of the policy collaboratives can be communicated to the CFO, COO and OPB through a common document, but should also be reflected in the individual agency strategic plans and agency annual implementation plans.

HOW WILL THE STATE STRATEGIC PLAN BE USED

STATE STRATEGIC PERFORMANCE SCOREBOARD

The establishment of state goals and statewide indicators provides the necessary architecture for the development of a state strategic performance scoreboard. The Governor's staff and the policy collaboratives have identified some initial statewide indicators for each state goal. The statewide indicators identified in the state plan will likely evolve as the state's performance management process matures. OPB will work with state and federal agencies and other partners to update and maintain the statewide indicators and provide regular reports on state progress.

CONTEXT FOR STRATEGIC INVESTMENTS

To bring about results for Georgians the resources of the state must be marshaled and focused on what state government can best accomplish or affect. OPB and the Governor's office will use the state strategic plan as a way of evaluating the merits of agency budget requests and agency legislative proposals. With finite resources, the state strategic plan will be used to prioritize and justify investments. Requests for funds should demonstrate how the funding with its companion strategy will help contribute to a performance improvement as measured by the statewide indicators.

SERVICE IMPROVEMENTS FOR OUR CUSTOMERS

Ultimately, the state plan will focus the state's strategic efforts to improve state services to our customers in all five policy areas. Specifically, the Office of Customer Service (OCS) will work with agencies that have strategies that align to the state goal of customer service improvement and offer planning, consultation, and customer service improvement support.

6.0 AGENCY STRATEGIC PLAN

The agency strategic plan is a three-year plan and should align to the state strategic plan. Agencies may choose a strategic planning model that works best for the agency (e.g. Balanced Score Card, Baldrige, Results-Based Accountability, traditional approach, etc).

The agency strategic plan is limited in scope. It should not cover everything the agency has to do in the next three years from an operational stand point. Rather, the strategic plan is focused on a “*limited*” number of goals and related strategies that the agency will work on to improve services and customer experiences. Ideally, the agency strategic plan highlights what the agency will do that is new or different that will ultimately influence achievement of their measurable objectives and influence the direction of the indicators in the state strategic plan. A general guide to developing an agency strategic plan is provided in Appendix B. Regardless of the strategic planning model used, specific standard content is to be reported to OPB. The content provided meets the strategic planning requirements of OPB, GTA, SPA, SPO and OCS.

STRATEGIC PLANNING CONTENT TO BE REPORTED

The statewide planning agencies (OPB, GTA, SPA, SPO, and OCS) require the reporting of standard strategic planning information. Agencies will enter and update their strategic planning information in a web-based system called HORIZON by May 31, 2010. Statewide planning agencies are available to provide assistance.

HORIZON will be opened for data entry and agency updates the first week of May 2010. Each agency should designate one person in the agency to coordinate the strategic planning process and be responsible for entering the agency strategic planning information in HORIZON.

Not all information that comes from a quality planning process is required for statewide planning purposes. On a case-by-case basis one of the planning agencies may request additional information from the agency.

See the HORIZON user manual on the OPB website under strategic planning for detailed information on what is to be provided by state agencies. For most items listed the agency will select from a predefined list of items or a series of check boxes.

The following is a summary of the information that is to be provided from the agency strategic plan:

- Agency Mission
- Agency Vision

- Agency Core Values
- Enterprise Ideas
- Goals
 - Alignment to State Goal
 - Measurable Objectives and other measures
 - Strategies
 - Description and Impact
 - What is the cost magnitude?
 - When will you do it?
 - What is the benefit to customers?
 - What is the impact on staffing?
 - What are the dependencies on IT?
 - What is the impact on facilities/space?
 - What budget programs are impacted?
 - Who are the key agency partners?

USING THE AGENCY STRATEGIC PLAN

The agency strategic plan is first and foremost for the use of the agency. The strategic plan is a valuable tool for agency leadership in charting the course for the agency and communicating its priorities to its employees, its customers, and its stakeholders. The plan provides the context for new investments, redirection of funds, organizational change, and process improvements.

OPB will use the agency strategic plan to assess how the agency is contributing to meeting the state strategic goals and how well the agency's budget request aligns to the agency's strategic plan. OPB will also assess how an agency's budget request contributes to improving statewide indicators. The agency strategic planning information initiates discussion with the agency and analysis and coordination between OPB and the Governor's Policy Staff for the next budget and policy development cycle. The strategic plan will help distinguish the strategic investments from the requests to maintain operations.

Each enterprise-planning agency (OPB, GTA, SPA, and SPO) will use the agency strategic plans as a basis for its own statewide planning efforts. They will also use the plans to identify and align similar strategies across state government, and to coordinate the timing and implementation of investments and policy changes. *Strategic planning guides the budget process so near-term decisions are made with a long-range perspective.*

OPB will use the agency strategic planning information to identify opportunities for collaboration or leveraging resources if agencies identify similar projects or strategies. OPB will then provide feedback to agencies on priorities and fiscal constraints.

OPB will also use the plans to better understand the future environment and factors for which an agency is planning. The envisioning of the future – how services should be delivered, trends, demographics, opportunities and threats - provides critical input and necessary context for policy and budget analysis. As OPB works on a state financial plan, agency strategic plans provide the inputs necessary to help decision makers know the order of magnitude of potential future costs so they can be weighted against projected available funds.

GTA will use the agency strategic plan to take an enterprise view of IT activities across all agencies and identify opportunities for synergies, to look for opportunities to help individual agencies improve security, business continuity, and technology planning, and to help individual agencies describe IT issues in the context of business strategy.

As real estate portfolio manager, the SPC reviewed each agency's strategic plan for facilities or real property plans. SPC sent comments to each agency providing direction from a macro level view that aligns each agency's plan with the SPC's statewide portfolio view. GEMA was one agency that sought greater guidance from SPC. After meeting together to discuss these issues, staff from GEMA and SPC developed a plan of action going forward for their building on the Confederate Avenue campus. GEMA and SPC will deliver this new plan, based on real estate best practices, to OPB for review and budgetary support. This joint effort would not have been possible without Statewide Strategic Planning.

Frank Smith, Assistant Director
Georgia State Properties Commission

SPA will use the agency strategic plan to assess alignment with the agencies' workforce strategies documented in the agency workforce plan. The enterprise workforce plan will also include key recommendations for closing staffing, diversity, and competency gaps.

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. OPB and SPO/SPC will use the agency strategic plans to understand the business need for addition or reduction in space.

OCS will use agency strategic plans to identify those agencies with customer-focused strategies, to offer OCS planning and consultation services, such as customer service improvement, rapid process improvement, and call center improvement. OCS will use the results of this work to further develop the statewide customer service improvement strategies.

7.0 ANNUAL STRATEGIC IMPLEMENTATION PLAN

The Annual Strategic Implementation Plan provides the details about the strategies from the agency strategic plan that will be worked on during the next 12 months. The implementation plan highlights key milestones and additional details related to budget, staffing, IT and facility implications. See Appendix D for an explanation of the information that is to be provided in the annual strategic implementation plan.

<p>Agency Strategic Plan</p> <ul style="list-style-type: none"> • 4-year time horizon • Reassess annually to reflect budget and business environment changes • Update by May 1 each year <p>Annual Strategic Implementation Plan</p> <ul style="list-style-type: none"> • 12 month time frame • Due June 30. • Details about strategies from the agency strategic plan that are being worked in the new fiscal year

The Annual Strategic Implementation Plan is due on July 31, 2010. This version of the annual strategic implementation plan is supported by the budget that was just approved and is a realistic picture of what the agency plans to achieve during the fiscal year that starts July 1.

The 4 Disciplines of Execution and other implementation models provide a framework for agencies to assist in the implementation of their strategic plans. Each agency has the flexibility to use an execution model that works best for them.

3-Year Agency Strategic Plan	Annual Strategic Implementation Plan
<p>Goal</p> <ul style="list-style-type: none"> - Measurable Objective - Strategy #1 - Strategy #2 - Strategy #3 - Strategy #4 	<p><u>Strategy #1</u> (1 year or less)</p> <p>What strategies from the 3-year plan are being implemented or worked on?</p>

The annual strategic implementation plan, along with the AOB and any operational work plans, constitutes the periodic work program referred to in OCGA 45-12-82.

WORKFORCE PLANNING

The 3-year agency strategic plan includes a staffing implications section that specifically addresses the agencies' strategic initiatives. To understand the operational needs of the whole agency, the State Personnel Administration requires an annual workforce management plan that addresses the agency as a whole.

Consider the following:

Assess your human capital now...and consider what human capital you will need later...

1. How many and what types of jobs and competencies will be needed to meet the mission and strategic goals of the agency?
2. What strategies will the agency use to hire, retain, and develop employees to meet those needs?

INFORMATION TECHNOLOGY

GTA will use the agency strategic plans to take an enterprise view of IT activities across all agencies seeking opportunities for the enterprise. They will look for opportunities to help individual agencies improve security, business continuity, and technology planning, and help agencies describe IT issues in the context of business strategy. For agencies that use GTA-managed network or data services, they will use strategic planning information to augment demand forecasting.

FACILITIES, SPACE, CAPITAL ASSETS

As part of the agency operating and capital budget submission on September 1, the agency should reference the agency strategic goal and strategy in the project description for any project related to the agency's strategic plan. The description should explain how the items requested relate to the implementation of the agency strategy.

8.0 MID-YEAR AND YEAR-END REPORTS

"Progress toward planned goals should be monitored at regular intervals. Organizations should develop a systematic review process to evaluate the extent to which strategic goals have been met."⁴ Is what was planned being accomplished? To help agencies track their progress, agencies will be asked to submit mid-year progress reports in January. At the end of the fiscal year, the agency will submit a year-end update on its annual strategic implementation plan.

A plan is only as effective as the extent to which it is used. Execution of the agency strategic plan is done a year at a time, and agencies should track their progress at least quarterly. For those agencies that are implementing a high

⁴ "Recommended Budget Practice on the Establishment of Strategic Plans (2005)," <http://www.gfoa.org/downloads/budgetStrategicPlanning.pdf>.

priority customer service strategy, the Office of Customer Service requests that the agency report quarterly on any accomplishments and the progress being made as measured by customer satisfaction and employee satisfaction as well as other measures.

9.0 REASSESS AND REVISING THE STRATEGIC PLAN

The agency strategic plan is a rolling three-year plan and progress on the agency strategic plan should be monitored regularly. Each spring the agency should reevaluate its operating environment based on funding received and any legislative or policy changes impacting the agency in the past fiscal year. The agency strategic plan should be updated annually to reflect any internal or external factors that affect the plan. The agency should evaluate any relevant measures or other indicators to identify any emerging issues. While the direction of the plan may not change significantly from year to year, the pace and priorities may be adjusted based on resources, changing mandates, and other constraints.

10.0 SUBMITTING THE AGENCY STRATEGIC PLAN

The agency senior leadership should have consensus on the content and direction of the agency strategic plan. The agency head must approve the plan prior to submittal to OPB. Agencies should submit to OPB its 3-year agency strategic plan or any update to its existing plan by May 31, 2010.

Standard planning content is collected in HORIZON. Because databases limit the ability to communicate information graphically, agencies are encouraged to provide a copy of their published plan to OPB and any other supporting information.

OPB, SPA, GTA, SPO and OCS will each have the opportunity to review the agency strategic plan from their own perspective. If the plan is not complete or needs to be revised, OPB will notify the agency to unsubmit its plan, revise it and resubmit. During the resubmission process agencies can contact the appropriate support agency to obtain assistance prior to resubmitting the plan.

In addition, OPB provides a strategic plan self-assessment guide developed with the assistance of NorthHighland consulting. This strategic plan evaluation template allows the agency to assess the quality of its strategic plan. The same evaluation template is used at OPB in reviewing the agency strategic plans. A copy of the evaluation template is provided in Appendix B of this document or can be downloaded from the OPB website by following the links under strategic planning.

The agency strategic plan initiates a series of strategic conversations between OPB and the agency as well as internal resource planning discussions between OPB, GTA, SPA, and SPO.

11.0 STRATEGIC PLANNING SCHEDULE

Planning / Horizon Timelines for Calendar Year 2010

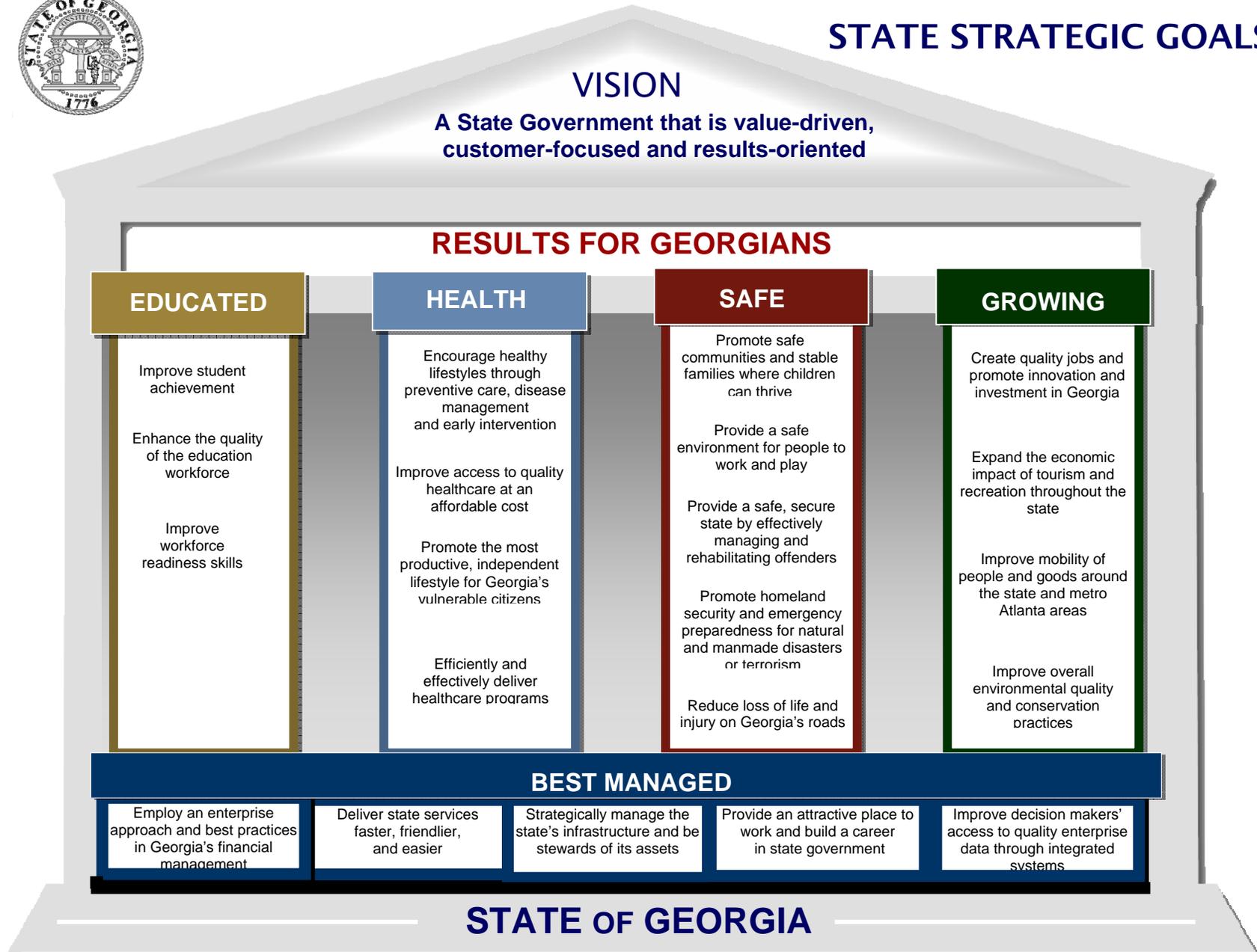
FY 2010 Planning Cycle		FY 2011 Planning Cycle	
Activity	Date	Activity	Date
January 2010			
Mid-Year Report Due	1/31/2010		
February 2010			
Agency Mid-Year Report information sent to Enterprise Agencies	2/15/2010		
March 2010			
Enterprise Agencies Follow-up on Mid-Year Status Reports	3/1/2010	Planning Guidelines Updated	3/15/2010
April 2010			
		Horizon Instructions Updated	4/30/2010
May 2010			
		Agencies Begin Entering/Advancing FY 2011 Planning Data in Horizon [See Note 1]	5/1/2010
		FY 2011 Horizon Plan Submission Deadline	5/31/2010
June 2010			
		Enterprise Agency plan reviews complete	6/30/2010
July 2010			
		FY 2011 Annual Strategic Implementation Plan (AIP) due	7/31/2010
August 2010			
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, measureable objectives and strategies.

APPENDIX A: STATE STRATEGIC PLAN GOALS



STATE STRATEGIC GOALS



EDUCATED GEORGIA



STUDENT ACHIEVEMENT



TEACHERS & LEADERS



WORKFORCE READINESS

Goal 1 Improve Student Achievement

Indicators

- a. High School Graduation Rate
- b. High School Standardized Test Scores
 - i) SAT
 - ii) ACT
- c. National Assessment of Educational Progress (NAEP)
 - i) Fourth grade test scores
 - ii) Eighth grade test scores
- d. Postsecondary graduation rate
 - i) Associate degree
 - ii) Six year rate for bachelor degree
 - iii) Four year rate for bachelor degree (*future measure*)
- e. Percent of students who complete their degree within the defined number of semesters/quarters for the degree program (*future measure*)
- f. Pre-K performance measure (*future measure*)

Goal 2 Enhance the quality of the education workforce—developing strong education leaders, particularly at the building level, and strengthening teacher quality, recruitment and retention

Indicators

- a. Student achievement improvement (*future measure*)
- b. Percent of teachers who are highly qualified
- c. Number of Master Teachers in Georgia

Goal 3 Improve workforce readiness skills

Indicators

- a. Percent of students enrolled in higher education within 12 months of high school graduation
- b. Pass rate on the critical job ready courses on the first attempt (Math III and English III) (*future measure*)
- c. Adult literacy rates (*future measure*)
- d. Number of Georgia Work Ready Certificates earned and the percent earned at GOLD level
- e. Percent of technical degree, certificate, or diploma recipients who are employed in their field or continuing their education
- f. Percent of the adult population in Georgia with college degrees at the associate and baccalaureate levels, benchmarked against top performing states.

Note: Additional performance indicators are available on the state's education scoreboard at www.gaosa.org/score.aspx

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.

SAFER GEORGIA



**COMMUNITIES
& FAMILIES**



**PREVENTION:
CRIME, ACCIDENT**



**OFFENDER
REHAB**



**EMERGENCY
PREPAREDNESS**



**TRAFFIC
FATALITIES**

Goal 1 Promote safe communities and stable families where children can thrive

Indicators

- a. Georgia index of children's overall well being compared to nationally ranked southeastern states
- b. Percent of youth involved in underage substance abuse
 - i) Drinking alcohol
 - ii) Drug use
- c. Incidence of family violence
- d. Preventable child deaths (0-18 year of age)
- e. Number of fatal motor vehicle crashes involving children

Goal 2 Provide a safe environment where Georgians live, work, and play

Indicators

- a. Uniform crime rate (UCR)
 - i) drug crimes
 - ii) violent crimes
- b. Sexual crimes against children
- c. Incidents and fatalities during recreational activities
 - i) Boating
 - ii) Hunting

Goal 3 Provide a safe, secure state by effectively managing and rehabilitating offenders

Indicators

- a. Recidivism rates
 - i) Return to prison and felony reconviction rate
 - ii) Three year felony reconviction rate
- b. Percent of inmates that earn their General Education Development (GED) credential or learn a vocational trade
- c. Percent of offenders completing substance abuse treatment
 - i) Prisoners and Probationers
 - ii) Parolees
- d. Number of escapes from prison
- e. Rate of employment for probationers and parolees
- f. Supervision completion rates for probationers and parolees

Goal 4 Promote homeland security and emergency preparedness for natural and man-made disasters or acts of terrorism

Indicators

- a. Percentage of state agencies that completed business continuity plans using Georgia Technology Authority Living Disaster Recovery Planning System (*future measure*)
- b. Emergency Management Readiness Quarterly Index Score (Georgia Emergency Management Agency)
- c. Number of counties with installed Georgia Interoperability Network communication equipment provided by Georgia Emergency Management Agency/Georgia Office of Homeland Security

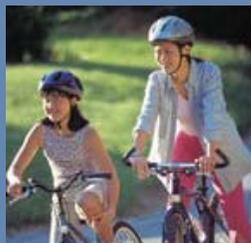
Goal 5 Reduce loss of life and injury on Georgia's roads

Indicators

- a. Fatality rate on state highways and roads
- b. Injury rate on state highways and roads
- c. Number of driving under the influence (DUI) arrests
- d. Percentage of Georgians who always wear their safety belts
- e. Proportion of traffic crashes resulting in injuries requiring hospitalization or death when one or more drivers were DUI (*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.

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.

GROWING GEORGIA



QUALITY JOBS



TOURISM



MOBILITY



CONSERVATION

Goal 1 Increase quality jobs and promote innovation and investment in Georgia

Indicators

- a. Per capita income
- b. Gross Domestic Product (GDP) per capita
- c. New jobs created with an average salary greater than state average
- d. Small business growth in Georgia
- e. Venture capital financing and investments

Goal 2 Expand the economic impact of tourism and recreation throughout the state

Indicators

- a. Direct tourism expenditures in Georgia
- b. Number of domestic visitors to the State of Georgia
- c. Number of international visitors to the State of Georgia

Goal 3 Improve mobility of people and goods throughout and within the state and metro Atlanta area

Indicators

- a. Optimal usage of existing and planned transit systems: Passenger trips per transit service hour
- b. Reduced time for interregional travel: Speed targets between Georgia's major regional center (*future measure*)
- c. Improvement in the reliability of intra-regional travel
 - i) Freeway Planning Time Index
 - ii) Freight
- d. Improved access to local and regional airports: Runway length
- e. Improved investment in transportation infrastructure near current and future jobs (*future measure*)

Goal 4 Improve overall environmental quality and conservation practices

Indicators

- a. Acres of land conserved
 - i) Forestland and reserved forestland
 - ii) Timberland ownership
- b. Air quality levels
 - i) Ozone
 - ii) Particulate Matter 2.5
- c. Total energy consumption per capital and per Gross Domestic Product (GDP)
- d. Total water withdrawal in municipal, industrial and agricultural settings (*future measure*)
- e. River miles assessed that meet water quality standards
- f. Percent of public drinking water systems that meet health-based standards

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.

BEST-MANAGED STATE



**FINANCIAL
MANAGEMENT**



**CUSTOMER
SERVICE**



**ASSET
MANAGEMENT**



**PERSONNEL
ADMINISTRATION**



**ENTERPRISE
INFORMATION**

Goal 1 Employ an enterprise approach and best practices to Georgia's financial management

Indicators

- a. Rating as a best-managed state by Pew Center on the States Government Performance Project
- b. State Bond Rating
- c. Number of months to complete the Comprehensive Annual Financial Report (CAFR)
- d. Number of qualifications included in the CAFR
- e. Number of significant audit findings reported and resolved
- f. Progress towards funding actuarial liabilities
 - i) Composite index of risk management programs (*future measure*)
 - ii) OPEB liability
 - iii) Retirement systems
- g. Long-term financial and expenditure planning (*future measure*)
- h. Percent of spending that went through the Department of Administrative Services statewide contracts (*future measure*)

Goal 2 Deliver state services faster, friendlier, and easier

Indicators

- a. Statewide Customer Satisfaction Survey Results (GSQI)
- b. Call Center measure: Statewide Contact Center KPI Performance (*future measure*)
 - i) Average speed to answer
 - ii) Abandonment rate
- c. Percent of employees meeting expectations for the behavioral competency for customer service in the annual employee performance evaluations (*future measure*)

Goal 3 Strategically manage the state's infrastructure and be stewards of its assets

Indicators

- a. State fleet
 - i) Age
 - ii) Mileage
- b. IT expenditures on maintenance compared to total IT expenditures (*future measure*)
- c. Number of capital projects managed by Georgia State Financing and Investment Commission and Department of Transportation that are on budget and on time (*future measure*)
- d. Progress toward energy reduction goal (*future measure*)
- e. Utilization of space, vehicle fleets, airplanes, other assets (*future measure*)
- f. Age and condition of roads and bridges (*future measure*)
- g. Cost of occupancy as a percent of overall budget (*future measure*)

Goal 4 Provide an attractive place to work and build a career in state government

Indicators

- a. Statewide Employee Workplace Satisfaction Results (WSI)
- b. Rate of voluntary employee turnover (excluding retirements)
- c. Percent of variance of employee performance management results from normal distribution

Goal 5 Improve decision makers' access to quality enterprise information through integrated enterprise systems

Indicators

- a. Number of agencies using the enterprise financial management system
- b. Number of hits to transparent website (*future measure*)
- c. IT application risk and security analysis (*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.

APPENDIX B: HOW TO DEVELOP A STRATEGIC PLAN

Each state agency is required by law to have a strategic plan. The agency strategic plan is a three-year plan and should align to the state strategic plan. Agencies may choose a strategic planning model that works best for the agency (e.g. Balanced Score Card, Baldrige, Result-Based Accountability, traditional approach, etc). The agency strategic plan should explain the three to five things that the agency is focusing on to improve services and customer experiences.

The following guidelines provide general instruction to agencies in doing strategic planning. Regardless of the strategic planning model used, specific standard content is expected to be reported to OPB. See appendix C for a list of the specific content to be reported.

GENERAL GUIDELINES FOR AGENCY STRATEGIC PLANNING

The process should be participatory and use team consensus to arrive at decisions whenever possible. While it is unlikely that every team member will totally agree with every decision, members should be able to "live with and support" the outcomes from the planning sessions.

GETTING STARTED

According to the Government Finance Officers Association (GFOA), "It is essential that the strategic plan be initiated and conducted under the authorization of the organization's chief executive (Agency Head), either appointed or elected. Inclusion of other stakeholders is critical, but a strategic plan that is not supported by the organization's chief executive (Agency Head) has little chance of influencing an organization's future."⁵

To get started, the agency must first get organized and plan to plan. The plan-to-plan phase is logistical—allowing time for specifying participants, process duration and location, and determining if a specific strategic planning model will be used.

Preparing the Agency Strategic Plan

- Plan to plan
- Prepare mission statement*
- Develop a vision statement*
- Define the agency's core values*
- Assess environmental factors
- Identify critical issues
- Identify enterprise obstacles or issues*
- Establish strategic goals*
- Establish measurable objectives*
- Develop strategies for accomplishing the measurable objective(s)*
- Identify impacts on IT, the workforce, and facilities/space*

*Content to be reported in HORIZON to the statewide planning agencies

⁵ "Recommended Budget Practice on the Establishment of Strategic Plans (2005)," <http://www.gfoa.org/downloads/budgetStrategicPlanning.pdf>.

The strategic planning sessions should directly involve the agency's senior leadership and managers, as well as involving employees at varying levels throughout the organization. Considerable thought should be given to selecting the participants for all phases of the strategic planning process. It is crucial that the head of the agency and the executive leadership team be committed and willing participants. They should take the lead in developing the agency's mission, vision, goals and strategies.

In addition to agency senior leadership, program and operational managers may be appropriate participants for defining measurable objectives and strategies. In developing the Annual Strategic Implementation Plan, program managers and staff involved in evaluation, research, and data analysis are appropriate participants in coordinating the agency's resources as well as defining the indicators that will be used to track program performance.

During the plan-to-plan phase, the agency should complete the following tasks:

- Identify the member of the executive leadership team who will lead the process and serve as the internal strategic planning coordinator.
- Select a strategic planning facilitator and decide if the facilitator will be agency staff or an external consultant.
- Identify the focus area planning coordinator(s) for IT, workforce, and facilities.
- Determine who is to be included in each phase of the planning process and for each focus area.
- Find a location for the planning sessions.
- Decide the number of sessions to be held.
- Identify individuals responsible for coordinating the plan's development, tracking the process, and making subsequent changes to keep the plan current.
- Collect and analyze data and information that will be used as part of the environmental scan process. Helpful information may include: demographic trends, service provision trends, customer and employee satisfaction survey results, facility trends, and workforce trends.
- Identify any statewide strategies coming from the work of the policy collaboratives that needs to be embedded in the agency plan.

PREPARE A MISSION STATEMENT

MISSION: The purpose of the organization; why the agency exists.

The agency mission is a broad statement of why the agency exists. Statutory and regulatory requirements provide the foundation for the mission statement.

“The mission statement should be a broad but clear statement of purpose for the entire organization. One of the critical uses of a mission statement is to help an organization decide what it should do and, importantly, what it should not be doing. The organization's goals, strategies, programs and activities should logically cascade from the mission statement” (GFOA).

DEVELOP A VISION STATEMENT

VISION: A picture of a desired future, one that is both challenging, yet possible to attain. Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.

The vision is a clear and concise statement and inspiring declaration of the direction that an agency plans to take into its preferred future, focusing on its customers and desired outcomes.

DEFINE AGENCY CORE VALUES (OPTIONAL)

CORE VALUES: Those things that really matter to the organization ... the ideas and beliefs. Enduring tenants to guide the work of the organization.

ASSESS ENVIRONMENTAL FACTORS

ENVIRONMENTAL SCAN: A thorough analysis of the organization's internal and external environment and relevant trends.

The environmental scan is a review of external and internal factors that affect the environment in which an organization operates. The environmental scan examines these factors and their impact on Georgia citizens, state agencies, and the services they provide.

“A thorough analysis of the agency's internal and external environment sets the stage for an effective strategic plan. A frequently used methodology for conducting an environmental assessment is a “SWOT” (Strengths, Weaknesses, Opportunities, and Threats) analysis. Strengths and weaknesses relate to the internal environment, while analysis of opportunities and threats focuses on the environment external to the organization.

Local, regional, national, and global factors affecting the community should be analyzed, including (a) economic and financial factors, (b) demographic trends, (c) legal or regulatory issues, (d) social and cultural trends, (e) physical [infrastructure needs] (e.g., community development), (f) intergovernmental issues, and (g) technological change.

Agencies should develop mechanisms to identify stakeholder concerns, needs, and priorities. Among the mechanisms that might be employed to gather such information are (a) public hearings, (b) surveys, (c) meetings of community leaders and citizen's interest groups, [and] (d) meetings with [agency] employees...” (GFOA).

External Scan: The external scan reviews information about events, trends, and relationships in an organization's external environment that impact how the agency

conducts its business. This information may include, for example, recent legislative mandates that alter the agency's mission. Information from the external scan assists agency leadership in planning the organization's future course of action.

Internal Scan: The internal scan is a process of reviewing the agency's resources, assets, and day-to-day operational structure, such as organizational climate or internal communications. Factors identified in the internal scan are more agency-specific than the broad, environmental factors identified in the external scan. This information must include employee feedback and may also include internal factors ranging from an assessment of appropriate resources to accomplish mission-critical tasks to the pending retirement of a significant portion of the agency's workforce.

An agency should also consider how future conditions may impact space, facility, and other capital investment needs. In turn, the physical condition, functionality and location of current facilities may impact how well services are being delivered. This process demonstrates the relationship between the agency's strengths and weaknesses and the challenges the agency must address to develop its course of action.

The team members participating in the environmental scan may come from any level of the organization; however, members of the agency's leadership must be present if the process is to be meaningful.

The team assembled to conduct the environmental scan will typically include individuals who:

- Have strong institutional knowledge;
- Understand the agency's current mission, vision, strategic goals, and strategies; and
- Are knowledgeable of current issues and developments in the agency's field.

Typical information sources that may be used in the agency's environmental scan include:

- New statutory, regulatory, and/or judicial mandates;
- Governor's speeches and legislative initiatives;
- Previous program results;
- Customer feedback;
- Employee feedback;
- State and national legislative trends;
- Workforce trends;
- IT initiatives and needs;
- Technology applications and trends;
- Comparisons to similar functions in other states;
- Economic indicators;
- Demographic data analysis, including workforce;
- Information from conferences;

- Internet or library research;
- Budgetary and staffing data;
- Internal and external audits;
- Performance trends as shown by the statewide indicators; and
- Facilities/Space needs and physical and functional condition and capacity.

OPB, SPA, GTA, SPO⁶, OCS and other enterprise-supporting agencies can provide valuable information and technical assistance that will help agency management in their planning process. Examples include:

OPB

- Population projections,
- State demographics,
- Census data, and
- General guidance on Governor's intent, and focus.

Enterprise-Supporting Agencies (ESA): Agencies in state government whose primary purpose is supporting the business functions of state government and whose primary customers are state agencies. ESAs include OPB, GTA, SPA, SPC, SAO, DOAS, GSFIC, GBA, OTFS, and OCS.

SPA

- Analysis of national and state workforce trends,
- Analysis of job classes,
- Retirement trends, and
- Analysis of competencies.

GTA

- Insights on emerging technologies,
- Planned enterprise activities, and
- Successful uses of technology in state business processes.

SPO

- Facilitate analysis of space utilization and appropriate use of facilities and space.

OCS

- Analysis of employee and customer satisfaction and call center statistics relevant to agency programs and services.

Customer Service: These strategic planning guidelines integrate the work of the state's customer service initiative into the overall state strategic planning process. The Office of Customer Service (OCS) highly recommends that agencies include a survey of both customer and employee satisfaction indicators as part of their environmental scans. Surveys should focus on the strategic activities the agency selected to build its strategic plan around. OCS prefers that agencies use the State GSQI and WPSI surveys – since these are validated survey tools or work with OCS if using another tool to make sure the

⁶ The State Property Officer provides leadership for the State Properties Commission, Georgia Building Authority and Georgia State Financing and Investment Commission's Construction Division.

data collection process is comparable. Most agencies will likely use FY 2008 or FY 2009 as a baseline year for customer and employee feedback and then re-measure annually.

Workforce Scan: Workforce planning is a systematic process for ensuring that the right people with the right competencies are in the right place at the right time. As part of the environmental scan, the agency should look at workforce trends and future business priorities. The first step in this process is the accumulation of data on the make-up of the workforce. Among the data included is information on diversity, turnover, learning needs, knowledge management strategy, and succession planning. Workforce planning uses these components to provide refined information on the changes to be anticipated; the competencies that retirements may take from the workforce; key positions that may need to be filled; and strategies to fill the gaps.

IDENTIFY CRITICAL ISSUES

“Once the environmental analysis has been completed, the next step is to use the resulting information to identify the most critical issues. Issue recognition should reflect stakeholder concerns, needs, and priorities as well as environmental factors affecting the community [and the clients the agency serves]” (GFOA).

When identifying critical issues, the agency should consider the goals and statewide indicators in the state strategic plan and determine to which state goals the agency’s goals align.

IDENTIFY ENTERPRISE OPPORTUNITIES, OBSTACLES OR ISSUES

As part of the environmental scan process agencies may identify obstacles, opportunities or issues for which they have limited control or is a statewide or population issue where a collaborative approach is needed. Agencies are encouraged to identify and report enterprise obstacles and opportunities. The enterprise supporting agencies will then assess and aggregate the information provided and develop strategies to address the issues agencies identify. This will facilitate communication from outward facing agencies to the enterprise supporting agencies so the enterprise supporting agencies can better serve their customers. It will also highlight potential opportunities for improved collaboration.

AGREE ON A SMALL NUMBER OF BROAD GOALS

GOAL: A result or outcome one is trying to achieve.

Goals should be focused on outcomes. Goals should address “the most critical issues facing the agency and its customers. It may be necessary to define priorities among

goals to improve their usefulness in allocating resources” (GFOA). Goals should be customer focused (derived from internal and external customer data included in their environmental scan). Agency goals must be prioritized.

Agency goals and strategies supporting the goal should be prioritized. Best practice is that an agency should have between three and five goals. An agency’s goals may align to state goals in more than one policy area.

DEVELOP MEASURABLE OBJECTIVES

MEASURABLE OBJECTIVE: X to Y by date

“Objectives are specific, measurable results to be achieved” (GFOA).

For each goal, the agency should have measures or indicators that will be used to determine if the goal is being met.

- At least one measure should be a “measurable objective” stated as “X to Y by date.”
- At least one measure should show how the customer will be better off.
- Measurable objectives should be “SMART” (Specific, Measurable, Attainable, Relevant, Time-boxed).

The agency is encouraged to identify and report other measures or indicators that will demonstrate performance improvements.

IDENTIFY, DEVELOP, AND REFINE STRATEGIES TO ACHIEVE BROAD GOALS

STRATEGY: A coherent set of actions that has a reasoned chance of working to improve results (What will you do?).

The strategies are the things the agency will do to achieve its Measurable Objectives.

“Strategies relate to ways that the environment can be influenced (internal or external) to meet specific measurable objectives. There should be a relatively small number of specific strategies developed to help choose among services and activities to be emphasized. Use of flowcharts or strategy mapping is encouraged in the design of strategies. To optimize the success of these strategies, opportunities should be provided for input from those who will be affected” (GFOA).

For each strategy, the agency must consider the resources required and impacts on the organization.

- What is the cost magnitude to implement, and associated long-term costs/savings?
- What are the benefits to the customer (measured by what tool, baseline measure and expected results)?

- Will implementation of this strategy require a budget enhancement or will it be done with funds within the agency base?
- What fund sources will be used to fund this strategy (State, Federal, Other, Bonds)?
- Who will do the work (workforce impact and resources required)?
- What are the technology implications and what IT projects (current, planned and proposed) support the strategy?
- What are the impacts on space and facilities? What additional capital asset investments are required?
- When will you do it?
- What budget programs are impacted?
- Who are the key partners?

OBTAIN APPROVAL OF THE PLAN

The agency senior leadership should have consensus on the content and direction of the agency strategic plan. The agency head must approve the document prior to submittal to OPB.

REASSESS THE STRATEGIC PLAN

Progress on the agency strategic plan should be monitored regularly. Each spring the agency should reevaluate its operating environment based on funding received and any legislative or policy changes impacting the agency in the past fiscal year. The agency strategic plan should be updated annually to reflect any internal or external factors that affect the plan. The agency should evaluate any relevant measures or other indicators to identify any emerging issues. While the direction of the plan may not change significantly from year to year, the pace and priorities may be adjusted based on resources, changing mandates, and other constraints.

Agency Strategic Plan Evaluation Worksheet

Agency Name: _____

Instructions: Evaluate each section and rate on a scale of 1 – 5, with 5 being “perfect.” Provide comments as applicable.

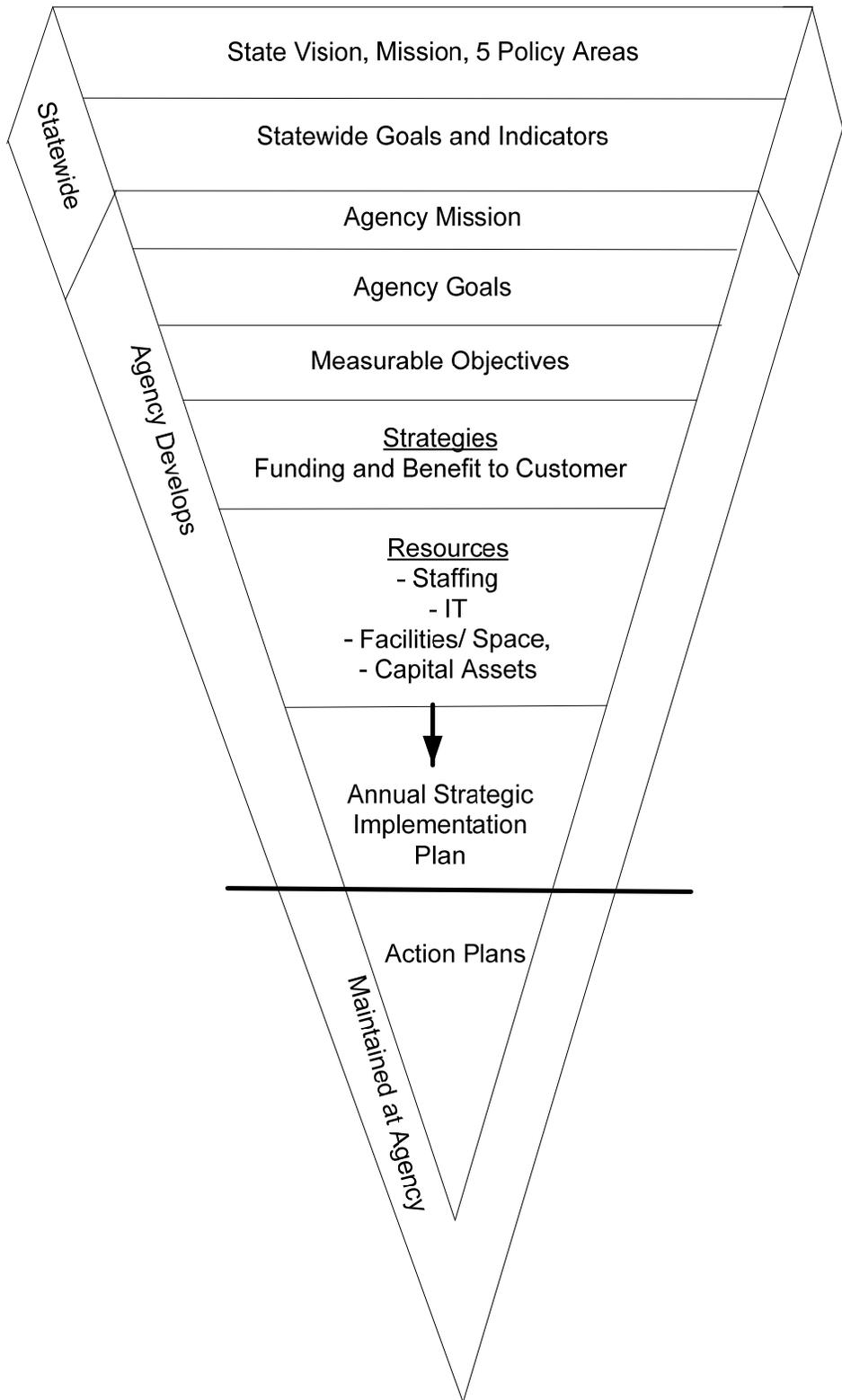
Mission Evaluation Points	Score	Comments
<ul style="list-style-type: none"> • Agency specific <ul style="list-style-type: none"> ○ Distinguishes this organization’s mission from that of other organizations in the same sector ○ Reflects the distinctive competence of agency • Includes/infers the four elements <ul style="list-style-type: none"> ○ What agency provides, for/to whom, how agency provides it, for what purpose • Concise <ul style="list-style-type: none"> ○ Clear, brief enough to keep in mind • Internally consistent <ul style="list-style-type: none"> ○ Doesn’t conflict with vision/core values or goals 		
Vision Evaluation Points	Score	Comments
<ul style="list-style-type: none"> • Agency specific • Timeless <ul style="list-style-type: none"> ○ Plausible, but may never be fully achieved • Memorable <ul style="list-style-type: none"> ○ Short Statement ○ Not a slogan • Inspires commitment <ul style="list-style-type: none"> ○ Unites people towards a purpose 		

<ul style="list-style-type: none"> ○ Creates emotional pull, builds enthusiasm ○ Reminds you why you are “here” – helps with decisions ● Does not conflict with mission or core values 		
Goal Evaluation Points	Score	Comments
<ul style="list-style-type: none"> ● Agency specific ● Headline/brief paragraph <ul style="list-style-type: none"> ○ At minimum, a sentence not a title ○ Typically five or six in number (5 is the magic number) ● Strategic, not tactical <ul style="list-style-type: none"> ○ Begin with strategic action verbs (promote, maximize, minimize, optimize) ○ Do not begin with tactical action verbs (build, create, develop, implement) ● Comprehensive <ul style="list-style-type: none"> ○ Employees, customers, partners, outcomes, core processes, efficiencies, “burning platforms” 		
Measurable Objective Evaluation Points	Score	Comments
<ul style="list-style-type: none"> ● Agency specific ● SMART Objective Structure <ul style="list-style-type: none"> ○ <u>S</u>pecific <ul style="list-style-type: none"> ▪ Measurement verbs (increase, decrease, reduce, achieve, maintain) 		

<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Describe outcomes, not activities ○ <u>M</u>easurable <ul style="list-style-type: none"> ▪ Three elements: <ul style="list-style-type: none"> • Measure • Target • Timeframe ○ <u>A</u>chievable ○ <u>R</u>ealistic ○ <u>T</u>ime-driven • Comprehensive, but few <ul style="list-style-type: none"> ○ Ideally two or three per goal ○ Reverse the logic: <ul style="list-style-type: none"> ▪ If the objectives are achieved, will the goal have been met? ▪ Is it possible to achieve the objectives and NOT achieve the goal? • Are the objectives affordable? <ul style="list-style-type: none"> ○ Measurements are expensive to implement and maintain <ul style="list-style-type: none"> ▪ Are we using existing measures wherever possible? ▪ Sometimes measurements have to evolve into true results measures ▪ Begin with activity measures, move to outcome measures 		
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<ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Sometimes the first initiative is to establish the process baseline on which improvements must be made ○ Is the right measure affordable for us 		
Strategy Evaluation Points	Score	Comments
<ul style="list-style-type: none"> • Agency specific • Linked to a specific measurable objective(s) <ul style="list-style-type: none"> ○ May impact more than one measurable objective and more than one goal area • Describes the work to be done <ul style="list-style-type: none"> ○ Strategy verbs (develop, establish, implement, revise, utilize, create, design, enhance) ○ Are the strategies “high level” rather than tactical action steps? ▪ Vital Few <ul style="list-style-type: none"> ○ Not the “whirlwind” <ul style="list-style-type: none"> ▪ 10-12 strategies per plan ▪ Typically are complex, take months to complete 		

State Strategic Planning Process Hierarchy



Note: Adapted from Figure 2 in *Instructions for Preparing and Submitting Agency Strategic Plans Fiscal Years 2007 – 2011*, State of Texas, March 2006, p. 7

APPENDIX C: AGENCY STRATEGIC PLANNING CONTENT TO BE REPORTED

The statewide planning agencies (OPB, GTA, SPA, SPO, and OCS) require the reporting of a set of common strategic planning information. Not all information that comes from a quality planning process is necessarily reported for statewide planning purposes. On a case-by-case basis one of the planning agencies may request additional information from the agency.

A web-based strategic planning data collection system called “HORIZON” is being used to collect a standard set of planning information. A detailed user guide can be accessed from the HORIZON homepage.

Regardless of the strategic planning methodology or model the agency uses, the following are the common strategic plan elements that should be reported to OPB and the other planning agencies:

- Agency Mission
- Agency Vision
- Agency Core Values
- Enterprise Opportunities, Obstacles, and Issues
- Agency Goals (in priority order)

For a given goal the agency should identify the high-level resource needs for the various strategies and projects identified to achieve the goal.

- State goal supported
- Measurable objectives and other indicators
 - Strategy/Initiative and priority [Note: the following information is required for each strategy]
 - Describe the agency strategy/initiative:
 - How will the strategy affect the measurable objective?
 - Will the strategy affect a statewide indicator?
 - Explain any relationship the strategy has to any statewide or policy collaborative initiative.
 - Impact of the Strategy
 - Cost Magnitude of implementation or start – up cost
 - Estimated annual cost magnitude – ongoing/maintenance
 - Will implementation of this strategy require a budget enhancement, bonds, or will it be done with funds within the agency base?
 - What fund source (State, Federal, Other, Bonds) would be utilized to implement the strategy?
 - When do you plan to start work on this strategy?
 - When do you plan to finish implementation of this strategy?
 - What are the benefits to customers (measured by what tool, baseline measure, and expected results)?

- Who are the key agency partners?
- Staffing Implications? (Yes or No) If yes, the agency must provide additional information for each strategy.
- IT Implications? (Yes or No) If yes, the agency must provide additional information for each strategy. The agency may have multiple IT projects for a given strategy. Also a given IT project may relate to more than one strategy.
- Facility/Space or Capital Asset Implications (Yes or No) If yes, the agency must provide additional information for each strategy. The agency may have multiple facility/space projects or asset needs for a given strategy. Also a given facility/space project or asset may relate to more than one strategy.
- What agency budget programs are impacted?
- Provide any additional comments.

Staffing Implications (If Yes above, the agency should provide additional information for each strategy)

As part of the development of the agency strategic plan, the agency should clearly articulate what will be done in terms of human resources in the current year and future years to effectively implement the identified strategies and projects in the agency plan.

The following information is to be reported:

- Agency Goal → Agency Strategy → Staffing
- What is the number of contractors needed to implement?
- What is the number of state employees needed to implement?
- Estimated net change in state FTE as a result of this strategy?

How is the information used?

The law requires SPA to produce an annual report on the state workforce. SPA uses the workforce related content submitted in the agency strategic plan and the agency Annual Strategic Implementation Plan to generate options and recommendations related to the workforce to OPB and the Governor as part of the fall budget process.

Collecting plans in May allows SPA to have a better understanding of workforce plans and issues in the coming fiscal year, as well as what may come up in the budget development discussion. SPA uses the agency strategic plans to develop an annual state workforce plan.

IT Dependencies (If Yes above, the agency should provide additional information for each strategy)

For strategies with IT dependence, the following information is requested:

The IT Dependent projects section of the agency strategic plan allows insight into the drivers of agency activities and will allow GTA to help anticipate potential infrastructure, security, business continuity, and capacity issues.

The following information is to be reported:

- Agency Goal → Strategy → Projects with IT Dependency
- APR number (if this is provided for the project, only information about business drivers will be requested here.)
- Project/Initiative Name
- Brief Description of Project/Initiative
- Projected total cost of ownership (two years beyond implementation)
- Start Date
- End Date
- Current Phase or status of Project [Initiation, Planning, Design, Procurement , Execution, Other]
- Comments
- For each project that supports an Agency Strategy and depends on IT, the business drivers of the project are requested. Details about the drivers will not be needed during strategic planning. Drivers being observed are:
 - Funding changes
 - Increase/decrease in business
 - Legislative changes
 - Process changes
 - Services addition
 - Technology equipment spending

How is the information used?

IT information is gathered for three purposes:

1. To take an enterprise view of IT activities across all agencies. GTA uses this information to identify opportunities to share costs and results with a focus on maximizing the impact of each IT dollar spent. GTA intends to help agencies get the most value from IT spending by anticipating common business needs and seeking economies of scale.
2. To look for opportunities to help individual agencies improve security and business continuity, and anticipate future computational or network-related demands that might be met by GTA-managed resources. GTA aims to have the time spent describing the IT aspects of the agency strategic plan return value in better decisions and more efficient processes at the agency level.

3. To provide a tool for requesting help with IT issues in the context of business strategy.

Capital Asset/Facilities/Space Implications (Yes/No) (If Yes above, the agency should provide additional information for each strategy)

It is anticipated that many strategic initiatives and decisions will have an impact on an agency's facility/space assets and needs. Thus, it is critical to ensure that an agency's strategic physical assets and needs are also explicitly identified and aligned to fully support the strategies in the agency strategic plan.

The components and characteristics of the facilities/space plan may come in different topics, forms, and priorities as suited to each agency's strategic plan, addressing potential issues such as:

- Good stewardship of existing assets
- Specialized vs. flexible space needs
- Growth, expansion, additional functions and capacity
- Renovation, re-missioning of assets
- Geographic redistribution, consolidation, decentralization
- Co-location with other functions / agencies
- Contraction, disposition, surplus
- Alternative acquisition and financing methods
- Total cost of ownership and occupancy

Effective capital asset planning will align the physical needs of an agency with its business needs, thus working to ensure that facilities/space are considered as assets that support agencies' mission, rather than be perceived as liabilities that hinder overall goals.

The following information is to be reported:

- Agency Goal → Agency Strategy → Project
- Type of project [Choose all that apply: New Construction/Facility, Space, Land Acquisition, Major Equipment]
- Project Name
- Project Description
- Project Cost Magnitude [set cost ranges provided]
- Annual Maintenance/ Ownership Cost [set cost ranges provided]
- When do you plan to start work on this project?
- When do you plan to finish implementation of this project?
- Current Phase of Project [Not Started, Planning or Being Implemented]
- Location
- County
- Type of Space/ Facility [choose from list of 13 types]

- Provide the estimated number of housed staff/people affected
- Comments

How is the information used?

The information presents a plan for the associated actions and resources needed to be committed and implemented to support achievement of the strategic initiatives. This will help insure that the agency budget requests are well thought out to include the costs of these facility and space needs, and assist OPB in reviewing and recommending appropriate financial resources. This will also assist SPC in assessing and anticipating statewide facility and space needs, and changes due to planned expansions, reductions, and geographic redistributions of agency operations.

APPENDIX D: ANNUAL STRATEGIC IMPLEMENTATION PLAN CONTENT TO BE REPORTED

The Annual Strategic Implementation Plan will be completed using a template in Microsoft Excel. The template will include the following fields:

- Goal Priority
- Agency Goal
- State Goal
- Measurable Objectives
- Strategies (Highlight the strategies the agency will work on during the FY 2011 fiscal year.)
- Did you receive new or additional funding (enhancement) in the FY 2011 appropriations act related to this strategy? If yes, list the amount.
- What is the start date and key milestones or deliverables by quarter?
- Briefly explain what impact this strategy will have on staffing. Describe the mix of staff and contractors that will implement the strategy and any associated hiring or training.
- Identify any IT or facility impacts or projects for successful implementation.
- Describe any assistance needed from the Office of Planning and Budget or other Enterprise Supporting Agencies

Consider the following when developing an annual implementation plan include:

Cost:	Consider the total cost of implementation and how that breaks down by budget program. Explain all future costs for the initiative, initial and ongoing.
Leading Indicators	Determine what short term measures you will track to ensure that your strategy is on track for success. Use an X to Y by when format for these indicators and use measures that are as objective/quantitative as possible.
Measurable Objective(s):	“X to Y by Date.” The measurable objectives that related to a given strategy should be restated within a 12-month or less time frame.
Customer Value:	At the time of implementation, agency leadership should understand how each strategy being implemented meets customer needs/provides value to customers. For example: What is the impact on customers? How will customers benefit? How does it contribute to improving performance on statewide indicators and achieving state strategic goals?

Staff Implications: Describe the effect this strategy has on staffing. Additional guidance related to annual workforce planning is provided below and on the State Personnel Administration website.

IT Dependency: Identify projects that depend on information technology for successful implementation (see GTA's APR requirements).

Facilities/Space/

Capital Asset Implications: Explain how the new initiative impacts current facilities, space, property, and capital assets.

- Is this initiating something new?
- Is it continuing an effort started earlier (phase 2)?
- Is it completing something started earlier?

When submitting the agency's annual capital budget request, reference in COBS the agency strategic goal and strategy that relates to projects requested as part of the capital budget request.

Milestones: Identify the deliverables by quarter.

Who/Partners: List the key partners and their role in the implementation. Explain any relationship this strategy has to any statewide initiative or policy collaborative strategy. Make sure the agency partners know they are partners.

Measures: When implementing or executing a strategy, there are measures tracked to see if progress is being made. Identify the performance measures and targets associated with this initiative.

Most strategies should ultimately impact either the customer or the employees or both. Provide baseline customer and/or employee satisfaction and document the instrument used to measure baseline/current employee satisfaction. Document baseline/current employee satisfaction measure and expected change, such as increasing employee satisfaction from x to y. Agencies could choose to impact an overall customer satisfaction and a specific employee satisfaction indicator.

Report the specific customer service measures that apply to the service selected for customer service improvement. The customer service measures should measure how the improvement will (1) speed up processes, (2) improve

customer service standards and/or (3) make services more accessible.

Identify performance measures and targets for the strategy.

Task list: [For agency use only] How will the strategy be accomplished? This is not a required element in the annual strategic work plan, but the agency should have a step-by-step action plan or task list for how it will accomplish the work. This level of detail may be requested by OPB on a case-by-case basis. If the strategy has an IT component, GTA will want to know the specifics related to IT expenses and program management.

WORKFORCE PLANNING – Key Questions:

Key questions in doing strategic workforce planning include:

1. What are your goals?
 - a. What is the issue, initiative or organizational unit that needs attention? Is it an immediate need or do you have time to plan?
 - b. What is the agency's direction and how will it affect the issue, initiative or organizational unit?
 - c. What functions will need to be performed? Will the work be the same, evolving or new?

2. What are your needs?
 - a. What staffing levels, skill sets and competencies are needed to perform these functions?
 - b. Where will the people come from to staff the functions (internal or external)?

3. What are your strategies?
 - a. What positions, titles or functions require special action to ensure that the agency will be able to recruit and retain the right people?
 - b. What is the order of importance in addressing any gaps identified?
 - c. What specific actions will be taken to address these priorities/gaps?

4. What are your outcomes?
 - a. Implement solutions, monitor, evaluate, and improve.

APPENDIX E: STATUTORY AUTHORITY FOR STRATEGIC PLANNING

The following are sections of the Official Code of Georgia (OCGA) related to strategic planning.

STATE AND AGENCY STRATEGIC PLANNING

The Governor, through OPB, is responsible for developing and maintaining a state strategic plan. Each state agency in state government is required to align its agency strategic plan to the state strategic plan (see OCGA 45-12-175 and OCGA 45-12-73).

OCGA 45-12-73. The Office of Planning and Budget, at the direction and under the control of the Governor and subject to this part, shall ... (1) Develop and implement a process of strategic planning to establish and periodically update an overall plan for state government and require all state agencies to develop a strategic plan that is consistent with that overall state plan. The Office of Planning and Budget may assist departments, boards, bureaus, commissions, institutions, authorities, and other agencies in developing those plans and in tailoring them to those organizations' program needs;

OPB is charged with the responsibility of coordinating the strategic planning process for state government. The law outlines the specific content that is required in an agency strategic plan:

OCGA 45-12-175 The goals and strategies contained in this state strategic plan shall be reflected by the various departments, boards, bureaus, commissions, institutions, authorities, and other agencies of state government, as respectively applies, in the development of their own strategic plans which specifically deal with their respective future directions and organizational missions. Each strategic plan developed by each department, board, bureau, commission, institution, authority, and other agency of state government shall contain a description of its future direction; a statement of its organizational mission; a description of the current and anticipated future needs being addressed by its preferred future direction and organizational mission; a description of planned actions designed to address these needs; a description of the goals for the program or services to be improved; a course of action for achieving the planned improvements, including an implementation timetable; a description of the evaluation system to be used to determine if the goals are being attained; an estimated annual cost for each planned improvement of a program or service;

WORKFORCE PLANNING

The State Personnel Administration (SPA) is responsible for preparing a workforce plan for the state.

OCGA 45-20-1(e) Each agency shall develop an annual work force plan according to state-wide criteria and guidelines and shall provide a report of such plan annually to the state merit system for incorporation into the state-wide work force plan to be submitted to the Governor and the General Assembly.

INFORMATION TECHNOLOGY PLANNING

The Georgia Technology Authority (GTA) is responsible for developing a state technology plan.

OCGA 50-25-4 (a.9) To provide and approve a technology plan to include strategic planning and direction for technology acquisition, deployment development, and obsolescence management as well as a communications plan to manage costs for voice, video, data, and messaging services for all agencies. The state technology plan shall incorporate plans from agencies and other sources;

(10) To set technology policy for all agencies except those under the authority, direction, or control of the General Assembly or state-wide elected officials other than the Governor;

OCGA 50-25-5.1. Chief information officer; (4) To submit an annual and a three-year technology plan, updated annually, and an annual budget for approval and adoption by the board;

FACILITIES / SPACE / CAPITAL ASSET PLANNING

One of OPB's roles and responsibilities is to develop a long-term capital improvement budget. This requires a long-term capital plan.

OCGA 45-12-73 (6) Develop a long-term capital improvements budget which emphasizes decentralization of state government and which is consistent with the overall strategic plan for consideration by the General Assembly.

The state property officer has responsibilities for managing the portfolio of real property.

OCGA 50-16-35. (a)(1) The Governor shall appoint a state property officer who shall serve as the executive director of the commission. The state property officer shall:

(A) Advise the Governor on opportunities to achieve the goal of state-wide real property management;

(B) Develop policies and procedures for state-wide real property management;

(C) Maintain a state-wide real property management system that has consolidated real property, building, and lease information for state entities;

(D) Develop and maintain a centralized repository of comprehensive space needs for all state entities including up-to-date space and resource utilization, anticipated needs, and recommended options;

(E) With the advice and counsel of state entities, board members, and industry groups, provide state-wide policy leadership, recommending legislative, policy, and other similar changes and coordinating master planning to guide and organize capital asset management;

GLOSSARY OF TERMS

Agency Project Request (APR)	Information required by GTA for agencies to explain and justify IT projects that cost over \$100,000.
Agency Strategic Plan	A document developed by the agency that communicates how the agency will improve services and results for Georgians over the next three years.
Annual Operating Budget (AOB)	Based on the appropriations act, a financial plan for annual expenditures by agency, program and fund source. The plan details a level of expenditure by program object class, and fund source for a given fiscal year and must be approved by OPB before taking effect. Once an AOB has been approved, it becomes the agency's financial plan for the fiscal year and governs expenditures.
Annual Strategic Implementation Plan	A document submitted with the budget that explains what the agency is working on or implementing during the fiscal year from its agency strategic plan. Also referred to as the Annual Implementation Plan (AIP).
Balanced Score Card	A strategic planning approach developed by Robert S. Kaplan and David P. Norton that focuses strategic planning in four perspectives: Fiduciary, Customer, Internal Processes, and Organizational Learning and Growth.
Baldrige Award	A quality improvement award given by the federal government. Organizations that apply and are judged to be outstanding in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and results.
Budget Program	A unit of funding within the agency as defined each year by the appropriations bill and may include one or more related services, each of which consists of one or more activities. Non-activity based programs may be created in order to provide tracking information for specific budgetary concerns. A budget program is the unit of tracking, analysis and budget control.

Capital Asset	Real or personal property that has a value equal to or greater than the capitalization threshold for the particular asset classification (land, buildings, equipment, etc.) and has an estimated life of greater than one year.
Competency	An attribute, knowledge, skill, ability or other characteristic that contributes to successful job performance.
Contractor	A person or company that is hired to complete a project or perform a defined service.
Cost Magnitude	The cost estimate in thousands of dollars that the strategy may cost; both start-up and ongoing costs are required to be reported. The cost varies and gets more refined the closer the project is to its start date.
Customer	The person or organization that benefits from program or agency service delivery. A client is a customer.
Enhancement	Funding for services that are above the continuation budget level.
Enterprise	Georgia state government.
Enterprise-Supporting Agencies (ESAs)	Agencies in state government whose primary purpose is supporting the business functions of state government and whose primary customers are state agencies. ESAs include OPB, GTA, SPA, SPC, SAO, DOAS, GSFIC, GBA, OTFS, and OCS.
Environmental Scan	A thorough analysis of the organization's internal and external environment and relevant trends. A SWOT (strengths, weaknesses, opportunities, threats) analysis is a common type of environmental scan.
Four Disciplines of Execution (4DX)	A management tool to implement a strategy or initiative. This methodology is taught by FranklinCovey and the Georgia Leadership Institute.
Goal	A result or outcome one is trying to achieve.
HORIZON	The web-based database used to collect and report standard data from the agency strategic plan.

Initiative	See strategy.
Job Family	One of seventeen categories of jobs as identified by the State Personnel Administration.
Lag Indicator	Outcome measures that indicate achievement of a goal.
Leading Indicator	A measure that has a significant effect on future performance; measures something that leads to the goal. Something we can influence. Predictive.
Measurable Objective	X to Y by date.
Milestone	A series of intermediary deliverables that are critical to complete a project successfully.
Mission	The purpose of the organization; why the agency exists.
Outcome Measure	A measure that answers the question: "Is anyone better off?".
Operations	The ongoing activities and services of an organization.
Partner	A state agency or organization that has a critical role in implementing an agency strategy.
Policy Area	The state has five policy areas: Educated, Healthy, Safe, Growing, and Best Managed.
Policy Collaborative	A collection of state agencies that have a common policy purpose. Policy collaboratives are organized around the Educated, Healthy, Growing, Safe and Best Managed policy areas. Sometime referred to as "policy clusters."
Population	A group of customers that an agency(s) serves.
Project	An effort with a defined cost and limited timeframe. A strategy may have multiple projects.
Results-Based Accountability	A strategic planning process that is focused on improving results by focusing attention on outcomes and what individuals at any level within an organization, partnership or collaboration can do to produce measurable results for clients and communities.

Stakeholder	A person or organization that has a significant interest in the performance of a program, agency or service system.
State Strategic Goal	A goal that is included in the state strategic plan and organized by policy area.
Statewide Indicator	An outcome or result measure that is related to goals in the state strategic plan and shown as a trend line.
Strategic planning	The process through which a preferred future direction and organizational mission are established and periodically updated in light of changing trends and issues and goals, objectives, and strategies. Strategic plans are adopted and implemented to guide an organization toward that preferred future direction.
Strategy	A coherent set of actions that have a reasonable chance of working to improve results (What will you do?).
Trend line	A visual display of the history and forecast(s) of a measure or indicator.
Vision	A picture of a desired future, one that is both challenging, yet possible to attain. Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.