

APPENDIX C: AGENCY STRATEGIC PLANNING HORIZON WORKSHEET

This worksheet contains all the fields in Horizon. Agencies should complete this worksheet before entering their plan data into Horizon. Using the worksheet will facilitate review, approval and data entry.

1.	<p>Agency:</p> <p><i>Select the agency name from the drop down menu.</i></p>
2.	<p>Mission:</p> <p><i>The mission explains the purpose of the organization and why the agency exists.</i></p>
3.	<p>Vision:</p> <p><i>The vision paints a picture of a desired future, one that is both challenging, yet possible to attain. It defines where the organization wants to be in the future and provides an optimistic view of the organization's future.</i></p>
4.	<p>Core Values:</p> <p><i>Core values are those ideas and beliefs that really matter to the organization; the enduring tenants to guide the work of the organization.</i></p>
5.	<p>Challenges:</p> <p><i>Identify the key challenges facing your agency for this planning cycle. The challenges are the critical issues that result from the agency's environmental scan. Consider changes to federal and state laws; policies or mission changes; trends affecting services, workforce and technology; risks identified through audits or disaster planning; demographic trends; customer needs; budget allocations; workforce gaps; and other internal and external factors affecting operations and services.</i></p>
6.	<p>Workforce Planning:</p> <p><i>Agencies will not submit separate workforce plans in FY 2013. The Department of Administrative Services Human Resources Administration (DOAS/HRA) will rely on workforce planning data from the agency strategic plans to develop the state's enterprise workforce plan.</i></p> <p>Workforce Gaps:</p> <p><i>What workforce gaps have you identified that may impede achievement of the agency mission or strategic goals? (Check all that apply.)</i></p>

	<p><input type="checkbox"/> Skill levels/competencies</p> <p><input type="checkbox"/> Diversity/EEO gaps (age, race, gender, ADA)</p> <p><input type="checkbox"/> Staffing levels</p> <p><input type="checkbox"/> Turnover/retirements</p> <p><input type="checkbox"/> Other</p>
7.	<p>Workforce Strategies:</p> <p><i>What strategies will you implement to ensure your workforce is equipped to carry out its mission and strategic goals? (Check all that apply.)</i></p> <p><input type="checkbox"/> Employee development (e.g., training, mentoring, job shadowing)</p> <p><input type="checkbox"/> Succession planning</p> <p><input type="checkbox"/> Rewards and recognition (e.g., incentive pay, pay for performance, acknowledgement of accomplishments)</p> <p><input type="checkbox"/> Work-Life Balance (e.g., telework, alternate work schedules)</p> <p><input type="checkbox"/> Recruitment</p> <p><input type="checkbox"/> Re-structuring programs or positions (e.g., consolidate or automate functions)</p> <p><input type="checkbox"/> Other</p>
8.	<p>Annual BLLIP Updates</p> <p><i>Georgia state agencies enter facility and real property information in a consolidated building data warehouse called Building, Land and Lease Inventory of Property (BLLIP). The State Properties Commission uses this data for facility and space planning. Therefore, it is important that agencies update the system data regularly.</i></p> <p><i>Indicate below whether the agency's facility manager has updated BLIPP for the current fiscal year. If not, please ask the agency facility manager to update the agency facility and space information at:</i></p> <p>https://www.realpropertiesgeorgia.org/blip/Home.do;jsessionid=BECF0520851BECCE49599F7916CEA4A8.tomcat02f</p> <p><input type="checkbox"/> Yes, agency updated BLLIP this fiscal year</p> <p><input type="checkbox"/> No, BLIPP has not been updated. I have contacted the facility manager to request completion of the annual BLLIP update.</p>
9.	<p>Enterprise Ideas:</p> <p><i>Agencies are encouraged to share ideas and solutions that would improve state services. List any ideas and suggestions for cost saving measures and efficiency improvements that can be implemented in your agency or across state government.</i></p>

10.	<p>Agency Goal:</p> <p><i>A result or outcome one is trying to achieve. Typically, agencies have between 3 to 5 high-level goals in an agency strategic plan.</i></p>
11.	<p>Measurable Objective (x to y by date):</p> <p><i>Each goal is required to have at least one measurable objective to gauge the agency's success at achieving the strategic goal. Measurable objectives need to be SMART" (Specific, Measurable, Attainable, Relevant, Time-bound). Measurable objectives are to be stated as from "X to Y by Date," where X is the baseline performance and Y is the performance you hope to achieve by the end of the three year planning cycle.</i></p>
12.	<p>State Policy Area/Goal:</p> <p><i>Review the state strategic goals and identify up to two state strategic goals to which the agency strategic goal best aligns. If a goal is an agency priority but does not align to a specific state goal, please align it to the agency's mission.</i></p>
<p align="center">Agency Strategy/Initiative (Complete this section for each strategy.)</p> <p><i>A strategy offers a coherent set of actions that has a reasoned chance of working to improve results. The strategy articulates what the agency will do to achieve the goal.</i></p>	
1.	<p>Strategy Title:</p> <p><i>Provide a title for the strategy that succinctly describes what the agency will do to achieve the strategic goal. The strategy title appears in the Executive Summary report for the agency strategic plan. Please be descriptive enough that readers can understand how the agency plans to achieve its stated goals.</i></p>
2.	<p>Strategy Description:</p> <p><i>Describe the strategy in greater detail, including how the strategy will affect the measurable objective and statewide indicators. The strategy description does not appear in the Executive Summary report. Rather the detail is accessed by enterprise support agencies and Horizon users seeking more explanation about the strategy or initiative.</i></p>
3.	<p>Anticipated Benefits (Check all that apply)</p> <p><i>Select the appropriate response describing anticipated benefits of the strategy once implemented.</i></p>

	<p>() Improved or enhanced services</p> <p>() Improved operations or efficiency</p> <p>() Improved client outcomes</p> <p>() Risk mitigation (security, public safety, disaster preparedness, address audit findings)</p> <p>() Additional revenue/cost savings</p> <p>() Improved employee morale/more qualified workforce</p>
<p>4.</p>	<p>Contact Information:</p> <p><i>Please provide contact information for the person responsible for the success of this strategy. This is the person OPB and other enterprise support agencies would contact in the event of follow-up questions.</i></p> <p><input checked="" type="checkbox"/> (Click here to populate fields from staff currently listed in the Horizon system)</p> <p>Name: _____</p> <p>Title/Position: _____</p> <p>Telephone: _____</p> <p>Email: _____</p>
<p>Budget Implications (Complete this section for each strategy.)</p>	
<p>5.</p>	<p>Budget Programs Affected</p> <p><i>Which agency budgeted programs are impacted by this strategy?</i></p> <p>_____</p> <p>_____</p>
<p>6.</p>	<p><i>Estimate the costs of implementing this strategy. Indicate what is included in this estimate. Once implemented, will the project have ongoing maintenance or operational costs?</i></p> <p>Cost Estimate: _____</p> <p>What does this cost estimate include? _____</p> <p>Will there be ongoing annual operating or maintenance costs? () No () Yes</p>
<p>7.</p>	<p>Budget Impact:</p> <p><i>Will implementation of this strategy be done with funds within the agency base, require a state budget enhancement or be paid from another funding source?</i></p> <p>() Base budget</p> <p>() State funding enhancement (includes capital outlay requests)</p>

	<input type="checkbox"/> Other funding source (e.g., federal funds or grant)
8.	<p>Start Date:</p> <p><i>When do you plan to start working on this strategy?</i></p> <input type="checkbox"/> FY 2012 or prior <input type="checkbox"/> FY 2013 <input type="checkbox"/> FY 2014 <input type="checkbox"/> FY 2015 <input type="checkbox"/> FY 2016
9.	<p>Critical Deadlines:</p> <p><i>Are there any critical external deadlines related to this strategy? This may include statutory implementation dates or mandatory compliance deadlines.</i></p> <input type="checkbox"/> No <input type="checkbox"/> Yes. If yes, provide date and explain: _____
10.	<p>Key Agency Partners (Check all that apply.)</p> <p><i>Identify the key partners needed for successful implementation of the strategy. These should be partners, rather than stakeholders.</i></p> <p>State Agencies</p> <input type="checkbox"/> Office of Planning and Budget (OPB) <input type="checkbox"/> Federal agencies <input type="checkbox"/> Department of Administrative Services <input type="checkbox"/> Local governments (i.e., city or county) <input type="checkbox"/> Georgia Technology Authority (GTA) <input type="checkbox"/> Non-governmental or non-profit organizations (NGOs) <input type="checkbox"/> State Properties Commission (SPC) <input type="checkbox"/> Private sector <input type="checkbox"/> _____ <i>(select from Horizon menu via BudgetNet)</i>
<p>Staffing Implications (Complete this section for each strategy.)</p>	
11.	<p>Staffing Implications: (Select all that apply.)</p> <p><i>A strategy has staffing implications if it affects the amount, composition or effectiveness of the workforce, or if its implementation would be made more successful through strategic workforce planning. Select the staffing implications related to the strategy.</i></p> <input type="checkbox"/> Increases staffing levels by _____ contracted/state FTEs <input type="checkbox"/> Decreases staffing levels by _____ contracted/state FTEs <input type="checkbox"/> Re-structures program or positions

	<input type="checkbox"/> Requires development of skill sets or competencies <input type="checkbox"/> Requires targeted recruitment <input type="checkbox"/> Other <input type="checkbox"/> None <i>(Skip to IT Dependencies)</i>
12.	Description of Staffing Implications: <i>Provide additional information explaining the staffing implications selected above.</i>
IT Dependencies (Complete this section for each strategy.)	
13.	1. IT Dependencies (Select all that apply.) <i>A strategy is IT dependent if its success depends on a technology solution or IT support. The Georgia Technology Authority uses this information to plan for enterprise-wide technology needs and help agencies use technology more effectively. Please indicate whether this strategy is IT-dependent and if so, which of the following categories best describe how technology will be used.</i> <input type="checkbox"/> Re-design business processes (i.e., re-engineer or automate processes) <input type="checkbox"/> Improve customer access to online services <input type="checkbox"/> Improve workforce mobility (i.e., remote access to agency applications) <input type="checkbox"/> Expand the use of data for decision making and information sharing (e.g., data warehouses) <input type="checkbox"/> Establish or expand connectivity (LAN, WAN, Telecom to improve data flow) <input type="checkbox"/> Improve agency business continuity or disaster recovery <input type="checkbox"/> Other (please describe briefly): _____ <input type="checkbox"/> None. Strategy is not IT dependent. <i>(Skip to Facilities or Space Implications)</i>
14.	Related IT Projects: <i>If you have any IT projects supporting this strategy, please list them here. If your agency has submitted an Agency Project Request (APR) to GTA providing detailed information about the project, please note that as well.</i>
Facilities or Space Implications (Complete this section for each strategy.)	
15.	Facilities or Space Implications <i>A strategy has facilities or space implications if it requires acquisition of additional property, relocates or reconfigures an office space or state facility, or if it would be made more successful through strategic facility planning. The State Property Commission uses this information to identify and plan for enterprise and agency space management and property acquisition needs.</i> <input type="checkbox"/> Requires new construction, facility renovation or facility consolidation

	<p>() Increases or decreases office space or other facility () Requires a land acquisition () None <i>(Skip to end)</i></p>
16.	<p>Description of space or facility request: <i>Describe the space or facility project in greater detail, including any requirements or specifications related to the project.</i></p>
17.	<p>Number of People Affected: _____ <i>Estimate the number of staff/people affected by this space or facility request.</i></p>
18.	<p>Space or Facility Location: <i>Identify the county or counties in which the affected space or facility will be located.</i> () _____ county () _____ county</p>
<p>Plan Submission</p>	
19.	<p>Review/Approval <i>Once submitted, agency plans are considered final and are posted to OPB's web site. OPB encourages agencies to proof content for spelling and readability prior to submission.</i> <input type="checkbox"/> Agency management has approved strategic plan content for submission to OPB.</p>