USER GUIDE

2015 STRATEGIC PLAN

GEORGIA'S STRATEGIC PLANNING SUPPORT TOOL

HORIZON

Office of Planning and Budget

Horizon Version 5.31.2014

Revised May 2014

CONTENTS

OVERVIEW

Horizon System

Horizon is a web-based support system developed and used by the Governor's Office of Planning and Budget (OPB), Georgia Technology Authority (GTA), Department of Administrative Services (DOAS), and agencies of the State Property Officer (SPO)[1] to facilitate the streamlined collection and reporting of agency strategic planning information. The system is accessible to all state agencies and enables enterprise strategic planning and management. Horizon was designed initially to support the collection and reporting of the agency strategic plan. This document provides guidance for accessing, entering and monitoring state agency strategic plans in the Horizon system.

State Strategic Planning

By law, each state agency is required to develop an agency strategic plan that is consistent with the overall state plan. Governor Deal recently updated the state goals to reflect his strategic priorities (Appendix B) and challenged agencies to develop goals and strategies that support achievement of these goals.

The agency strategic plan is a four-year plan that is updated annually. Agencies are allowed to choose a strategic planning model that works best for the agency (e.g., Balanced Scorecard). The agency strategic plan should explain what the agency is focusing on to improve services and accomplish the Governor's strategic goals for Georgia. As part of the agency budget request, the agency should highlight the specific proposed strategies and projects in the strategic plan that the agency would like to move forward during the next fiscal year.

Agencies enter into Horizon a standard set of common strategic plan elements that OPB and the other enterprise planning agencies will use for purposes of statewide planning. Once submitted, the plan may be accessed by all Horizon users as well as the public. OPB, GTA, DOAS and SPO each have a role in reviewing agency strategic plans and running reports at the agency, policy area, and enterprise level. Updated agency strategic planning information is due June 13, 2014.

Agencies should refer to the State Strategic Planning Guidelines on OPB's website for information about Georgia's state strategic planning framework and coordinated planning processes.

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[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.

BEFORE YOU START

User Guide

This user guide has been prepared by the Governor's Office of Planning and Budget (OPB) as a reference to assist state agencies with the entry of their developed strategic plans into the Horizon application.

The intent of this user guide is to provide basic system, technical and operational information necessary to successfully navigate and function in all areas and features of the Horizon application.

Although this user guide contains references to the state's published guidelines on strategic planning, and its processes, it is done so in an effort to support, not replace, these publications as they pertain to the entry of an agency's developed strategic plan into the Horizon application.

It is recommended that this user guide be read fully by those agency individuals who will be responsible for entering their agency's strategic plans into Horizon; this will allow for a pre-entry check to avoid possible problems or complications that may arise during the actual entry process of the agency strategic plan.

Strategic Planning Guidelines

Prior to using Horizon, please review the State Strategic Planning Guidelines located on OPB's web site at www.opb.georgia.gov. As noted above, OPB does not prescribe a strategic planning methodology for agencies. However, agencies are required to submit in Horizon a standard set of common strategic plan elements. The Guidelines outline the required data, and Appendix C of the Guidelines provides a template for all of the Horizon data fields. OPB encourages agencies to complete this worksheet prior to entering the data in Horizon.

The Guidelines' Appendix C: Agency Strategic Planning Horizon Worksheet provides a user friendly format for agencies to:
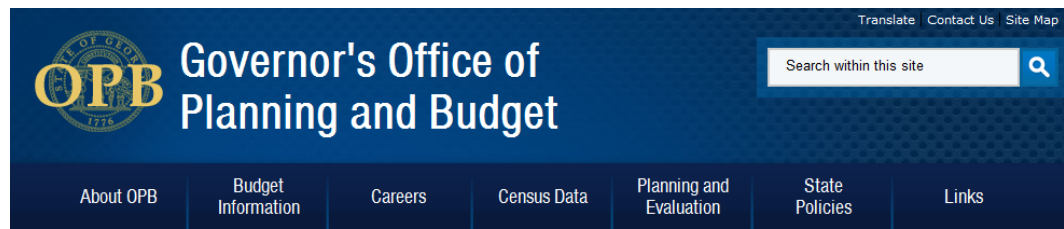
- confirm completion of all required elements
- check spelling
- perform final edits
- obtain management approvals
- facilitate entry of the agency's strategic planning data into Horizon.

Other helpful resource materials are also available on the OPB web site, which agencies may use to organize their strategic planning information prior to data entry.

To access the Guidelines, worksheet and other materials, click on the Strategic Planning tab on the OPB home page as shown in the following screen print.

A link to the Guidelines will appear under the Related Files section as shown at the bottom of the web page. Click on the link of the specific resource material as needed.

Pre-Entry Process

Before the actual agency strategic plan data entry process begins, the agency should complete the following:

- Review the FY 2015 State Strategic Planning Guidelines

- Identify any changes to the agency's current fiscal year's strategic plan, including changes to goals, objectives and strategies.

- Obtain agency leadership's approval of any plan changes.

- Complete Appendix C: 2015 Agency Strategic Planning Horizon Worksheet and proof for spelling and typos to facilitate the entry of the agency's strategic plan into Horizon.

- Designate one agency staff as the individual primarily responsible for entering the agency's strategic plan data.

- Assign roles within Horizon for data entry, editing and plan submission.

- Review the FY 2015 Horizon User Guide before beginning data entry.

What's New (Changes for FY 2015)

Governor Deal's vision of a responsible and efficient government uses strategic planning as the basis for performance management and accountability. Under the Governor's leadership, OPB has strengthened the state planning process to improve alignment of agency activities with the state goals. Additionally, OPB worked with the Strategic Planning Coordinating Team to refine the data entry requirements in the state strategic planning database Horizon. These efforts resulted in significant changes to the strategic planning process in FY 2013, which remain essentially unchanged for the FY 2015 annual plan updates.

The FY 2015 updates will focus on plan refinement, rather than directional change. Agencies should approach the update as an opportunity to evaluate and refine their plans to ensure that the goals and strategies are still viable and relevant. Agencies will review their FY 2013-2016 plans and evaluate whether there are any gaps that need to be addressed. Examples of FY 2015 updates may include revising or adding strategies or goals, updating strategy cost information or technology specifications, and providing baseline or target data for measureable objectives.

OPB and the enterprise support agencies (ESAs) made minor adjustments to the information collected and reported in Horizon to facilitate improved agency performance reporting. Specifically, agencies are no longer required to link strategies to measureable objectives. Objectives measure goal achievement and will be selected based on alignment to agency goals.

Additionally, to better track achievement of goals, agencies will now enter baseline and target data into numeric fields, which will capture the X and Y values. Finally, agencies will provide the dates for both baseline and target data.

As of FY 2014, agencies began reporting plan performance in Horizon. Because strategies will no longer be linked to measureable objectives, Horizon will collect the information in separate tables in FY 2015. This will eliminate duplicate data entry associated with measureable objectives being linked to multiple strategies. It will also improve reporting by separating achievement of the objectives from updates on strategy completion.

Finally, to assist agencies in their planning efforts, OPB will provide its annual strategic planning training in Spring 2014. Agency strategic planners, fiscal officers and Horizon data entry staff are encouraged to attend. Additionally, OPB will meet with individual agencies to provide additional guidance on plan updates and progress reporting. OPB will contact agencies to provide agency-specific guidance and schedule meetings when appropriate. To request a one-on-one meeting, agencies may contact OPB's Strategic Planning and Performance Management Coordinator Alice Zimmerman.

Technical Information/System Support

If your agency is new to Horizon, you may need to verify computer compatibility and set up your user accounts in the system. Appendix D provides detailed instructions including technical specifications to help you get started. OPB is also available to provide agencies with system support.

General Assistance

For general assistance with the Horizon system or strategic planning in general, contact Alice Zimmerman at alice.zimmerman@opb.state.ga.us or at (404) 657-7316.

IT Support Ticket

For technical issues and/or problems with the Horizon application, please complete and submit an issues ticket through the Generate a Support Ticket option (located on Horizon Help menu) as shown below. If possible, attach a screen print of any error received with an explanation of the problem encountered.

Remember the following when generating a support ticket:

1. Include agency name.

2. Provide details and reference the appropriate Goal, measureable objective or strategy to which you are making changes.

3. Attach a print screen showing where you want to make changes.

NAVIGATING HORIZON

Launching Horizon

Agency users may access Horizon several ways. The easiest way is to:

1. Go to the OPB website at www.opb.georgia.gov

2. Click on the "Links" menu at the top right of the page

3. Select OPB Applications

4. Select Horizon from the list of applications.

A successful launch will display the Horizon home page as shown below. Once the Horizon home page is opened, go to the Horizon Menu in the top right corner of the page. Users may access certain reports and plan information without logging in. However, to view, edit or submit an unsubmitted agency strategic plan, the user must log in to the system.

Horizon Login Procedure

OPB has implemented a unified login for all OPB applications. This process will improve management of user information and allow users to have a single user name and password that works across multiple OPB applications. To login to Horizon follow these steps.

1. Click "Login" in the Horizon Menu

2. Enter your User Name and Password on the Security Online (SecOn) login page.

3. Select "Login"

Note: If you have forgotten your User Name select "Forgot User Name" and your user name will be emailed to you. If you have forgotten your password select "Forgot Password" and a password reset email will be sent to you.

If you do not have a user name or password, you may contact OPB or submit an IT Support Ticket. OPB will help set you up in the system.

4. Select the "Horizon" icon in the list of OPB Applications to be returned to Horizon home page. You will only be able to see the application(s) you can access.
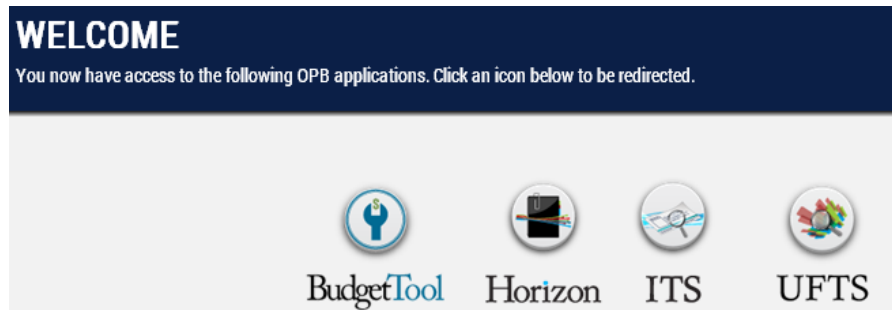
Horizon Home Page

The Horizon home page is comprised of general information and a navigation menu.

General Information

This component of the home page provides a summary of the Horizon application. The page includes general information about agency strategic plans, planning due dates, and how to request assistance. Additionally, the home page provides system information, including a brief description of its functionality, features and operational structure.

Main Menu

The Horizon Menu is located at the top right corner of the home page; it is a drop-down menu that features three submenus to logged in users. Agency Administrators see a fourth menu item, which is used to administer user accounts through OPB's Security Online application:

- Main Options
- Reports/Views
- User Account
- Administration (for administrators only)
- Help

Main Options

From this submenu, users enter and submit agency strategic plans.

Reports/Views

From this submenu, users can select and generate reports and views of strategic planning data by agency and across the enterprise in a variety of formats. Users have the option of viewing reports online or exporting reports to Microsoft Excel. Agencies may also view the list of state strategic goals and see a report of agency goals that contribute to the state goals from this submenu.

Administration

From this submenu, agency and OPB system administrators maintain user security and access. OPB manages user information in a separate application called Security Online, which allows a user to use a single login and password for multiple OPB applications.

Help

From this submenu, users can obtain Horizon system information and "Generate a Support Ticket" to report system issues to OPB's IT staff.

Navigation

Menu-Driven Design

The Horizon system is primarily menu driven; it operates from a main menu located on the home page. From the main menu, users can choose from three submenus. These submenus provide options for specific features within the Horizon application. Once an option is chosen from a submenu, Horizon executes the option accordingly.

To access the main menu, click the ⬇ (down arrows) icon on the Horizon Menu bar; this will open the main menu and display the three available submenus, along with their corresponding options.

Hover Menus

Navigation within the Horizon application is achieved through point-and-click links, hover menus and tabs for navigating within the various sections of the application.

To edit or delete existing information, Horizon uses hover menus that are located on the left side of the form area on which you are working.

To access the hover menu, move the mouse pointer to the top left area of the form on which you are entering information and the menu options will appear for use. Next, choose the desired menu item by clicking on it; this will execute the menu item's function.

Save and Cancel

When modifying data, it is necessary to "Save" data before returning to the next form or hover menu. The "Save" button is located at the bottom right of the form being completed. To clear changes or exit the form without saving you may click Cancel at any time.

Tabs

Recent enhancements to the Horizon system limited the use of tabs. Two tabs remain: Agency Partners and Budget Programs Affected. In Step 4, Horizon now has a hyperlink in the form that takes you to each tab when appropriate. The user may navigate back to the form by clicking "Back to Strategy Information."

Timing Out

For security purposes, Horizon will time out a user after 30 minutes of inactivity. If you time out, you will have to login again.

Horizon Hierarchy Structure

Familiarization with the structural hierarchy of the Horizon application is recommended. This familiarization will ensure a smoother and more accurate entry process. Horizon is a goal-driven application; deleting a goal will also delete all data associated with the goal (i.e., measurable objectives, strategy, etc.).

Horizon is organized with the following hierarchy structure:

Agency
      Mission/Vision/Core Values
         o Goal
            Measurable Objectives
            State Goal Check List
               • Strategy
                  o Agency Partners
                  o Budget Programs Impacted
                  o Staffing Implications
                  o IT Dependencies
                  o Facilities/Space Implications

Agency Plan Status In Horizon

Horizon designates a status to each plan as follows:

- **Not Advanced**: The agency has not yet advanced their previous year's plan.

- **Working**: The agency is updating or entering information.

- **Submitted**: The agency has completed entering information and has submitted its plan for review.

- **Reviewed**: OPB and the other reviewing agencies have reviewed the plan. If OPB reviews the plan and finds that it needs to be returned to the agency plan for revisions, the agency's plan may be returned to "working" status.

The Management Status Report is accessible through the Horizon menu and shows the current stage of each agency's strategic plan.

AGENCY STRATEGIC PLAN ENTRY

Agency Advance

Whether this is a new strategic plan or an update to an existing strategic plan, the agency must first advance the plan. Advancing the plan carries data from the prior fiscal year plan to the current year strategic plan.

> **Note**: To advance the agency plan from the previous year you must be assigned a role of "Agency Advancer". If needed, you may submit an IT Support Ticket to be assigned this role.

Select "Agency Advance" in the Main Options Menu:

Select the Agency.
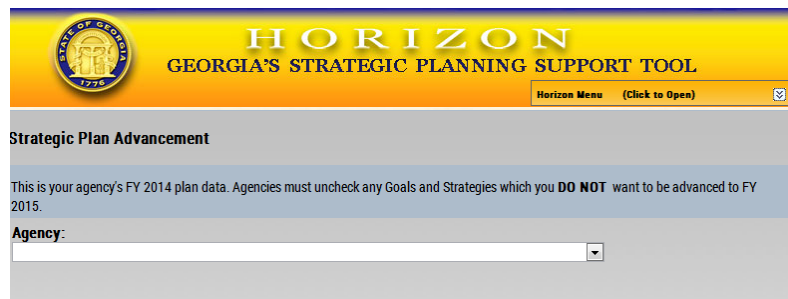
You will see the agency's FY 2014 plan data.

Uncheck any Goals or Strategies which you **DO NOT** want to be advanced. If you delete a goal, you will delete all strategies and related information. Please review carefully before confirming. *The advance process cannot be reversed.*

Click **Continue** at the bottom of the page.

Click Confirm at the bottom of the page to complete the advance to the next year.

Note: Please verify your selections. **This advance cannot be reversed**, but you will have an opportunity to add or delete goals as you develop your FY 2015 agency strategic plan.

You will see the following warning.
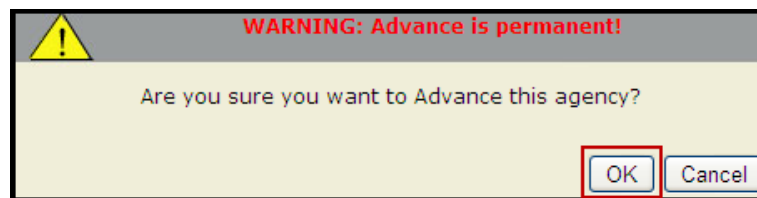
Click "OK" if you are ready to advance the agency goals.

The Agency has now been advanced. Return to the Horizon Menu and select "Enter/Edit Agency Strategic Plan" under Main Options to begin data entry.

Data Entry Overview

After advancing the plan, you are ready to enter the updated strategic plan data. The Horizon main data entry screen consists of brief instructions and five steps. These five steps will be used for entering and submitting the agency strategic planning data. To begin this step-by-step entry process, click Enter/Edit Agency Strategic Plan from the Main Options submenu; this will display the five steps of the entry process as shown below.
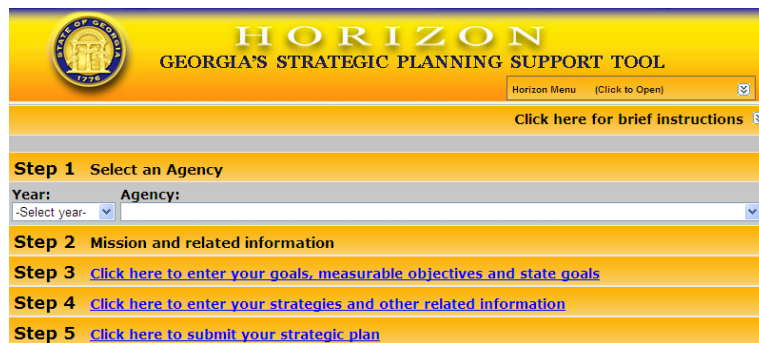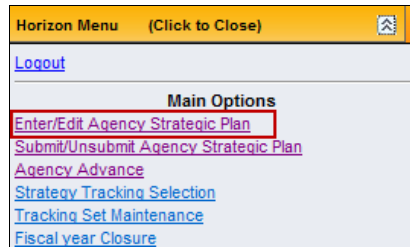
To view the brief instructions as provided, click **Brief Instructions** on the main data entry screen; a list of brief instructions will appear on screen as shown below.
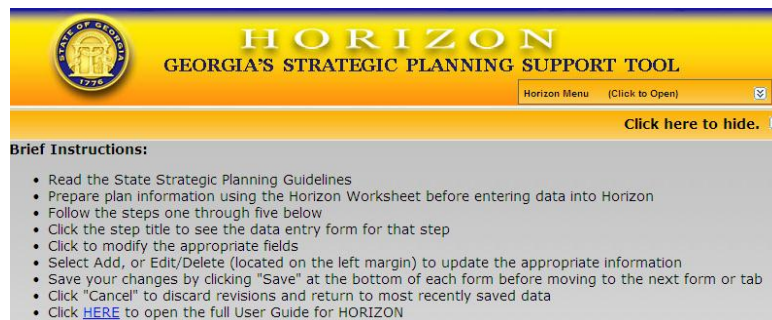
From this point, the process for entering an agency's strategic planning data using Horizon is a step-by-step entry process, as follows:

STEP 1. Select Year and Agency

STEP 2. Enter Agency Mission and Related Information

STEP 3. Enter Agency Goals, Measureable Objectives and State Goals

STEP 4. Enter Agency Strategies and Related Information

STEP 5. Submit Agency FY 2015 Strategic Plan

Step 1. Select Agency

This initial step is for selecting the agency for which strategic planning data is to be entered, or changed; user selects agency name from a pre-defined list of state agencies.

To select an agency:

1. Select the year (FY 2015)
2. Select the agency. If your agency is not selected by default, then click the drop down arrow

Step 2. Enter Agency Mission and Related Information

This step is for entering, or changing, the agency's mission and related information as well as for suggesting enterprise ideas and attaching supplemental documentation. Refer to Appendix C: Agency Strategic Planning Horizon Worksheet for detailed definitions and instructions for preparing each of the Horizon data elements for this step.

1. Enter or update the following data for your agency:

   - Mission

   - Vision

   - Core Values

   - Challenges

   - Workforce Planning: Gaps, Critical Positions, and Strategies

   - Annual Building, Land and Lease Inventory of Property (BLLIP) Updates

   - Enterprise Ideas

   - Attach supporting documents using the instructions below.

   - Click "Save."

Enterprise Ideas

When you advance the plan, you advance the enterprise ideas that were submitted in the prior planning cycle.

1. Click "Edit" or "Delete" on the left of the description to revise previously submitted enterprise ideas.

2. Click "Add New" to update the list with new ideas or suggestions.

Attached Documents

Horizon contains standard planning elements. If your agency has published a separate strategic plan or developed additional planning materials, please attach this supplemental documentation in support of the strategic plan submitted in Horizon.

1. Click "Browse" to search for the file you wish to attach. Enter a "Description" of the document you are attaching in the field and then click "Add."

2. All documents that have been uploaded into Horizon for the agency will be listed. To delete a file, click the "Delete."

3. Click "Save".

List of Documents Attached:		
Document Name		**Description**
Add	[ ] Browse...	[ ]
		Save Cancel

Note: It is necessary to "Save" changes before moving to another step. Failure to click "Save" and/or selecting "Cancel" results in the loss of changed data.

Step 3. Enter Agency Goals, Measureable Objectives and State Goals

This step is for entering, or changing, agency strategic goals, measureable objectives, and alignment of the agency goal to state goals. Repeat this process for each of your agency goals.

Agency Goals

When opening the screen for Step 3 initially, if no goals have been entered, the screen is blank. Enter the agency goal priority (i.e., label number) and a goal statement/description. Add new measureable objectives for each goal and select that state goal to which the agency goal aligns as discussed below.

If agency goals have been entered previously and advanced for FY 2015, the agency goals appear in priority order. Additionally, you will see the measureable objectives and the selected state goals associated with each of your agency goals.

You may add new goals, edit existing goals or delete goals to reflect your FY 2015 agency priorities.

1. Click Add New Goal to add a goal to your plan.

2. Click on "Edit" or "Delete" from the left side hover menu next to the goal label in order to revise the goal, measurable objective and state goals.

Goal Label

To be effective in executing the agency strategic plan, it is important to prioritize the work. Goal labels help communicate what the most important goals are to the agency. Typically, agencies include the top 3 to 5 high-level goals in an agency strategic plan.

The system will use the goal priorities from last year's plan as the numbering base for this year's goal labels. The system will not re-number any goals eliminated in the

advance procedure. You will have to renumber to reflect your updated priorities.

1. Click the "Edit" function on the left side hover menu to change the goal label.

2. Ensure that the Goal Labels are sequential and that there are no duplicate or omitted labels.

Agency Goal Description

Click this field to enter the description of the agency strategic goal; up to 256 characters may be entered in this field. To edit the goal description, select "Edit" from the left side hover menu.

Step 3	Enter your goals, measurable objectives and state goals

Label:
G 1

Description:

256 characters remaining.

Measurable Objectives

Each goal is required to have at least one measurable objective to gauge the agency's success at achieving the strategic goal. Measurable objectives are stated in "X to Y by Date" format. Beginning FY 2015, agencies will also enter X and Y values in their respective Baseline (X) and Target (Y) data fields.

To enter a strategic goal's measurable objective, you must select and edit the specific goal to which the objective is tied.

1. Click "Edit" or "Delete" to modify existing objectives.

2. Click "Add New" from the bottom right side to add objectives.

3. Click Update to save edits to measureable objectives; otherwise, click Cancel.

State Goal Alignment

Important: Governor Deal has updated the Strategic Goals for Georgia. Your FY 2015 agency goals must align to the updated state goals, which can be found under the Reports/Views section of the Horizon Menu.

To enter the agency goal's alignment to a state strategic goal:

1. Identify up to two state strategic goals to which the agency strategic goal best aligns

2. Click the field in the % RELATED column

3. Enter the percentage amount you estimate it aligns. (An agency strategic goal can be aligned to no more than two state goals, and will always total 100%.)

4. Click "Save" to save entered data; otherwise, click "Cancel" to reset the percentage.

State Goals:
Enter percents for up to two state goals.

State Goal	% Related
E1) Increase percentage of students reading at or above grade level by the completion of 3rd Grade – a strategic benchmark for lifelong learning	___ %
E2) Increase percentage of Georgians who hold a postsecondary credential	___ %
E3) Improve and expand science, technology, engineering and mathematics (STEM) education	___ %
E4) Increase teacher and school leader effectiveness	___ %
E5) Increase the percentage of high school graduates who are college and career ready	___ %
E6) Empower citizens with public school options and local flexibility for the purpose of improving student achievement	___ %
G1) Implement strategic tax and regulatory reforms that make Georgia more competitive	___ %
G2) Promote small business growth and entrepreneurship	___ %
G3) Maximize access to capital for startups and growing businesses	___ %
G4) Conserve and enhance natural resources, with an emphasis on increasing state water supplies and security	___ %
H1) Reduce childhood obesity in Georgia	___ %
H2) Increase access to health services throughout the state	___ %
H3) Increase consumer choice and personal responsibility in health care	___ %

Save   Cancel

Step 4. Enter Agency Strategies and Related Information

This step is for entering, or changing, agency strategies and related information, including resource needs. The data entered depends on the strategy's impact on staffing, technology and facilities.

To start Step 4, select a goal from the drop-down menu. If no strategies have been entered for the selected goal, then the strategy screen is blank. If strategies have already been entered for the goal, they will appear in sequential order.

To edit a strategy for the selected goal, select "Edit" or "Delete" on the left side hover menu next to the strategy you would like to edit. Or, to add new strategies, click "Add New Strategy." From here you enter information related to the selected strategy, addressing one strategy at a time.

Once you have selected the goal and strategy to edit, you will see three tabs.

1. Strategy – Initial screen; complete for each strategy.

2. Agency Partners – Complete for each strategy.

3. Budget Programs Impacted – Complete for each strategy.

Strategy Tab

Refer to your completed Strategic Planning Horizon Data Entry Worksheet for additional information about preparing the data for entry in the Strategy Tab.

For each strategy, you will enter the following data:

Label

Provide a sequential label number.

Strategy Title

Provide a title that succinctly describes what the agency will do to achieve the strategic goal.

Strategy Description

Describe the strategy in greater detail. The strategy description is accessed by enterprise support agencies and Horizon users seeking more explanation about the strategy or initiative.

Anticipated Benefits

Select the appropriate response describing the anticipated benefits of the strategy once implemented. Click all fields that apply to the strategy; a check mark appears in each selected field.

Contact Information

Enter the name and phone number of the person OPB and others should contact with questions about the strategy. After entering a name the first time, agencies have the option of selecting that name again for other strategies. If the agency does not identify a specific contact for a strategy, Horizon displays the agency Strategic Planning Coordinator as the default answer for this field.

Budget Implications

1. Click the link to go to the Budget Programs Impacted tab. Here you select the agency's budget programs impacted by the strategy. Click "Save" and "Back to strategy information" to continue entering other budget information.

2. Enter a cost estimate, describe what is included and select the funding source, including whether cost estimate requires IT investment or other major procurement. Select "Base" if the strategy can be implemented within the base budget, "Enhancement" if new appropriations or capital outlay will be requested, and "Other" if it will be funded through non-appropriated funds.

3. Enter a start date and note any critical deadlines that may drive implementation timeframes.

4. Click the link to go to the Agency Partners tab. Here you identify state agency and non-state agency partners who are key to successful implementation of the strategy. If you will require technical assistance from one or more enterprise support agencies, please include them among the state agency partners. Click "Save" and "Back to strategy

information" to continue entering strategy information.

Staffing Implications

A strategy has staffing implications if it affects the amount, composition or effectiveness of the workforce.

1. Select the Staffing Implications that apply to the strategy. Consider whether strategy implementation will increase or decrease staffing levels, whether retention of staff including potential retirees will be affected, whether new skill sets will need to be developed, whether the agency will have to recruit for specialized positions and whether the organizational structure will be affected.

2. Provide additional Staffing Comments regarding the impact on staff, including the number and type of staff impacted by the strategy and competencies to be developed.

3. If none apply, please select "None."

IT Dependencies

A strategy is IT dependent if it depends on a technology solution or IT support for success. The Georgia Technology Authority uses this information to identify and plan for agency and enterprise technology needs.

1. If the strategy is IT-dependent, indicate how technology will be used. Consider whether it will be used to automate processes, improve access to systems or services, manage data, expand connectivity or facilitate recovery of data in the event of a disaster. Select all that apply. If none apply, please select "None" and go to the next section.

2. Provide other comments about IT Dependencies in the open text field. Use this field to answer how technology will be used to support strategy implementation.

Facilities or Space Implications

A strategy has facilities or space implications if it requires acquisition of additional property or relocates or reconfigures an office space or state facility. The State Property Commission uses this information to identify and plan for enterprise and agency space management and property acquisition needs.

1. Implications – Check the facility needs which apply to this strategy. If none apply, then skip this section.

2. County – Enter the county where the affected facility is located.

3. FTEs – How many staff are affected by this facility request?

4. Description – Describe the proposed facility project including why the project is needed.

Facilities or Space Implications: (check all that apply or enter a new one)
How will the strategy impact agency facilities/space?

Implications	County	FTEs	Description
No facilities or space implications have been entered.			

Add New - Records: 0 - 0 of 0

Agency Partners Tab

The Strategy tab links to the Agency Partners tab to mirror the linear reasoning one follows when considering the resources needed for strategy implementation. Use this tab to identify the active agency partners critical for the success of each strategy. Check each agency that is anticipated to be an active participant in the implementation of the strategy or that is significantly impacted by the strategy. These are agencies that will be at the table working through the planning and execution of the strategy. Additionally, if you require technical assistance from one or more enterprise support agencies, please include them among the agency partners as well.

In some rare cases an agency strategy will require the partnership of all agencies. An option is provided in Horizon to "Select all" at the top of the agency list.

Agencies sometimes partner with federal agencies, local organizations, private industry and nongovernmental organizations. Horizon now includes fields for these partnerships as well.

Budget Programs Impacted Tab

The Strategy tab links to the Budget Programs Impacted tab to mirror the linear reasoning one follows when considering the resources needed for strategy implementation. Use this tab to identify the budgeted programs impacted by each strategy.

Important: OPB updates the agency budget structure in BudgetNet (and consequently Horizon) following the Governor's signing of the Appropriations Bill. If your agency or program budget structure will change in FY 2015, you may want to postpone completion of this section until after the Appropriations Bill has been signed and BudgetNet has been updated. Consult your agency fiscal officer to confirm whether BudgetNet reflects the final agency budget structure.

Step 5. Submit Your Plan

Once the agency plan is final and all required fields entered into Horizon, the agency submits the plan. The submission process notifies OPB and other enterprise support agencies that the plan is ready for review. It also moves the agency strategic plan data from a restricted access location to a public website.

The agency Horizon administrator must assign the "submit/unsubmit" role to an agency user. Only the agency user with the submit/unsubmit role can submit the agency strategic plan.

Select Agency

To submit the plan, click the link on Step 5 or go to the Horizon Menu drop down box and click on "Submit/Unsubmit Agency Strategic Plan." This will open the submit screen. Select the agency and year.
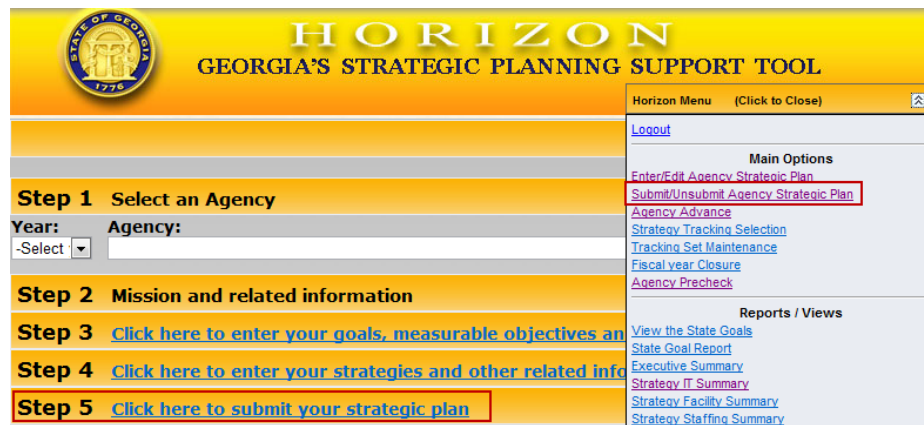
Pre-check Errors

Horizon runs a precheck on the plan prior to plan submission. You may also run the precheck at any time from the Horizon Menu Main Options. The Precheck ensures that required data has been properly entered. Specific pre-checks include:

- ✓ Mission and vision fields are completed.

- ✓ Each goal has at least one measurable objective and that each goal is related to up to 2 state goals.

Each precheck error includes a reference to the goal or strategy where information is incomplete. For example, if the error is for a specific goal, the message includes an indicator showing which goal it is for (i.e. G1 means Goal 1, G2 means Goal 2, etc.). For strategy, it would show G1:S1 (Goal 1 Strategy 1, etc.).

If Horizon identifies precheck errors, you can "Print" the pre-check message from the "File" menu to reference while you correct the data errors. Correct the precheck errors, and return to the submit screen by clicking on "Submit/Unsubmit Agency Strategic Plan" under the Horizon Menu. Reselect the agency and year. If you do not see any precheck errors, continue with submission process.
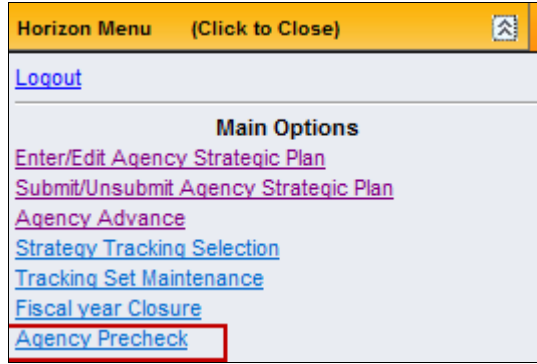
Agency Strategic Plan Prechecks

Add, edit, delete precheck for the agency. These precheck runs against an agency before submitting

	Sequence	Description
Add	1	Mission is required
Edit	2	Vision is required
Delete	3	State goal check
	3	State goal percentage check
	4	Measurable objectives required
	5	IT Projects
	6	Facility Projects
	7	Staffing
	8	Business Driver required
	9	Job Family required
	10	IT Project not used
	11	Facility not used
	12	Orphaned Measurable Objective

Comments

Enter any comments to inform OPB or the other reviewing agencies about the agency strategic plan being submitted. If the plan is being re-submitted, the agency might explain what aspects of the plan have been modified. Comments are optional when submitting but required to "Unsubmit" a plan.

30
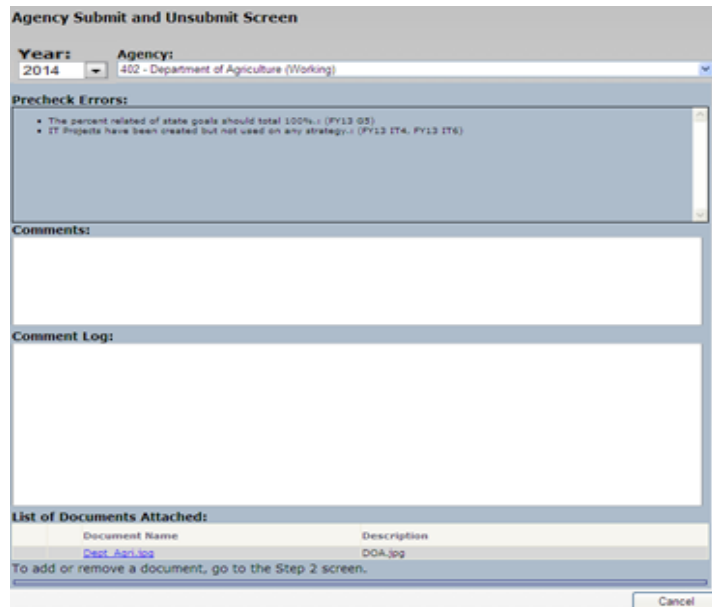
Attachments

Verify that the documents you want to provide to OPB are attached. A list of the documents attached in Step 2 is provided on the submit screen. (To add or remove documents, cancel the submit screen and go to the bottom of the Step 2 screen.)

Management Approval

Submitted plans are public documents. Therefore, it is important that agency management have approved the content prior to submission. OPB encourages agencies to proof content and spell check data prior to submission.

Select "Agency management has approved strategic plan content for submission to OPB" to confirm plan is final. The "Submit" button does not appear until this field is checked.

Submission

Click the "Submit" button.

If the plan has no precheck errors, the plan is submitted.

Horizon sends an email to OPB and the other reviewing agencies notifying them that your agency plan is now submitted.

Unsubmit Process

Once the plan is submitted, all data entry fields for that agency are locked. The agency must "Unsubmit" its plan to edit their strategic plan information.

1. Go to the Horizon Menu drop down box and click on "Submit/Unsubmit Agency Strategic Plan." This will open the submit and unsubmit screen.

2. Enter "Comments" explaining reason for unsubmit.

3. Click on the "Unsubmit" button.

4. Edit the plan and submit again.

FEEDBACK, COMMENTS AND REPORTS

OPB, GTA, DOAS and SPO 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, the agency will be asked to unsubmit its plan, revise it and resubmit.

Agency users that have opted for email notification will be notified by email when each reviewing agency has completed its review. Once all reviewing agencies have completed their work, Horizon emails the agency that the review process is complete and the agency's plan will move from "Submit" status to "Reviewed" status. Again, email notification depends on the options selected by individual users. (For information about how to turn on and off email notifications, refer to Appendix D: Technical Information and User Support.)

Agencies will be able to access the reviewer's comments and feedback by running the appropriate Horizon report for their agency.

Customizing Horizon reports allows you to add or delete the columns you wish to display in the Executive Summary page. Additionally, you can drag the column headers to create category groupings, which can be helpful for plans with many strategies or objectives.

AGENCY PERFORMANCE REPORTING

The agency performance report is used to track progress on the strategic plan strategies and objectives. All agencies submit performance reports twice a year, with select agencies submitting quarterly. The FY 2015 updates are due in Horizon on the following dates:

• October 17th (1st Quarter: Select Agencies Only)

• December 31st (Mid-Year Report: All Agencies)

• April 17th (3rd Quarter: Select Agencies Only)

• July 31st (Year-End Reports: All Agencies)

Appendix E provides instructions for entering the agency performance report updates into Horizon.

APPENDICES

APPENDIX A: STATE STRATEGIC PLANNING ELEMENTS

State Strategic Plan

- Covers minimum 5-year time span
- Defines Governor's strategic goals for each of the six policy areas

Agency Strategic Plan

- Mission
- Vision
- Core Values
- Challenges
- Enterprise Issues, Barriers, Opportunities
- Goals
  - Alignment to State Goal
  - Measurable Objectives
  - Strategies

- Covers 4-year time span, updated annually
- Supports state goals
- Focuses on strategic activities and areas for improvement
- Includes resource planning for budget, IT, staffing, facilities
- Integrates strategic planning requirements for enterprise support agencies

Agency Performance Report

- Strategy Status Update
- Measureable Objective Performance

- Measures achievement of state and agency goals
- Reports progress on agency strategies
- Mid-year and year-end reporting for all agencies
- Quarterly status updates for select agency strategies

APPENDIX B: STATE STRATEGIC GOALS

Vision:	A lean and responsive state government that allows communities, individuals and businesses to prosper

Governor's Strategic Goals for Georgia

Educated: **Developing life-, college-, and work-ready students**

E1) Increase percentage of students reading at or above grade level by the completion of 3rd Grade – a strategic benchmark for lifelong learning

E2) Increase percentage of Georgians who hold a postsecondary credential

E3) Improve and expand science, technology, engineering and mathematics (STEM) education

E4) Increase teacher and school leader effectiveness

E5) Increase the percentage of high school graduates who are college and career ready

E6) Empower citizens with public school options and local flexibility for the purpose of improving student achievement

Mobile: **Transporting people and products in a 21st century Georgia**

M1) Improve the movement of people and goods across and within the state

M2) Expand Georgia's role as a major logistics hub for global commerce

M3) Leverage public-private partnerships and improve intergovernmental cooperation for successful infrastructure development

Growing: **Creating jobs and growing businesses**

G1) Implement strategic tax and regulatory reforms that make Georgia more competitive

G2) Promote small business growth and entrepreneurship

G3) Maximize access to capital for startups and growing businesses

G4) Conserve and enhance natural resources, with an emphasis on increasing state water supplies and security

Healthy: **Accessible care and active lifestyles**

H1) Reduce childhood obesity in Georgia

H2) Increase access to health services throughout the state

H3) Increase consumer choice and personal responsibility in health care

H4) Improve access to treatment and community options for those with disabilities

Safe: **Protecting the public's safety and security**

S1) Implement alternative sentencing options to improve offender rehabilitation

S2) Promote successful offender re-entry and compliance

S3) Reduce injury and loss of life on Georgia's roads

S4) Promote safe communities and stable families where children thrive

Responsible and Efficient Government: Fiscally sound, principled, conservative

R1) Maintain Georgia's AAA bond rating

R2) Increase availability of state services through innovative technology solutions

R3) Build and maintain a quality state government workforce

R4) Focus state resources on essential services and employ enterprise solutions

R5) Enlist community support and public-private partnerships to leverage available resources

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.	Agency: *Select the agency name from the drop down menu.*
2.	Mission: *The mission explains the purpose of the organization and why the agency exists.*
3.	Vision: *The vision paints a picture of a desired future, one that is both challenging, yet possible to attain. It defines and provides an optimistic view of where the organization wants to be in the future.*
4.	Core Values: *Core values are those ideas and beliefs that really matter to the organization; the enduring tenants to guide the work of the organization.*
5.	Challenges: *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.*
6.	Workforce Planning: *The Department of Administrative Services (DOAS) relies on workforce planning data from the agency strategic plans to develop the state's enterprise workforce plan.* Workforce Gaps: *What workforce gaps have you identified that may impede achievement of the agency mission or strategic goals? (Check all that apply.)* ( ) Skill levels/competencies ( ) Diversity/EEO gaps (age, race, gender, ADA) ( ) Staffing levels ( ) Turnover/retirements ( ) None ( ) Other: _____
7.	Critical Positions: *Which critical positions and job families are most difficult to fill, develop and retain?*
8.	Workforce Strategies: *What strategies will you implement to ensure your workforce is equipped to carry out its mission and strategic goals? (Check all that apply.)* ( ) Employee development (e.g., training, mentoring, job shadowing) ( ) Succession planning ( ) Rewards and recognition (e.g., incentive pay, pay for performance,

	acknowledgement of accomplishments) ( ) Work-life Balance (e.g., telework, alternate work schedules) ( ) Recruitment ( ) Re-structuring programs or positions (e.g., consolidate or automate functions) ( ) None ( ) Other
9.	Annual BLLIP Updates *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.* *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: https://www.realpropertiesgeorgia.org/bllip/Home.do;jsessionid=BECF0520851BECCE49599F7916CEA4A8.tomcat02f* ( ) Yes, agency updated BLLIP this fiscal year ( ) No, BLIPP has not been updated. I have contacted the facility manager to request completion of the annual BLLIP update.
10.	Enterprise Ideas: *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.*
11.	List of Documents Attached *Agencies are encouraged to attach supplemental information that will enhance or support the content of the strategic plan information in Horizon. For example, many agencies prepare formal strategic plan documents for their stakeholders and oversight boards. Other agencies may have performance reviews, program evaluations or other assessment tools that provide contect for their strategic goals.*
12.	Agency Goal: *A result or outcome one is trying to achieve. Typically, agencies have between 3 to 5 high-level goals in an agency strategic plan.*
13.	Measurable Objective (X as of Date to Y by Date): *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 as of Date to Y by Date," where X is the baseline performance and Y is the performance you hope to achieve by the end of the four-year planning cycle.*
14.	State Policy Area/Goal: *Review the state strategic goals and identify up to two state strategic goals to which the agency strategic goal best aligns.*

Agency Strategy/Initiative *(Complete this section for each strategy.)* *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.*	
1.	Strategy: *Succinctly describe what the agency will do to achieve the strategic goal. The strategy 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. A strategy starts with a verb; a title is not sufficient.*
2.	Strategy Detail: *The strategy detail provides additional information about the strategy and is accessed by enterprise support agencies and Horizon users seeking more explanation about the strategy or initiative.*
3.	Anticipated Benefits (Check all that apply) *Select the appropriate response describing anticipated benefits of the strategy once implemented.* ( ) Improved or enhanced services ( ) Additional revenue/cost savings ( ) Improved operations or efficiency ( ) Improved employee morale/more ( ) Improved client outcomes qualified workforce ( ) Risk mitigation (security, public safety, ( ) None of the above disaster preparedness, address audit findings)
4.	Contact Information: *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.* ☑ (Click here to populate fields from staff currently listed in the Horizon system) Name: Title/Position: Telephone: Email:
Budget Implications *(Complete this section for each strategy.)*	
5.	Budget Programs Affected *Which agency budgeted programs are impacted by this strategy?*
6.	*Estimate the costs of implementing this strategy. Indicate what is included in this estimate and whether procurement is needed. Once implemented, will the project have ongoing maintenance or operational costs?* Cost Estimate: What does this cost estimate include? Will there be ongoing annual operating or maintenance costs? ( ) No ( ) Yes

7.	Budget Impact: *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?* ( ) Base budget ( ) State funding enhancement (includes capital outlay requests) ( ) Other funding source (e.g., federal funds or grant) ( ) None
8.	Start Date: *When do you plan to start working on this strategy?* ( ) FY 2013 or prior ( ) FY 2014 ( ) FY 2015 ( ) FY 2016
9.	Critical Deadlines: *Are there any critical external deadlines related to this strategy? This may include statutory implementation dates or mandatory compliance deadlines.* ( ) No ( ) Yes. If yes, provide date and explain [ ]
10.	Key Agency Partners (Check all that apply.) *Identify the key partners needed for successful implementation of the strategy. These should be partners, rather than stakeholders. If you will need technical assistance from the support agencies for procurements, staffing or technology investments, please include the appropriate enterprise support agencies among your agency partners.* State Agencies ( ) Office of Planning and Budget ( ) Federal agencies ( ) Department of Administrative Services ( ) Local governments (i.e., city or ( ) Georgia Technology Authority county) ( ) State Properties Commission ( ) Non-governmental or non-profit ( ) [ ] organizations *(select from Horizon menu via BudgetNet)* ( ) Private sector
	Staffing Implications *(Complete this section for each strategy.)*
11.	Staffing Implications: (Select all that apply.) *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.* ( ) Increases staffing levels by _____ contracted/state FTEs ( ) Decreases staffing levels by _____ contracted/state FTEs ( ) Re-structures program or positions ( ) Requires development of skill sets or competencies ( ) Requires targeted recruitment ( ) Other [ ] ( ) None *(If none, skip to IT Dependencies.)*
12.	Description of Staffing Implications: *Provide additional information explaining the staffing*

	implications selected above.
IT Dependencies *(Complete this section for each strategy.)*	
13.	IT Dependencies: (Select all that apply.) *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. This information is instrumental in creating the Georgia Enterprise IT Strategic Plan. Please indicate whether this strategy is IT-dependent and if so, which of the following categories best describe how technology will be used.* ( ) Re-design business processes (i.e., re-engineer or automate processes) ( ) Improve customer access to online services ( ) Improve workforce mobility (i.e., remote access to agency applications) ( ) Expand the use of data for decision making (e.g., business intelligence, big data, decision support, etc.) ( ) Expand the ability to share data with other organizations ( ) Establish or expand network connectivity ( ) Improve agency business continuity or disaster recovery ( ) Other (please describe briefly): ☐ ( ) None *(If none, skip to Facilities or Space Implications.)*
Facilities or Space Implications *(Complete this section for each strategy.)*	
14.	Facilities or Space Implications *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.* ( ) Requires new construction, facility renovation or facility consolidation ( ) Increases or decreases office space or other facility ( ) Requires a land acquisition ( ) None *(If none, skip to Plan Submission.)*
15.	Description of space or facility request: *Describe the space or facility project in greater detail, including any requirements or specifications related to the project.*
16.	Number of People Affected: ☐ *Estimate the number of people (e.g., staff, students, visitors) affected by this space or facility request.*
17.	Space or Facility Location: *Identify the county or counties in which the affected space or facility will be located.* ( ) ☐ county ( ) ☐ county
Plan Submission	
18.	Review/Approval *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.* ☐ Agency management has approved strategic plan content for submission to OPB.

APPENDIX D: TECHNICAL INFORMATION AND USER SUPPORT

Computer Compatibility

For best results, agencies should access Horizon using **Microsoft Internet Explorer 7.0 (MSIE)** or higher. Other browsers ARE NOT supported and may result in problems with data entry or display of the application. Horizon takes advantage of browser function supported only by MSIE 7.0 or higher. A free upgrade to MSIE 7.0 or higher is available online from Microsoft. All personnel having access to Horizon should be familiar with the use of Internet Explorer.

To run the Horizon application, you must have JavaScript and cookies enabled in your browser.

In addition, users of the system must allow site pop-up windows while using Horizon; as a result, pop-up blockers should be disabled prior to each launch of Horizon. This will also ensure that requested reports and views will properly function.

Each page of data will fit on a 1024 x 768 Windows desktop; users may confirm that their screen area is set at this level by reviewing their display settings through their computer's Control Panel. If you are not viewing the entire screen from left to right you most likely need to adjust your display settings. To do this, first click on the "Start" button at the bottom of your screen. Move your mouse pointer up to Settings and then over to Control Panel; click on Control Panel. Now look for the Display icon and double click on it; this will open the Display Properties window. When your Display Properties window opens, click on the Settings tab, and look for the box that contains the Screen Resolution (i.e., screen size). Move the arrow in the box over until it is set on 1024 x 768; then click the "OK" button. Your screen will now resize and you will have 15 seconds to accept the new screen size changes. Be sure to click 'Yes' to set the new screen size.

If screen size continues to be a problem, change the DPI Setting to 96 DPI by clicking the "Advanced" button on the Display Properties window, then clicking on the General tab. Next, select 96 DPI from the Display drop-down menu; then click the "OK" button. The user will have to re-boot their system in order for this change to take effect.

Lastly, pressing the F11 key window will open to full-screen mode. This will make all the toolbars disappear and can be useful to see more information on the screen. Pressing F11 when you are in full-screen mode will toggle you back to your normal view.

> _Note:_ _Too many toolbars at the top or bottom of the browser window can also cause on-screen viewing problems when using Horizon. In this case, users should temporarily disable the toolbars in their View settings to enhance on-screen views of Horizon._

User Access and Support

The Security Online system assures that only authorized agency users will be able to edit their agency data.

OPB system administrators set up new/additional users and remove users from active status upon request. Agency administrators should submit an IT Support Ticket to request assistance setting up a new user. The agency should provide the following information in the IT Support Ticket.

1. Required Fields:

    > First Name:
    > Last Name:
    > Email Address:
    > Phone number(s):

2. OPB will assign the following:

    > Username: "Firstname.Lastname" is the recommended protocol. This field cannot be changed after it has been saved.
    > Password: OPB will set the password initially and will email the new Horizon user the user name and temporary password. Users can modify after logging in.

3. Receive email notifications: Indicate the Horizon email notifications which should be sent to the user. Email notification options are as follows.

Event	Notification
Agency review of plan completed	Receive an email when each reviewer has reviewed the plan
Plan returned to agency	Receive an email when OPB suggests the agency revise its plan
Plan submitted	Receive an email when the plan is submitted.
Plan unsubmitted	Receive an email when the plan is unsubmitted
Review of plan completed	Receive an email when all reviewers have reviewed with no issues

4. Assigned Agency Groups: Indicate the appropriate agency access for the user being added.

5. Assigned Roles: Indicate the appropriate agency role(s). Horizon roles are assigned for the following tasks.

Role	Tasks
Agency Administrator	• Edit Agency Strategic Plan • View Agency Reports • View Executive Reports • View Management Reports
Agency Viewer	• View Agency Reports • View Management Reports
Plan Editor	• Edit Agency Strategic Plan • View Agency Reports • View Management Reports
Submit/Unsubmit Plan	• Submit/Unsubmit Agency Strategic Plan • View Agency Reports • View Management Reports
Agency Advancer	• Advances the Agency Plan from the Previous Year

6. Primary contact for each assigned role.

7. Enterprise Support Agency Roles: In addition to agency roles, the enterprise support agencies have designated roles in Horizon.

Role	Tasks
Reviewer	• Read agency planning information • Provide feedback to the agency • OPB, GTA, DOAS, SPO staff • Read-Only access to all screens and reports • Cannot change agency information
OPB Horizon Administrator	• Administrative role at OPB • Manage security roles and Horizon system

Removing Users

If an employee leaves the agency or should no longer have Horizon access, the user must be de-activated in the Horizon system. Employee names cannot be removed from Horizon, rather the system administrator simply unchecks the Active box to limit access to Horizon. Agencies should submit an IT Support Ticket to request de-activation of an employee's account.

User Settings

Horizon has pre-defined user settings. Users are allowed to see screens and reports based on their security and the status of agency data. Under the security module:

- Data will be entered separately for parent agencies and attached agencies (Agencies are listed in alphabetical sort order).

- Agency users can only enter data for their assigned agency.

- Agency users can only change their agency data.

- OPB analysts and enterprise support agency planners have access to see but not modify data for all agencies.

- Users are able to run reports for all submitted agency strategic plans in Submit or Reviewed status.

Data Sharing

Data sharing is central to the Horizon system's architecture; as a result, all state agencies, and their authorized users, can access, via Reports, the submitted strategic plans of other state agencies and statewide reports using Horizon. The Horizon system's design strives to ensure the integrity of agency data.

APPENDIX E: AGENCY PERFORMANCE REPORT UPDATES IN HORIZON

To Enter Agency Performance Report Updates:

1. Select "Enter Agency Performance Report Updates" from the Horizon drop-down menu:
   o Select the current year under the **Year** drop-down menu
   o Select your agency's name under the **Agency** drop-down menu
2. To provide an update on a Measurable Objective, click the **EDIT** button on the left side column:
   o The purpose of the large text field is to give a description or disclosure of information that will aid in comprehension of the numerical values reported.
   o Insert a numerical value for the **Baseline** (X) and for the **Target** (Y) of the Measurable Objective.
   o Insert a numerical value for the **Current Performance** of the Measurable Objective.
   o Click **UPDATE** to save reporting for each Measurable Objective when complete.
3. Repeat this process for all of the Measurable Objectives that require an update.
4. To provide an update on a Strategy, click the **EDIT** button on the left side column.
5. From the **Q# Status** drop-down menu, select either: Green, Yellow, Red, Blue, or Black.
   o *If you do not do this step, you will not be able to tell that you have edited this Strategy from the main screen.*
6. Input your updates specific to THIS STRATEGY only in the **Q# Status Update** text field.
7. Check off any Enterprise Support Agencies (ESA) assistance you feel is necessary in regards to this specific Strategy or select "None" if no assistance is required. When you have finished your update for this Strategy, click **UPDATE.**
   o You will see your update indicated by a colored bar (Green, Yellow, Red, Blue or Black based upon what you selected) on the left-hand side of the **EDIT** button for that Strategy.
8. Repeat this process for all of the Strategies that require an update.
9. When you are finished inputting your updates, select "Agency Performance Reports – Measurable Objectives" from the Horizon drop-down menu.
   o Select the current year under the **Year** drop-down menu
   o Select your agency's name under the **Agency** drop-down menu
10. Review your submission; all your inputted Measurable Objective updates will appear here (the Q# Performance Update, the Q# Current Performance for each Measurable Objective.)
11. If you find any errors, return to the "Enter Agency Performance Report Updates" screen from the Horizon drop-down menu to make any necessary changes.
12. Next, select "Agency Performance Reports – Strategies" from the Horizon drop-down menu.
    o Select the current year under the **Year** drop-down menu

o   Select your agency's name under the **Agency** drop-down menu

13. Review your submission; all your inputted strategy updates will appear here (the Q# Status, the Q# Description, and Q# ESA Assistance for each Measurable Objective.)

14. If you find any errors, return to the "Enter Agency Performance Report Updates" screen from the Horizon drop-down menu to make any necessary changes.

15. Once you are assured that your submission is complete and accurate, click **SUBMIT** at the bottom of the "Enter Agency Performance Report Updates" screen.

***Please note that once you click Submit, you will no longer be able to edit your update without requesting access from OPB. Therefore, please be sure that your submission is complete and accurate in the "Agency Performance Report - Strategies" and "Agency Performance Report – Measurable Objectives" screens prior to submitting. ***