



Strategic Planning & Performance Measurement

DIVISION OF FINANCIAL MANAGEMENT | APRIL 2019

Agenda

- ▶ Mission and Vision (15m)
- ▶ Goals and Objectives (15m)
- ▶ Performance Measures (15m)
- ▶ Other Plan Requirements (10m)
- ▶ Performance Report Requirements (10m)
- ▶ Performance Measurement Cycle (5m)

Purposes of Strategic Planning

67-1901(1)

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- 1) Improve agency accountability
- 2) Allow for the assessment and oversight of performance
- 3) Assist with policy and budget decisions
- 4) Improve agency management, service delivery, and program effectiveness

Required Elements of Plans

67-1903(1)

1) Mission OR Vision Statement

- ▶ Mission - What the agency does, why, and for whom
- ▶ Vision - An inspiring vision of a preferred future
- ▶ Outcome-based
- ▶ Covers agency divisions/functions
- ▶ Should align with enabling statute

Mission or Vision Statement?

Idaho State Tax Commission

- ▶ Administer the state's tax laws in a fair, timely, and cost-effective manner to benefit all Idaho citizens.
- ▶ Achieve voluntary compliance with Idaho's tax laws through innovative customer service, courteous professional conduct, effective education, and fairness in tax administration.

Mission or Vision Statement?

Commission of Pardons and Parole

- ▶ Be a transparent, efficient, financially responsible agency that supports the Commissioners in making the best possible parole decisions.
- ▶ Contribute to public safety by utilizing sound professional judgment and evidence-based parole decision making practices.

Mission or Vision Statement?

Department of Health and Welfare

- ▶ Provide leadership for a sustainable, integrated health and human services system.
- ▶ Promote and protect the health and safety of Idahoans.

Mission or Vision Statement?

Idaho Department of Juvenile Corrections

- ▶ To develop productive citizens in active partnership with communities.
- ▶ Be leaders in producing successful outcomes for justice-involved youth, their families, and communities.

Mission or Vision Statement?

Department of Environmental Quality

- ▶ To protect human health and the quality of Idaho's air, land, and water.
- ▶ An Idaho where the quality of our environment enhances healthy living and supports thriving communities.

Vision Statement Exercise

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If you were doing your best possible work and providing the best possible outcomes for your customers, what would that look like?

Required Elements of Plans

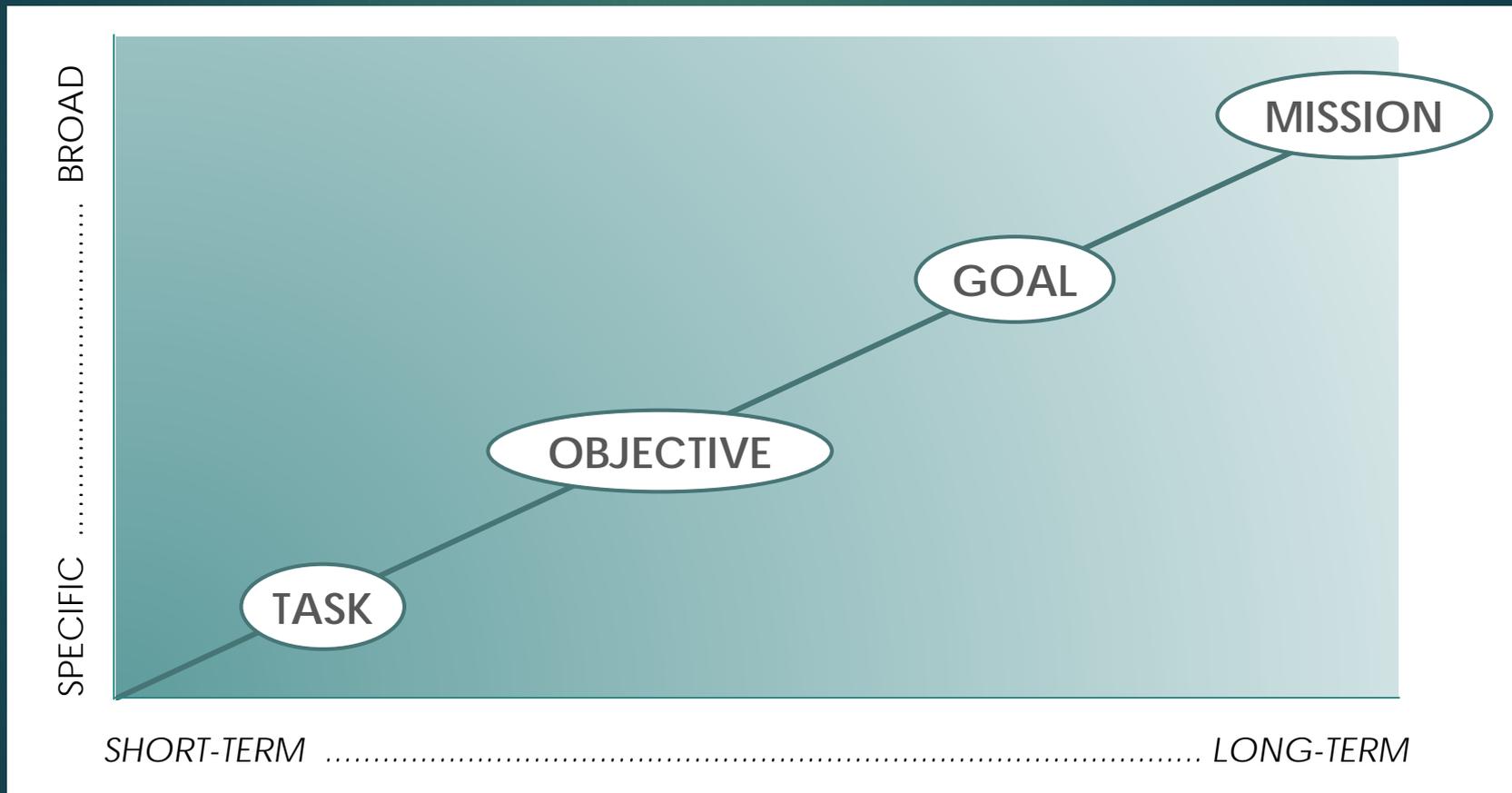
67-1903(1)

2) Goals

- ▶ Should cover major divisions/core functions
- ▶ How agency will fulfill its mission
- ▶ Broad, issue-oriented statements
- ▶ Reflect policy priorities of agency
- ▶ Client-focused and easily understandable
- ▶ Should stretch agency but be realistic and achievable

Scope and Time Horizon of Strategic Plan Elements

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Required Elements of Plans

67-1903(1)

3) Objectives and/or Tasks

- ▶ Indicate how goals will be achieved
- ▶ Should drive action within the agency
- ▶ Clearly stated, easily understood
- ▶ At least one per goal in priority order
- ▶ Can be broken down into tasks if needed

SMART Objectives

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Specific

Measurable

Achievable

Relevant

Time-bound

SMART Objective Examples

- ▶ Review all complaints made about certified public accountants
- ▶ The Board will monitor and respond to all complaints against certified public accountants within 30 days of notification

SMART Objective Examples

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- ▶ Make the board website more user-friendly
- ▶ IT staff will work with Access Idaho to develop and deploy a system which allows on-line application functions and on-line payment of fees by June 30, 2019

SMART Objective Examples

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- ▶ Identify and pursue opportunities for businesses to create and add well-paying jobs for Idaho's economy
- ▶ The business attraction team will identify research-based leads and contact 10 high-paying business expansion or attraction opportunities each month

Required Elements of Plans

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67-1903(1)

4) Performance Measures

- ▶ Assess effectiveness, efficiency or outcomes related to agency goals
- ▶ Expressed in a quantifiable form
- ▶ Should align with measures used in Performance Report

Required Elements of Plans

67-1903(1)

5) Performance Targets/Benchmarks

- ▶ Desired level of results for each performance measure for next fiscal year
- ▶ Allows for comparisons between desired results and actual results
- ▶ May be based on prior performance or external benchmark
- ▶ Should include explanation of how benchmark was established

Performance Measure Components

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Inputs: Resources used to produce goods and services (money, time)

Activities: Actions taken by the agency using its resources (# of calls answered)

Outputs: Results of program activities (# of graduates, \$ raised)

Outcomes: Changes in behavior or conditions (% of people changed)



Performance Measure Types

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Workload

Activities

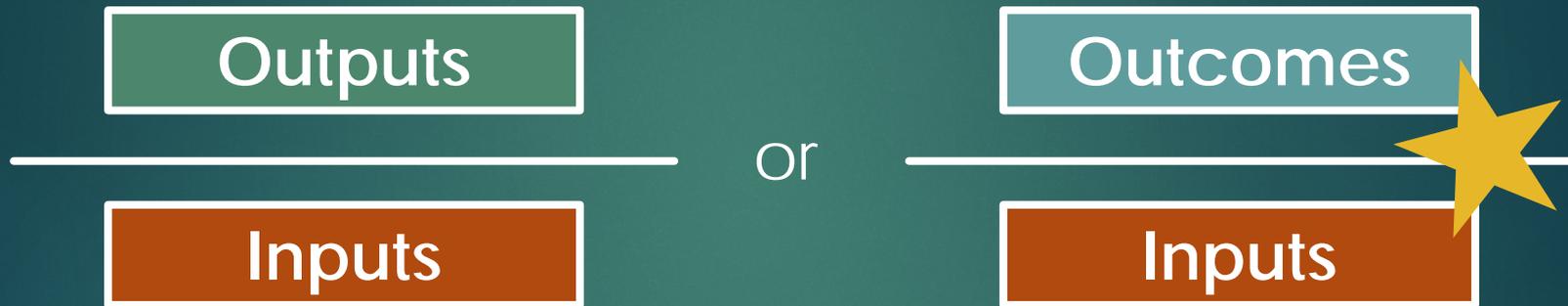
Inputs

- Examples:
- Calls answered per hour
 - Cases per dollar

Performance Measure Types

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Efficiency

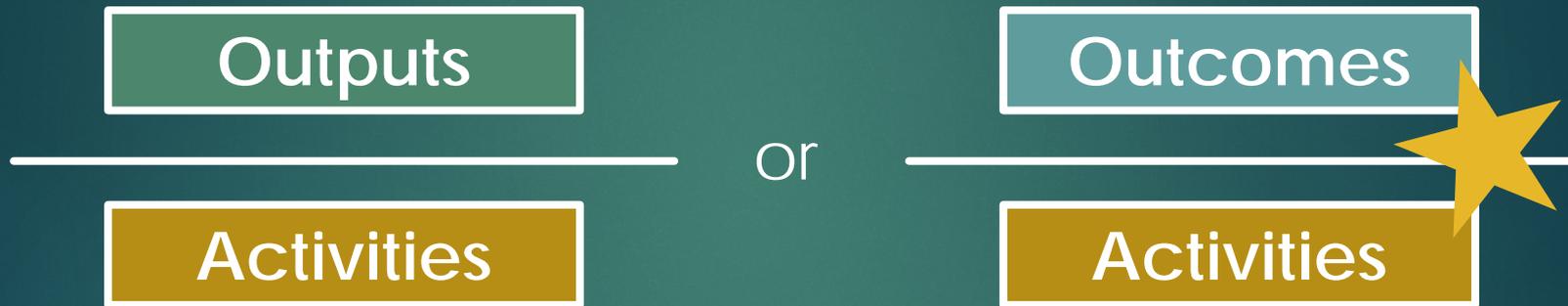


- Examples:
- Graduates per faculty member
 - Reformed inmates per dollar spent

Performance Measure Types

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Effectiveness



- Examples:
- % of clients who graduate from drug treatment program
 - % of clients who are clean one year after drug treatment program

Performance Measure Types

Performance Measure Examples with Targets/Benchmarks and Explanations		
TYPE	MEASURE	TARGET OR BENCHMARK
Quantitative	Grant dollars awarded	\$1,500,000 ¹
	Average cost of services per client	<\$20 ²
	Number of community events held	80 ³
Qualitative	% of clients off alcohol and drugs 12 months after exiting program	67% ⁴
	% of inspections completed within 10 business days of request	95% ⁵
	Student pass rate for Technical Skill Assessment	Secondary: 75.6 ⁶ Postsecondary: 92.5 ⁶

1. Indicates full deployment of all available grant funding
2. Internal target established by management to increase efficiency in service delivery
3. Represents 5% increase over prior year, which aligns with goal to increase awareness of services
4. Based on goal to reduce incidence of relapse
5. Based on need to provide timely inspections for Idaho businesses
6. Benchmark based on average of peer institutions using nationally reported data

Required Elements of Plans

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67-1903(1)

5) External Factors

- ▶ Things beyond agency control that could significantly impact goal achievement
 - ▶ Availability of federal funding
 - ▶ Weather or natural disasters
 - ▶ Federal mandates or court decisions

Other Plan Requirements

67-1903(2) to (6)

- 1) Covers a period of four years including the year it was submitted
- 2) Updated annually
- 3) Serves as foundation for Performance Report
- 4) Consult with legislators and those affected by the plan
- 5) Cybersecurity Plans
- 6) Red Tape Reduction Act

Red Tape Reduction Act

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Executive Order 2019-02

- ▶ Each agency to designate Rules Review Officer (RRO)
- ▶ Include summary of how agency will accomplish efforts
- ▶ Progress must also be reported annually in agency performance report
 - ▶ Number of chapters, words, and restrictions in Administrative Code

Licensing Freedom Act

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Executive Order 2019-01

- ▶ Progress must be reported annually in agency performance report, by license type

	FY 2016	FY 2017	FY 2018	FY 2019
Dieticians				
Total Number of Licenses	700	750	770	790
Number of New Applicants Denied Licensure	3	2	5	0
Number of Applicants Refused Renewal of a License	0	1	2	1
Number of Complaints Against Licensees	63	28	30	44
Number of Final Disciplinary Actions Against Licensees	7	9	12	9
Cosmetologists				
Total Number of Licenses	1525	1610	1605	790
Number of New Applicants Denied Licensure	15	18	10	9
Number of Applicants Refused Renewal of a License	3	7	3	2
Number of Complaints Against Licensees	55	52	71	59
Number of Final Disciplinary Actions Against Licensees	15	22	20	19

Performance Reports

Part I Requirements 67-1904(1)(a)

- 1) Basic Profile Information
 - ▶ Brief history
 - ▶ Organizational structure
 - ▶ Other facts about agency

Performance Reports

Part I Requirements 67-1904(1)(a)

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- 2) Statutory Authority
(Core Functions/Idaho Code)
 - ▶ What the agency does
 - ▶ Why it does it
 - ▶ Where it receives authorization to do so

Performance Reports

Part I Requirements 67-1904(1)(a)

3) Revenues and Expenditures

- ▶ Revenues by fund, expenditures by object class
- ▶ Informative breakdowns as needed

Revenue and Expenditures

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67-1904(1)(a)

Transportation

Revenues ^{1,2}	FY 2015	FY 2016	FY 2017	FY 2018
Aeronautics Fund				
State	\$2,226,190	\$2,682,521	\$2,698,896	\$3,014,615
Federal	\$83,750	\$114,422	\$230,503	\$258,214
State Highway Account Fund				
State	\$254,418,161	\$326,296,651	\$335,741,796	\$340,218,991
Federal	\$348,888,456	\$287,261,194	\$267,218,716	\$333,536,795
Local	\$4,526,536	\$10,783,213	\$5,214,317	\$4,029,825
Strategic Initiatives Program Fund ⁵				
State	<u>\$54,841,183</u>	<u>\$240,982</u>	<u>\$11,261,201</u>	<u>\$16,889,688</u>
Total	\$664,984,276	\$627,378,983	\$622,365,429	\$720,667,815
Expenditures ^{1,2,3}	FY 2015	FY 2016	FY 2017	FY 2018
Personnel Costs	\$107,146,992	\$105,878,456	\$112,220,788	\$114,152,124
Operating Expenditures	\$80,304,569	\$87,909,344	\$97,501,575	\$102,292,368
Capital Outlay ⁴	\$385,072,402	\$360,767,959	\$371,334,617	\$504,661,918
Trustee/Benefit Payments	<u>\$17,111,420</u>	<u>\$17,586,485</u>	<u>\$18,523,207</u>	<u>\$18,634,909</u>
Total	\$589,635,383	\$572,142,244	\$599,580,187	\$739,741,319

Footnotes:

¹Revenues and Expenditures include ARRA Stimulus receipts and expenditures.

²Revenues and Expenditures do not include GARVEE bond proceeds or project costs.

³Expenditures include cash expenditures and encumbrances.

⁴Capital Outlay includes GARVEE debt service payments.

⁵Strategic Initiatives Program Fund as established in House Bill No. 312.

Revenue and Expenditures

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67-1904(1)(a)

Lottery

Revenue	FY 2015	FY 2016	FY 2017	FY 2018
Lottery	<u>\$210,940,100</u>	<u>\$236,819,400</u>	<u>\$240,686,600</u>	<u>\$265,810,900</u>
Total	\$210,940,100	\$236,819,400	\$240,686,600	\$265,810,900
Expenditures	FY 2015	FY 2016	FY 2017	FY 2018
Appropriated*				
Personnel Costs	\$2,595,000	\$2,804,400	\$3,059,200	\$3,185,700
Operating Expenditures	2,176,400	2,184,400	2,505,200	1,720,300
Capital Outlay	119,100	78,900	85,900	119,500
Expenditures	FY 2015	FY 2016	FY 2017	FY 2018
Continuously Appropriated				
Prizes	136,769,300	153,649,700	160,304,900	176,576,300
Commissions	12,480,200	13,840,200	14,063,100	15,607,400
Advertising	3,646,900	3,941,500	3,431,500	3,779,800
Tickets	3,917,500	4,169,700	4,704,600	5,308,600
Service Provider	<u>3,740,400</u>	<u>4,446,500</u>	<u>4,159,700</u>	<u>5,671,600</u>
Total	\$165,444,800	\$185,115,300	\$192,314,100	211,969,200

Performance Reports

Part I Requirements 67-1904(1)(a)

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- 4) Cases Managed/Key Services Provided
 - ▶ Provides flexibility
 - ▶ Ideal for reporting activities (# of things you did) or outputs (# of things you produced)

Performance Reports

Part II Requirements 67-1904(1)(b)

- 1) Key Performance Measures
 - ▶ Ten or Fewer
 - ▶ Quantifiable
 - ▶ Capture progress in meeting goals stated in strategic plan
 - ▶ Tied to goals

Performance Reports

Part II Requirements 67-1904(1)(b)

- 2) Results for each measure
 - ▶ Prior four fiscal years
 - ▶ Explanations for missing data when measures change

Performance Reports

Part II Requirements 67-1904(1)(b)

- 3) Benchmarks/Performance Targets
 - ▶ For the next fiscal year
 - ▶ For each of the four years of reported results

Performance Reports

Part II Requirements 67-1904(1)(b)

4) Explanations

- ▶ Provide context for measures and/or results
- ▶ Other useful qualitative information

Performance Results and Targets

University of Idaho

Performance Measure		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Goal 3: Transform						
5. Enrollment (Fall Census) ⁵ (Goal 3: Objective A Measure I)	actual	11,534	11,372	11,780	12,072	-----
	target	12,000	12,000	12,000	12,500	12,500
6. Retention New Freshman Retention Rate ⁶ Full-time Percent (Goal 3: Objective B Measure I)	actual	77.4%	80.1%	77.4%	81.6%	-----
	target (peer median)	82%	82%	82%	83%	83%
7. Retention New Transfer Retention Rate Full-time Percent (Goal 3: Objective B Measure II)	actual	82.8%	79.2%	83.4%	82.4	-----
	target	82%	82%	82%	82%	82%
Goal 4: Cultivate						
8. Percent Multicultural Faculty & Staff ⁸ (Goal 4: Objective A Measure III)	actual	19%/11%	19%/12%	19%/13%	22%/13%	-----
	target	19%/12%	20%/13%	20%/13%	21%/14%	21%/14%
9. Multicultural Student Enrollment ⁹ (Goal 4 Objective A Measure I)	actual	2,415	2,605	2,678	2,799	-----
	target	2415	2,922	2,922	3,130	3,130

Other Performance Measurement Requirements

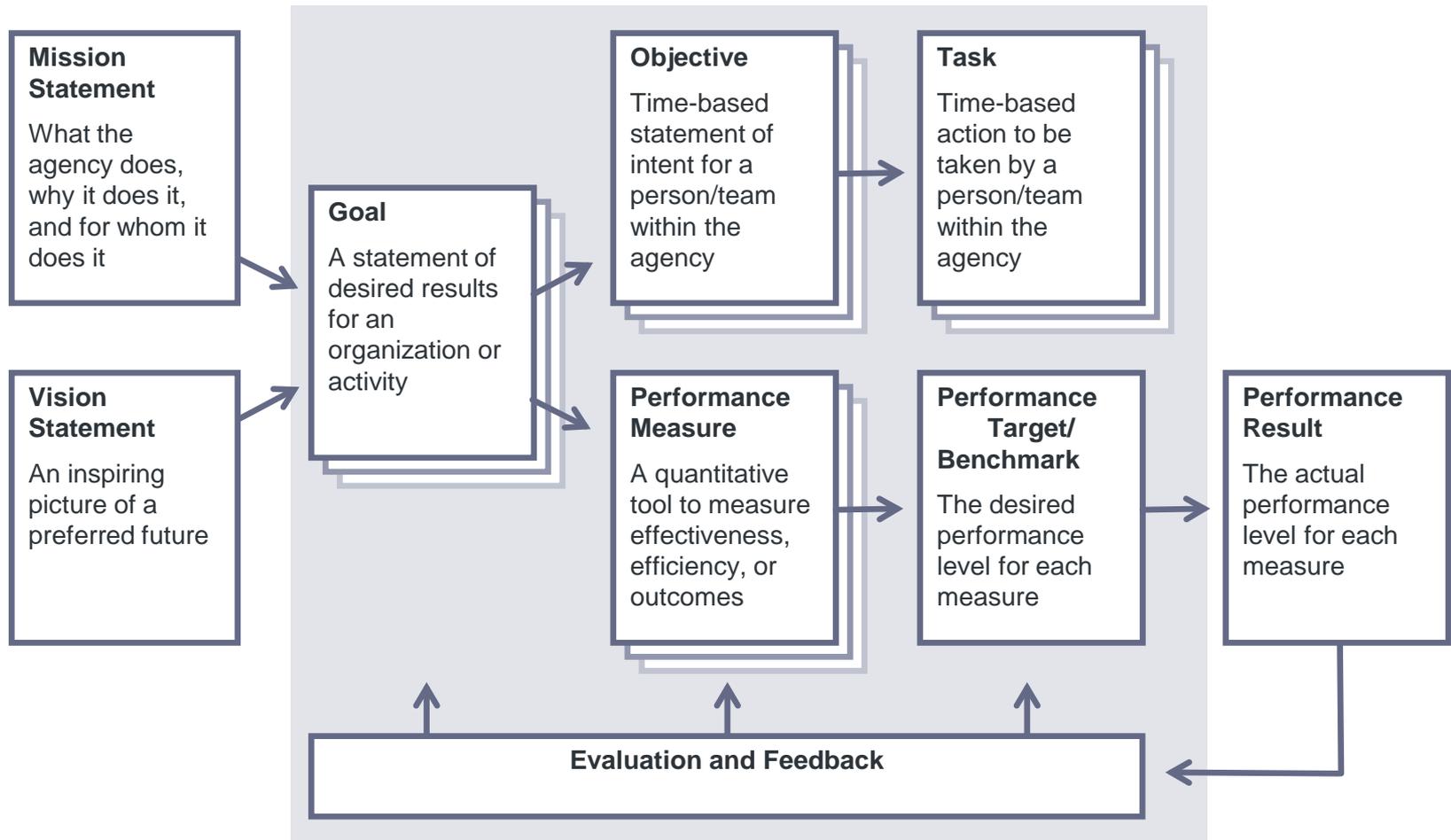
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67-1904(2)-(10)

- 1) Director Attestation
- 2) Maintain documentation to support data
- 3) May be used in Legislative Budget Book
- 4) Information presented to germane committees
- 5) Report on website
- 6) Consistent Format
- 7) Designed to work with strategic plan

Performance Measurement Flow Chart

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Strategic Planning & Performance Measurement

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