

Strategic Planning and Performance Measurement Training

Tuesday, April 19

9:00 a.m. – 12:00 p.m.
Lincoln Auditorium
State Capitol

| | | |
|-----------------------|--------------------------|--|
| 9:00-9:15 a.m. | <i>David Hahn, DFM</i> | Statutory requirements of strategic plans |
| 9:15-10:00 a.m. | <i>Marsha Bracke</i> | Defining your vision/mission |
| 10:00-10:05 a.m. | Break | |
| 10:05-10:55 a.m. | <i>Marsha Bracke</i> | Developing goals and identifying objectives |
| 10:55-11:00 a.m. | Break | |
| 11:00-11:15 a.m. | <i>Matt Warnick, DFM</i> | Statutory requirements of performance reports |
| 11:15 a.m.-12:00 p.m. | <i>Marsha Bracke</i> | Establishing meaningful performance measures |

About the guest speaker

Marsha Bracke has been designing, facilitating, and communicating inter-agency and multi-stakeholder collaborative decision-making and strategic planning processes for more than 30 years. Clients span federal, state, tribal, non-profit and private interests across the United States and in Canada. In recent years, she has predominantly supported the planning and stakeholder collaboration efforts of state agencies in Idaho and Alaska.

Marsha is an International Association of Facilitators Certified Professional Facilitator. She is also a graduate of The *FoCuSeD™* Facilitator Academy and a student of Technology of Participation ToP® methodology. She is listed on the U.S. Institute for Environmental Conflict Resolution Roster of Environmental Dispute Resolution and Consensus Building Professionals.

Marsha helps clients generate tangible visions which can be measurably achieved. In addition to measuring the quantity and quality of work performed, she challenges clients to focus their measurements of effectiveness on the extent to which their work makes a positive difference in the lives of those they ultimately serve.

Marsha is an Idaho Native. She holds Bachelor's and Master's degrees from Boise State University and University of Idaho, respectively. She founded Bracke and Associates, Inc. in Idaho in 1999.

Strategic Plan and Performance Report Quick Reference Guide

| Code Section | Definition | Guide |
|--|--|--------|
| Purposes | | |
| 67-1901 (1) | Improve agency accountability | p. 1 |
| 67-1901 (2) | Increase ability of the Legislature to oversee and assess performance | p. 1 |
| 67-1901 (3) | Assist lawmakers with policy and budget decisions | p. 1 |
| 67-1901 (4) | Increase ability of state agencies to improve agency management, service delivery, and program effectiveness | p. 1 |
| Definitions | | |
| 67-1902 (1) Agency | Department, board, commission, office, or institution except elected officials and the legislative and judicial branches | --- |
| 67-1902 (2) Benchmark | Desired or intended result for a given performance measure | p. 7 |
| 67-1902 (3) Core Function | Group of related activities that fulfill the responsibilities of the agency | p. 2 |
| 67-1902 (4) Goal | Broad, issue-oriented statement that reflects the priorities of the agency and specifies how the it will achieve its mission | p. 5 |
| 67-1902 (5) Major Division | Organizational group focused on meeting one or more of the agency's statutory responsibilities | --- |
| 67-1902 (6) Objective | Action that will be taken to achieve an agency goal | p. 5 |
| 67-1902 (7) Performance Measure | Quantifiable indicator of progress toward achieving a goal | p. 6 |
| Strategic Planning | | |
| 67-1903 (1) | Major divisions and core functions | p. 2 |
| 67-1903 (1) (a) | Outcome-based vision or mission statement | p. 2,4 |
| 67-1903 (1) (b) | Goals for major divisions and core functions | p. 2,5 |
| 67-1903 (1) (c) | Objectives or tasks that indicate how the goals are to be achieved | p. 2,5 |
| 67-1903 (1) (d) | Performance measures that assess progress toward meeting goals | p. 2,6 |
| 67-1903 (1) (e) | Benchmarks for each performance measure and explanation of how measure was developed | p. 2,7 |
| 67-1903 (1) (f) | Key external factors beyond agency control | p. 2,7 |
| 67-1903 (2) Time Period | Four years forward and updated annually | p. 2 |
| 67-1903 (3) Consistency | Performance plan consistent with strategic plan | p. 2 |
| 67-1903 (4) Consultation | Consult with Legislature and other interested parties when creating the plan | p. 2 |
| 67-1903 (5) Public Records | Strategic plans are public records | --- |
| Performance Measurement | | |
| 67-1904 (1) Due Dates | Submit each year as part of the budget request | p. 4 |
| 67-1904 (1) (a) Part I | Agency profiles include statutory authority, revenue and expenditures, number and type of cases managed, and key services provided | p. 2 |
| 67-1904 (1) (b) (i) Part II | No more than 10 measures tied to goals and strategies | p. 3 |
| 67-1904 (1) (b) (ii) | Results for four years | p. 3 |
| 67-1904 (1) (b) (iii) | Benchmarks for each year | p. 3,7 |
| 67-1904 (1) (b) (iv) | Explanations where needed | p. 3 |
| 67-1904 (1) (b) (v) | Director attestation of data accuracy | p. 3 |
| 67-1904 (2) Format | Reporting format to be determined by the Division of Financial Management | p. 3 |
| 67-1904 (3) Agency use of data | Review results, compare to benchmarks, and use for internal management purposes | p. 3 |
| 67-1904 (4) Maintain Reports | Maintain reports and documentation in support of data reported; information shall be kept for all four years of performance report | p. 3 |
| 67-1904 (5) Due date | Reports submitted to DFM and LSO by September 1 of each year | p. 8 |
| 67-1904 (6) LSO use of data | LSO may use information in Legislative Budget Book | p. 3 |
| 67-1904 (7) Presentation of data | Agencies shall present information to House and Senate germane committees annually | p. 3 |
| 67-1904 (8) Germane committee input | Germane committees may request alternative measures | p. 3 |
| 67-1904 (9) Germane committees to meet jointly | House and Senate germane committees should attempt to meet jointly for presentations | p. 3 |

Handout 1; Exercise 1

Why do we do Strategic Planning?

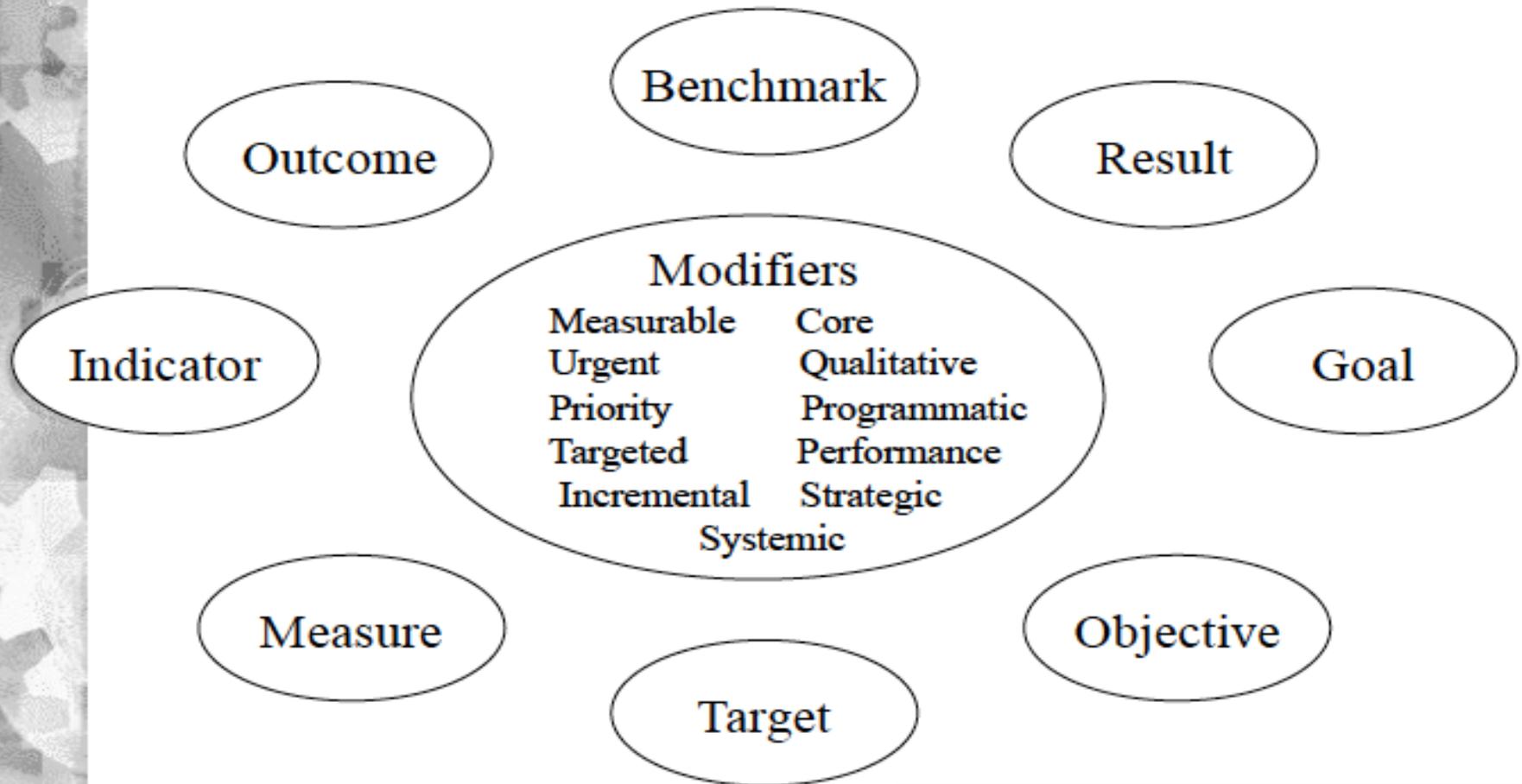
From your perspective, select the top 5

- _____ Align our collective efforts
- _____ Allow assessment and oversight of performance
- _____ Assess program effectiveness
- _____ Assist lawmakers with policy and budget decisions
- _____ Because we have to
- _____ Communicate our work to Governor and Legislature
- _____ Communicate strategy to staff
- _____ Communicate the message
- _____ Ensure the most effective use of our resources
- _____ Establish a long range unified direction
- _____ Get everyone on the same page
- _____ Get the best results for the task assigned us
- _____ Help plan human resources and operational needs
- _____ Improve agency management and service delivery
- _____ Improve service delivery
- _____ Improve state agency accountability to state citizens and lawmakers
- _____ Improve the lives of those we serve
- _____ Increase the ability of the legislature to assess and oversee agency performan
- _____ Inform the most effective structure of our organization
- _____ Make a positive impact on/for our clients
- _____ Measure our progress and effectiveness
- _____ Most effectively serve our customer
- _____ Prioritize financial needs
- _____ Prove our need for additional funding
- _____ Prove we are doing what we are tasked to do
- _____ Provide structure to ideas
- _____ Set direction and priorities
- _____ Show how we are adding value to the lives of Idahoans
- _____ Simplify decision-making
- _____ So we can work to our highest potential
- _____ Track our progress
- _____ OTHER:
- _____ OTHER:
- _____

Handout 2

THE LANGUAGE TRAP

Too many terms. Too few definitions. Too little discipline



Lewis Carroll Center for Language Disorders

Measurable urgent systemic indicators

Handout 3: OUR TERMINOLOGY

| Strategic Planning Question | DFM Planning Guide Definitions | Notes |
|-----------------------------------|---|-------|
| Who are we? | <p>Mission Statement Concisely identifies what the agency does, why it does it, and for whom it does it.</p> <ul style="list-style-type: none"> • A mission reminds the public, the Governor, legislators, the courts, and agency personnel of the agency’s unique purposes. | |
| Where do we want to be? | <p>Vision Statement An inspiring picture of a preferred future.</p> <ul style="list-style-type: none"> • The Vision Statement provides the reader with a clear description of how the agency sees the future should their goals and objectives be achieved. | |
| How will we get there? | <p>Goals Broad, issue-oriented statements that reflect the priorities of the agency.</p> <ul style="list-style-type: none"> • Goals specify where the organization desires to be or what it hopes to accomplish in the future. Goals can be presented in both qualitative and quantitative form. In a strategic planning system, goals are priority-ranked. Goals stretch and challenge an agency, but they are realistic and achievable. | |
| | <p>Objectives/Tasks Clear targets for specific action.</p> <ul style="list-style-type: none"> • They mark quantifiable steps toward achieving an agency’s long-range mission and goals. Objectives are measurable, time-based statements of intent linked directly to agency goals. They emphasize the results of agency actions at the end of a specific time period. | |
| How will we measure our progress? | <p>Performance Measures Tools used to gauge the results or impacts of government action or policy.</p> <ul style="list-style-type: none"> • Performance measures assess the effectiveness or efficiency of an agency’s performance and measure the public benefit derived. They should be expressed in a quantifiable form. | |
| | <p>Benchmarks/Performance Targets Identify desired or intended results for a particular performance measure.</p> <ul style="list-style-type: none"> • Benchmarks establish a desired threshold for performance. They track the agency’s performance in reaching its goals as actual results are compared to desired results. | |
| Where are we? | <p>External Factors Things beyond the control of the organization.</p> <ul style="list-style-type: none"> • External factors may include changes in economic, social, technological, ecological or regulatory environments that could impact the agency and its ability to fulfill its mission and goals. | |

Handout 4; Exercise 2. Mission Statements

MISSION: *Who are we?*

The reason for an agency's existence.

- It concisely identifies what the agency does, why it does it, and for whom it does it. A mission reminds the public, the Governor, legislators, the courts, and agency personnel of the unique purposes promoted and served by the agency.

Wyoming State Treasurers Office: We will serve the people of Wyoming by receiving, safeguarding, and investing all funds in the possession of the State for purposes of safekeeping or investment in a prudent manner while complying with directives of Wyoming's Constitution and statutes.

The **Montana Department of Environmental Quality's** mission is to protect, sustain, and improve a clean and healthful environment to benefit present and future generations.

The **Massachusetts Commission for the Blind (MCB)** provides the highest quality rehabilitation and social services to individuals who are blind, leading to independence and full community participation. MCB accomplishes this critical mission by working in partnership with consumers who are legally blind, families, community agencies, health care providers, and employers.

The mission of the **Oregon Department of Corrections** is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.

| | <i>Rank in order of appeal and clarity (1 best, 4 least)</i> | <i>For your first choice, what did you like about it?</i> | <i>For your fourth choice, how could it be improved for a higher ranking?</i> |
|---------------|--|---|---|
| Wyoming | | | |
| Montana | | | |
| Massachusetts | | | |
| Oregon | | | |

Review your own department/organization mission statement? What do you like about it?

If improvement is possible, how do you think it can be improved?

Performance Measures

GOAL

| | Quantity | Quality |
|--------|---|--|
| | How much did we do? | How well did we do it? |
| Effort | # customer served # activities | % Common measures (workload ratio, staff turnover, staff moral, training levels, worker safety, unit cost, customer satisfaction) % Activity specific measures (actions timely and correct, customers completing activity, actions meeting standards) |
| | Is anyone better off? | Is anyone better off? |
| Effect | # Point in time vs. two point comparison measures | % Skills/knowledge % Attitude/opinion % Behavior % Circumstance |

Trying Hard is Not Good Enough, Mark Friedman, 2009