Strategic Planning & Performance Measurement
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)

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.
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

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

Specific
Measurable
Achievable
Relevant
Time-bound
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

- 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
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
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
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

**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

Workload

Activities

Inputs

Examples:  ▪ Calls answered per hour
           ▪ Cases per dollar
Performance Measure Types

Efficiency

- Outputs
  - Graduates per faculty member
  - Reformed inmates per dollar spent

- Inputs

or

Outcomes

- Inputs
Performance Measure Types

Effectiveness

**Outputs**

*Activities*

or

**Outcomes**

*Activities*

Examples:
- % of clients who graduate from drug treatment program
- % of clients who are clean one year after drug treatment program
### Performance Measure Examples with Targets/Benchmarks and Explanations

<table>
<thead>
<tr>
<th>TYPE</th>
<th>MEASURE</th>
<th>TARGET OR BENCHMARK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative</td>
<td>Grant dollars awarded</td>
<td>$1,500,000&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Average cost of services per client</td>
<td>&lt;$20&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Number of community events held</td>
<td>80&lt;sup&gt;3&lt;/sup&gt;</td>
</tr>
<tr>
<td>Qualitative</td>
<td>% of clients off alcohol and drugs 12 months after exiting program</td>
<td>67%&lt;sup&gt;4&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>% of inspections completed within 10 business days of request</td>
<td>95%&lt;sup&gt;5&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Student pass rate for Technical Skill Assessment</td>
<td>Secondary: 75.6&lt;sup&gt;6&lt;/sup&gt; Postsecondary: 92.5&lt;sup&gt;6&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

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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
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
Licensing Freedom Act

Executive Order 2019-01

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dietitians</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Number of Licenses</td>
<td>700</td>
<td>750</td>
<td>770</td>
<td>790</td>
</tr>
<tr>
<td>Number of New Applicants Denied Licensure</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Number of Applicants Refused Renewal of a License</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Number of Complaints Against Licensees</td>
<td>63</td>
<td>28</td>
<td>30</td>
<td>44</td>
</tr>
<tr>
<td>Number of Final Disciplinary Actions Against Licensees</td>
<td>7</td>
<td>9</td>
<td>12</td>
<td>9</td>
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<tr>
<td><strong>Cosmetologists</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Number of Licenses</td>
<td>1525</td>
<td>1610</td>
<td>1605</td>
<td>790</td>
</tr>
<tr>
<td>Number of New Applicants Denied Licensure</td>
<td>15</td>
<td>18</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Number of Applicants Refused Renewal of a License</td>
<td>3</td>
<td>7</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Number of Complaints Against Licensees</td>
<td>55</td>
<td>52</td>
<td>71</td>
<td>59</td>
</tr>
<tr>
<td>Number of Final Disciplinary Actions Against Licensees</td>
<td>15</td>
<td>22</td>
<td>20</td>
<td>19</td>
</tr>
</tbody>
</table>
Performance Reports
Part I Requirements

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

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

67-1904(1)(a)

2) Statutory Authority
(Core Functions/Idaho Code)

- What the agency does
- Why it does it
- Where it receives authorization to do so
3) Revenues and Expenditures

- Revenues by fund, expenditures by object class
- Informative breakdowns as needed
## Transportation Revenue and Expenditures

### 67-1904(1)(a)

#### Revenues

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aeronautics Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>$2,226,190</td>
<td>$2,682,521</td>
<td>$2,698,896</td>
<td>$3,014,615</td>
</tr>
<tr>
<td>Federal</td>
<td>$83,750</td>
<td>$114,422</td>
<td>$230,503</td>
<td>$258,214</td>
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<tr>
<td><strong>State Highway Account Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>$254,418,161</td>
<td>$326,296,651</td>
<td>$335,741,796</td>
<td>$340,218,991</td>
</tr>
<tr>
<td>Federal</td>
<td>$348,888,456</td>
<td>$287,261,194</td>
<td>$267,218,716</td>
<td>$333,536,795</td>
</tr>
<tr>
<td>Local</td>
<td>$4,526,536</td>
<td>$10,783,213</td>
<td>$5,214,317</td>
<td>$4,029,825</td>
</tr>
<tr>
<td><strong>Strategic Initiatives Program Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>State</td>
<td>$54,841,183</td>
<td>$240,982</td>
<td>$11,261,201</td>
<td>$16,889,688</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$664,984,276</td>
<td>$627,378,983</td>
<td>$622,365,429</td>
<td>$720,667,815</td>
</tr>
</tbody>
</table>

#### Expenditures

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$107,146,992</td>
<td>$105,878,456</td>
<td>$112,220,788</td>
<td>$114,152,124</td>
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<tr>
<td>Operating Expenditures</td>
<td>$80,304,569</td>
<td>$87,909,344</td>
<td>$97,501,575</td>
<td>$102,292,368</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$385,072,402</td>
<td>$360,767,959</td>
<td>$371,334,617</td>
<td>$504,661,918</td>
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<tr>
<td>Trustee/Benefit Payments</td>
<td>$17,111,420</td>
<td>$17,586,485</td>
<td>$18,523,207</td>
<td>$18,634,909</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$589,635,383</td>
<td>$572,142,244</td>
<td>$599,580,187</td>
<td>$739,741,319</td>
</tr>
</tbody>
</table>

### Footnotes:

1. Revenues and Expenditures include ARRA Stimulus receipts and expenditures.
2. Revenues and Expenditures do not include GARVEE bond proceeds or project costs.
3. Expenditures include cash expenditures and encumbrances.
4. Capital Outlay includes GARVEE debt service payments.
5. Strategic Initiatives Program Fund as established in House Bill No. 312.
# Lottery Revenue and Expenditures

### 67-1904(1)(a)

## Lottery Revenue and Expenditures

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lottery</td>
<td>$210,940,100</td>
<td>$236,819,400</td>
<td>$240,686,600</td>
<td>$265,810,900</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$210,940,100</td>
<td>$236,819,400</td>
<td>$240,686,600</td>
<td>$265,810,900</td>
</tr>
</tbody>
</table>

## Expenditures

<table>
<thead>
<tr>
<th>Appropriated*</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$2,595,000</td>
<td>$2,804,400</td>
<td>$3,059,200</td>
<td>$3,185,700</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>2,176,400</td>
<td>2,184,400</td>
<td>2,505,200</td>
<td>1,720,300</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>119,100</td>
<td>78,900</td>
<td>85,900</td>
<td>119,500</td>
</tr>
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</table>

## Expenditures

<table>
<thead>
<tr>
<th>Appropriated*</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prizes</td>
<td>136,769,300</td>
<td>153,649,700</td>
<td>160,304,900</td>
<td>176,576,300</td>
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<tr>
<td>Commissions</td>
<td>12,480,200</td>
<td>13,840,200</td>
<td>14,063,100</td>
<td>15,607,400</td>
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<tr>
<td>Advertising</td>
<td>3,646,900</td>
<td>3,941,500</td>
<td>3,431,500</td>
<td>3,779,800</td>
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<tr>
<td>Tickets</td>
<td>3,917,500</td>
<td>4,169,700</td>
<td>4,704,600</td>
<td>5,308,600</td>
</tr>
<tr>
<td>Service Provider</td>
<td>3,740,400</td>
<td>4,446,500</td>
<td>4,159,700</td>
<td>5,671,600</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$165,444,800</strong></td>
<td><strong>$185,115,300</strong></td>
<td><strong>$192,314,100</strong></td>
<td><strong>$211,969,200</strong></td>
</tr>
</tbody>
</table>
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
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

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 3: Transform</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Enrollment (Fall Census)$^5$ (Goal 3: Objective A Measure I)</td>
<td>actual</td>
<td>11.534</td>
<td>11.372</td>
<td>11.780</td>
<td>12.072</td>
</tr>
<tr>
<td></td>
<td>target</td>
<td>12,000</td>
<td>12,000</td>
<td>12,000</td>
<td>12,500</td>
</tr>
<tr>
<td>6. Retention New Freshman Retention Rate$^6$ Full-time Percent (Goal 3: Objective B Measure I)</td>
<td>actual</td>
<td>77.4%</td>
<td>80.1%</td>
<td>77.4%</td>
<td>81.6%</td>
</tr>
<tr>
<td></td>
<td>target (peer median)</td>
<td>82%</td>
<td>82%</td>
<td>82%</td>
<td>83%</td>
</tr>
<tr>
<td>7. Retention New Transfer Retention Rate Full-time Percent (Goal 3: Objective B Measure II)</td>
<td>actual</td>
<td>82.8%</td>
<td>79.2%</td>
<td>83.4%</td>
<td>82.4%</td>
</tr>
<tr>
<td></td>
<td>target</td>
<td>82%</td>
<td>82%</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Goal 4: Cultivate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Percent Multicultural Faculty &amp; Staff$^8$ (Goal 4: Objective A Measure III)</td>
<td>actual</td>
<td>19%/11%</td>
<td>19%/12%</td>
<td>19%/13%</td>
<td>22%/13%</td>
</tr>
<tr>
<td></td>
<td>target</td>
<td>19%/12%</td>
<td>20%/13%</td>
<td>20%/13%</td>
<td>21%/14%</td>
</tr>
<tr>
<td>9. Multicultural Student Enrollment$^9$ (Goal 4 Objective A Measure I)</td>
<td>actual</td>
<td>2,415</td>
<td>2,605</td>
<td>2,678</td>
<td>2,799</td>
</tr>
<tr>
<td></td>
<td>target</td>
<td>2,415</td>
<td>2,922</td>
<td>2,922</td>
<td>3,130</td>
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</table>
Other Performance Measurement Requirements
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

**Mission Statement**
What the agency does, why it does it, and for whom it does it

**Vision Statement**
An inspiring picture of a preferred future

**Goal**
A statement of desired results for an organization or activity

**Objective**
Time-based statement of intent for a person/team within the agency

**Task**
Time-based action to be taken by a person/team within the agency

**Performance Measure**
A quantitative tool to measure effectiveness, efficiency, or outcomes

**Performance Target/Benchmark**
The desired performance level for each measure

**Performance Result**
The actual performance level for each measure

**Evaluation and Feedback**