



GOVERNOR'S OFFICE OF Planning & Budget

Agency Strategic Planning

Terrah Anderson
March 20, 2024



Agenda

Announcements / Overview

Training

- Customer experience
- Mission statements
- Annual work plans
- Performance measures

Strategic plan timeline

- June 3: Draft plan submitted to GOPB
 - Will receive feedback from our team in 1-2 weeks
- July 1: Final product submitted to GOPB
 - Plan should also be posted on agency website



2024 Information Sessions

January 10, 1:15pm

New required elements

→ March 20, 1:00pm

Customer Experience, mission statements, work plans

April 22, 10:00am

Clear goals

May 22, 1:00pm

Draft review and budget process

June 5, 11:00am

Open hour for questions

August, TBD

Guest presenter: How auditors use strategic plans

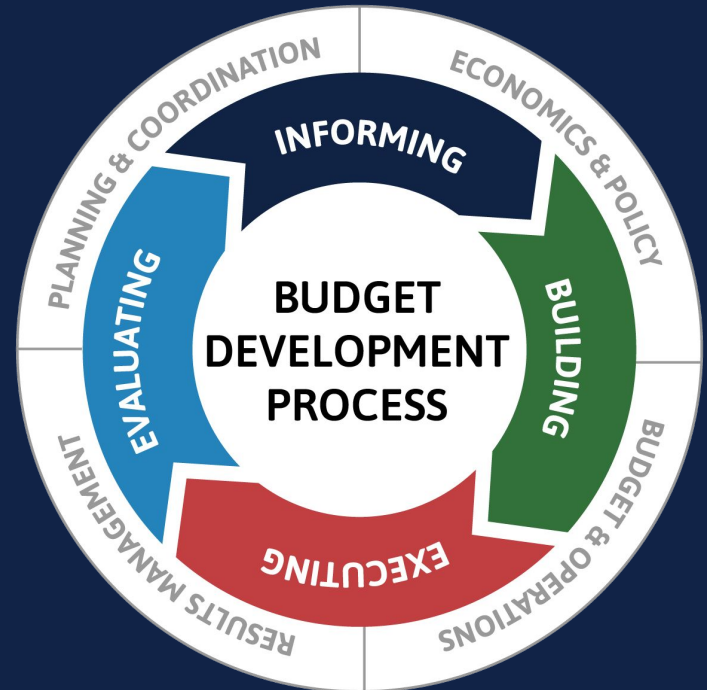
October 30, 1:00pm

Evaluation, implementation, and next steps



Strategic Planning: 2024 Goals

1. Emphasize the importance of having and using a strategic plan
2. Strengthen the connection between quality strategic planning and budgeting / budget requests
3. Improve quality of strategic plans





Improve quality of strategic plans

New required elements are to be incorporated in existing plans by **July 1, 2024:**

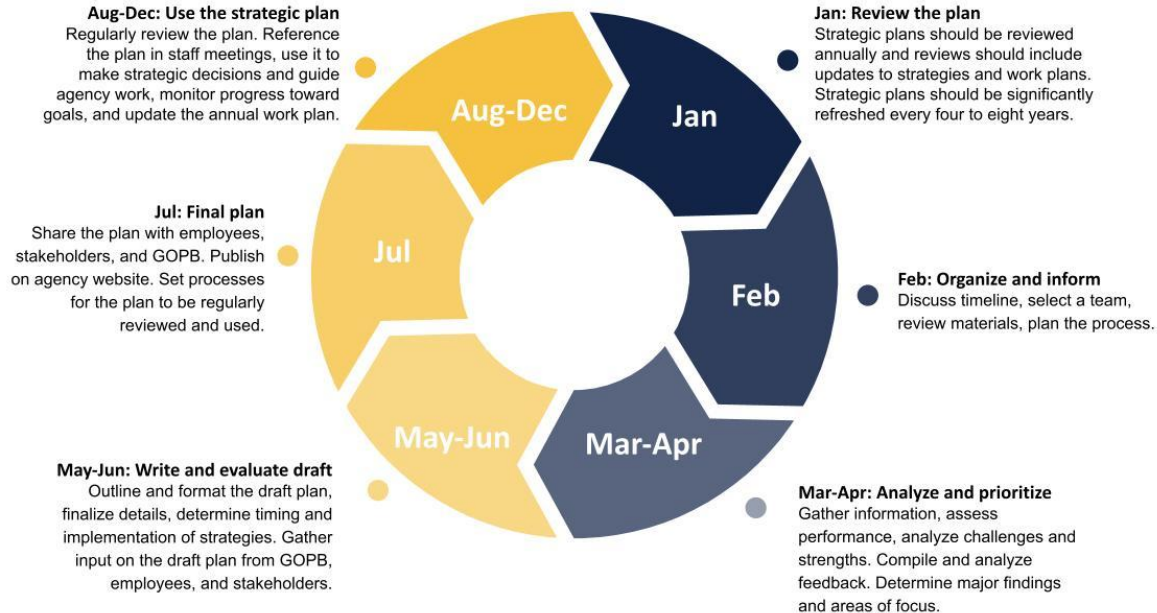
- Mission statement
- Clear goals
- Annual work plan
- *Customer Experience*
- *Performance Measures*





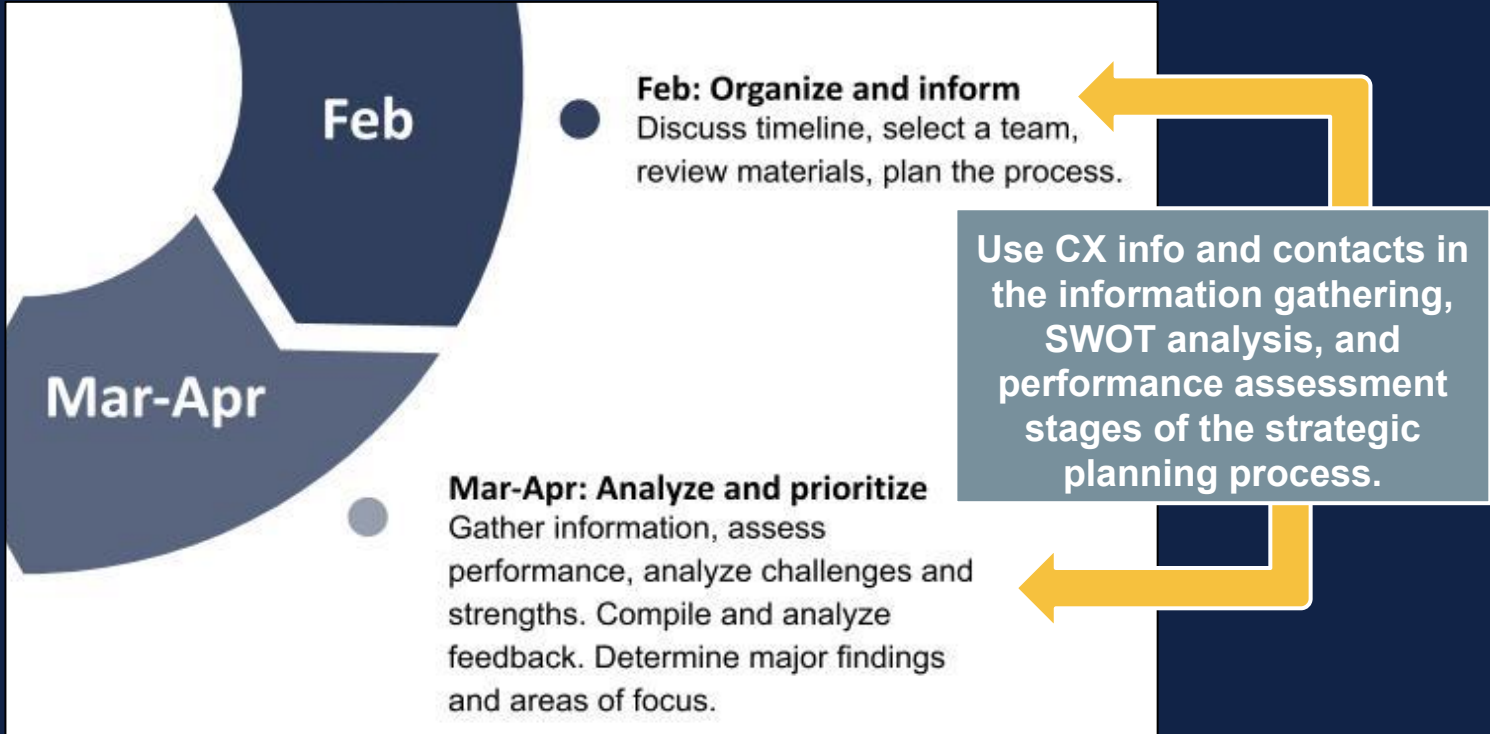
Customer Experience: Intersects

AGENCY STRATEGIC PLANNING CYCLE





Customer Experience: Inform





Customer Experience: Integrated

Improving the customer experience is relevant to many parts of an agency strategic plan and planning process.





Mission Statement

A mission statement is a broad, comprehensive statement of the agency's purpose. Agencies should review their statutory functions when creating a mission statement.

“You’ve got to be very careful if you don’t know where you’re going, because you might not get there.”
- Yogi Berra

Great mission statements:

- Answer the question: What are we here to do, and why?
- Are specific, realistic, and forward-thinking
- Are concise and direct - one to two sentences
- Have goals that nest under them



Mission Statement

VISION

Excellence in planning, budgeting, policy, and management.

MISSION

Drive the best investment and use of Utah's resources.

GOPB STRATEGIC PLAN

Driving the best investment and use of Utah's resources

Updated July 2023



GOVERNOR'S OFFICE OF
Planning & Budget

Vision clarifies what the organization should look like and how it should behave in fulfilling its mission.

Mission clarifies an organization's purpose or why it should be doing what it does.



Mission Statement

Mission

The mission of the Board of Pardons and Parole is to protect public safety through informed and just decisions that consider victim input, the accountability of those under our jurisdiction, risk reduction, and rehabilitation.

Board of Pardons and Parole

- Tie to statutory responsibilities
- Specific
- Address what they do and why

WHAT DRIVES US

Mission
Promote tax and motor vehicle law compliance.

Vision
Provide valuable customer service by making compliance easier, non-compliance harder, and by protecting sensitive customer information.

Values
• Public trust

Tax Commission

- Clearly defined mission statement
- Goals in the plan tie back to the mission statement



Annual Work Plans

Key elements

- Goals / strategies
- Champion / lead
- ★ Budget and resource needs
- Timeline
- Status

Optional elements

- Priority
- Deliverables
- Expected outcomes
- Targets / metrics
- Notes

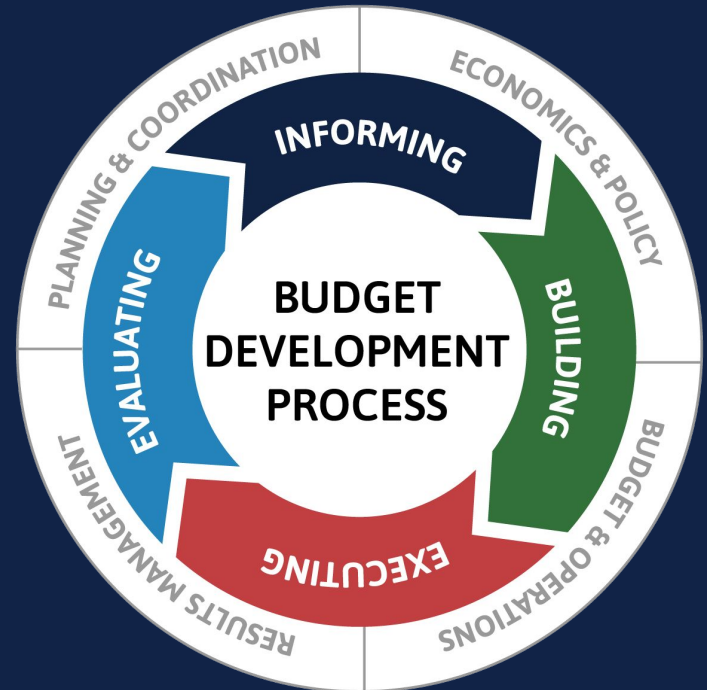
Annual work plans bring strategic plans to life, establishing a bridge between strategy and making impact and seeing results



Annual Work Plans

Importance or a work plan:

- **Tracking tool:** Provides a big picture framework to assess the status of goal and objectives
- **Communication tool:** Shows employees and external partners priorities, needs, and impact
- **Implementation tool:** Guides teamwork, focus, and next steps to make the plan happen





Different Types of Work Plans

Annual work plan

- High level, clear framework
- Focus on accountability and resources
- Used for regular reporting to quickly identify areas where an organization's performance is lagging.

Program / Project work plans

- More detailed overview of activities within a goal or program
- Broken out steps and timing to accomplish the big goals

Individual work plans

- Clear targets and actions for individual staff members
- Assists with performance review



Examples: Annual Work Plans

STRATEGIC PLAN 2023-2027 laborcommission.utah.gov

ONGOING WORK PLAN

Goal #	Strategy	Champion	Budget and Resource Needs	Completion Timeline
1.1.1	Align the number of full-time employees with the Commission's needs.	Administration and Division Directors	Analysis of FTE positions needed, and GOPB support.	Ongoing
1.1.2	Expedite filling vacancies as they arise.	Administration and Division Directors	Existing budget and DHRM support.	Ongoing
1.1.3	Provide training on equity, diversity, inclusion, and access.	Administration and Division Directors	Existing budget and DHRM support.	Ongoing
1.1.4	Provide time and resources for team building activities.	Administration and Division Directors	Existing budget	Ongoing
	Conduct an annual employee survey to	Administration and	Existing budget	Ongoing

Labor Commission

- Ongoing plans show current projects
- Work plans help employees see their role in the organization

FY2025 Work Plan

Goal #	Strategy	Champion	Budget & Resource Needs	Completion Timeline	Status
1	Provide time and resources for team building activities.	Leadership, DHRM	Existing budget	June 2025	
1	Conduct an annual employee survey to better understand the needs, challenges, and opportunities of department staff.	Commissioner, DHRM	Existing budget	July 2024	
3	Support streamlined processes for licensees and consumers to provide information to the Department electronically.	Deputy Commissioners, Division Directors, DTS	Existing budget	June 2025	
3	Support implementation of the cloud-based solution to increase efficiencies in the examination process.	FRL Director, DTS, NAIC	Existing budget	June 2025	
3	Identify best practices to streamline repetitive cases.	Division Directors	Staff time	December 2024	
3	Establish a Departmental...	Division Directors	Staff time	June 2025	

Department of Insurance

- Work plans show upcoming projects to plan needed resources
- Assist in evaluating workload balance for new projects





GOPB Annual Plan: Work in Progress

2024_DRAFT GOPB Work Plan											Progress Check: Red, Yellow, Green or metrics check
File Edit View Insert Format Data Tools Extensions Help											
MIO											
GOPB WORK PLAN											
Pillar(s)	Champion	FY 24 Task/Project	Goal	Strategy	Timeline	Resources Needed	Status	Benchmark	Notes		
Goal 1: GOPB has trusting relationships with internal and external partners built upon a foundational culture of continuous improvement, equity, and access.											Sophia's list: - Statewide vision for growth - Independent entities - Medicaid: systems, analysis, budget, policy - Comp: statewide trends, corrections (certificated) - Systems - Fees - Strategic plans - Performance measures - Grants management (IJA/IRA) - Efficiency evaluation - Customer Experience - HB 335
Objective 1.1: Encourage and provide professional development through training and experience.											
All	Managing directors	Agency Relationships	1.1.1	Regularly meet with agencies to learn and know their programs and services.	Ongoing	Existing staff time	Underway	Year-over-year improvement in the accessibility of key GOPB work products.			
All	Managing directors	Professional Development	1.1.2	Encourage and provide professional development through training and experience.	Ongoing	Existing staff time	Underway				
Objective 1.2: Foster an internal office culture that is mission-driven, embodies a growth mindset, and values diverse perspectives.											
All	Managing directors	Office Culture	1.2.1	Reinforce positive office culture, core values, mission, and vision through development and implementation of GOPB office culture curriculum.	Ongoing	Existing staff time	Underway	Percentage of GOPB staff who feel, understand, and can articulate how their work relates to the office's mission and vision.	Annual survey question to staff		
All	Managing directors	Diversity	1.2.2	Proactively invite applicants to expand the pool for GOPB positions that represent a diversity of backgrounds.	Ongoing	Existing staff time	Underway				
Objective 1.3: GOPB continues to assess and evaluate existing programs to highlight areas of improvement											
All	Managing directors	Efficacy and Improvement	1.3.1		Ongoing	Existing staff time	Underway		Possible new goal to include the office priority to evaluate, innovate, and improve through shorter term projects. Examples: fees, comp, Medicaid, HB 355, Systems (Budget Prep, Fee Prep). If we go this route, need more details here		
Goal 2: The state of Utah continues to grow and be a great place to live because of deliberate planning and coordination.											
Objective 2.1: Contribute to, promote, and communicate a statewide growth vision for Utah that maintains our quality of life through 2050.											
Planning and Coordination, Economic and Policy Analysis	Planning and Coordination Pillar Managing Director	Guiding Our Growth	2.1.1 Exec Dir Priority	Collaboratively develop and encourage implementation of a statewide growth vision that enhances Utah's quality of life.	Dec. 2023	2022 Leg Appropriation	Underway	Number of participants in conversation	This strategy needs updating to reflect ongoing Phase IV.		
Planning and Coordination, Economic and Policy Analysis	Planning and Coordination Pillar Managing Director	Statewide vision for growth	2.1.2 Exec Dir Priority			Potential Phase IV Appropriation			These two lines will be combined. GOG will be rolled into larger coordination strategy, with 4 phases. Laura Hanson		



Annual Work Plan Examples

Column A: Goals 		Column C: Key Tasks			Column F: Lead		Column H: Annual Targets 		
Goals	S/N	Key Tasks	Status	Timeframe	Lead	Expected Outcomes	Annual Targets	Resources	Notes
1.0 Strengthen community land tenure in six target villages.	1.1	Facilitate participatory village land use planning, boundary demarcation, and development of village by-laws in six villages	Complete	Q2-Q3	AT	Clarity on all village boundaries, submission of application for village land certificate, and legal basis for enforcement of community land use zones	* Digital LUPs in place in 6 villages * Approval of village by-laws by Village Assembly and submission to District Council	USAID (\$10,000)	Timeline contingent on ability to resolve outstanding village boundary conflicts.
	1.2	Carry out six training workshops with Village Councils and Land Committees.	Delayed	October	AT	Established clear procedures for implementation and enforcement of village by-laws and land use rules, resulting in enforcement of grazing and other land use zones.		USAID (\$10,000)	Ongoing boundary conflicts in villages D and F impacted by politics. Resolution not expected until after government elections in Dec 2017. Will be a priority for Q1-2 2018
2.0 Increase community revenue from tourism joint ventures	2.1	Facilitate joint venture agreements for construction of ecolodge in Enkiteng conservancy.	In progress	Q1	SR	Initial lease payment of at least \$15,000 in base revenue.	* Enkiteng conservancy receives \$15,000 in base revenue	Investor funded (\$5,000)	Discussions around JV agreement progressing smoothly. Some friction with construction manager - support Enkiteng in building better relationship
	2.2	Facilitate the resolution of village boundary conflicts.	Slightly off track	Q2	PT	Boundary conflict resolved so conservancies can enter into contracts with investors.	A new grazing agreement between Osikiria and Orkejo conservancies.	Community paid (\$4000)	
	2.3	Establish partnership with Conservation Business Advisors to provide customized training to field staff on joint venture negotiation and contract structure.	Not started	Q1	SR	Improved staff capacity to facilitate community tourism joint ventures.	* Revenue agreement in place * Osikiria and Orkejo conservancies each receive at least \$5000 in conservancy revenue		No budget currently allocated. Awaiting outcome of USAID grant, and will need to seek additional funding
					Column E: Timeframe	Column G: Expected Outcomes	Column I: Resources		



Annual Work Plan Examples

PROJECT NAME	PROJECT MANAGER	TODAY'S DATE
Project Beta	Bjorn Cavey	MM/DD/YY

ACTION PLAN

ACTION	RESPONSIBLE	PRIORITY	STATUS	START	END	NOTES
Goal #1: Select Venue		Medium	Complete			
Identify venue options	Sally J.	High	Complete	9/30	10/2	
Visit venues	Sally J.	Medium	On Hold	10/5	10/9	Must send contracts by 10/10
Sign contract	Maria S.	Low	In Progress	10/12	10/12	
		Low	Complete			
Goal #2: Secure Speakers		High	In Progress			
Recruit speakers	Sally J.	Medium	In Progress	10/7	10/12	
Speaker bios	Sally J.	Medium	In Progress	10/12	10/14	
Create and send speaker packets	Maria S.	Low	Complete	10/13	10/16	Send to stakeholders
Confirm speakers	Sally J.	Medium	On Hold	10/17	10/18	
		Low	In Progress			
Goal #3: Recruit Sponsors		Low	In Progress			
Identify sponsors	John S.	Low	In Progress	10/13	10/19	
Write up sponsor agreement	Maria S.	Low	In Progress	10/15	10/16	
Send emails	John S.	Low	Not Started	10/19	10/21	
Make cold calls	John S.	Low	Not Started	10/21	10/23	From sales team
		Low	On Hold			
Goal #4: Promote event		High	Complete			
Create banners	Morgan K.	High	Complete	10/26	10/28	
Order swag	Morgan K.	High	Complete	10/28	10/28	Coffee mugs, totes, pencils
Create social media strategy	Corrine J.	High	Complete	10/13	10/26	
Make marketing materials	Karen Z.	High	Complete	10/26	10/30	
		High	Complete			



Annual Work Plan Examples

Goal :						
Action Step	Responsible	Start Date	Milestone	Due Date	Resources	Desired Outcome



Performance Measures

1

Line Item Performance Measures

In 2014, the Executive Appropriations Committee took a motion directing all subcommittees to include performance measures for each major line item in an annual appropriations act. These measures are:

- Measures of a program's objective, effectiveness, etc. that are included as intent language under a line item, in an appropriations bill
- Reported annually
- Meant to show long-term trends and progress toward key agency goals

2

Funding Item Performance Measures

An extension from the Legislature's funding item follow-up report, in 2021, [HB 326](#), Performance Reporting and Efficiency Requirements, required executive department agencies to develop performance measures for each applicable funding item following session. These measures are:

- Measures of a program's objective, effectiveness, etc. that result from action during a legislative session that appropriate \$500,000 or more from the General Fund or Income Tax Fund
- Reported once, typically after the close of the first fiscal year of funding
- Meant to show the short-term impact of new funding



Performance Measures



Three types will likely be in your annual work plan:

1. Line item performance measures
2. Funding item performance measures
3. **Measures that support the agency goals, objectives, and strategies**
 - a. **What is important for us?**
 - b. **What does success look like?**
 - c. **What are we curious about in regards to our impact?**



Performance Measures

GOAL 3: GOPB and state agencies operate effectively and improve their performance.

Objective 3.1: Develop and implement internal performance management practices.

Strategy 3.1.1: Ensure GOPB statutory obligations are met timely and with quality.

Strategy 3.1.2: Track and assist in officewide risk mitigation activities.

Objective 3.2: Provide quality analysis and tools for information gathering to improve external performance management.

Strategy 3.2.1: Conduct research and analysis to identify best practices and innovative approaches to performance management and improvement.

Strategy 3.2.2: Develop and disseminate guidance, tools, and resources to support agencies in improving their performance management practices and outcomes.

Performance Measures

1. All statutory obligations are completed on time.
2. Percentage improvement in risk mitigation scores.
3. Median satisfaction rating from agencies that participated in an effectiveness survey.
4. Percentage of total budget line items with meaningful measures.

Funding item
performance
measure

Line item
performance
measure

Agency
performance
measure

GOAL 2: The state of Utah continues to grow and be a great place to live because of deliberate planning and coordination.

Objective 2.1: Contribute to, promote, and communicate a statewide growth vision for Utah that maintains our quality of life through 2050.

Strategy 2.1.1: Collaboratively develop and encourage implementation of a statewide growth vision that enhances Utah's quality of life.

Strategy 2.1.2: In collaboration with state and community partners, assist local governments in navigating planning issues by providing new resources and tools to guide development patterns.

Objective 2.2: Assist agencies with the development of long-range, strategic plans that advance Cox-Henderson administration priorities and are linked to the budgeting process.

Strategy 2.2.1: Assist state agencies in long-term planning and ensure that budget requests work to advance that strategic direction.

Performance Measures

1. Number of participants in growth conversation.
2. Number of projects initiated/completed with local administrative advisors; number of cities and counties with all required general plan elements.
3. Number of agencies with strategic plans; Percentage of total agency budget requests that demonstrate clear linkage to the agency's strategic plan; Host state planners networking event.



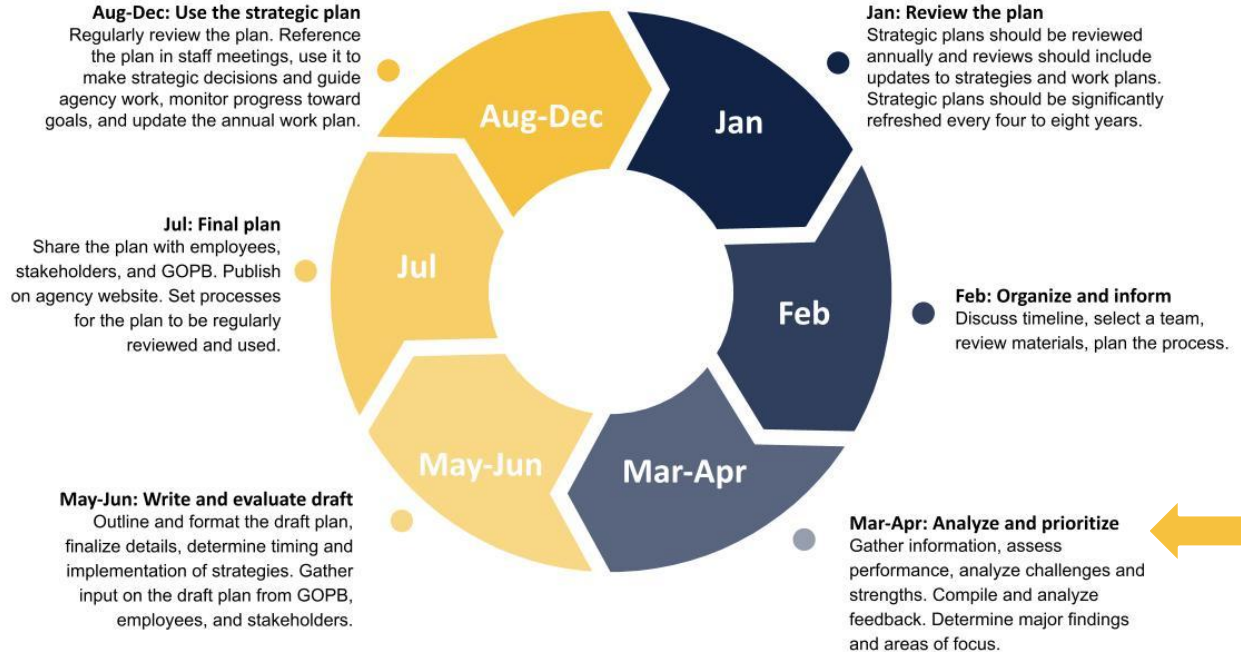
Draft plans due:
June 3

Final plans due:
July 1

Include new items,
minor updates

Significant update
every 4-6 years

AGENCY STRATEGIC PLANNING CYCLE





Reminders

- Strategic plan is a communication tool. Use it internally and externally to tell you agency story.
- Can link to other strategic plans in your agency strategic plan, eg. division plans, Great Salt Lake Strategic Plan, Utah's Plan to Address Homelessness
- GOPB analysts are partners - please keep them in the loop
- Work with your CX partners and finance directors
- Regularly occurring question about strategic plan progress on quarterly reports
- Strategic planning is a governor and legislative priority

Email Terrah Anderson if your agency strategic planning contact or website link changes



Agency Strategic Planning at GOPB



Laura Hanson

laurahanson@utah.gov
State Planning Coordinator
Managing Director of Planning
Coordination



Terrah Anderson

tanderson1@utah.gov
Budget and Policy Analyst
Strategic planning lead



Your GOPB analyst

QUESTIONS



GOVERNOR'S OFFICE OF
Planning & Budget