Strategic Planning
Fiscal Year 2024 Cycle

Georgia Fiscal Management Council

June 29, 2023

- Strategic Planning Goals

- Updates for the FY24 Cycle

- Elements of the Strategic Plan

- Strategic Planning in the Future

- Questions

1. Hear directly from state agencies about their challenges and successes

2. Help agencies identify/obtain resources during budget development

3. Chart an intentional and targeted path forward for the agency and for Georgia

- **Due Date**: July 14th, 2023.

- **Template Updates**
  - NEW: Agency Comments
  - EXPANDED: Environmental Scan
  - NEW: Critical Issue Identification
  - REORGANIZED: Objectives & Action Plans

- **Plans that are**:
  - Focused on core mission
  - Targeted to discrete issues
  - Detailed and substantive
  - Achievable in a given timeframe

- Context and details surrounding this year's plan development
- Highlight successes from the past year

AGENCY COMMENTS

[Agency Name] Strategic Plan FY 2023-FY 2026
Agency Mission:
Agency Vision:
Agency Core Values: (optional)
Agency Head Comments on Strategic Plan
General comments and additional context that will assist OPB in understanding how this year's strategic plan was developed, how priorities were established, and how the plan will be executed, especially if there are multiple and/or significant changes from the previous year's plan. Any changes in priorities or replacement of objectives from the prior year's plan should be explained here. Furthermore, this section should include how the strategic plan supports or aligns with the Governor's strategic initiatives.

- Expanded to better categorize responses

- Opportunity to inform on developments in the agency's working environment

External Scan		Internal Scan	
Elastic Factors	Inelastic Factors	Strengths & Weaknesses	Workforce Analysis
Forces and trends in the agency's external environment that affect the agency's core mission and operation and over which it has at least partial influence or control.	*Forces and trends in the agency's external environment that affect the agency's core mission and operations and are outside of its control.*	*Within the agency's organization, what aspects of its core mission does it perform well and what aspects could potentially improve? What internal factors (e.g. structure, culture, policies/procedures) are helpful and which could potentially be re-evaluated?*	*Trends and other information on the agency's workforce whose duties are key to the agency's core mission, such as turnover rates, vacancies, recruitment/retention issues, or employee satisfaction.*

- Connective tissue between the Environmental Scan and the Objectives & Action Plans
- Focus on impact to core mission, key activities, and customer service
- WHY are these issues/challenges important to address?

#	Critical Issue or Challenge	Description
1	*Brief statement of issue or challenge, based on results of environmental scan.*	*Based on the environmental scan, why is this issue important and what may happen if it is not addressed? How is the issue preventing or hindering the agency from performing key activities or advancing its core mission? How are the agency's customers affected by the issue or challenge?*
2		
3		

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- Restructured for content flow and improved visual linkage between components

- Prompts, descriptions, and examples to guide agency submissions

- Progress updates on action items from FY 2023 plan

Objective		#	Action Plan					
			Action Items/Tasks	Measurable Outcomes	Resources/Responsibilities	Associated Funding	Completion Dates	Progress Updates from Previous Year
	Brief statement of what the agency will do to address the critical issues it has identified based on the environmental scan. High-level but not overly generic, with reference to agency-specific activities or core functions. ***Example of Preferred Response:*** *"Improve the customer experience for licensing applicants"* ***Example of Limited Response*** *: "Improve customer service"*		*Set of action items or tasks detailing how the agency will work toward an objective and the case for why it will serve the objective. Action items should be specific, measurable, attainable, relevant, and timely (SMART). Each objective should have at least one - but ideally more than one - action item.*	*For each action item, what will be the successful result of completing the task? Should include clear start/end points and the metric by which it will be measured.*	*For each action item, details about which agency work unit(s) or staff will lead implementation and track progress. Will any outside resources - such as a contractor or another state agency - be involved and to what extent?*	*For each action item, what are the financial needs for completing the task? Will the agency use existing funding or will additional funding need to be considered? Fund sources, amounts, budget program(s), and relevant line-item appropriations should be included.*	*For each action item, the concrete end date by which it should be completed. Must be within range of strategic plan dates.*	*For each action item and measurable outcome that was established in a previous year's strategic plan AND is either still active or recently completed, describe what progress has been made (or not made). What issues have been encountered? If COMPLETED, state so clear and describe final results.*
			Example of Preferred Response *: "Update and promote FAQ webpage on agency website by surveying call center staff to determine most common reasons for licensing applicant calls. Better information on the agency website should reduce the usage of the call center and free up operators to field more calls."*	***Example of Preferred Response:*** *"Decrease call hold times from 20 minutes in 2021 to 5 minutes in 2024, based on monthly average."*	***Example of Preferred Response:*** *"The Call Center division leadership will create and deploy the survey, in consultation with the agency CIO, through third-party survey and analytics software"*	***Example of Preferred Response:*** *$12,000 within the current Licensing program budget"*	***Example of Preferred Response:*** *March 2024*	***Example of Preferred Response:*** *Staff survey was completed in June 2022 and the updated website FAQ and promotion strategy launched in January 2023. Call hold times have already reduced to a monthly average of 12 minutes per call as of May 2023.*
			Example of Limited Response *: "Direct licensing applicants to agency website"*	***Example of Limited Response*** *: "Decrease call hold times by 75%"*	***Example of Limited Response:*** *"Current agency staff"*	***Example of Limited Response:*** *"Existing state general funds"*	***Example of Limited Response:*** *FY25 to mid-FY26*	***Example of Limited Response:*** *Still in progress, result TBD.*
1		1a						
		1b						
		1c						
2		2a						
		2b						

- Solidify connection between strategic planning and budget development

- Identify and address challenges facing multiple agencies

- Integrate performance measures into strategic planning more explicitly

- Promote transparency by sharing agency strategic plans online