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OFFICE OF STATE BUDGET AND MANAGEMENT

2023-2025 Strategic Planning Kickoff

Thursday, January 26, 2023

10am-11am

Today's Speakers

Anca Grozav
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Opening Remarks

Agenda

- **Strategic Plan Submission and Timeline**
- **What's different this year?**
- **Answer questions and share knowledge across agencies**
- **Recap/Next Steps**

Strategic Plan Submission And Timeline

What is the process for Strategic Plan submissions?

Submit ***2023-25 strategic plans*** by May 1st, 2023

- 2023-25 strategic plans guidance and templates are available on ***OSBM's website.***
- Send completed plans to your designated OSBM Budget Development Analysts *and* to StrategicPlanning@osbm.nc.gov.
- Once submitted, plans will be available ***online***.

Governor's Budget Priorities

Positioning North Carolina to create new jobs and foster economic growth and recovery

Strengthening our education and workforce development systems to ensure students and jobseekers are prepared for the jobs of today and tomorrow;

Promoting healthier, cleaner, and safer communities

Advancing Equity and Diversity

Ensuring an effective, accountable, well-run state government

What is a Strategic Plan and why draft one?

- Articulates a ***framework of ideas*** that justifies actions and results in greater focus & collaboration

- Envisions a ***desired future*** and translates it into goals and objectives to achieve that vision by answering:
  - Where do we want to go?
  - Where are we?
  - How can we get there?
  - How will we know when we arrive?

- Transforms ideas into Action Plans or Annual Plans by identifying the ***What?, Who?,*** and ***When?*** (Often by a ***Champion***)

How can State Agencies use a strategic plan?

Agencies should use plans to:

- To ***set priorities***, especially for resource allocation
- To increase ***transparency*** and ***accountability***
- To improve internal and external ***communication***
- To enable ***benchmarking / performance evaluation***

3. Goals, Objectives, and Performance Measures

Note – The table below is a suggested format for organizing your agency's goals, objectives, and performance measures. If your agency has a preferred format, you are welcome to use it as long as the same basic elements are captured. ***While this table provides a format matching one objective to one performance measure, there may be cases where multiple objectives are linked to one measure and vice versa. Agencies should feel free to manipulate this table to best fit the needs of their plans.***

Goal 1 – *(Insert a statement of intent that clearly supports the agency's mission as well as aligns with its vision and values).*	
Objective 1.1 – *(Insert a measurable, time-based statement of intent that directly links to the corresponding goal).* *If the associated Performance Measure links to additional Objectives, insert more rows into the template and number accordingly.*	**Performance Measure or Milestone 1.1** – *(Insert a measure or milestone that captures the progress in achieving Objective 1.1. It should clearly define a method and a unit of measurement or desired event).* *If the associated Objective links to additional Performance Measures, insert more rows into the template and number accordingly.*
Objective 1.2 – *(Insert a measurable, time-based statement of intent that directly links to the corresponding goal).* *If the associated Performance Measure links to additional Objectives, insert more rows into the*	**Performance Measure or Milestone 1.2** – *(Insert a measure or milestone that captures the progress in achieving Objective 1.2. It should clearly define a method and a unit of measurement or desired event).*

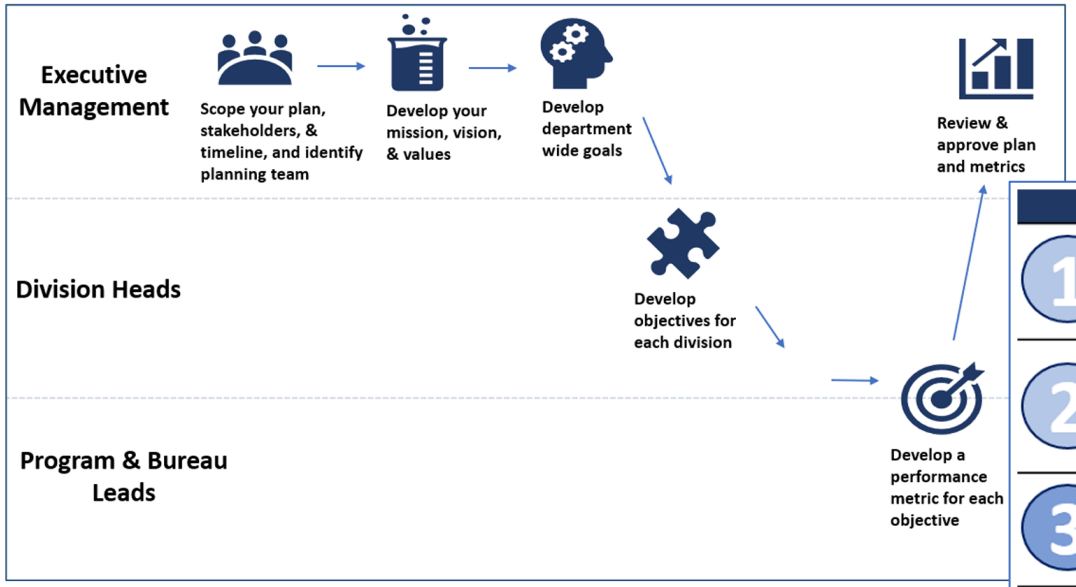
How will OSBM use a State Agency's strategic plan?

OSBM uses plans:

- As a source of ***information*** on agency operations
- To understand agency ***priorities***
- To provide ***context*** for future changes
- To ***evaluate*** change budget requests

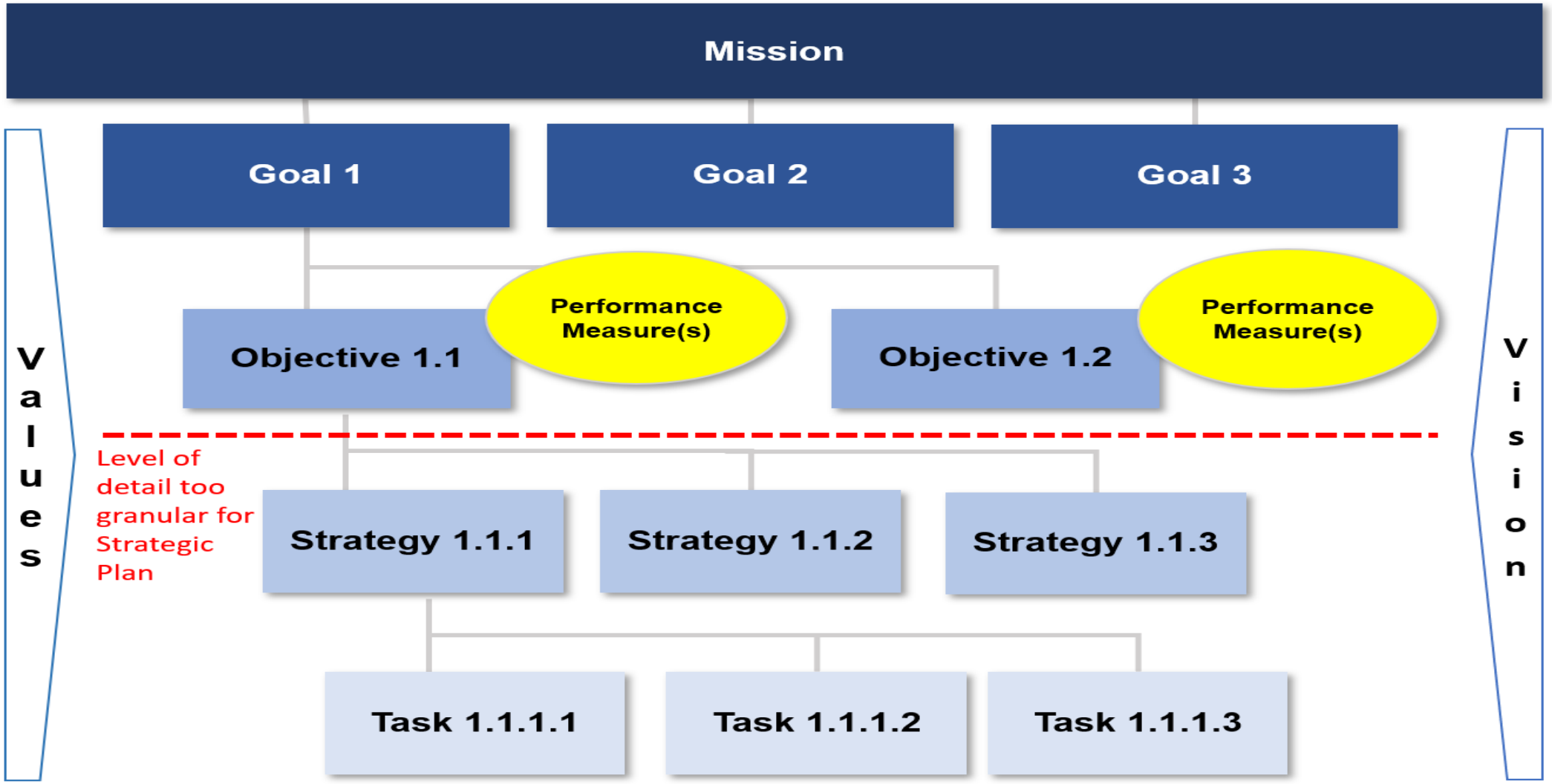
Source: https://www.stockvault.net/photo/252639/silhouette-of-business-meeting

How to create a Strategic Plan



	Step	Owner	Recommended Practices	Questions to Answer when Drafting
1	**Plan Your Plan**	Executive Mgmt.	• Identify Strategic Plan Stakeholders; Plan Longevity; Drafting Lead or Drafting Team; Timeline to Draft plan	• Who is our plan for & How many years will our plan cover? • Who will draft the document & what is the completion timeline?
2	**Develop Mission, Vision, & Values**	Executive Mgmt.	• Often established or mandated • Survey to Division Leads, Program Leads, or entire staff based on org size	• What do we do that no other organization can do? • Who are our "customers"? How does this impact what we do?
3	**Conduct Environmental Scan**	Executive Mgmt.	• SWOT/ Survey to Division Leads, Program/Bureau Leads, or entire staff	• Who are my direct customers/ stakeholders/beneficiaries? • What factors drive my customer base? How do we account for these?
4	**Develop 3-5 Department-wide Goals**	Executive Mgmt.	• Affinity Mapping to organize & prioritize SWOT/survey responses • Assign a goal for top priority issues	• Which key efforts can we take to pursue our Mission ? • How do we support statewide priorities through our plan?
5	**Develop Objectives for each Division**	Division Heads	• SWOT/Survey to Program Leads • Affinity Mapping • Assign an Objective for each priority	• Is the Objective "SMART" • Is there alignment between the Goals & the Objectives?
6	**Develop Performance Metrics**	Division Heads & Program Leads	• Working Session with Division Heads & Program/Bureau Leads	• What data do we need to see if we are achieving our Objectives? • Do we have the right infrastructure to collect & analyze data?
7	**Review & Approval of Plan & Metrics**	Executive Mgmt.	• Iterative Revision process with Division Heads	• Is there alignment between the Goals, Objectives, Strategies, & Tasks? • Are Objectives "SMART"

Strategic Plan Components



Resources

- Guidance, Templates, and Services are available on ***OSBM's website.***
- OSBM Support - Reach out to your Budget Development Analyst to set up a working session.
- Knowledge Sharing Forum - Sign up for the statewide ***Performance Management Community of Practice.***

What’s different this year?

Quarterly Reviews

- **Quarter 1 (Jul-Aug)**
  - Agency-wide priorities for the next FY
  - Edits to the agency's prior year strategic plan
  - Top goals and associated performance benchmarks

- **Quarter 2 (Oct-Nov) and Quarter 3 (Jan-Feb)**
  - A success or challenge related to a Strategic Plan top-priority goal

- **Quarter 4 (Apr-May)**
  - Revisions to agencies' plans
  - Successes or challenges regarding all agency's Strategic Plan goals

Diversity, Equity & Inclusion

Considers ***Governor Cooper's priority:***

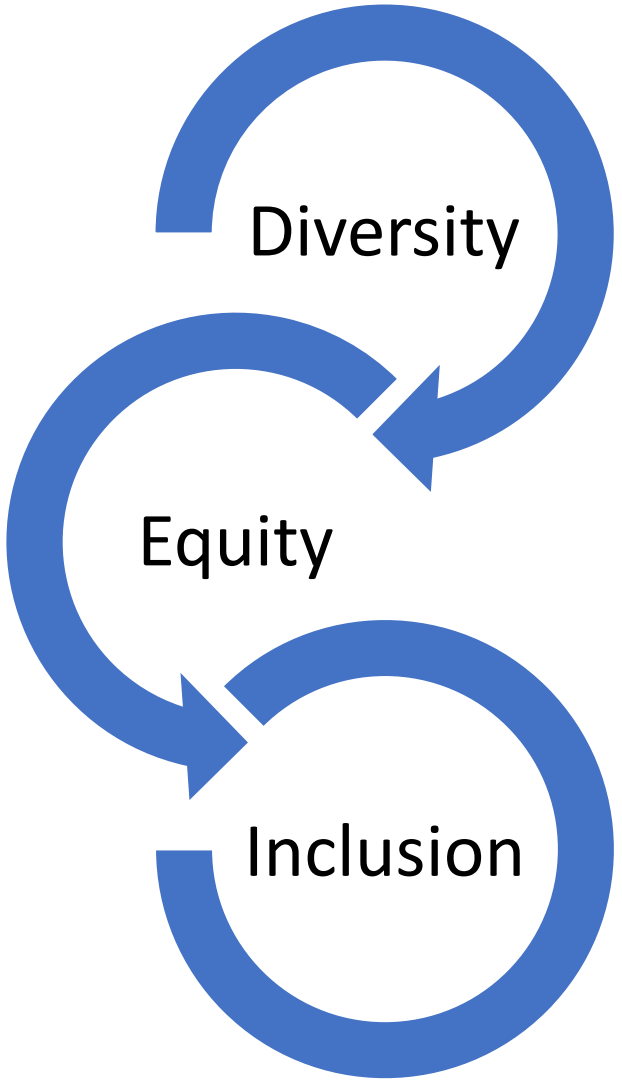
- *Advancing equity and diversity*

Our updated guidance encourages the incorporation of diversity, equity, and inclusion efforts.

Source: http://www.shutterstock.com

Defining Diversity, Equity, and Inclusion

Term	Definition
Diversity	A wide variety of shared and different personal and group characteristics among human beings. Visible characteristics might be race, gender, and age, but also may include less visible characteristics like country of origin, ability, socio-economic status, sexual orientation, education, religion, life experience, gender identity, regional differences, or even personality style.
Equity	Proportional distribution of desirable outcomes (e.g., well-being, educational, economic, social, or political opportunities) across groups (e.g., race, gender, age, religion, diverse background, socio-economic status, sexual orientation, language barriers, disabilities, etc.). Sometimes confused with equality, equity refers to outcomes while equality connotes equal treatment. Where individuals or groups are dissimilarly situated, equal treatment may be insufficient for, or prevent, equitable outcomes.
Inclusion	Authentically bringing excluded individuals and/or groups into activities. This requires active, intentional, accessible, and ongoing engagement with diverse people, practices, and communities, as well as creating and maintaining a culture where individuals of diverse backgrounds feel included, comfortable, and confident to be themselves in their daily experiences in all areas of life. Inclusion does not naturally result from diversity. You can have a diverse group, but



SMARTIE Goals

SMART *Specific, Measurable, Achievable, Realistic, Timely*

SMARTIE Goals

- ***Inclusive***: Is the objective intentionally inclusive by actively bringing traditionally excluded individuals and/or diverse groups into activities?

- ***Equitable***: Does the objective provide equitable outcomes by providing proportional resources in consideration of the unique experiences and barriers of individuals and/or communities impacted by the goal?

How to get from SMART to SMARTIE

SMART Goal → SMARTIE Goal

Redesign the community program by end of June 2024.	**Redesign community program by end of June 2024 to serve a more diverse population and prioritize initiatives that are inclusive with equitable outcomes.**

DEI Highlights

Examples of DEI goals across state agencies:

- **DHHS** – *Goal: Advance health equity by reducing disparities in opportunity and outcomes for historically marginalized populations within DHHS and across the state.*
- **DNCR** – *Goal: Promote diversity and cultural inclusion in departmental programs, recruitment, administration, and community engagement.*
- **OSHR** – *Goal: Embrace (recruit and retain) a workforce that reflects the state's diversity.*

Agency Priority Questions

How best to achieve strategic plan goals?

- Common knowledge gaps:
  - What is causing issue A?
  - What solutions, if any, are proven effective?
  - How well are current activities working?
  - Is approach X or Y more cost effective?
- Evidence providing answers could change the agency's path forward

Agency Priority Questions

Goal: Reduce infant mortality in NC

Question: What are the primary barriers women of color face to obtaining prenatal care?

Goal: Improve the efficiency of the inspection process

Question: Which training curriculum, of the three alternatives, is the most effective at increasing the number of first-time passes (reducing re-inspections)?

Goal: Reduce carbon emissions from the transportation sector

Question: Which transportation electrification strategies have the highest return on investment?

Agency Priority Questions

The Ask:

- Identify 3-5 priority questions that, if answered, will guide the agency's strategy and inform resource allocation decisions

Why?

- Facilitates planning and support for building the evidence needed to improve programs and operations

Assistance:

- OSBM staff can help you develop priority questions
- Schedule a consultation

Questions?

Recap

- Submit a new ***2023-25 Strategic Plan*** by May 1st, 2023.
- Email completed plans to your OSBM budget development analyst and to *StrategicPlanning@osbm.nc.gov*.
- Strategic Planning | NC OSBM: Guidance, Templates, and Services
- OSBM Support
  - Reach out to your Budget Development Analyst to set up a working session.
  - Schedule a consultation to explore and refine priority questions.
- Knowledge Sharing Forum: Sign Up *Performance Management Community of Practice.*

Thank you!

OSBM
OFFICE OF STATE BUDGET AND MANAGEMENT

Stay in touch!

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