

Instructions for Preparing and Submitting Agency Strategic Plans

Fiscal Years 2017 to 2021

**LEGISLATIVE BUDGET BOARD STAFF
GOVERNOR'S OFFICE BUDGET DIVISION**

APRIL 2016



STATE OF TEXAS

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Dear Agency Leaders:

The promise of the future knows no bounds, and the Lone Star State remains the best place in the world to raise a family and build a business. The true secret to the robust strength and resilience of the Texas economy is our greatest natural resource: the hardworking people of Texas. It is our privilege to serve the people of this great state, and work with them to ensure the future is bigger and brighter for generations to come. Limited government, low taxes, and smart regulations are the pro-growth economic policies that help free enterprise flourish in Texas. The Texas model is proof that limited government encourages unlimited opportunity.

For our success to continue as our population grows and changes, a strategically modern government will meet the needs of Texas taxpayers. To promote our shared goal of continuing to ensure Texas has a robust economy and low tax burden, the attached Agency Strategic Planning Instructions for fiscal years 2017-2021 require agency leadership to continue to be focused, concise, efficient, and thoughtful in preparing their goals to achieve our strategic vision.

In preparing your strategic plans, it is imperative that your agency's goals support our statewide vision of ensuring each agency is highly efficient, effective, transparent and accountable. Therefore, in developing your agency's strategic goals, agency leadership must focus on the following statewide objectives of ensuring your agency is:

1. Accountable to tax and fee payers of Texas.
2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or not cost effective.
3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.
4. Providing excellent customer service.
5. Transparent such that agency actions can be understood by any Texan.

In 2036, we will celebrate the Texas bicentennial, looking back on 200 years of accomplishments that make our state the envy of the nation. As state leaders, you have the great honor of working to pave the pathway toward exceptionalism.

Our offices look forward to working with each of you to implement your goals and make Texas government even more efficient and accountable to the Texans we serve.

Handwritten signature of Greg Abbott in black ink.

Governor Greg Abbott

Handwritten signature of Dan Patrick in black ink.

Lt. Governor Dan Patrick

Handwritten signature of Joe Straus in black ink.

Speaker Joe Straus

CONTENTS

LETTER TO AGENCY ADMINISTRATORS 1

STRATEGIC PLANNING AND BUDGETING 2

PART 1. STRATEGIC PLAN 3

PART 2. SUPPLEMENTAL ELEMENTS 5

 Schedule A: Budget Structure..... 5

 Schedule B: Performance Measure Definitions 6

 Schedule C: Historically Underutilized Business Plan 7

 Schedule D: Statewide Capital Planning 7

 Schedule E: Health and Human Services Strategic Planning..... 7

 Schedule F: Agency Workforce Plan and the Texas Workforce System Strategic Plan..... 7

 Schedule G: Report on Customer Service 8

 Schedule H: Assessment of Advisory Committees 9

APPENDIX 1. TITLE PAGE 10

APPENDIX 2. FORMAT FOR AGENCY OPERATIONAL GOALS AND ACTION PLANS 11

APPENDIX 3. STRATEGIC PLAN STATUTORY CONSIDERATIONS 12

APPENDIX 4. FORMAT FOR REPORTING REDUNDANCIES AND IMPEDIMENTS 14

APPENDIX 5. TEMPLATE TO REQUEST CHANGE(S) TO AGENCY BUDGET STRUCTURES 15

APPENDIX 6. EXAMPLES OF PERFORMANCE MEASURE DEFINITIONS..... 16

APPENDIX 7. ECONOMIC AND POPULATION FORECAST..... 20

APPENDIX 8. BUDGET STRUCTURE CHANGES SUBMISSION DUE DATES..... 22

APPENDIX 9. STRATEGIC PLAN SUBMISSION DUE DATES 24

APPENDIX 10. STRATEGIC PLAN DISTRIBUTION LIST 26

LETTER TO AGENCY ADMINISTRATORS

TO: State Agency Administrators

FROM: Ky Ash, Director, Governor's Office Budget Division
Ursula Parks, Director, Legislative Budget Board

SUBJECT: Agency Strategic Plan Instructions

The *Instructions for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2017 to 2021*, issued jointly by the Office of the Governor's Budget and Policy Teams (OOG) and the Legislative Budget Board (LBB), are now available for download at www.gov.texas.gov/bpp and www.lbb.state.tx.us/AgenciesPortal.aspx. We appreciate your attention to this process and look forward to working with you to ensure agency strategic plans are robust, useful, and focused.

Strategic planning is a statutorily directed process to ensure effective long-range planning and to maximize the efficient use of state resources in service to the agency's core mission. These instructions have been streamlined to enable agency leadership to be more concise in developing a strategic vision, agency goals, and action items to achieve those goals. Additionally, agencies will need to place these goals and the action plan in the context of the statewide objectives as identified on page 3 of these instructions. Therefore, the strategic plan should be prepared principally by agency executive leadership. While a broad cross section of agency employees can be involved to support the plan development, strategic plan document preparation should not utilize excess agency resources or necessitate the need to hire outside contractors or consultants.

This primary effort of the strategic planning process—the statement of the agency's mission, goals, and action plan—will constitute the main body of the submitted strategic plan. The first supplemental schedule shall then describe the budget structure of objectives, strategies, and performance measures that will best enable the implementation of those goals and action plan.

In developing strategic plans for 2017 to 2021, agencies may wish to add, modify, or delete budget structure elements from those contained in the 2016–17 General Appropriations Act; to do so, agencies must submit a request to the OOG and the LBB using the template for requesting changes to agency budget structures (see Appendix 5). An agency is not required to link each element of its budget structure (e.g., goals, strategies, and measures) to its strategic plan. These budget structures will be the basic structure for agency submission of Legislative Appropriations Requests (LARs). Structures may evolve during the course of the budget and legislative processes. Both the OOG and the LBB expect that budget structure change requests will maintain or increase the transparency of agency operations.

Submission and posting requirements include:

- five submission dates for requesting changes to agency budget structures, beginning in April (see Appendix 8);
- a single submission date for strategic plans and approved performance measure definitions on June 24 (see Appendix 9);
- agencies and institutions of higher education must submit their biennial Report on Customer Service with a separate cover to the Governor's Office and the LBB no later than June 3, 2016;
- agencies are required to submit their Strategic Plan and Report on Customer Service electronically to the LBB as PDF documents. Agencies will need to upload their PDF documents using the LBB application (Document Submissions) located on the LBB's website at docs.lbb.state.tx.us. Agencies that have a valid user ID and password for the Automated Budget and Evaluation System of Texas (ABEST) can access the application. The Help tab on the login screen of Document Submissions provides additional instructions to complete each agency's electronic submission. If your agency does not have access to a valid user ID and password for ABEST, your agency will need to request access by submitting a Logon Request Form at loginreqagy.lbb.state.tx.us;
- all agencies must post their strategic plans and reports on customer service on their respective websites;
- distribution of copies of the strategic plan shall be electronic only (no printed copies are required); and
- agencies that experience difficulties accessing and/or printing the instructions should contact the LBB ABEST help desk at 512-463-3167.

STRATEGIC PLANNING AND BUDGETING

Strategic planning is a long-term and future-oriented process of assessment, goal setting, and decision making. It includes a multiyear view of objectives and strategies for the accomplishment of agency goals. Clearly defined results provide feedback that leads to program performance that influences future planning, resource allocation, and operating decisions.

The strategic planning process incorporates and sets direction for all agency operations. It is the formal document that communicates the agency's goals, directions, and outcomes to various audiences, including the Governor, the Legislature, the agency's employees, client and constituency groups, and the public. The Texas Government Code, Chapter 2056, requires strategic planning for all agencies in the executive branch of state government.

STRATEGIC PLAN SUBMISSION COMPONENTS

Each agency's strategic plan submission should be divided into two sections: (1) the primary strategic plan, including statements of agency mission, goals, action plan, and a new identification of any redundancies and impediments; and (2) supplemental elements, including a description of the budget structure linked to the strategic plan, and other statutorily required information. These other state agency planning elements are in addition to the strategic planning requirements for state agencies set forth in the Texas Government Code, Chapter 2056, and, to the extent possible, agencies should coordinate the development of their strategic plans with these other elements and, as appropriate, cross-reference these plans and efforts.

Agency submissions should include the following components in the order identified here:

- I. Strategic Plan
 - A. Title Page
 - B. Table of Contents
 - C. Agency Mission
 - D. Agency Goals and Action Plan
 - E. Redundancies and Impediments
- II. Supplemental Schedules
 - A. Budget Structure—Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures
 - B. List of Measure Definitions
 - C. Historically Underutilized Business Plan
 - D. Statewide Capital Plan (if applicable)
 - E. Health and Human Services Strategic Plan (if applicable)
 - F. Agency Workforce Plan, and the Texas Workforce System Strategic Plan
 - G. Report on Customer Service
 - H. Assessment of Advisory Committees (if applicable)

Under the new model, most agencies should be able to complete their strategic plans (not including supplemental schedules) in 20 or fewer pages. Larger, more complex agencies may require a longer submission, but no agency should exceed 30 pages.

Please note that these instructions include **appendices** that provide templates, submission schedules, and other resources to assist agencies in their strategic plan submission:

1. Title Page Example
2. Format for Agency Operational Goals and Action Plans
3. Strategic Plan Statutory Considerations
4. Redundancies and Impediments Template
5. Template for Requesting Change(s) to Agency Budget Structures
6. Examples of Performance Measure Definitions
7. Economic and Population Forecast
8. Budget Structure Changes Submission Due Dates
9. Strategic Plan Submission Due Dates
10. Strategic Plan Distribution List

PART 1. STRATEGIC PLAN

This section describes components to be submitted as the main body of an agency's strategic plan.

TITLE PAGE

The title page for an agency's strategic plan must look like the example provided in Appendix 1.

TABLE OF CONTENTS

A table of contents must identify all of the strategic planning elements, appendices, and any additional materials.

AGENCY MISSION

An agency mission is the reason for an agency's existence. The mission succinctly identifies what the agency does, why, and for whom, and grounds its statements of purpose in enabling statutes or constitutional provisions.

AGENCY GOALS AND ACTION PLAN

Each agency shall identify core operational goals. The strategic planning process entails a thorough re-examination of an agency, and agencies should not feel necessarily bound to the goals established in the prior strategic plan or the current General Appropriations Act. Operational goals are the general ends toward which agencies direct their efforts. A goal addresses issues by stating policy intention. It is both qualitative and quantifiable, but is not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an agency, but they are realistic and achievable.

In preparing your strategic plans, it is imperative that your agency's goals support our statewide vision of ensuring each agency is highly efficient, effective, transparent, and accountable. Therefore, in developing your agency's strategic goals, agency leadership must focus on the following statewide objectives of ensuring your agency is:

1. Accountable to tax and fee payers of Texas.
2. Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision you consider redundant or not cost-effective.
3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.
4. Providing excellent customer service.
5. Transparent such that agency actions can be understood by any Texan.

For each goal, the agency shall identify specifically how the goal supports each of these statewide objectives. In addition, the agency shall identify key action items necessary to ensure the goal is accomplished on or before August 31, 2021, and provide a date by which the action items will be accomplished. Agencies shall provide this information in a format consistent with the Agency Operational Goals and Action Plan, which can be found in Appendix 2 of these instructions.

Additional considerations that an agency may, but is not required to, address in its strategic plan can be found in Appendix 3.

REDUNDANCIES AND IMPEDIMENTS

Each agency shall identify all services, state statutes, and state rules or regulations applicable to the agency that may result in barriers to the economic prosperity of Texans or make the agency less effective and efficient in achieving its core mission and merit additional executive and legislative review. Examples should include, but are not limited to, state services, laws, and regulations that (1) establish barriers to entry for new competition or otherwise limit free market participation; (2) impose excessive or burdensome regulatory costs; (3) result in economic inefficiencies due to administrative or procedural delays; or (4) are performed by another agency or result in unnecessary redundancies for agency staff or stakeholders. In addition, the agency shall include a rationale of why the service, statute, or regulation is problematic and the agency's recommended change, including recommendations for elimination or amendment.

In addition, each agency shall identify any state services, state laws, and state regulations administered by the agency that are redundant, distract from the core mission of the agency, and/or produce workload costs for agency staff or regulated entities that may exceed the initial time, cost, or effort assumptions that existed when the law or regulation was implemented. Please include in this analysis any instances

where the continued enactment of the law or regulation may result in an imbalanced cost-benefit outcome for the state or stakeholders. If applicable, the agency shall make recommendations based on best practices observed from the private sector or activities of other governmental entities.

Each agency shall format its response using the Redundancies and Impediments template provided in Appendix 4.

PART 2. SUPPLEMENTAL ELEMENTS

SCHEDULE A: BUDGET STRUCTURE

In this schedule, the agency shall submit the list of goals, objectives with their related outcome measures, and strategies with their related output, efficiency and explanatory measures that constitute its budget structure. This schedule includes a list of these elements, with descriptions of goals, objectives and strategies, and the names of performance measures within their appropriate objectives and strategies. These elements should be listed in the order in which they would appear in the agency's bill pattern in a general appropriations bill.

AGENCY GOALS

Agency goals are the general ends toward which agencies direct their efforts. A goal addresses issues by stating policy intention. It is both qualitative and quantifiable, but is not quantified. In a strategic planning system, goals are ranked for priority. Goals stretch and challenge an agency, but they are realistic and achievable.

OBJECTIVES

Objectives are clear targets for specific action. They mark quantifiable interim steps toward achieving an agency's long-range mission and goals. Linked directly to agency goals, objectives are measurable, time-based statements of intent. They emphasize the results of agency actions at the end of a specific time period.

OUTCOME MEASURES

Outcome measures are indicators of the actual effect on a stated condition or problem. They are tools to assess the effectiveness of an agency's performance and the public benefit derived from it. An outcome measure is typically expressed as a percentage, rate, or ratio.

STRATEGIES

Strategies are methods to achieve goals and objectives. Formulated from goals and objectives, a strategy is the means for transforming inputs into outputs and, ultimately, outcomes with the best use of resources. A strategy reflects budgetary and other resources.

OUTPUT MEASURES

Output measures are tools, or indicators, for counting the services and goods produced by an agency. The number of people receiving a service and the number of services delivered are typical measures of output.

EFFICIENCY MEASURES

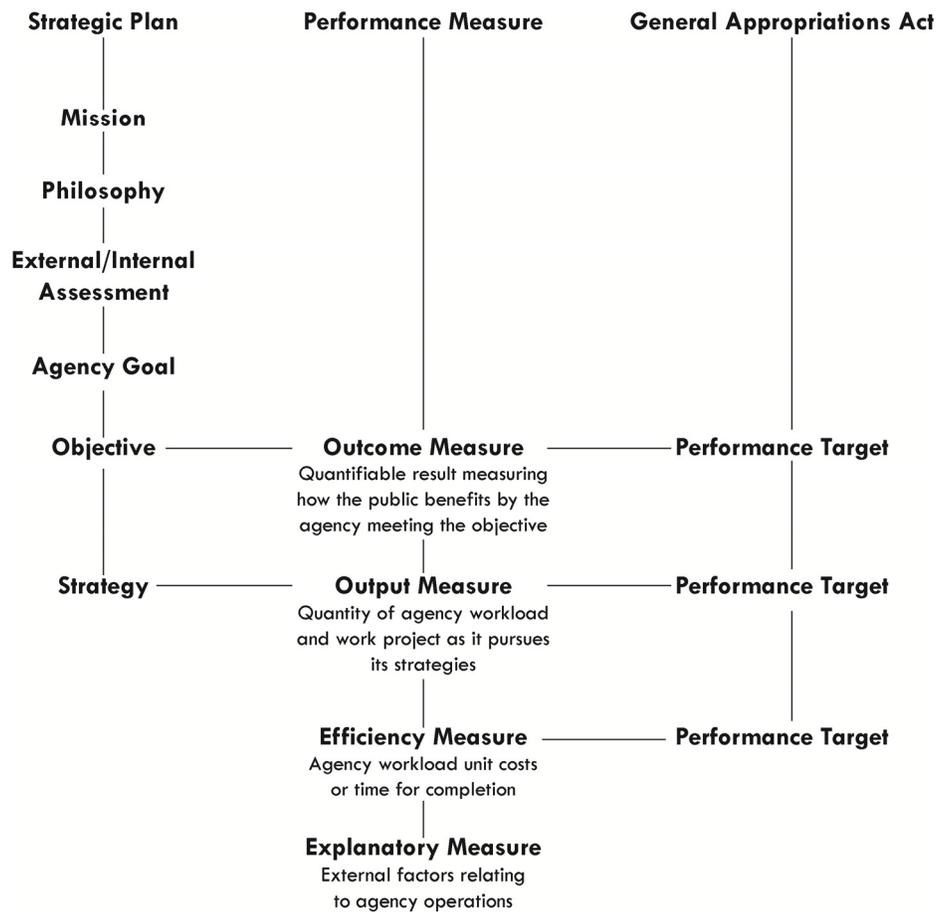
Efficiency measures are indicators that quantify an agency's cost, unit cost, or productivity associated with a given outcome or output. Efficiency measures are typically expressed in unit costs, units of time, or other ratio-based units.

EXPLANATORY MEASURES

Explanatory measures are quantitative indicators that provide additional information that contributes to the understanding of an agency's operating environment.

The agency's strategic plan is used as a starting point for developing the agency's budget structure. An agency's budget structure does not necessarily need to mirror its strategic plan. Any changes to an agency's budget structure from that in place for the 2016–17 biennium must be requested in writing by its assigned due date listed in Appendix 8 using the template shown in Appendix 5. Changes must be approved by the Governor's Office and the LBB. **Figure 1** shows relationships within the Strategic Planning and Budgeting System.

**FIGURE 1
STRATEGIC PLANNING AND BUDGETING SYSTEM**



SOURCE: Legislative Budget Board.

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

All agencies must complete entry of approved performance measure definitions in the Automated Budget and Evaluation System of Texas (ABEST) by the submission due date of their strategic plans (see Appendix 9 for the submission schedule). Additionally, each agency must submit, as Schedule B of its strategic plan submitted to the Governor’s Office and the LBB, the definitions for all measures contained in its approved strategic planning and budget structure.

A performance measure’s definition must explain the measure, the methodology for its calculation, and provide enough information about the measure that it can be clearly understood. The description of a measure’s calculation must be detailed enough to allow replication. Definitions submitted with the agency’s strategic plan must include all of the following elements:

- short definition—provides a brief explanation of what the measure is, with enough detail to give a general understanding of the measure;
- purpose and importance—explains what the measure is intended to show and why it is important;
- source and collection of data—describes where the information comes from and how it is collected;
- method of calculation—describes clearly and specifically how the measure is calculated;

- data limitations—identifies any limitations about the measurement data, including factors that may be beyond the agency’s control;
- calculation type—identifies whether the information is cumulative or noncumulative (Note: For ABEST reporting purposes, all outcome and explanatory measures are noncumulative because they are reported only once a year.);
- new measure—identifies whether the measure is new, has significantly changed, or continues without change from the previous biennium; and
- desired performance—identifies whether actual performance that is higher or lower than targeted performance is desirable (e.g., a disease rate lower than targeted is desirable).

Appendix 6 provides examples of definitions in the proper format. Additional information is contained in the 2012 *Guide to Performance Measure Management* published by the State Auditor’s Office (www.sao.texas.gov/reports/main/12-333.pdf) and the April 2014 Legislative Budget Board’s *Finalizing Budget Structures and Defining Measures in ABEST* guidelines (www.lbb.state.tx.us/documents/instructions/1604_structures_defining_measures_ABEST84R.pdf).

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

The Texas Government Code, Section 2161.123, requires that state agencies required to complete a strategic plan pursuant to the Texas Government Code, Chapter 2056, include a written plan for increasing its use of historically underutilized businesses (HUB) in purchasing and public works contracting. The plan must include a policy or mission statement relating to increasing the use of HUBs by the agency, goals to be met by the agency in carrying out the policy or mission, and specific programs to be conducted by the agency to meet the goals stated in the plan, including a specific program to encourage contractors to use HUBs as partners and subcontractors.

An agency may satisfy this requirement by including a copy of the HUB report completed pursuant to the Eighty-fourth Legislature, General Appropriations Act (GAA), 2016–17 Biennium, Article IX, Section 7.07.

SCHEDULE D: STATEWIDE CAPITAL PLANNING

(IF APPLICABLE)

The 2016–17 GAA, Article IX, Section 11.03, requires all state agencies and institutions of higher education to supply capital planning information relating to projects for the 2018–19 biennium to the Bond Review Board and the Higher Education Coordinating Board. Based on information submitted by agencies and institutions, the Bond Review Board is required to compile a statewide capital expenditure plan for the 2018–19 biennium for submission to the Governor and the LBB. Capital plans should be submitted separately to the Bond Review Board in accordance with instructions that will be provided separately by that agency.

The Bond Review Board provides resources to guide agencies in the submission of capital planning information here: www.brb.state.tx.us/programs_capital_planning.aspx

SCHEDULE E: HEALTH AND HUMAN SERVICES STRATEGIC PLANNING

(IF APPLICABLE)

The Texas Government Code, Chapter 531, requires the Executive Commissioner of Health and Human Services to develop a coordinated state strategic plan for health and human services for submission to the Governor, Lieutenant Governor, and Speaker of the House. Chapter 531 also requires all health and human services agencies to submit strategic plans and biennial updates to the Health and Human Services Commission.

SCHEDULE F: AGENCY WORKFORCE PLAN AND THE TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

(IF APPLICABLE)

The Texas Government Code, Section 2056.0021, requires each state agency to conduct a strategic planning staffing analysis and develop a workforce plan that follows guidelines developed by the State Auditor. The workforce plan addresses the agency’s critical staffing and training needs, including the need for experienced employees to impart knowledge to their potential successors.

Agencies should refer to the State Auditor’s Office Workforce Planning website (<http://www.hr.sao.state.tx.us/workforce/>) to complete their plans. This website contains a Workforce Planning Guide, Workforce Plan Questionnaire, tools, and other helpful information. An agency must include this plan as an appendix to its strategic plan.

Additionally, the Texas Government Code, Section 2308.104, requires the Texas Workforce Investment Council (TWIC) to prepare for the Governor and report to the Legislature a strategic plan that establishes the framework for the budgeting and operation of all workforce development programs, including school-to-careers and welfare-to-work components. The new state workforce system strategic plan, which was approved by TWIC and the Governor in late 2015, can be found at:

[gov.texas.gov/files/twic/Texas_Workforce_System_Strategic_Plan_\(FY2016-FY2023\).pdf](http://gov.texas.gov/files/twic/Texas_Workforce_System_Strategic_Plan_(FY2016-FY2023).pdf)

TWIC has identified agency partners who administer workforce programs, services, or initiatives. These agencies' strategic plans are required to demonstrate alignment to the Texas Workforce System Strategic Plan:

- Governor's Office of Economic Development and Tourism;
- Texas Association of Workforce Boards (TAWB);
- Texas Department of Criminal Justice (TDCJ) and its Windham School District;
- Texas Education Agency (TEA);
- Texas Health and Human Services Commission (HHSC) and its Department of Assistive and Rehabilitative Services (DARS);
- Texas Higher Education Coordinating Board (THECB);
- Texas Juvenile Justice Department (TJJD);
- Texas Veterans Commission (TVC); and
- Texas Workforce Commission (TWC).

Optional Survey of Employee Engagement: Agencies that have participated in a Survey of Employee Engagement may incorporate elements of the most recent survey results into this schedule.

SCHEDULE G: REPORT ON CUSTOMER SERVICE

The Texas Government Code, Chapter 2114, requires agencies and institutions of higher education to submit a Report on Customer Service to the Governor's Office and the LBB no later than June 1, 2016, separate from an agency's required strategic plan. Chapter 2114 also requires state agencies and institutions of higher education to develop customer service standards and implement customer satisfaction assessment plans. Agencies and institutions (e.g., newly established) that have not previously prepared a compact with Texans and/or appointed a customer relations representative must include this information in their required reports on customer service.

An agency's report on customer service contains these five elements:

1. An inventory of external customers served by each strategy listed in the 2016–17 GAA and a brief description of the types of services provided to them.
2. A brief description of the information-gathering methods it used to obtain input from agency/institution customers.
3. A chart detailing the levels of customer-determined service quality and other relevant information received for each customer group, and each statutorily required customer service quality element (i.e., facilities, staff, communications, Internet sites, complaint-handling processes, service timeliness, and printed information).
4. An analysis of the findings identified from the customer satisfaction assessment. This analysis must include an identification of changes that would improve the survey process, and summary findings regarding the quality of service provided and improvements to be made in response to this assessment.
5. Performance measure information for customer service standards and customer satisfaction (i.e., wait times, complaints, responses), in addition to the standard measures shown in this section. Estimated performance for fiscal year 2016 must be included for both agency-specific and standard measures.

OUTCOME MEASURES

- Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received
- Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

OUTPUT MEASURES

- Total Customers Surveyed

- Total Customers Served

EFFICIENCY MEASURES

- Cost per Customer Surveyed

EXPLANATORY MEASURES

- Total Customers Identified
- Total Customer Groups Inventoried

SCHEDULE H: ASSESSMENT OF ADVISORY COMMITTEES

The Texas Government Code, Chapter 2110, requires that as part of the appropriations and budget execution process, the Governor and the Legislative Budget Board shall jointly identify advisory committees that should be abolished. An advisory committee is statutorily defined as a committee, council, commission, task force, or other entity with multiple members that has as its primary function advising a state agency. An advisory committee may be established either through state or federal law, or directly by a state agency.

Agencies and institutions of higher education in the executive branch should submit their assessment of advisory committees to the Governor's Office and the Legislative Budget Board no later than **May 6, 2016**. This assessment should be completed using the template that can be found on the LBB website in the Strategic Planning Instructions section (www.lbb.state.tx.us/AgenciesPortal.aspx), and submitted via email to the following addresses: advisorycommittees@lbb.state.tx.us and budgetandpolicyreports@gov.texas.gov. That submission should be included as Schedule H in the agency's strategic plan submission. Please note that, for certain requested information, this template mimics the format in which advisory committee information will be reported in the agency's Legislative Appropriations Request. This formatting is intended to minimize duplication of effort on reporting advisory committee information.

APPENDIX 1. TITLE PAGE

The title page for an agency's strategic plan shall include the elements shown in the example below.

AGENCY STRATEGIC PLAN		
FISCAL YEARS 2017 TO 2021		
BY		
AGENCY, DEPARTMENT, BOARD, OR COMMISSION		
Board Member	Dates of Term	Hometown
DATE OF SUBMISSION		
SIGNED: _____		
APPROVED: _____		

APPENDIX 2. FORMAT FOR AGENCY OPERATIONAL GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ol style="list-style-type: none"> 1. 2. 3.
DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE
<ol style="list-style-type: none"> 1. Accountable to tax and fee payers of Texas. 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve. 4. Providing excellent customer service. 5. Transparent such that agency actions can be understood by any Texan.
DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

APPENDIX 3. STRATEGIC PLAN STATUTORY CONSIDERATIONS

The following are subject areas that agencies may consider addressing in their strategic plans, but should not be additional reports, schedules or sections of the strategic plan. Any references to these issues should be integrated into the discussion of the agency's operational goals and action plan, as submitted in the format provided in Appendix 2. Note that one area related to early childhood immunizations is required for affected agencies. Inclusion of discussion on the remaining items is left to agency discretion.

AGENCY PHILOSOPHY

In the strategic plan, agencies may consider including a philosophy, an expression of core values and operating principles for the conduct of the agency in carrying out its mission. It describes how the agency conducts itself as it does its work. The agency philosophy is derived in conjunction with the agency's mission. It defines the way in which the agency conducts business by articulating management policies and principles. The philosophy defines a customer-oriented approach for producing and delivering government services.

EXTERNAL/INTERNAL ASSESSMENT

In the strategic plan, agencies may consider including an evaluation of key factors that influence the agency. Detailed evaluation of trends, conditions, opportunities, and obstacles directs the development of each element of the strategic plan. An external/internal assessment may include the following information:

- an identification of groups of people served by the agency and of priority and other service populations in accordance with current law, and how those populations are expected to change within the time frame of the strategic plan;
- an analysis of current agency resources for meeting current needs and expected needs and a broad summary of additional resources necessary to meet future needs;
- an analysis of expected changes in services provided by the agency due to changes in state or federal law;
- further description of means and strategies for meeting the agency's needs, including future needs, and achieving its goals;
- a broad summary of the capital improvement needs of the agency during the period covered by the plan, and a prioritization of those needs (see Other State Planning Requirements for related requirement); and
- an identification of each geographic region of Texas served by the agency, including the Texas–Louisiana and the Texas–Mexico border regions, and, if appropriate, the agency's measures and strategies for serving each region.

External factors may include economic conditions, global competitiveness impact, population shifts, technological advances, geographical changes, and statutory changes. The Comptroller of Public Accounts provides a long-term forecast of the state's economy and population for use in the external/internal assessment. A summary of this forecast is in Appendix 7. The agency uses the summary to the extent that variables important to agency activities are included in the forecast. A more complete set of variables is available for agency use through the Revenue Estimating Division of the Office of the Comptroller of Public Accounts (CPA). All data and projections obtained from sources other than the CPA must be referenced in footnotes. Internal factors may include management policies, resource constraints, organizational structure, automation, staff, and operational procedures.

INFORMATION RESOURCES PLANNING

Agencies may examine technology solutions that advance the mission of the agency and align with statewide technology principles and priorities (the Texas Government Code, Section 2056.002(b)(11)).

For reference, the 2016 to 2020 State Strategic Plan for Information Resources Management is available at: dir.texas.gov/SSP

A template and example for completing the Technology Resources Planning section are available at dir.texas.gov/techplan

Submit questions regarding the Technology Resources Planning section to: techplan@dir.texas.gov

PUBLIC AWARENESS FOR EARLY CHILDHOOD IMMUNIZATIONS (REQUIRED)

Each state agency that has contact with families in this state either in person or by telephone, mail, or the Internet is required to include in the agency's strategic plan a strategy for increasing public awareness of the need for early childhood immunizations (the Texas Government Code, Section 2056.0022). The Health and Human Services Commission will identify the state agencies to which this section applies and notify the agencies of their duties pursuant to this section.

ENHANCING MILITARY FACILITIES

All state agencies may consider the enhancement of military value to federally owned or operated military installations or facilities. Agencies are encouraged to make this evaluation using the most current criteria provided by the Texas Military Preparedness Commission (the Texas Government Code, Section 2056.002 (b)(10)). If an agency determines that the expenditure will enhance the military value of a federally owned or operated military installation or facility based on the base realignment and closure criteria, the agency should make that expenditure a high priority.

CONTRACT MANAGER TRAINING

Agencies that contract with other state agencies, federal or local governments, or private enterprise may consider describing the training requirements for their contract managers (the Texas Government Code, Section 2056.002(b)(9)).

APPENDIX 4. FORMAT FOR REPORTING REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
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APPENDIX 6. EXAMPLES OF PERFORMANCE MEASURE DEFINITIONS

The following are examples of performance measures and definitions that Texas agencies have developed as part of the Strategic Planning and Performance Budgeting System. Each of these definitions not only contains all of the properties identified on pages 5-6, but they also have fully developed each of these elements.

Agency:	Department of Family and Protective Services
Goal:	In collaboration with other public and private entities, protect children from abuse and neglect by providing an integrated service delivery system that results in quality outcomes.
Objective:	By 2019, provide or manage a quality integrated service delivery system for 70 percent of children at risk of abuse/neglect and mitigate the effects of maltreatment and assure that confirmed incidence of abuse/neglect does not exceed 10.9 per 1,000 children.
Strategy:	Provide caseworkers and related staff to conduct investigations and deliver family-based safety services, out-of-home care, and permanency planning for children who are at risk of abuse/neglect and their families.

EXAMPLE 1

Outcome Measure: **Percent Absence of Maltreatment within Six Months of Intake**

Definition

Absence of Repeat Maltreatment is the percentage of all children who were confirmed victims of a validated report of maltreatment during the first six months of the reporting period who did not have a subsequent validated instance of maltreatment within a six-month period.

Purpose/Importance

The purpose of this measure is to assess the degree to which children did not experience maltreatment after an initial validation of maltreatment in the Child Protective Services (CPS) system of care. This measure is intended to monitor the occurrence of repeat maltreatment within six months. This measure is one of the National Standard Data Indicators (Safety Indicator 1) used to assess states' performance on the Federal Child and Family Service Review.

Source/Collection of Data

Information Management Protecting Adults and Children in Texas (IMPACT)

Method of Calculation

Divide the total number of unique confirmed victims in investigations completed during the first six months of the reporting period for whom there is not a second validated maltreatment for abuse or neglect in a completed investigation where the difference between the two intake dates is between three and 183 days (numerator) by the total number of unique confirmed victims in completed investigations where the investigation stage closure date is within the first six months of the reporting period (denominator) and divide by 100 to achieve a percentage. If the federal methodology changes, the agency will work with the Legislative Budget Board (LBB) to update the measure definition in the Automated Budget and Evaluation System of Texas (ABEST).

Data Limitations

None

Calculation Type

Noncumulative

New Measure

Target Attainment:

No

Higher than target

EXAMPLE 2

Output Measure: Number of Completed CPS Investigations

Definition

A completed CPS investigation is when the agency has reached a finding on abuse/neglect. The completion is determined by investigation stage closure date. The investigation stage closure date cannot be null and must occur during the reporting period.

Purpose/Importance

The purpose of this measure is to track the number of investigations of child abuse/neglect completed by CPS staff during the reporting period. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

Source/Collection of Data

IMPACT

Method of Calculation

Count the number of completed CPS investigations where the investigations stage closure date is during the reporting period and the disposition has been determined regarding the allegations of child abuse/neglect. The annual or year-to-date count will be the sum of all completed investigations during the reporting period.

Data Limitations

Measure does not count investigations completed by the caseworker that are awaiting supervisory closure.

Calculation Type

Cumulative

New Measure

No

Target Attainment:

Lower than target

EXAMPLE 3

Efficiency Measure: CPS Daily Caseload per Worker: Investigation

Definition

This measure provides the average daily caseload for CPS investigation caseworkers. Supervisors carrying investigation cases are not included in the definition of investigation caseworker. Investigation workers are defined by a unit designation of 00-89 in the Department ID (DEPTID) data element stored in Health and Human Services Administrative System Human Resources (HHSAS-HR).

Purpose/Importance

This measure is an indicator of an average amount of work handled each day by a CPS investigation caseworker. The intent is to approximate what a caseworker would state if asked about the workload being managed.

Source/Collection of Data

For each day during the reporting period, count stages from IMPACT that were open at any time during the day and for which the primary assignment is to a CPS investigation caseworker with the appropriate job class and unit designation paid out of Strategy A.2.1 in HHSAS-HR. The following stages are included: Intake (INT)

(if not progressed to Investigation the same day), Investigation (INV), Family Preservation (FPR), Sub Care Child (SUB; including children reunified), Family Sub Care (FSU), Adoption (ADO), Foster/Adopt Home Development (FAD; if approved or receiving casework services), and Kinship (KIN).

For numerator, count stages assigned to caseworkers that were open during the day for each day during the reporting period if the primary assignment is to an investigative caseworker paid out of Strategy A.2.1 in HHSAS-HR and assigned to DEPTID 00-89.

For the denominator, calculate the total number of investigation caseworkers with primary assignments for each day during the report period, excluding trainees with less than 85 days of service. Trainees with 85 to 140 days of service are counted as half (0.5) a worker.

Due to possible modifications in the DFPS fiscal system, program activity codes (PAC), job classes, and DEPTIDs are subject to change

Method of Calculation

Divide the numerator (sum of all daily case counts) for the reporting period by the denominator (sum of all daily caseworkers counts) during the reporting period. When calculating the second, third, and fourth quarters, the year-to-date total is recalculated. Values reported in ABEST are updated each year-end (“fifth” quarter) up to and including the close of the appropriation year. Values reported in ABEST are also updated as required to ensure that data reflected is accurate and reliable.

Data Limitations

Data from HHSAS-HR is point in time at the end of the month, so if a worker changed DEPTIDs during the month, only the last one for the month is captured.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

EXAMPLE 4

Explanatory Measure: **Percent of CPS Workers with Two or More Years of Service**

Definition

CPS caseworkers providing direct services to clients are identified with the following job class codes: 1353C CPS Senior Investigator; 5024C CPS Investigator II; 5024F Faith Based CPS Specialist II; 5026C CPS Investigator IV; and 5027 CPS Specialist V specifying CPS direct delivery staff. Staff tenure is calculated from date of hire.

Purpose/Importance

This measure is a useful indicator of staff competencies and a general reflection of staff satisfaction.

Source/Collection of Data

Information for this measure is generated quarterly from HHSAS-HR. Due to possible modifications in the FPS fiscal system, PACs, service codes and/or worker classification codes are subject to change. If this modification occurs, the current equivalent codes will be substituted and documented in the performance folder.

Method of Calculation

Divide the total number of CPS direct delivery caseworkers with two or more years of service (numerator) by the total number of CPS direct delivery caseworkers (denominator) and multiply by 100 to achieve a percentage.

Data Limitations

None

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

APPENDIX 7. ECONOMIC AND POPULATION FORECAST

TEXAS AND THE U.S. ECONOMIC AND POPULATION FORECAST FISCAL YEARS 2016 TO 2023, WINTER 2016 FORECAST

CATEGORY	2016	2017	2018	2019	2020	2021	2022	2023
Texas								
Gross State Product (2009 dollars in billions)	\$1,525.7	\$1,561.4	\$1,617.6	\$1,677.9	\$1,733.1	\$1,795.3	\$1,845.8	\$1,900.8
Annual percentage change	2.4%	2.3%	3.6%	3.7%	3.3%	3.6%	2.8%	3.0%
Personal Income (current dollars in billions)	\$1,322.8	\$1,401.4	\$1,489.7	\$1,577.6	\$1,673.6	\$1,768.3	\$1,859.6	\$1,960.5
Annual percentage change	4.7%	5.9%	6.3%	5.9%	6.1%	5.7%	5.2%	5.4%
Nonfarm Employment (in thousands)	11,973.6	12,190.2	12,467.0	12,720.1	12,975.0	13,212.8	13,405.8	13,623.3
Annual percentage change	1.7%	1.8%	2.3%	2.0%	2.0%	1.8%	1.5%	1.6%
Unemployment Rate (percentage)	4.3%	4.4%	4.5%	4.4%	4.4%	4.3%	4.5%	4.5%
Resident Population (in thousands)	27,794.7	28,275.4	28,768.8	29,253.1	29,746.9	30,245.7	30,740.6	31,222.3
Annual percentage change	1.6%	1.7%	1.7%	1.7%	1.7%	1.7%	1.6%	1.6%
Taxable Oil Price (\$/ barrel)	\$49.5	\$56.5	\$60.4	\$63.1	\$65.8	\$71.9	\$74.5	\$77.2
Taxable Natural Gas Price (\$ per MCF)	\$2.9	\$3.1	\$3.3	\$3.6	\$3.9	\$4.2	\$4.5	\$4.6
U.S.								
Gross Domestic Product (U.S. 2009 dollars in billions)	\$16,651.7	\$17,137.6	\$17,588.9	\$18,052.7	\$18,518.0	\$18,964.6	\$19,405.7	\$19,843.5
Annual percentage change	2.5%	2.9%	2.6%	2.6%	2.6%	2.4%	2.3%	2.3%
Consumer Price Index (1982–84=100)	239.7	245.2	251.6	257.8	263.2	268.9	275.7	283.0

Annual percentage change	1.2%	2.3%	2.6%	2.5%	2.1%	2.2%	2.5%	2.6%
Prime Interest Rate (percentage)	3.9%	5.1%	6.2%	6.3%	6.3%	6.3%	6.3%	6.3%

NOTE: Fiscal years 2017 to 2023 are projected.

SOURCES: Texas Comptroller of Public Accounts; Texas State Data Center.

APPENDIX 8. BUDGET STRUCTURE CHANGES SUBMISSION DUE DATES

APRIL 22, 2016

Commission on the Arts
 Bond Review Board
 Board of Chiropractic Examiners
 Texas State Board of Dental Examiners
 Commission on Fire Protection
 Funeral Service Commission
 Board of Professional Geoscientists
 Health Professions Council
 Higher Education Coordinating Board
 Office of Injured Employee Counsel
 Office of Public Insurance Counsel
 Commission on Jail Standards
 Board of Professional Land Surveying
 Commission on Law Enforcement
 Department of Licensing and Regulation
 Texas Medical Board
 Texas Board of Nursing
 Optometry Board
 Pension Review Board
 Board of Pharmacy
 Executive Council of Physical Therapy and Occupational
 Therapy Examiners
 Board of Plumbing Examiners
 Board of Podiatric Medical Examiners
 Board of Examiners of Psychologists
 Racing Commission
 Securities Board
 Office of Public Utility Counsel
 Veterans Commission
 Board of Veterinary Medical Examiners
 Agencies and Institutions of Higher Education

APRIL 27, 2016

Cancer Prevention and Research Institute
 Courts of Appeals (14)
 Court of Criminal Appeals
 Commission on State Emergency Communications
 Texas Emergency Services Retirement System
 Texas Ethics Commission
 Department of Housing and Community Affairs
 Library and Archives Commission
 Low-Level Radioactive Waste Disposal Compact Commission
 Soil and Water Conservation Board
 Supreme Court of Texas
 Office of the Attorney General

MAY 6, 2016

State Office of Administrative Hearings
 Alcoholic Beverage Commission
 Animal Health Commission
 Office of Court Administration
 Department of Family and Protective Services
 Juvenile Justice Department
 Texas Military Department
 Preservation Board
 Secretary of State
 Department of State Health Services
 Teacher Retirement System
 Public Utility Commission of Texas
 Department of Motor Vehicles

MAY 13, 2016

Department of Agriculture
 Commission on Environmental Quality
 Facilities Commission

General Land Office
 Health and Human Services Commission
 Historical Commission
 Texas Lottery Commission
 Texas Department of Transportation
 Parks and Wildlife Department
 Department of Public Safety
 Railroad Commission
 State Office of Risk Management
 Water Development Board
 Texas Workforce Commission

MAY 20, 2016

School for the Blind and Visually Impaired
 Comptroller of Public Accounts
 Department of Criminal Justice
 School for the Deaf
 Texas Education Agency
 Employees Retirement System
 Public Finance Authority
 Department of Information Resources
 Department of Insurance

APPENDIX 9. STRATEGIC PLAN SUBMISSION DUE DATES

JUNE 24, 2016

Commission on the Arts	Board of Examiners of Psychologists
Bond Review Board	Racing Commission
Cancer Prevention and Research Institute	Securities Board
Board of Chiropractic Examiners	Soil and Water Conservation Board
Texas State Board of Dental Examiners	Office of Public Utility Counsel
Commission on State Emergency Communications	Veterans Commission
Texas Emergency Services Retirement System	Board of Veterinary Medical Examiners
Texas Ethics Commission	State Office of Administrative Hearings
Commission on Fire Protection	Department of Aging and Disability Services
Funeral Service Commission	Department of Agriculture
Board of Professional Geoscientists	Alcoholic Beverage Commission
Health Professions Council	Animal Health Commission
Higher Education Coordinating Board	Office of the Attorney General
Department of Housing and Community Affairs	School for the Blind and Visually Impaired
Office of Injured Employee Counsel	Office of Court Administration
Office of Public Insurance Counsel	Commission on Environmental Quality
Commission on Jail Standards	Comptroller of Public Accounts
Board of Professional Land Surveying	Department of Criminal Justice
Commission on Law Enforcement	School for the Deaf
Library and Archives Commission	Texas Education Agency
Department of Licensing and Regulation	Employees Retirement System
Low-Level Radioactive Waste Disposal Compact Commission	Facilities Commission
Texas Medical Board	Department of Family and Protective Services
Texas Board of Nursing	Public Finance Authority
Optometry Board	General Land Office
Pension Review Board	Health and Human Services Commission
Board of Pharmacy	Historical Commission
Executive Council of Physical Therapy and Occupational Therapy Examiners	Department of Information Resources
Board of Plumbing Examiners	Department of Insurance
Board of Podiatric Medical Examiners	Juvenile Justice Department
	Texas Lottery Commission

Texas Military Department

Department of Motor Vehicles

Preservation Board

Secretary of State

Department of State Health Services

Teacher Retirement System

Parks and Wildlife Department

Department of Public Safety

Public Utility Commission of Texas

Railroad Commission

State Office of Risk Management

Texas Department of Transportation

Water Development Board

Texas Workforce Commission

Board of Public Accountancy

Board of Architectural Examiners

Board of Professional Engineers

Real Estate Commission

Department of Banking

Office of the Consumer Credit Commissioner

Credit Union Department

Department of Savings and Mortgage Lending

APPENDIX 10. STRATEGIC PLAN DISTRIBUTION LIST

RECIPIENT	SUBMISSION	EMAIL ADDRESS	NOTES
The Honorable Greg Abbott Governor, State of Texas / Governor's Budget and Policy Teams	Electronic Submission	budgetandpolicyreports@gov.texas.gov	
The Honorable Dan Patrick Lieutenant Governor, State of Texas	Electronic Submission	ltg.budget@ltgov.texas.gov	
The Honorable Joe Straus Speaker of the House of Representatives	Electronic Submission	http://docs.lbb.state.tx.us	Access through LBB document submissions application
State Auditor	Electronic Submission	submitreports@sao.texas.gov	
Department of Information Resources	Electronic Submission	http://docs.lbb.state.tx.us	Access through LBB document submissions application
Sunset Advisory Commission	Electronic Submission	sunset@sunset.texas.gov	
Legislative Budget Board	Electronic Submission	http://docs.lbb.state.tx.us	
Texas State Library Texas State Publications Clearinghouse	Electronic Submission	reference.desk@tsl.texas.gov	Include hyperlink to website posting of strategic plan
Legislative Reference Library	Electronic Submission	lrl.techservices@lrl.texas.gov	