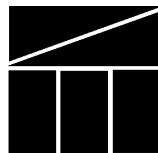


*Strategic Planning and
Performance Measurement Instructions*
(Non-Higher Education Institutions)



Virginia Department of Planning and Budget
August 2001

OVERVIEW

This package contains instructions related to collecting updated information on agencies' strategic plans and performance measures. Higher education institutions are not required to submit this information to DPB. Other exceptions to this reporting requirement will be communicated by DPB directly to agencies.

Data collection for strategic planning and performance measures this year will use web-based forms on *Virginia Results*, the Commonwealth's new Internet site for information on the performance of state agencies. The process should be easier to complete and will provide basic performance information useful to the Governor's Office, DPB, and others. Part I of these instructions describes the strategic planning information required from agencies. Part II of these instructions describes the performance measurement information required from agencies.

Virginia Results is a new application and, as a result, you may experience a problem using it. Please report these problems, along with any comments/suggestions you may have for improving *Virginia Results* and/or the Commonwealth's strategic planning and performance measurement processes, to perform@dpb.state.va.us, Charlie Bennett at (804) 786-5132, or Herb Hill at (804) 786-8813.

Agencies are to complete the planning forms on *Virginia Results* no later than October 15, 2001.

PART I: STRATEGIC PLANNING

Many agencies currently implement strategic planning processes independent of DPB requirements, and find these beneficial for enhancing their overall performance. DPB encourages these agencies wishing to continue implementing a more thorough strategic planning process than that required by DPB to do so. The [Planning and Performance Handbook](#) is available on *Virginia Results* to provide helpful guidance and suggestions in support of these efforts. Additionally, DPB staff can provide assistance to agencies on an as-needed basis. Contact DPB's Strategic Planning, Research, and Evaluation Division at (804) 786-8813 (Herb Hill) or (804) 786-5132 (Charlie Bennett) for further information.

This year agencies are required to submit the strategic planning information described below. Complete each of the four strategic planning forms on the *Virginia Results* Agency Forms page: 1) mission statement, 2) customers/needs, 3) critical issues, and 4) agency accomplishments.

Note that as soon as the information is submitted, it is accessible for public viewing on *Virginia Results*.

To obtain additional on-line help when completing these forms, click on the round, question mark links on the forms. To review/print the strategic planning information in Virginia Results, click on “Review/Print Strategic Planning Info” link on the Agency Forms page.

- **Mission statement.** The agency mission statement should clearly and succinctly describe the agency’s primary purpose(s). The statement should be broad enough to provide agency-wide strategic direction, yet specific enough to communicate the reason for the agency’s existence to those not familiar with the agency’s work. There is a 300-character limit for the mission statement.
- **Key customers and their needs.** Brief descriptions of the agency’s key customer groups; and for each key customer, a brief description of the group’s primary needs. Key customers are the primary intended beneficiaries of agency services, the group(s) of individuals whom the agency exists to serve. Key customer needs are what the customers require to realize the intended benefits of or to be satisfied with agency services. This list of key customers and their associated needs must be consistent with the mission statement. Agencies are to describe at least one and no more than six key customers and their needs on *Virginia Results*. There is a 100- and 150-character limit on the description of key customers and their needs, respectively.
- **Critical issues.** Brief descriptions of the most significant critical issues the agency will face during the next four years. Critical issues are opportunities and challenges that may significantly impact the agency’s ability to meet the needs of its key customers. The list of critical issues must be consistent with the agency’s mission statement and key customer/needs. Agencies are to describe at least one and no more than five key critical issues. There is a 200-character limit for the description of each critical issue.
- **Top three agency accomplishments.** Brief descriptions of the three most significant accomplishments achieved by the agency during the current Administration. Significant accomplishments are those that have substantially supported meeting the needs of agency key customers and/or supported the Governor's key priorities. Agencies are to submit three accomplishments. There is a 250-character limit for the description of each accomplishment.

Note: The strategic planning information entered into *Virginia Results* can be accessed and modified at any time by agencies, unless otherwise directed by DPB.

PART II: PERFORMANCE MEASUREMENT

When at the Agency Forms page, click on the *Update Data for Current Measures* link and complete the following items. To obtain additional on-line help when completing these forms, click on the round, question mark links on the forms. Agencies are required to submit the performance measurement information described below:

- **Baseline, target, and annual performance data, along with a brief explanatory note, if appropriate.** The current data for each of these items is presented in the *Virginia Results* form. Update this data as necessary to ensure that it is complete and accurate.

The following fields must be completed. If any of the fields are left empty, you will receive an error message and be unable to submit the data to the Virginia Results database.

- **Indicate whether the measure result is a number or percent.**
- **Indicate whether the preferred direction of the trend of results is an increase, decrease, or maintenance of performance levels.** For example, if the measure tracks the number of individuals served, and you consider it better to serve more people, then you would select “increase.” Conversely, if the measure tracks the average number of days spent to process an application, and you consider it better to spend fewer days processing the application, then you would select “decrease.”
- **Enter the title or a brief description of the primary data source(s).** The data source is the *who or what that provides the data tracked for the performance measure*. Descriptions should be brief (note that there is a 200-character limit for this field). Data sources can include case/client records, data files, direct program participants or program customers, others who know program participants, the general public, and/or physical/environmental conditions.
- **Briefly describe how the measure is calculated.** The description should be clear and brief (note that there is a 200-character limit for this field). Include equations or formulas where necessary to describe the calculation.
- **Briefly describe how the baseline is calculated.** For example, the baseline may be the performance result for a particular fiscal year, an average of several years’ results, or based on another calculation. The description should be clear and brief (note that there is a 200-character limit for this field). Include equations or formulas where necessary to describe the calculation.
- **Briefly describe how the target is calculated.** The description should be clear and brief (note that there is a 200-character limit for this field). Include equations or formulas where necessary to describe the calculation.

Note:

- As soon as the information is submitted, it is accessible for public viewing on *Virginia Results*.
- The performance measurement information entered into *Virginia Results* can be accessed and modified at any time by agencies, unless otherwise directed by DPB.