

# Strategic Planning & Performance Measurement



DIVISION OF FINANCIAL MANAGEMENT | APRIL 2026

# Agenda 67-1901 (Guide, p. 1)

- ▶ Mission and Vision
- ▶ Goals and Objectives
- ▶ Performance Measures
- ▶ Other Plan Requirements
- ▶ Performance Report Requirements
- ▶ Performance Measurement Cycle

Please feel free to use the Strategic Plan and Performance Report Guide with this training. Page references on slides are for this guide.

# Strategic Planning

# Purposes of Strategic Planning

67-1901 (Guide, p. 1)

- 1) Improve agency accountability
- 2) Allow for the assessment and oversight of performance
- 3) Assist with policy and budget decisions
- 4) Improve agency management, service delivery, and program effectiveness

# Required Elements of Plans <sup>(1)</sup>

67-1903(1) (Guide, p. 2)

## 1) Mission OR Vision Statement

- a. Mission - What the agency does, why, and for whom (p. 4)
- b. Vision - An inspiring vision of a preferred future (p. 5)
- c. Outcome-based
- d. Covers agency divisions/functions
- e. Should align with enabling statute

# Mission or Vision Statement?

(1)

## Idaho State Tax Commission

- ▶ Administer the state's tax laws in a fair, timely, and cost-effective manner to benefit all Idaho citizens.
- ▶ Achieve voluntary compliance with Idaho's tax laws through innovative customer service, courteous professional conduct, effective education, and fairness in tax administration.

# Mission or Vision Statement?

(2)

## Commission of Pardons and Parole

- ▶ Be a transparent, efficient, financially responsible agency that supports the Commissioners in making the best possible parole decisions.
- ▶ Contribute to public safety by utilizing sound professional judgment and evidence-based parole decision making practices.

# Mission or Vision Statement?

(3)

## Department of Health and Welfare

- ▶ Provide leadership for a sustainable, integrated health and human services system.
- ▶ Promote and protect the health and safety of Idahoans.

# Mission or Vision Statement?

(4)

## Idaho Department of Juvenile Corrections

- ▶ To develop productive citizens in active partnership with communities.
- ▶ Be leaders in producing successful outcomes for justice-involved youth, their families, and communities.

# Mission or Vision Statement?

(5)

## Department of Environmental Quality

- ▶ To protect human health and the quality of Idaho's air, land, and water.
- ▶ An Idaho where the quality of our environment enhances healthy living and supports thriving communities.

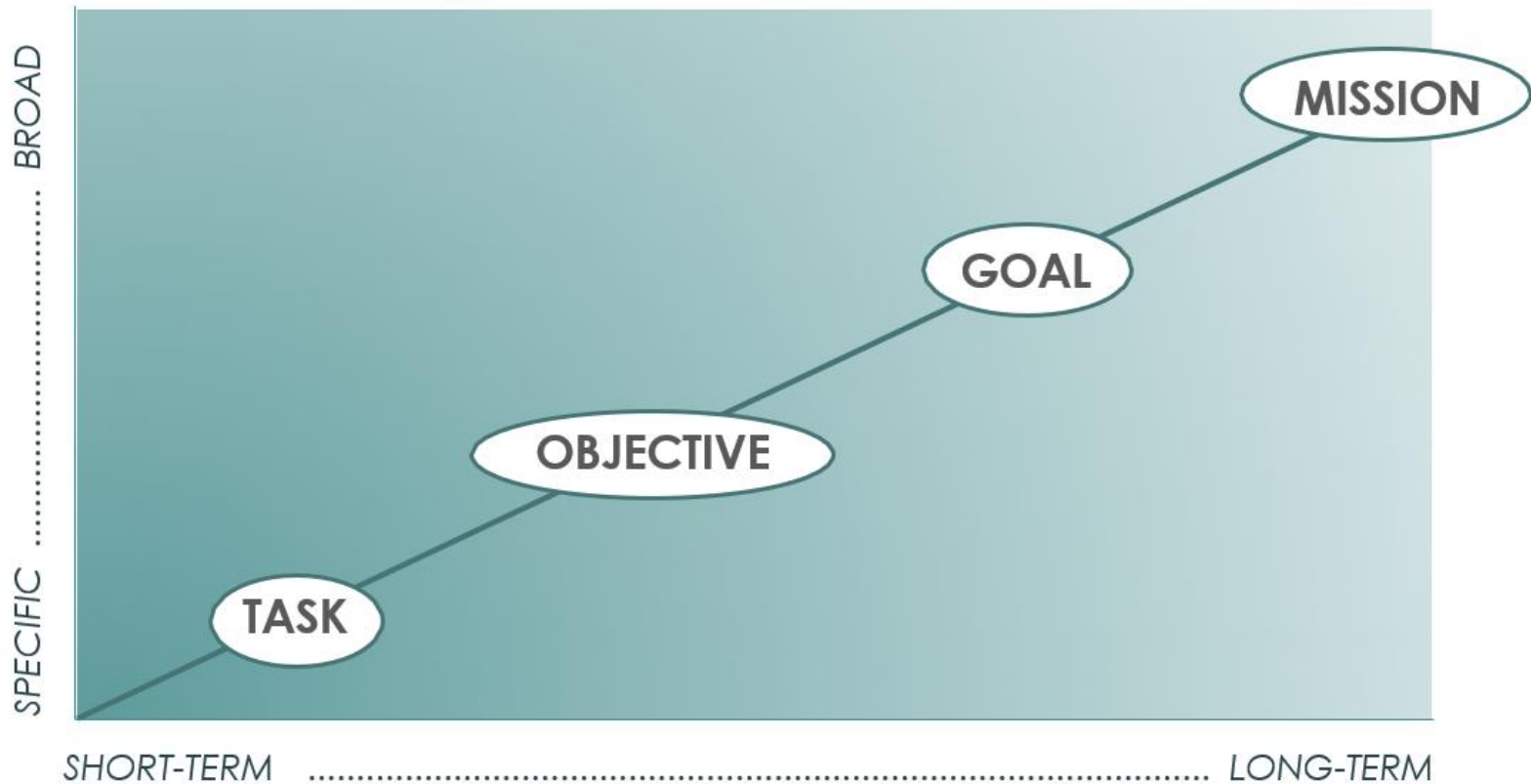
# Required Elements of Plans <sup>(2)</sup>

67-1903(1) (Guide, p. 2)

## 2) Goals

- a. Should cover major divisions/core functions
- b. How agency will fulfill its mission
- c. Broad, issue-oriented statements
- d. Reflect policy priorities of agency
- e. Client-focused and easily understandable
- f. Should stretch agency but be realistic and achievable

# Scope and Time Horizon of Strategic Plan Elements



# Required Elements of Plans <sup>(3)</sup>

67-1903(1) (Guide, p. 7)

## 3) Objectives and/or Tasks

- a. Indicate how goals will be achieved
- b. Should drive action within the agency
- c. Clearly stated, easily understood
- d. At least one per goal in priority order
- e. Can be broken down into tasks if needed

# SMART Objectives

Specific

Measurable

Achievable

Relevant

Time-bound

# SMART Objective Examples

(1)

- ▶ Enhance Idaho's Ability to Access Energy-Related Programs and Opportunities
- ▶ Provide energy efficiency and renewable energy loans to qualified Idaho residents and businesses, processed internally within 7-10 business days.

Who is this?  
Office of Energy and Mineral Resources

# SMART Objective Examples

(2)

- ▶ Strengthen the role of libraries and library staff as community educators and community connectors.
- ▶ Library summer reading participation will increase by 3% annually.

Who is this?  
Commission for Libraries

# SMART Objective Examples

(3)

- ▶ Administer the Idaho Broadband Office and State Broadband Strategic Plan as approved by the Idaho Broadband Advisory Board
- ▶ Facilitate at least 4 meetings with the Idaho Broadband Advisory Board to assist and administer their statewide broadband plan

Who is this?  
Dept of Commerce

# Required Elements of Plans <sup>(4)</sup>

67-1903(1) (Guide, p. 8)

## 4) Performance Measures

- a. Assess effectiveness, efficiency or outcomes related to agency goals
- b. Expressed in a quantifiable form
- c. Should align with measures used in Performance Report

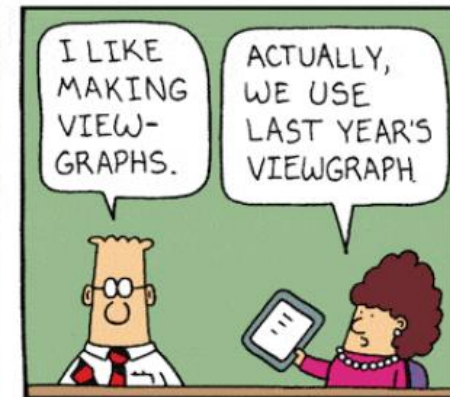
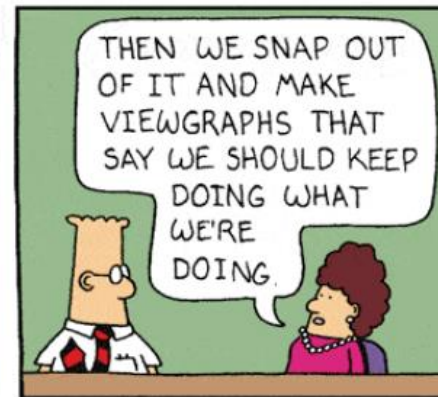
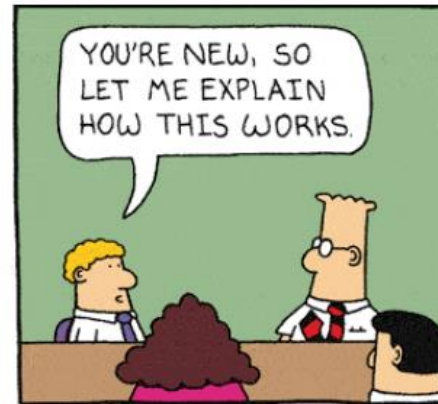
# Required Elements of Plans <sup>(5)</sup>

67-1903(1) (Guide, p. 9)

## 5) Performance Targets/Benchmarks

- a. Desired level of results for each performance measure for next fiscal year
- b. Allows for comparisons between desired results and actual results
- c. May be based on prior performance or external benchmark
- d. Should include explanation of how benchmark was established

# Dilbert:



# Performance Measure Components

**Inputs:** Resources used to produce goods and services (money, time)

**Activities:** Actions taken by the agency using its resources (# of calls answered)

**Outputs:** Results of program activities (# of graduates, \$ raised)

**Outcomes:** Changes in behavior or conditions (% of people changed)



# Performance Measure Types - Workload

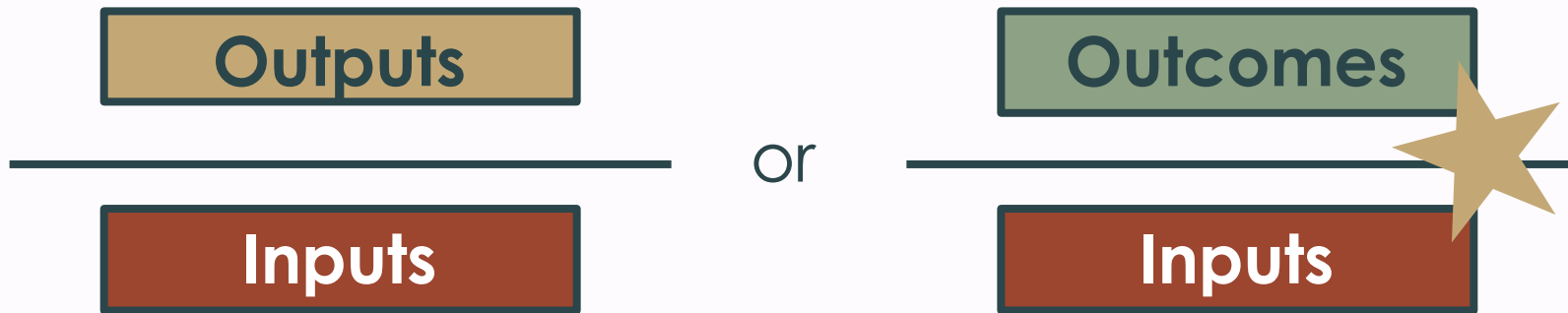
Activities



Inputs

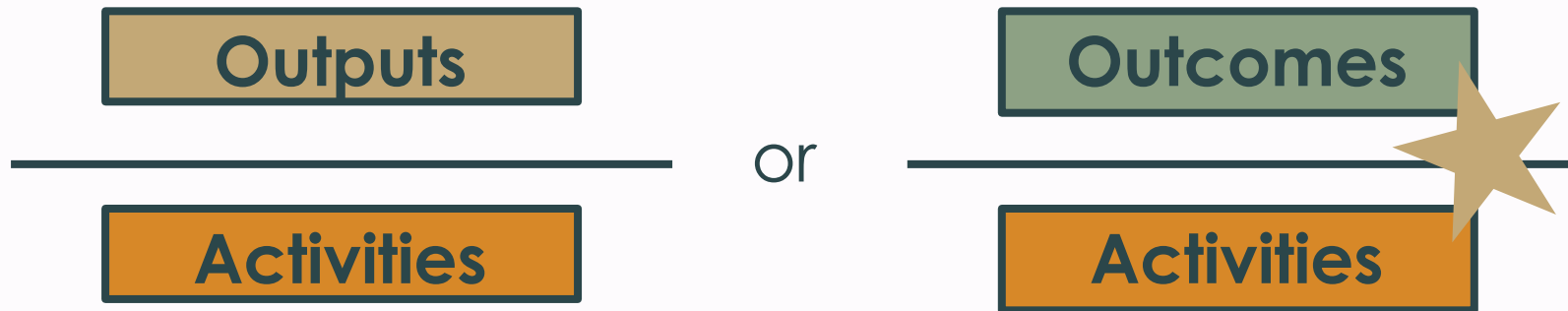
- Examples:
- ▶ Calls answered per hour
  - ▶ Cases per dollar

# Performance Measure Types - Efficiency



- Examples:
- ▶ Graduates per faculty member
  - ▶ Reformed inmates per dollar spent

# Performance Measure Types - Effectiveness



- Examples:
- ▶ % of clients who graduate from drug treatment program
  - ▶ % of clients who are clean one year after drug treatment

# Performance Measure Types

(Guide, p. 10)

**Performance Measure Examples with Targets/Benchmarks and Explanations**

<i>TYPE</i>	<i>MEASURE</i>	<i>TARGET OR BENCHMARK</i>
<i>Inputs/ Activities</i>	<i>Grant dollars awarded</i>	<i>\$1,500,000<sup>1</sup></i>
	<i>Average cost of services per client</i>	<i>&lt;\$20<sup>2</sup></i>
	<i>Number of community events held</i>	<i>80<sup>3</sup></i>
<i>Outputs/ Outcomes</i>	<i>% of clients off alcohol and drugs 12 months after exiting the program</i>	<i>67%<sup>4</sup></i>
	<i>% of inspections completed within 10 business days of request</i>	<i>95%<sup>5</sup></i>
	<i>Student pass rate for Technical Skill Assessment</i>	<i>Secondary: 75.6<sup>6</sup> Postsecondary: 92.5<sup>6</sup></i>

1. Indicates full deployment of all available grant funding
2. Internal target established by management to increase efficiency in service delivery
3. Represents 5% increase over the prior year, which aligns with the goal to increase awareness of services
4. Based on the goal to reduce the incidence of relapse
5. Based on the need to provide timely inspections for Idaho businesses
6. Benchmark based on the average of peer institutions using nationally reported data

\*Each of these are permissible under code, but Outputs/Outcomes link to the Mission/Vision statements and are preferred.

# Required Elements of Plans <sup>(6)</sup>

67-1903(1) (Guide, p. 10)

## 6) External Factors

- a. Things beyond agency control that could significantly impact goal achievement
- b. Availability of federal funding
- c. Weather or natural disasters
- d. Federal mandates or court decisions

# Other Plan Requirements

67-1903(2) to (6)

(Guide, p. 2)

- 1) Covers a period of four years (look forward) including the year it was submitted
- 2) Updated annually
- 3) Serves as foundation for Performance Report
- 4) Consult with legislators and those affected by the plan

# Performance Measurement

# Purposes of Performance Measurement

67-1901

(Guide, p. 1)

- 1) Improve agency accountability
- 2) Allow for the assessment and oversight of performance
- 3) Assist with policy and budget decisions
- 4) Improve agency management, service delivery, and program effectiveness

# Statute:

TITLE 67  
STATE GOVERNMENT AND STATE AFFAIRS

CHAPTER 19  
STATE PLANNING AND COORDINATION

67-1901. PURPOSES. The purposes of sections [67-1901](#) through [67-1905](#), Idaho Code, are to generate state agency planning and performance information that can be used to:

- (1) Improve state agency accountability to state citizens and lawmakers;
- (2) Increase the ability of the legislature to assess and oversee agency performance;
- (3) Assist lawmakers with policy and budget decisions; and
- (4) Increase the ability of state agencies to improve agency management and service delivery and assess program effectiveness.

History:

[67-1901, added 2005, ch. 339, sec. 2, p. 1057.]

# Performance Reports Part I Requirements <sup>(1)</sup>

67-1904(1)(a) (Guide, p. 2)

## 1) Basic Profile Information

- a. Brief history
- b. Organizational structure
- c. Other facts about agency

# Performance Reports Part I Requirements <sup>(2)</sup>

67-1904(1)(a) (Guide, p. 2)

## 2) Statutory Authority (Core Functions/Idaho Code)

- a. What the agency does
- b. Why it does it
- c. Where it receives authorization to do so

# Performance Reports

## Part I Requirements <sup>(3)</sup>

67-1904(1)(a) (Guide, p. 3)

### 3) Revenues and Expenditures

- a. Revenues by fund, expenditures by object class
- b. Informative breakdowns as needed

# Revenue and Expenditures <sup>(1)</sup>

67-1904(1)(a)

## Transportation

### Revenues and Expenditures (SFY)

Revenues <sup>1,4,5-9</sup>	FY 2019	FY 2020	FY 2021	FY 2022
Aeronautics Fund				
State <sup>7</sup>	\$3,261,472	\$3,087,459	\$6,588,053	\$10,038,005
Federal	\$348,141	\$540,836	\$616,830	\$212,780
State Highway Account Fund				
State	\$344,727,599	\$342,120,304	\$372,589,659	\$373,642,502
Federal	\$354,641,984	\$396,513,651	\$398,455,281	\$369,789,459
Local	\$10,367,038	\$22,275,600	\$8,531,271	\$8,829,584
Strategic Initiatives Program <sup>4,7</sup>				
State	\$37,304,701	\$654,886	\$75,064,550	\$228,527,875
Trans Expansion & Mitigation <sup>5</sup>				
State	\$19,851,449	\$22,411,732	\$24,368,633	\$180,569,645
CARES Act Covid-10 Fund <sup>6</sup>	\$0	\$65,486	\$5,877,687	\$4,304,351
<b>Total</b>	<b>\$770,502,384</b>	<b>\$787,669,954</b>	<b>\$892,091,964</b>	<b>\$1,175,914,201</b>
Expenditures <sup>1-6</sup>	FY 2019	FY 2020	FY 2021	FY 2022
Personnel Costs	\$118,331,785	\$123,658,416	\$125,836,563	\$134,288,402
Operating Expenditures	\$95,713,628	\$92,690,148	\$98,214,764	\$97,279,147
Capital Outlay <sup>3</sup>	\$549,813,087	\$582,847,403	\$543,275,278	\$515,224,454
Trustee/Benefit Payments	\$18,162,284	\$17,855,871	\$26,483,507	\$24,151,973
<b>Total</b>	<b>\$782,020,784</b>	<b>\$815,051,836</b>	<b>\$793,810,112</b>	<b>\$770,943,976</b>

Amounts reported in the Revenue and Expenditure sections of the report **must** tie out to the revenue and expenditures reported in your agency's budget requests. Please work with your fiscal staff on this section to ensure the accuracy of the numbers reported.

# Revenue and Expenditures <sup>(2)</sup>

67-1904(1)(a)

## Lottery

### Revenue and Expenditures

Revenue	FY 2019	FY 2020	FY 2021	FY 2022
Lottery Dedicated Funds	<u>\$288,616,000</u>	<u>\$278,295,800</u>	<u>\$372,750,100</u>	<u>\$377,057,800</u>
Total	<b>\$288,616,000</b>	<b>\$278,295,800</b>	<b>\$372,750,100</b>	<b>\$377,057,800</b>
Expenditures	FY 2019	FY 2020	FY 2021	FY 2022
<b>Appropriated*</b>				
Personnel Costs	\$3,259,100	\$3,182,000	\$3,172,800	\$3,350,500
Operating Expenditures	\$1,781,200	\$1,865,500	\$2,040,900	\$2,058,400
Capital Outlay	\$93,100	\$121,400	\$128,100	\$96,900
<b>Continuously Appropriated</b>				
Prizes	\$190,047,400	\$185,846,800	\$252,890,600	\$257,122,300
Commissions	\$16,641,300	\$16,232,900	\$21,912,500	\$22,102,800
Advertising	\$4,622,800	\$3,821,100	\$4,285,900	\$4,031,800
Tickets	\$5,728,400	\$5,588,600	\$7,792,300	\$7,327,500
Service Provider	<u>\$6,397,000</u>	<u>\$6,199,400</u>	<u>\$8,493,100</u>	<u>\$8,601,600</u>
Total	<b>\$228,570,300</b>	<b>\$222,857,700</b>	<b>\$300,716,200</b>	<b>\$304,691,800</b>

\*SPENDING AUTHORITY ONLY. NO GENERAL FUND DOLLARS ARE APPROPRIATED FOR THE OPERATION OF THE LOTTERY

# Performance Reports

## Part I Requirements <sup>(4)</sup>

67-1904(1)(a) (Guide, p. 3)

### 4) Cases Managed/Key Services Provided

- a. Provides flexibility
- b. Ideal for reporting **activities** (# of things you did) or **outputs** (# of things you produced)

# Licensing Freedom Act

Executive Order 2019-01

(Guide, p. 16)

- ▶ Progress must be reported annually in agency performance report, by license type

	FY 2016	FY 2017	FY 2018	FY 2019
<b>Dietitians</b>				
Total Number of Licenses	700	750	770	790
Number of New Applicants Denied Licensure	3	2	5	0
Number of Applicants Refused Renewal of a License	0	1	2	1
Number of Complaints Against Licensees	63	28	30	44
Number of Final Disciplinary Actions Against Licensees	7	9	12	9
<b>Cosmetologists</b>				
Total Number of Licenses	1525	1610	1605	790
Number of New Applicants Denied Licensure	15	18	10	9
Number of Applicants Refused Renewal of a License	3	7	3	2
Number of Complaints Against Licensees	55	52	71	59
Number of Final Disciplinary Actions Against Licensees	15	22	20	19

# Performance Reports Part II Requirements <sup>(1)</sup>

67-1904(1)(b) (Guide, p. 3)

## 1) Key Performance Measures

- a. Ten or Fewer
- b. Quantifiable
- c. Capture progress in meeting goals stated in strategic plan
- d. Tied to goals

# Performance Reports Part II Requirements <sup>(2)</sup>

67-1904(1)(b) (Guide, p. 3)

## 2) Results for each measure

- a. Prior four fiscal years
- b. Explanations for missing data when measures change

# Performance Reports Part II Requirements <sup>(3)</sup>

67-1904(1)(b) (Guide, p. 3)

- 3) Benchmarks/Performance Targets
  - a. For the next fiscal year
  - b. For each of the four years of reported results

# Performance Reports Part II Requirements <sup>(4)</sup>

67-1904(1)(b) (Guide, p. 3)

## 4) Explanations

- a. Provide context for measures and/or results
- b. Other useful qualitative information

# Performance Results and Targets

Dept of Agriculture

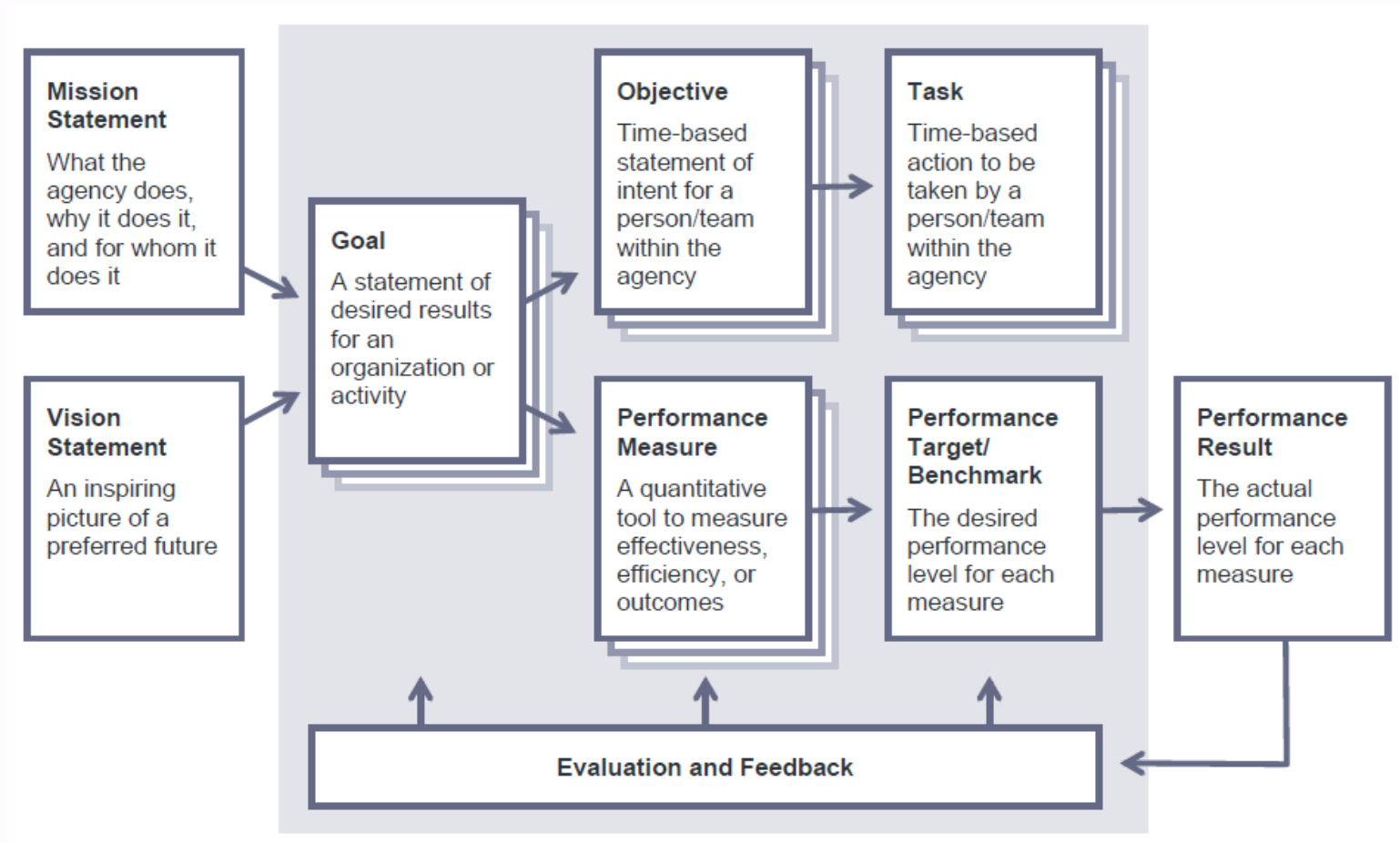
Performance Measure		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>Goal 1</b>						
<b>Fulfill core statutory responsibilities by protecting the public, plants, animals, and environment using regulation and education.</b>						
1. Conduct inspections, investigations, surveillance, and testing to prevent the introduction/spread of animal disease.	actual	485,294	503,172	487,869	540,438	
	target	<i>100,000* annual inspections investigations and tests</i>	<i>100,000* annual inspections investigations and tests</i>	<i>200,000* annual inspections investigations and tests</i>	<i>200,000* annual inspections investigations and tests</i>	<i>400,000* annual inspections investigations and tests</i>
2. Respond to all allegations of improper animal care within 24 hours of receiving complaint.	actual	87 cases 100%	46 cases 100%	72 cases 100%	86 cases 100%	
	target	<i>Complaints 40 24-hour response 100%</i>	<i>Complaints 40 24-hour response 100%</i>	<i>Complaints 40 24-hour response 100%</i>	<i>Complaints 40 24-hour response 100%</i>	<i>Complaints 40 24-hour response 100%</i>

# Other Performance Measurement Requirements

67-1904(2)-(10) (Guide, p. 3)

- 1) Director Attestation
- 2) Consistent Format
- 3) Maintain documentation to support data
- 4) May be used in Legislative Budget Book
- 5) Information presented to germane committees
- 6) Report on website
- 7) Designed to work with strategic plan

# Performance Measurement Flow Chart



# Q & A

## Important Dates

**August 3** – Strategic Plan due to the Governor's Office Contact

**September 1** – Performance Reports due to DFM (as a part of your budget submission)

DIVISION OF FINANCIAL MANAGEMENT | April 2026



# Strategic Planning & Performance Measurement (end)