



## LEGISLATIVE BUDGET BOARD

# Instructions for Preparing and Submitting Agency Strategic Plans

**Fiscal Years 2025 to 2029**

**LEGISLATIVE BUDGET BOARD STAFF  
OFFICE OF THE GOVERNOR, BUDGET AND POLICY DIVISION**

**[WWW.LBB.TEXAS.GOV](http://WWW.LBB.TEXAS.GOV)**

**FEBRUARY 2024**

# LETTER TO AGENCY ADMINISTRATORS

TO: State Agency Board/Commission Chairs  
State Agency Heads and Executive Directors  
Appellate Court Justices and Judges  
Chancellors, Presidents, and Directors of Institutions and Agencies of Higher Education

FROM: Sarah Hicks, Senior Advisor and Budget Director, Office of the Governor  
Jerry McGinty, Director, Legislative Budget Board

SUBJECT: Agency Strategic Plan Instructions

The *Instructions for Preparing and Submitting Agency Strategic Plans* for fiscal years 2025 to 2029, issued jointly by the Office of the Governor, Budget and Policy Division, and the Legislative Budget Board (LBB), are available for download at [www.gov.texas.gov/bpp](http://www.gov.texas.gov/bpp) and [www.lbb.texas.gov/Agencies\\_Portal.aspx](http://www.lbb.texas.gov/Agencies_Portal.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.

Agency submission and posting requirements include:

- five submission dates for requesting changes to agency budget structures, beginning in March 2024 (see pages 3–4);
- a single submission date for strategic plans and approved performance measure definitions on June 1, 2024 (see page 4);
- submission of a biennial report on customer service within the strategic plan;
- electronic submission of the strategic plan, including the report on customer service, to the LBB as PDF documents. Agencies will upload their PDF documents using the LBB application (Document Submissions) located on the LBB’s website at [docs.lbb.state.tx.us](http://docs.lbb.state.tx.us);
- posting of the strategic plan, including the report on customer service, to the agency website; and
- electronic-only distribution of copies of the strategic plan (no printed copies are required).

Agencies that experience difficulties accessing or printing the instructions should contact the LBB Application Support Team at 512-463-3167.

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# STRATEGIC PLANNING AND BUDGETING

## INTRODUCTION

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 accomplishing agency goals. The strategic planning process requires each agency to clearly define the results it seeks to achieve and identify factors that drive program performance and influence future planning, resource allocation, and operating decisions.

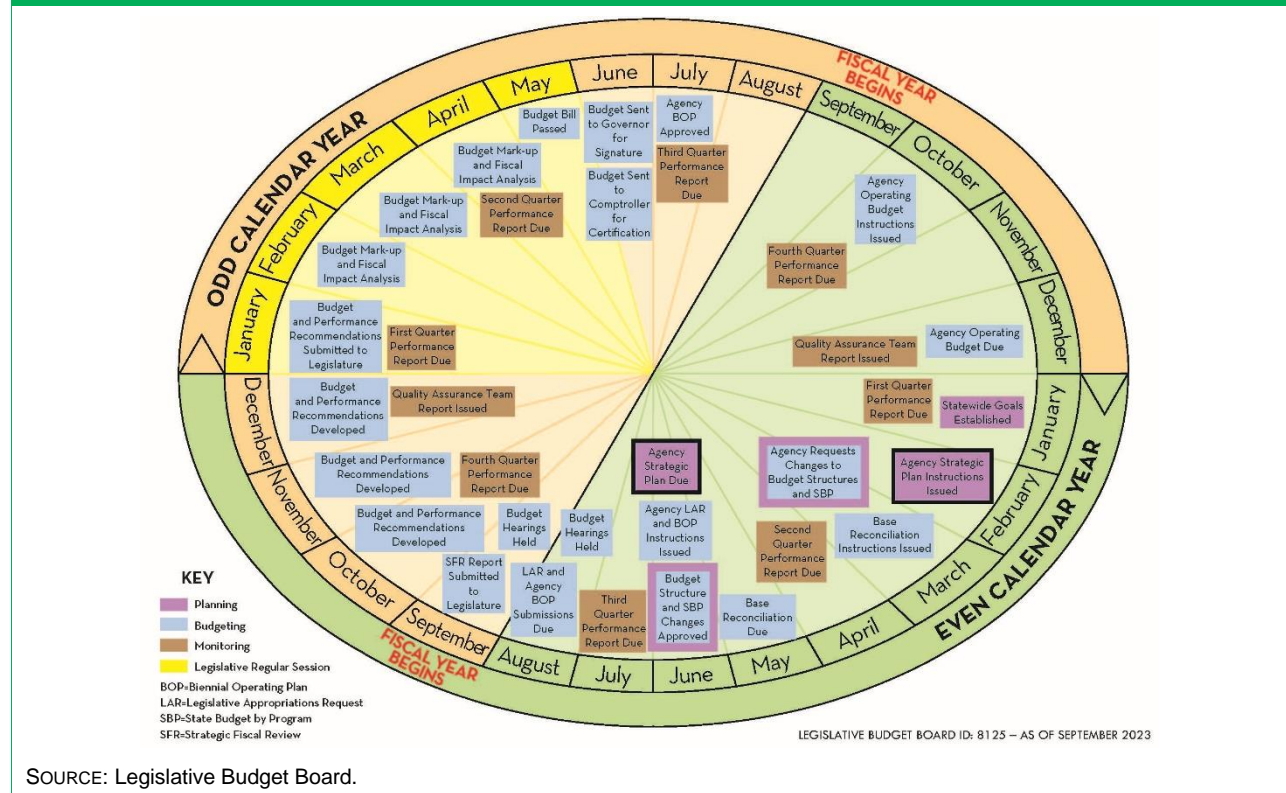
The strategic planning process incorporates and sets direction for all agency operations. The process ensures effective long-range planning to maximize the efficient use of state resources to serve the agency’s core mission. The strategic plan is the formal document that communicates the agency’s goals, directions, and outcomes to various audiences, including the Governor, the Legislature, the agency’s staff, constituency groups, and the public. The Texas Government Code, Chapter 2056, requires strategic planning for all agencies in the executive branch of state government.

The plan’s format is intended to enable agency leadership to be concise in developing a strategic vision, agency goals, and action items to achieve those goals. Therefore, the strategic plan should be prepared principally by agency executive leadership. Although a cross section of agency staff may support plan development, strategic plan document preparation should not utilize excess agency resources or necessitate hiring outside contractors or consultants.

## STATE BUDGET CYCLE

Figure 1 shows the two-year state budgeting cycle, which is subject to change. Deadline information regarding the strategic planning and budgeting process is outlined in black.

**FIGURE 1  
TEXAS BUDGET CYCLE**



## STRATEGIC PLAN SUBMISSION COMPONENTS

Each agency's strategic plan submission is divided into two sections: (1) the primary strategic plan, including statements of agency mission, goals, action plan, and identification of any redundancies and impediments; and (2) supplemental elements, including a description of the budget structure connected to the strategic plan, and other statutorily required information. These planning elements are in addition to the strategic planning requirements for state agencies set in the Texas Government Code, Chapter 2056. 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 include the following components in this order:

- I. Strategic Plan
  - A. Title Page (template provided)
  - B. Table of Contents
  - C. Agency Mission
  - D. Agency Goals and Action Plan (template provided)
  - E. Redundancies and Impediments (template provided)
- II. Supplemental Schedules
  - A. Budget Structure – Goals, Objectives, and Performance Measures
  - B. List of Measure Definitions
  - C. Historically Underutilized Business Plan
  - D. Statewide Capital Plan (if applicable)
  - F. Agency Workforce Plan
  - G. Workforce Development System Strategic Planning (if applicable)
  - H. Report on Customer Service
  - I. Certification of Compliance with Cybersecurity Training
  - J. Report on Projects and Acquisitions Financed by Certain Fund Sources (if applicable)

Submission of former Schedule E, Health and Human Services Strategic Plan, is no longer required.

These instructions and the instructions for entering data into the Automated Budget and Evaluation System of Texas (ABEST) are available on the LBB website. Links to all documents referenced in these instructions appear in Appendix 11, Helpful Links and Other Reference Documents.

## BUDGET STRUCTURE CHANGE

In developing strategic plans for 2025 to 2029, agencies may choose to add, modify, or delete budget structure elements (e.g., goals, strategies, and performance measures) from those contained in the 2024–25 General Appropriations Act. LBB analysts will provide state agencies with documents that reflect the final disposition of 2024–25 budget structure elements (including goals, objectives, strategies, and performance measures) to assist state agencies with the development of budget structure change requests. The documents are estimated to be distributed by March 2024.

To make such changes, agencies must submit a request to the Office of the Governor (OOG), Budget and Policy Division, and the Legislative Budget Board (LBB) using the template provided by their LBB analyst to submit budget structure change requests (see Appendix 5). The template will be pre-populated with the final 2024-25 budget structure elements.

An agency is not required to connect each element of its budget structure to its strategic plan. This budget structure will be the basic structure for agency submission of Legislative Appropriations Requests (LAR). Structures may evolve during the budget and legislative processes. The OOG and the LBB expect that budget structure change requests will maintain or increase the transparency of agency operations.

Figure 2 shows the submission due dates for requested budget structure changes by agency.

## FIGURE 2 BUDGET STRUCTURE CHANGES SUBMISSION DUE DATES

### MARCH 22, 2024

Department of Agriculture	Office of the State Prosecuting Attorney
Commission on the Arts	Texas Medical Board
Bond Review Board	Texas Board of Nursing
Board of Chiropractic Examiners	Optometry Board
Texas State Board of Dental Examiners	Parks and Wildlife Department
Commission on Fire Protection	Pension Review Board
Funeral Service Commission	Board of Pharmacy
Board of Professional Geoscientists	Executive Council of Physical Therapy and Occupational Therapy Examiners
Health Professions Council	Board of Plumbing Examiners
Higher Education Coordinating Board	Board of Podiatric Medical Examiners
Historical Commission	Board of Examiners of Psychologists
Office of Injured Employee Counsel	Racing Commission
Office of Public Insurance Counsel	Securities Board
Commission on Jail Standards	Teacher Retirement System
Board of Professional Land Surveying	Office of Public Utility Counsel
Commission on Law Enforcement	Veterans Commission
Department of Licensing and Regulation	Board of Veterinary Medical Examiners
Agencies and Institutions of Higher Education	Low-level Radioactive Waste Disposal Compact Commission
State Commission on Judicial Conduct	

### MARCH 29, 2024

Cancer Prevention and Research Institute	Library and Archives Commission
Courts of Appeals (15)	Supreme Court of Texas
Court of Criminal Appeals	Office of the Attorney General
Commission on State Emergency Communications	Animal Health Commission
Texas Emergency Services Retirement System	Railroad Commission
Texas Ethics Commission	Permanent School Fund Corporation
Department of Housing and Community Affairs	

### APRIL 5, 2024

State Office of Administrative Hearings	Preservation Board
Alcoholic Beverage Commission	Secretary of State
Department of Family and Protective Services	Department of State Health Services
Juvenile Justice Department	Public Utility Commission of Texas
Texas Military Department	Department of Motor Vehicles
State Law Library	Soil and Water Conservation Board
Office of Capital and Forensic Writs	

**APRIL 12, 2024**

Commission on Environmental Quality  
 Facilities Commission  
 General Land Office  
 Health and Human Services Commission  
 Texas Lottery Commission  
 Department of Public Safety

State Office of Risk Management  
 Texas Department of Transportation  
 Water Development Board  
 Texas Workforce Commission  
 Judiciary Section, Comptroller’s Department

**APRIL 19, 2024**

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  
 Office of Court Administration

**DEADLINE**

Agencies must submit their completed strategic plans on or before June 1, 2024.

**ELECTRONIC SUBMISSION**

Each agency is required to submit a searchable PDF version of its strategic plan electronically through the LBB Document Submissions application and via email to the entities shown in Figure 3.

Agencies that have a valid user ID and password for the Automated Budget and Evaluation System of Texas (ABEST) can access the LBB Document Submissions application located on the LBB’s website at docs.lbb.texas.gov. If your agency does not have access to a valid user ID and password, your agency will need to submit a Logon Request Form at [loginreqagy.lbb.texas.gov/text](http://loginreqagy.lbb.texas.gov/text).

**FIGURE 3  
 STRATEGIC PLAN DISTRIBUTION LIST**

The Honorable Greg Abbott Governor, State of Texas/Office of the Governor, Budget and Policy Division	Email: <a href="mailto:budgetandpolicyreports@gov.texas.gov">budgetandpolicyreports@gov.texas.gov</a>
The Honorable Dan Patrick, Lieutenant Governor, State of Texas	Email: <a href="mailto:ltg.budget@ltgov.texas.gov">ltg.budget@ltgov.texas.gov</a>
The Honorable Dade Phelan, Speaker of the Texas House of Representatives	Login: <a href="http://docs.lbb.texas.gov">docs.lbb.texas.gov</a>
State Auditor’s Office	Email: <a href="mailto:submitreports@sao.texas.gov">submitreports@sao.texas.gov</a>
Legislative Budget Board	Login: <a href="http://docs.lbb.texas.gov">docs.lbb.texas.gov</a>
Texas State Library, Texas State Publications Depository Program	Email: <a href="mailto:ref@tsl.texas.gov">ref@tsl.texas.gov</a>
Legislative Reference Library	Email: <a href="mailto:lrl.techservices@lrl.texas.gov">lrl.techservices@lrl.texas.gov</a>



**STRATEGIC PLANS ON AGENCY WEBSITES**

Each agency is required to post its strategic plan, including the report on customer service, to the agency website.

**APPENDICES**

The instructions include **appendices**, beginning on page 14, that provide templates, submission schedules, and other resources to assist agencies in their strategic plan submissions:

1. Title Page Example
2. Format for Agency Operational Goals and Action Plans
3. Strategic Plan Statutory Considerations
4. Format for Reporting Redundancies and Impediments
5. Template for Requesting Change(s) to Agency Budget Structures
6. Examples of Performance Measure Definitions
7. Format for Reporting Alignment with Texas Workforce System Strategic Plan
8. Customer Service Survey
9. Economic and Population Forecast
10. Certification of Compliance with Cybersecurity Training
11. Helpful Links and Other Reference Documents

# PART 1. STRATEGIC PLAN

This section describes components of the main body of an agency's strategic plan.

## TITLE PAGE

The title page for an agency's strategic plan must contain the information listed in the example provided in Appendix 1.

## TABLE OF CONTENTS

A table of contents must identify all 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.

An agency may include an optional statement on philosophy—an expression of core values and operating principles for the conduct of the agency in carrying out its mission. The agency philosophy is derived in conjunction with the agency's mission. It defines the way the agency conducts business by articulating management policies and principles. The philosophy defines a customer-oriented approach for producing and delivering government services.

## AGENCY GOALS AND ACTION PLAN

Each agency shall identify core operational goals. The strategic planning process entails a thorough reexamination of an agency. Agencies are not 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 and is both qualitative and quantifiable, but not quantified. Goals are ranked for priority and should stretch and challenge an agency but be realistic and achievable.

In developing an agency's strategic goals, agency leadership must focus on the following statewide objectives of ensuring that the 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 considered redundant or not cost-effective;
3. effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve;
4. attentive to providing excellent customer service; and
5. transparent such that agency actions can be understood by any Texan.

The agency shall identify how each goal supports these statewide objectives. In addition, the agency shall identify key action items necessary to ensure that the goal is accomplished on or before August 31, 2029, 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 (see Appendix 2).

Appendix 3 provides additional considerations that an agency may be required to address in its strategic plan.

Please note that in Part 2, Schedule A (Budget Structure), agencies are required to connect identified budget objectives and strategies to their related operation goals and action plans contained in Part 1. Strategic Plan.

## REDUNDANCIES AND IMPEDIMENTS

Each agency shall identify all services, state statutes, and state rules or regulations applicable to the agency that merit additional executive and legislative review because they may pose barriers to the economic prosperity of Texans or reduce the agency's effectiveness and efficiency in achieving its core mission. Examples include state services, laws, and regulations that: (1) may establish barriers to entry for new competition or otherwise limit free market participation; (2) may impose excessive or burdensome regulatory costs; (3) may 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. 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, or state regulations administered by the agency that are redundant, distract from the core mission of the agency, or produce workload costs for agency staff or regulated entities that may exceed assumptions that existed when the law or regulation was implemented. Please include any instances in which the continued implementation 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 Format for Reporting Redundancies and Impediments provided in Appendix 4.

# PART 2. SUPPLEMENTAL ELEMENTS

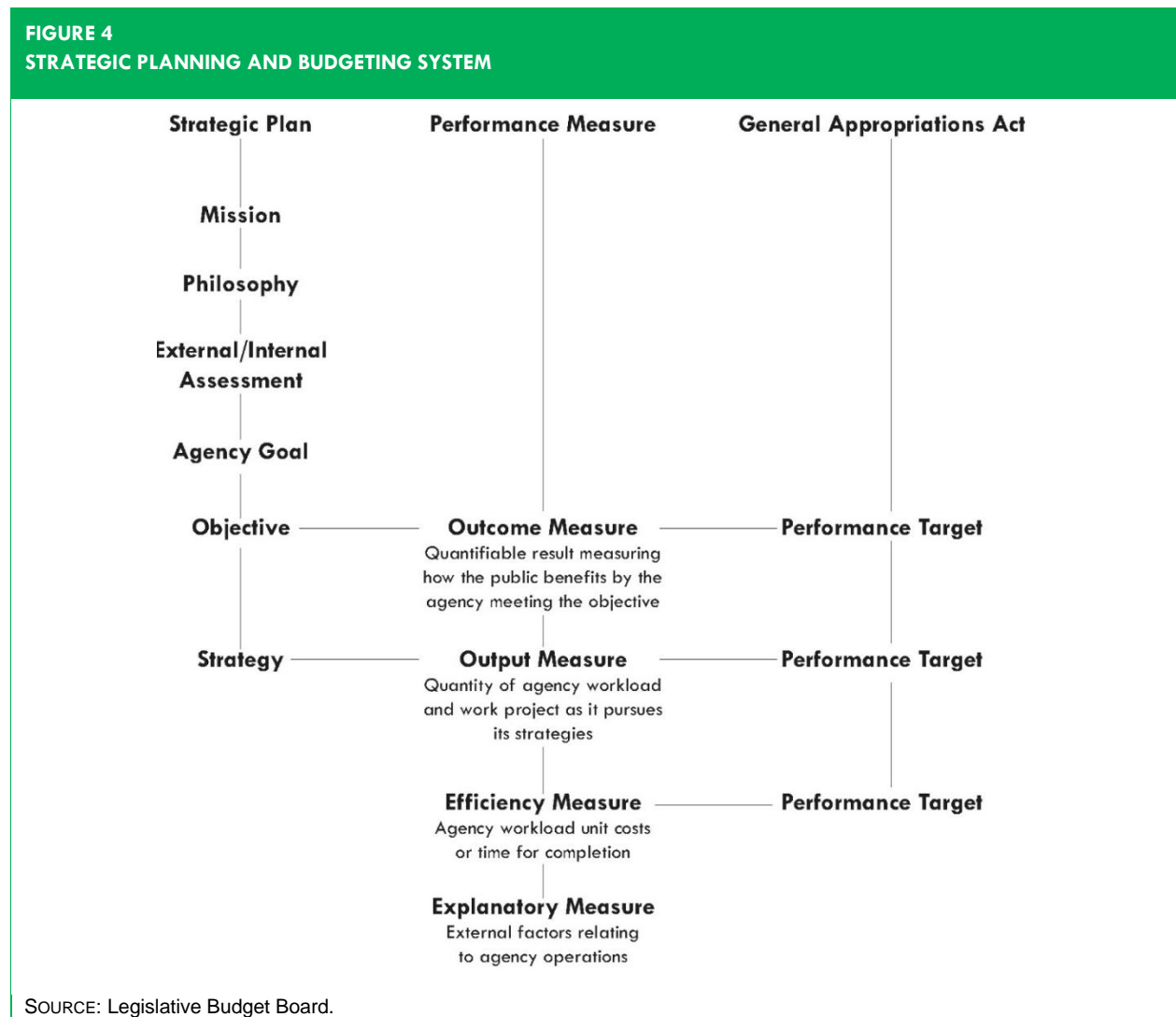
## SCHEDULE A: BUDGET STRUCTURE

Through this schedule, the agency will list (1) agency goals, (2) objectives with their related outcome measures, and (3) strategies with their related output, efficiency, and explanatory measures that constitute the agency’s budget structure. The schedule will include descriptions of the goals, objectives, and strategies, and the names of performance measures within their appropriate objectives and strategies.

LBB analysts will provide state agencies with documents that reflect the final disposition of 2024–25 budget structure elements (including goals, objectives, strategies, and performance measures) to assist state agencies with the development of budget structure change requests. The documents are estimated to be distributed by March 2024.

Agencies should take this opportunity to ensure performance measures exist for high-priority and significant programs. These elements should be listed in the order in which they would appear in the agency’s bill pattern in a general appropriations bill.

Figure 4 shows the structure of agency goals, objectives, strategies, and performance measures in the Strategic Planning and Budgeting System.



**AGENCY GOALS**

Agency goals are the general ends toward which agencies direct their efforts. Goals address issues by stating policy intention. They are both qualitative and quantifiable, but not quantified. Goals are ranked for priority and should stretch and challenge an agency but should be realistic and achievable.

**OBJECTIVES**

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

For each objective, please identify all related Strategic Planning Goals.

**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 typically is 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 includes budgetary and other resources.

For each strategy, please identify all related Strategic Planning Goals and Action Plans.

**OUTPUT MEASURES**

Output measures are tools, or indicators, for counting the services and goods produced by an agency. The number of individuals 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 typically are 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.

**REQUESTING CHANGES TO THE BUDGET STRUCTURE**

The agency's strategic plan is used as a starting point for developing the agency's budget structure. An agency's budget structure need not necessarily mirror its strategic plan. Any changes to an agency's budget structure from that in place for the 2024–25 biennium must be requested in writing by the agency's due date in Figure 2 using the template provided by their LBB analyst to submit budget structure change requests and shown in Appendix 5.

**NOTE ON BUDGET STRUCTURE ELEMENTS**

Budget structure elements are limited to 35 and 70 characters (including spaces) for short names and full names, respectively. Descriptions for performance measures are limited to 500 characters and will be printed in an agency's bill pattern only if the measure is considered a key measure. Note that OOG and LBB staff will make edits to the elements to fit character limitations if any submitted budget structure change request exceeds the character limitations. Agencies should consider renaming elements to limit abbreviations so that a member of the Legislature or the public may understand more readily the title and purpose of the goal, strategy, or measure.

**SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS**

Each agency must submit Schedule B, Performance Measure Definitions, as part of its strategic plan. This schedule contains the definitions for all approved measures in the agency's strategic planning and budget structure.

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

- definition—provides a brief explanation of what the measure is, with enough detail to give an overall understanding of the measure;
- purpose—explains what the measure is intended to show and why it is important;
- data source—describes where the information comes from and how it is collected;
- methodology—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 method—identifies whether the information is cumulative or noncumulative;
- new measure—identifies whether the measure is new, has changed significantly, or continues without change from the previous biennium; and
- target attainment—identifies whether actual performance that is higher or lower than targeted performance is desirable (e.g., a disease rate lower than targeted is desirable).

Each agency also must enter all approved performance measure definitions in ABEST once the agency’s budget structure for the upcoming biennium has been approved by the LBB and the OOG, Budget and Policy Division.

**NOTE**

For ABEST reporting purposes, all outcome and explanatory measures are noncumulative because they are reported only once a year.

Appendix 6 provides examples of definitions in the proper format. Additional information appears in the *Guide to Performance Measure Management*, December 2022, published by the State Auditor’s Office, and the guidelines in the LBB’s *ABEST Instructions for Finalizing Budget Structures and Defining Measures* (February 2024).

**SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN**

The Texas Government Code, Section 2161.123, requires agencies that complete a strategic plan pursuant to the Texas Government Code, Chapter 2056, to include a written plan for increasing their 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 agency’s use of HUBs, goals to be met by the agency in carrying out the policy or mission, and specific programs that the agency must conduct to meet the goals stated in the plan, including a specific program to encourage contractors to use HUBs as partners and subcontractors.

**SCHEDULE D: STATEWIDE CAPITAL PLANNING (IF APPLICABLE)**

The Eighty-eighth Legislature, General Appropriations Act, 2024–25 Biennium, Article IX, Section 11.03, requires all state agencies and institutions of higher education to supply capital planning information relating to projects for the 2024–25 biennium to the Bond Review Board. Based on information submitted by agencies and institutions, the Bond Review Board is required to compile a statewide capital expenditure plan for the 2026–27 biennium for submission to the Governor and the LBB. Agencies will submit capital plans separately to the Bond Review Board in accordance with instructions issued by the board.

The Bond Review Board provides resources to guide agencies in the submission of capital planning information on their website. The link to the guide is included in Appendix 11.

**SCHEDULE E: HEALTH AND HUMAN SERVICES STRATEGIC PLANNING  
(NO LONGER REQUIRED)**

Senate Bill 956, Eighty-eighth Legislature, Regular Session, 2023, repealed the coordinated strategic plan for health and human services. Health and human services agencies no longer are required to submit the coordinated strategic plan.

**SCHEDULE F: AGENCY WORKFORCE PLAN**

The Texas Government Code, Section 2056.0021, requires each state agency to conduct a strategic staffing analysis and to develop a workforce plan that follows guidelines developed by the State Auditor's Office. 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 to complete their plans. This website, to which a link appears in Appendix 11, 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.

**OPTIONAL**

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

**SCHEDULE G: WORKFORCE DEVELOPMENT SYSTEM STRATEGIC PLAN (IF APPLICABLE)**

The Texas Government Code, Sections 2308.104 and 2308.1015, requires that the Texas Workforce Investment Council develop a single strategic plan for the Texas workforce system, which must include goals, objectives, and performance measures for the workforce system and those state agencies that administer workforce programs or services. The statute further mandates that, upon approval of the strategic plan by the Governor, each agency administering a workforce program shall use that strategic plan in developing the agency's operational plan.

The approved *Texas Workforce System Strategic Plan (Fiscal Years 2024–2031)* is available in Appendix 11, Helpful Links and Other Reference Documents.

To demonstrate alignment with the state workforce system strategic plan, certain Texas Workforce System partner agencies, identified in this section, shall submit information within their strategic plans using the template provided in Appendix 7. The information will address key initiatives the agency has taken to fulfill objectives that are critical to achieve system goals specified in the system strategic plan. Additionally, the agency will describe approaches and strategies that it will employ to build internal organizational and staff competence in each of the three strategic pillars noted in the system strategic plan. Additional direction is provided in Appendix 7.

System partner agencies with workforce programs or services include the following agencies:

- Texas Department of Criminal Justice and Windham School District;
- Texas Education Agency;
- Texas Higher Education Coordinating Board;
- Texas Juvenile Justice Department;
- Texas Veterans Commission; and
- Texas Workforce Commission.

**SCHEDULE H: REPORT ON CUSTOMER SERVICE**

The Texas Government Code, Chapter 2114, requires state agencies and institutions of higher education to submit a Report on Customer Service to the OOG and the LBB no later than June 1, 2024. Agencies should include this report within their strategic plans due on the same date. Chapter 2114 also requires agencies and institutions of higher education to develop customer service standards and implement customer satisfaction assessment plans. Agencies and institutions

that previously have not prepared a compact with Texans or appointed a customer relations representative (i.e., newly established agencies) must include this information in their required reports on customer service.

Pursuant to Chapter 2114, the LBB and OOG are required jointly to develop a standardized method to measure customer service satisfaction and establish standardized performance measures for agencies. Appendix 8 provides customer service survey questions for agencies to include, with a corresponding scale, to measure customer satisfaction. These standardized questions should be in addition to survey questions that address customer satisfaction specific to the agencies' programs and services. Additionally, standard measures are provided in the following sections for inclusion in reports.

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

1. an inventory of external customers served by each strategy in the 2024–25 General Appropriations Act and a brief description of the types of services provided to them, including a description of how customers are defined (e.g., by unique customers, total customer encounters, or some other measure);
2. a brief description of the methods the agency used to gather information from agency or institution customers;
3. a chart showing the levels of customer-determined service quality and other relevant information received for each customer group, and each statutorily identified customer service quality element included in the customer service survey in Appendix 8, including the following elements:
  - a. facilities, including the customer's ability to access the agency, the office location, signs, and cleanliness;
  - b. staff, including employee courtesy, friendliness, and knowledgeability, and whether staff adequately identify themselves to customers by name, including the use of name plates or tags for accountability;
  - c. communications, including toll-free telephone access, the average time a customer spends on hold, call transfers, access to live staff, letters, electronic mail, and any applicable text messaging or mobile applications;
  - d. Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or complaints;
  - e. complaint handling process, including whether it is easy to file a complaint and whether responses are timely;
  - f. ability to timely serve customers, including the amount of time a customer waits for service in person, by phone, by letter, or on a website; and
  - g. brochures or other printed information, including the accuracy of that 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; and
5. performance measure information for customer service standards and customer satisfaction (e.g., wait times, complaints, responses), in addition to the standard measures shown in this section; estimated performance for fiscal year 2024 must be included for both agency-specific and standard measures.

#### **OUTCOME MEASURES**

- Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received: The total number of agency survey respondents indicating that they are satisfied or very satisfied with the agency, divided by the total number of agency survey respondents. The measure is based on responses to question 8 of Appendix 8 Customer Service Survey.

#### **OUTPUT MEASURES**

- Total Customers Surveyed: The number of customers who receive access to surveys regarding agency services. This number includes all customers who receive surveys in person or by phone, mail, email, website, or any other means.
- Response Rate: The percentage of total customers surveyed who completed the survey.
- Total Customers Served: Total number of customers receiving services through the agency's programs.

#### **EFFICIENCY MEASURES**

- Cost per Customer Surveyed: Total costs for the agency to administer customer surveys divided by the total number of customers surveyed.



**EXPLANATORY MEASURES**

- Total Customers Identified: The total population of customers in all unique customer groups.
- Total Customer Groups Inventoried: The total number of unique customer groups identified for each agency program. Customer groups served by more than one agency program should be counted only once.

**SCHEDULE I: CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING**

The Texas Government Code, Section 2056.002(b)(12), requires state agencies to include in the strategic plan a written certification of the agency's compliance with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192. Appendix 10 provides a certification form for agencies to include in the strategic plan submission.

**SCHEDULE J: REPORT ON PROJECTS AND ACQUISITIONS FINANCED BY CERTAIN FUND SOURCES (IF APPLICABLE)**

The Texas Government Code, Section 442.0151(j), requires the Texas Historical Commission to include in its strategic plan a report on each project funded using money in the historic infrastructure sustainability trust fund during the two-year period preceding the date on which the plan is submitted, and a list of each project anticipated to be funded using money in the fund for the period covered by the plan.

The Texas Government Code, Section 443.0103(j), requires the State Preservation Board to include in its strategic plan a report on each project funded using money in the Texas state buildings preservation endowment fund during the two-year period preceding the date on which the plan is submitted, and a list of each project anticipated to be funded using money in the fund for the period covered by the plan.

The Texas Parks and Wildlife Code, Section 21A.007, requires the Texas Parks and Wildlife Department to include in its strategic plan a report on each acquisition funded using money in the Centennial Parks Conservation Fund during the two-year period preceding the date on which the plan is submitted.

Please contact your LBB and OOG, Budget and Policy Division, analysts with any questions concerning the reports.

# APPENDIX 1. TITLE PAGE EXAMPLE

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

<b>AGENCY STRATEGIC PLAN</b>		
<b>FISCAL YEARS 2025 TO 2029</b>		
<b>BY</b>		
<b>AGENCY, DEPARTMENT, BOARD, OR COMMISSION</b>		
<b>Board Member</b>	<b>Dates of Term</b>	<b>Hometown</b>
<b>DATE OF SUBMISSION</b>		
<b>SIGNED: _____</b>		
<b>APPROVED: _____</b>		

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

<b>AGENCY OPERATIONAL GOAL AND ACTION PLAN</b>
<p style="text-align: center;"><b>SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL</b></p> <ol style="list-style-type: none"><li>1.</li><li>2.</li><li>3.</li></ol>
<p style="text-align: center;"><b>DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE</b></p> <ol style="list-style-type: none"><li>1. Accountable to tax and fee payers of Texas.</li><li>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.</li><li>3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.</li><li>4. Attentive to providing excellent customer service.</li><li>5. Transparent such that agency actions can be understood by any Texan.</li></ol>
<p style="text-align: center;"><b>DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM</b></p>

## APPENDIX 3. STRATEGIC PLAN STATUTORY CONSIDERATIONS

The following are subject areas that agencies should address, if applicable, in their strategic plans, but should not take the form of 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. Inclusion of discussion on the following items, pursuant to the Texas Government Code, Section 2056.002, is left to the agency's discretion.

### 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 timeframe 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 Part 2. Supplemental Elements for related requirement); and
- an identification of each geographic region of Texas that the agency serves, 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 (CPA) 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 provided in Appendix 9. 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 CPA's Revenue Estimating Division. 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 should examine technology solutions that advance the mission of the agency and align with statewide technology principles and priorities, pursuant to the Texas Government Code, Section 2056.002(b)(11). The agency should provide a description of the agency's information resources (IR) management organization, policies, and practices; a description of how the agency's IR programs support and promote its mission, goals, and objectives and the goals and policies of the State Strategic Plan for IR Management; and other planning components that the Department of Information Resources may prescribe.

For reference, see the 2024–2028 State Strategic Plan for Information Resources Management, which appears in Appendix 11. Submit questions regarding the information resources planning section to: [techplan@dir.texas.gov](mailto:techplan@dir.texas.gov).

**ENHANCING MILITARY FACILITIES**

If applicable, a state agency should include an analysis of its expected expenditures that relate to federally owned or operated military installations or facilities, or communities where such an installation or facility is located, pursuant to the Texas Government Code, Section 2056.002(b)(10). Agencies are encouraged to make this evaluation using the most current criteria provided by the Texas Military Preparedness Commission. 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 should describe the training requirements for their contract managers, pursuant to the Texas Government Code, Section 2056.002(b)(9).

**CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING**

Agencies should provide written certification of compliance with cybersecurity trainings required under the Texas Government Code, Sections 2054.5191 and 2054.5192. Appendix 10 provides a certification form for agencies to include in the strategic plan submission.

# APPENDIX 4. FORMAT FOR REPORTING REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)	
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	
NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS (IF APPLICABLE)	
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	

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

This template will be provided by LBB staff by March 2024. The templates will be pre-populated with the final 2024–25 budget structure, and include Goals, Objectives, Strategies, Outcome Measures, and Strategy-Related Measures. Examples of the pre-populated template are included on the LBB website in the section for Agency Portal/Strategic Plan Instructions.

# APPENDIX 6. EXAMPLES OF PERFORMANCE MEASURE DEFINITIONS

The following are examples of performance measures and definitions that the Department of Family and Protective Services has developed as part of its Strategic Planning and Performance Budgeting System. Each of these definitions not only contains all the properties identified on pages 9 and 10, but the agency also has developed each of these elements fully.

<b>Agency:</b>	Department of Family and Protective Services
<b>Goal:</b>	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.
<b>Objective:</b>	By 2025, 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.
<b>Strategy:</b>	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:** **New Interventions within 12 Months Reunited**

### Definition

The percentage of children (age 0-17) who exited substitute care (DFPS' legal responsibility and placed outside of their home of origin) to reunification during the year prior to the reporting period that were confirmed victims in a subsequent child abuse/neglect investigation or in a subsequent state opened to family preservation services within 12 months of reunification. Discharge from a prior substitute care episode is recorded as a termination of DFPS legal status.

### Purpose

A primary goal of child welfare services is to achieve permanency for children as quickly as possible after they enter substitute care, without jeopardizing their continued safety. This measure examines the percentage of children discharged from substitute care to reunification who are in an investigation as a confirmed victim, or one opened to services within 12 months of a prior episode.

### Data Source

The Information Management Protecting Adults and Children in Texas (IMPACT) application is the official source of record for abuse/neglect information at DFPS.

### Methodology

Divide the number of children who exited conservatorship to reunification in the year prior to the reporting period who are the confirmed victim of an abuse/neglect investigation within 12 months of the prior discharge (numerator) by the number of children who exited substitute care to reunification in the year prior to the reporting period (denominator) and multiply by 100 to achieve a percentage.

### Data Limitations

### Calculation Method



None

Noncumulative

**New Measure**

No

**Target Attainment:**

Lower than target

**EXAMPLE 2**

**Output Measure:      Number of Completed CPS Investigations**

**Definition**

A completed CPS investigation is when the agency has reached a finding of 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**

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.

**Data Source**

The Information Management Protecting Adults and Children in Texas (IMPACT) application is the official source of record for abuse/neglect information at DFPS.

**Methodology**

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 Method**

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 job class code.

**Purpose**

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.

**Data Source**

The Information Management Protecting Adults and Children in Texas (IMPACT) application is the official source of record for abuse/neglect information at DFPS. 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 paid out of Strategy B.01.01 in HHSAS-HR. The following stages are included: Intake (INT) (if not progressed to INV in 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).

**Methodology**

Divide the numerator (sum of all daily case counts) for the reporting period by the denominator (sum of all daily caseworker counts) during the reporting period. When calculating the 2nd, 3rd, & 4th 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 Centralized Accounting and Payroll/Personnel System (CAPPS) is point-in-time at the end of the month, so if a worker changed job class codes during the month, only the last one for the month is captured.

**Calculation Method**

Noncumulative

**New Measure**

No

**Target Attainment**

Lower than target

**EXAMPLE 4**

**Explanatory Measure:**

**Number of CPS Caseworkers Trained (CPD)**

**Definition**

This measure counts the number of CPS Caseworkers who completed Continuing Professional Development (CPD) training during the reporting period.

**Purpose**

This measure monitors the volume of CPS caseworkers completing Continuing Professional Development (CPD) training.

**Data Source**

Centralized Accounting and Payroll/Personnel System (CAPPS).

**Methodology**

The calculation is a count of the number of CPS caseworkers for whom the session end date in the CAPPS Training Database is during the reporting period. 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**

This measure does not include outsourced private Family-Based Safety Services or Conservatorship Caseworkers.

**Calculation Method**

Noncumulative

**New Measure**

No

**Target Attainment**

Higher than target

# APPENDIX 7. FORMAT FOR REPORTING ALIGNMENT WITH TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

Chapter 2308.104 and Chapter 2308.1015 of the Texas Government Code provide that the Texas Workforce Investment Council (Council) shall develop a single strategic plan for the Texas workforce system, and that the strategic plan must include goals, objectives, and performance measures for the workforce system and those state agencies that administer workforce programs or services. The code further mandates that, upon approval of the workforce system strategic plan by the Governor, each agency administering a workforce program shall use that strategic plan in developing the agency’s operational plan. *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031* was approved by the Council and subsequently approved by the Governor on October 20, 2023.

System partner agencies administering workforce programs or services include:

- Texas Department of Criminal Justice – Windham School District;
- Texas Education Agency;
- Texas Higher Education Coordinating Board;
- Texas Juvenile Justice Department;
- Texas Veterans Commission; and
- Texas Workforce Commission.

## PART 1

The following matrix shows the responsible agency for the system strategy and corresponding system objective that are critical to achieve the four system goals specified in the workforce system strategic plan, *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031*, related to employers, learners, partners, and policy and planning.

WORKFORCE SYSTEM OBJECTIVE	WORKFORCE SYSTEM STRATEGY	RESPONSIBLE AGENCY
Increase upskilling and reskilling programs	Institute and expand upskilling and reskilling programs as part of core education and training inventory, with an emphasis on meeting the needs of employers for middle-skill workers.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Department of Criminal Justice – Windham School District</li> </ul>
Increase adult education transition to employment	Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> </ul>
Increase short-term credentials in high-demand occupations	Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> <li>• Texas Department of Criminal Justice – Windham School District</li> <li>• Texas Juvenile Justice Department</li> </ul>
Increase work-based learning	Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul>

<b>WORKFORCE SYSTEM OBJECTIVE</b>	<b>WORKFORCE SYSTEM STRATEGY</b>	<b>RESPONSIBLE AGENCY</b>
Increase apprenticeship	Expand registered and industry-recognized apprenticeship programs in both traditional and nontraditional areas to ease workforce shortages through engaging and assisting employers to begin new programs.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Department of Criminal Justice – Windham School District</li> </ul>
Identify credentials of value	Develop and execute a model to identify credentials of value – including postsecondary technical sub-baccalaureate credit and noncredit credentials, industry-based certifications, apprenticeship certificates, and licenses.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul>
Clarify and connect pathways	Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs to maximize credit for credentials of value.	<ul style="list-style-type: none"> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul>
Increase Texas Rising Star certification levels	Promote and support the attainment of high-tier Texas Rising Star certification by all childcare providers.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> </ul>
Identify and quantify quality outcomes	Execute a secure, shared data infrastructure and governance model that will facilitate data import, storage, access, integration, analysis, and reporting to understand and quantify quality program outcomes.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul>
Enhance wage record	Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul>
Identify and collect industry-based certification data	Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.	<ul style="list-style-type: none"> <li>• Texas Workforce Commission</li> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> <li>• Texas Department of Criminal Justice – Windham School District</li> <li>• Texas Juvenile Justice Department</li> <li>• Texas Veterans Commission</li> </ul>

For each system strategy, the responsible agency is asked to provide information on key:

- ongoing or planned steps, activities, and initiatives that support the agency actions listed in the workforce system strategic plan;
- milestones in the implementation of key agency actions;
- interagency partnerships, where required, to carry out the common system strategies;
- stakeholder partnerships; and
- intended outcomes of these activities to support the system strategies to be achieved during the agency’s strategic plan period.

Use the format shown in the following table. Repeat the section as necessary for each identified system strategy.

SYSTEM STRATEGY	KEY AGENCY STEPS, ACTIVITIES, AND INITIATIVES/ AGENCY ACTION MILESTONES/ PARTNERSHIPS/INTENDED OUTCOMES
[Insert the system strategy as included in the workforce system strategic plan]	[Insert response to the requirements outlined above.]

**PART 2**

Describe the approach and list the strategies that your agency will employ to accelerate achievement in the following three fundamental strategic opportunities, as outlined in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031*.

Where applicable, provide detail on interagency collaborations that are employed to carry out each strategy.

- (1) Engage Employers Meaningfully: Coordinate across agencies to gain insight into the needs of employers and minimize “asks” that burden employers.  
Agency response:
  
- (2) Include and Improve Outcomes for All Texans: Engage Texans with diverse needs, including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes, and improve career opportunities.  
Agency response:
  
- (3) Generate Greater Return on Investments: Use data and evidence to identify and target strategic investments to improve system performance.  
Agency response:

## APPENDIX 8. CUSTOMER SERVICE SURVEY

An agency’s customer service survey must include the following questions and scale to measure satisfaction with the agency’s facilities, staff interactions, communications, website, complaint handling processes, timeliness, printed information, and overall satisfaction with the agency. An agency may disaggregate these general questions into multiple questions that separately examine components of customer service; for example, for Question 2, an agency may ask questions regarding staff friendliness separate from questions regarding staff knowledgeability. The disaggregated questions likewise should use the prescribed scale. However, in its report, an agency should include a result for Question 2 that combines the results for those separate questions. These standardized questions should be in addition to survey questions that address customer satisfaction specific to the agency’s programs and services.

SCALE						
1 – Very unsatisfied	2 – Unsatisfied	3 – Neutral	4 – Satisfied	5 – Very satisfied	N/A – Not Applicable	

1. How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?

1            2            3            4            5            N/A

2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

1            2            3            4            5            N/A

3. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

1            2            3            4            5            N/A

4. How satisfied are you with the agency’s Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

1            2            3            4            5            N/A

5. How satisfied are you with the agency’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

1            2            3            4            5            N/A

6. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?

1      2      3      4      5      N/A

7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

1      2      3      4      5      N/A

8. Please rate your overall satisfaction with the agency.

1      2      3      4      5      N/A



# APPENDIX 9. ECONOMIC AND POPULATION FORECAST

TEXAS AND THE U.S. ECONOMIC AND POPULATION FORECAST FISCAL YEARS 2024 TO 2031, FALL 2023 FORECAST								
CATEGORY	2024	2025	2026	2027	2028	2029	2030	2031
<b>Texas</b>								
Gross State Product (2012 dollars in billions)	\$1,990.2	\$2,023.7	\$2,067.1	\$2,118.0	\$2,174.1	\$2,229.5	\$2,282.2	\$2,329.6
Annual percentage change	2.3%	1.7%	2.1%	2.5%	2.6%	2.5%	2.4%	2.1%
Gross State Product (current dollars in billions)	\$2,555.7	\$2,655.2	\$2,769.0	\$2,893.6	\$3,029.5	\$3,169.4	\$3,314.3	\$3,459.6
Annual percentage change	4.1%	3.9%	4.3%	4.5%	4.7%	4.6%	4.6%	4.4%
Personal Income (current dollars in billions)	\$2,055.2	\$2,159.3	\$2,267.9	\$2,386.1	\$2,510.5	\$2,633.6	\$2,757.5	\$2,885.0
Annual percentage change	5.4%	5.1%	5.0%	5.2%	5.2%	4.9%	4.7%	4.6%
Nonfarm Employment (in thousands)	14,048.8	14,087.4	14,161.0	14,285.5	14,437.8	14,590.8	14,728.8	14,843.7
Annual percentage change	1.5%	0.3%	0.5%	0.9%	1.1%	1.1%	0.9%	0.8%
Unemployment Rate (percentage)	4.1%	4.5%	4.8%	4.8%	4.6%	4.5%	4.4%	4.4%
Resident Population (in thousands)	30,945.6	31,363.2	31,750.5	32,124.1	32,495.5	32,864.9	33,232.5	33,597.6
Annual percentage change	1.5%	1.3%	1.2%	1.2%	1.2%	1.1%	1.1%	1.1%
New York Mercantile Exchange (NYMEX) Oil Price (\$ per barrel)	\$79.12	\$84.84	\$90.55	\$96.26	\$101.97	\$107.68	\$114.00	\$121.53
NYMEX Natural Gas Price (\$ per million BTUs)	\$2.75	\$3.00	\$3.54	\$3.49	\$3.40	\$3.41	\$3.42	\$3.49
<b>U.S.</b>								
Gross Domestic Product (2012 dollars in billions)	\$20,681.6	\$20,937.8	\$21,257.6	\$21,631.6	\$22,026.3	\$22,401.4	\$22,778.0	\$23,135.8
Annual percentage change	1.6%	1.2%	1.5%	1.8%	1.8%	1.7%	1.7%	1.6%

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Consumer Price Index (1982–84=100)	310.3	318.0	325.6	333.0	340.4	347.4	354.7	362.3
Annual percentage change	2.7%	2.5%	2.4%	2.3%	2.2%	2.1%	2.1%	2.1%
Prime Interest Rate	8.5%	6.9%	5.9%	5.8%	5.8%	5.8%	5.7%	5.8%

SOURCE: Texas Comptroller of Public Accounts.

# APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING



## CERTIFICATE

### Agency Name

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

### Chief Executive Officer or Presiding Judge

### Board or Commission Chair

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

# APPENDIX 11. HELPFUL LINKS AND OTHER REFERENCE DOCUMENTS

## **Example of LBB-Provided Template for Requested Changes to Agency Budget Structures (non-Higher Education Agencies)**

[https://www.lbb.texas.gov/Budget\\_Submissions.aspx](https://www.lbb.texas.gov/Budget_Submissions.aspx)

## **Example of LBB-Provided Template for Requested Changes to Agency Budget Structures (Higher Education Agencies)**

[https://www.lbb.texas.gov/Budget\\_Submissions.aspx](https://www.lbb.texas.gov/Budget_Submissions.aspx)

## **LBB Document Submissions**

[docs.lbb.texas.gov](https://docs.lbb.texas.gov)

## **Performance Measure Reporting in ABEST (August 2023)**

[https://www.lbb.texas.gov/Documents/Instructions/Performance\\_Measures/Performance%20Measure%20Reporting%20for%20State%20Agencies.pdf](https://www.lbb.texas.gov/Documents/Instructions/Performance_Measures/Performance%20Measure%20Reporting%20for%20State%20Agencies.pdf)

## **ABEST Instructions for Finalizing Budget Structure and Defining Measures (February 2024)**

[https://www.lbb.texas.gov/Documents/Instructions/Strategic\\_Plan/8476\\_Finalizing\\_Budget\\_Structures\\_and\\_\\_Defining\\_Measures.pdf](https://www.lbb.texas.gov/Documents/Instructions/Strategic_Plan/8476_Finalizing_Budget_Structures_and__Defining_Measures.pdf)

## **State Auditor's Office Guide to Performance Measure Management (December 2022)**

<https://sao.texas.gov/Reports/Main/23-314.pdf>

## **State Auditor's Office Workforce Planning Guide**

<https://hr.sao.texas.gov/WorkforceAnalysis>

## **Texas Workforce System Strategic Plan (Fiscal Years 2024–2031)**

[https://gov.texas.gov/uploads/files/organization/twic/System\\_Strategic\\_Plan\\_2024-2031.pdf](https://gov.texas.gov/uploads/files/organization/twic/System_Strategic_Plan_2024-2031.pdf)

## **State Strategic Plan for Information Resources Management (2024–2028)**

<https://dir.texas.gov/sites/default/files/2023-10/2024-2028%20State%20Strategic%20Plan%20for%20Information%20Resources%20Management.pdf>

## **Bond Review Board Statewide Capital Expenditure Planning Resources**

<https://www.brb.texas.gov/statewide-capital-expenditure-planning/>