FISCAL YEAR 2006
STRATEGIC PLANNING PROCESS QUESTIONNAIRE

Department Name/Agency:

APU/IPU #:

Contact Name:

Telephone Number:

Email Address:

Date:

Please use this questionnaire to identify three to five core essential state services/programs/products provided by your agency, formulate objectives for these core services, and to report on the performance measures associated with these objectives. The questions in this questionnaire have been clustered to improve the continuity of responses. All agencies are required to provide responses to the questions identified in red. Please be concise in your responses. For assistance, see reference materials at www.state.de.us/budget/strategic-planning.

Section A. Agency/Purpose

1. Identify your agency's purpose.

What problem(s) or need(s) was your agency created to address? Why are public resources devoted to this effort?

What mandates or policies – constitutional, legislative, administrative, judicial or other – has your agency been assigned to address? Is your agency carrying out all of these mandated or authorized functions?

Should your agency's functions be changed in any way? Old functions eliminated or new functions added?

2. Identify your agency's customers, constituents, and other stakeholders.

What group(s) or citizen segment(s) and/or types of businesses/organizations are the recipients, primary beneficiaries, constituencies, end users, or target populations for your agency's services/programs/products?

What other groups (constituencies or stakeholders) are interested and/or affected by the successes or failures of your agency in providing these services/programs/products?

Section B. Core Services, Objectives and Performance Measures

Please note: We are looking for information on three to five core services. This questionnaire provides space to input information for up to five core services (Core Service 1, Core Service 2, etc. to Core Service 5).

CORE SERVICE 1

I. Identify Core Service/Program/Product

1. What is your agency's core service/program/product?

Why is this core service/program/product essential or desirable?

What, if any, other private, non-governmental organizations (NGO's), or other jurisdictions (county, municipal, regional or federal) provide (or could provide) the same or similar service/program/product to current recipients or target populations?

What, if anything, would happen if your agency no longer provided this core service/program/product?

What are your agency's service/program/product delivery strengths, weaknesses, opportunities, and threats?

What variables (e.g., trends in demographic, social or economic characteristics of the target population, internal and external resource allocations) affect your agency's delivery of this core service/program/product?

II. Formulate Objective for Core Service/Program/Product

1. What is the objective – the expected or desired outcome(s) (accomplishments or changes in people or conditions) of your agency's activities supporting this core service? Be sure to include a timeframe for the achievement of this objective.

2. How is this objective formulated/defined?

What, if any, is the baseline performance level? Is there comparative or benchmark data available to your agency?

Are specific levels of achievement already mandated by external authorities (e.g., federal mandates, court orders, state constitution or statures, legislation, executive orders, accreditation organizations)?

How is your agency's objective consistent with gubernatorial, legislative, and agency-wide policies, values, and priorities? Is this objective consistent with the Governor's Livable Delaware initiative?

3. How does your agency anticipate achieving this objective?

What are the operational sets of activities your agency manages/conducts to effect the effect the expected or desired outcome(s)?

Is this a long-term (greater than one year) objective? If so, what long-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any long-term strategic changes to help achieve this objective?

Is this a short-term (one year or less) objective? If so, what short-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any short-term operational changes to help achieve this objective?

Based on baseline, comparative benchmark data, or mandates, how much room for improvement is there for achieving results greater than the currect objective?

4. Who in your agency (unit or person) is primarily accountable for achieving this objective?

III. Document the Performance Measure for this Objective

1. What is the performance measure?

2. What type of measure is it? What type of improvement does the performance measure track (e.g., improved or increased input resources, changes in quantity of outputs, improvements in efficiency or quality, or changes in outcomes).

3. Justification: What is the rationale for selecting this measure (e.g., internal management, external reporting)? How does this measure help your agency tell its performance story?

4. Data source: What is the source of the data (e.g., logs or internal/external databases, reports, publications)? How reliable is this data source (e.g., are there built-in biases)?

5. Data collection and reporting:

i. What is the frequency (timing) of data collection/reporting (e.g., daily, weekly, monthly, quarterly, annually or other)?

ii. How "old" is the data when it is collected/reported?

iii. What is the annual reporting period (e.g., state fiscal year, federal fiscal year, school year, calendar year, etc.)?

iv. Are the data collection period and the reporting period the same (consistent)?

6. Calculation:

i. How is the performance measure calculated? Please provide the formula or method used to calculate the measure.

ii. Is this a standard calculation? For example, the highway death rate is the number of highway fatalities per 100,000,000 miles drive – a standard calculation used by the National Highway Traffic Safety Administration.

iii. If a non-standard calculation method is used, please explain why.

iv. If more than one agency or budget unit uses this same performance measure, is the method of calculation consistent across units? If not, why not?

7. Define terms: What is the basic unit of measure? Does the performance measure contain jargon, acronyms, or other terms that need to be explained/defined? If so, please provide this information.

8. Aggregation/Disaggregation: Is the measure an aggregated or disaggregated number? That is, is it the sum of smaller parts, or is it part of a larger whole (e.g., if the measure is statewide, can it be broken down by county? If the measure represents one client group, can it be combined with other client groups to measure the total client population)?

9. Limitations/Weaknesses: Does the measure have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is it a proxy or surrogate (indirect) measure? Does the source of data have a bias or are there qualifiers or caveats users and evaluators need to use or be aware of when using this data?

10. Accountability: Who, or what entity, within your agency is responsible for the measure's data collection, analysis, quality (accuracy), and reporting? Please provide the contact information (and best method for making contact) for this person or entity.

11. Management decision making: How do, or will, your agency use this performance measure in its decision making processes?

IV. Follow Up to the Fiscal Year 2005 Strategic Planning Process

If your core service, objective and performance measure are the same as the one provided as a response to the Fiscal Year 2005 strategic planning process, please indicate the actual level of performance achieved for your objective and anticipated performance for subsequent years:

FY 2003 Actual	FY 2004 Actual	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected

CORE SERVICE 2

Below are the questions for Core Service #2. Please follow through and answer the questions.

I. Identify Core Service/Program/Product

1. What is your agency's core service/program/product?

Why is this core service/program/product essential or desirable?

What, if any, other private, non-governmental organizations (NGO's), or other jurisdictions (county, municipal, regional or federal) provide (or could provide) the same or similar service/program/product to current recipients or target populations?

What, if anything, would happen if your agency no longer provided this core service/program/product?

What are your agency's service/program/product delivery strengths, weaknesses, opportunities, and threats?

What variables (e.g., trends in demographic, social or economic characteristics of the target population, internal and external resource allocations) affect your agency's delivery of this core service/program/product?

II. Formulate Objective for Core Service/Program/Product

1. What is the objective – the expected or desired outcome(s) (accomplishments or changes in people or conditions) of your agency's activities supporting this core service? Be sure to include a timeframe for the achievement of this objective.

2. How is this objective formulated/defined?

What, if any, is the baseline performance level? Is there comparative or benchmark data available to your agency?

Are specific levels of achievement already mandated by external authorities (e.g., federal mandates, court orders, state constitution or statures, legislation, executive orders, accreditation organizations)?

How is your agency's objective consistent with gubernatorial, legislative, and agency-wide policies, values, and priorities? Is this objective consistent with the Governor's Livable Delaware initiative?

3. How does your agency anticipate achieving this objective?

What are the operational sets of activities your agency manages/conducts to effect the effect the expected or desired outcome(s)?

Is this a long-term (greater than one year) objective? If so, what long-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any long-term strategic changes to help achieve this objective?

Is this a short-term (one year or less) objective? If so, what short-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any short-term operational changes to help achieve this objective?

Based on baseline, comparative benchmark data, or mandates, how much room for improvement is there for achieving results greater than the currect objective?

4. Who in your agency (unit or person) is primarily accountable for achieving this objective?

III. Document the Performance Measure for this Objective

1. What is the performance measure?

2. What type of measure is it? What type of improvement does the performance measure track (e.g., improved or increased input resources, changes in quantity of outputs, improvements in efficiency or quality, or changes in outcomes).

3. Justification: What is the rationale for selecting this measure (e.g., internal management, external reporting)? How does this measure help your agency tell its performance story?

4. Data source: What is the source of the data (e.g., logs or internal/external databases, reports, publications)? How reliable is this data source (e.g., are there built-in biases)?

5. Data collection and reporting:

i. What is the frequency (timing) of data collection/reporting (e.g., daily, weekly, monthly, quarterly, annually or other)?

ii. How "old" is the data when it is collected/reported?

iii. What is the annual reporting period (e.g., state fiscal year, federal fiscal year, school year, calendar year, etc.)?

iv. Are the data collection period and the reporting period the same (consistent)?

6. Calculation:

i. How is the performance measure calculated? Please provide the formula or method used to calculate the measure.

ii. Is this a standard calculation? For example, the highway death rate is the number of highway fatalities per 100,000,000 miles drive – a standard calculation used by the National Highway Traffic Safety Administration.

iii. If a non-standard calculation method is used, please explain why.

iv. If more than one agency or budget unit uses this same performance measure, is the method of calculation consistent across units? If not, why not?

7. Define terms: What is the basic unit of measure? Does the performance measure contain jargon, acronyms, or other terms that need to be explained/defined? If so, please provide this information.

8. Aggregation/Disaggregation: Is the measure an aggregated or disaggregated number? That is, is it the sum of smaller parts, or is it part of a larger whole (e.g., if the measure is statewide, can it be broken down by county? If the measure represents one client group, can it be combined with other client groups to measure the total client population)?

9. Limitations/Weaknesses: Does the measure have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is it a proxy or surrogate (indirect) measure? Does the source of data have a bias or are there qualifiers or caveats users and evaluators need to use or be aware of when using this data?

10. Accountability: Who, or what entity, within your agency is responsible for the measure's data collection, analysis, quality (accuracy), and reporting? Please provide the contact information (and best method for making contact) for this person or entity.

11. Management decision making: How do, or will, your agency use this performance measure in its decision making processes?

IV. Follow Up to the Fiscal Year 2005 Strategic Planning Process

If your core service, objective and performance measure are the same as the one provided as a response to the Fiscal Year 2005 strategic planning process, please indicate the actual level of performance achieved for your objective and anticipated performance for subsequent years:

FY 2003 Actual	FY 2004 Actual	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected

CORE SERVICE 3

Below are the questions for Core Service #3. Please follow through and answer the questions.

I. Identify Core Service/Program/Product

1. What is your agency's core service/program/product?

Why is this core service/program/product essential or desirable?

What, if any, other private, non-governmental organizations (NGO's), or other jurisdictions (county, municipal, regional or federal) provide (or could provide) the same or similar service/program/product to current recipients or target populations?

What, if anything, would happen if your agency no longer provided this core service/program/product?

What are your agency's service/program/product delivery strengths, weaknesses, opportunities, and threats?

What variables (e.g., trends in demographic, social or economic characteristics of the target population, internal and external resource allocations) affect your agency's delivery of this core service/program/product?

II. Formulate Objective for Core Service/Program/Product

1. What is the objective – the expected or desired outcome(s) (accomplishments or changes in people or conditions) of your agency's activities supporting this core service? Be sure to include a timeframe for the achievement of this objective.

2. How is this objective formulated/defined?

What, if any, is the baseline performance level? Is there comparative or benchmark data available to your agency?

Are specific levels of achievement already mandated by external authorities (e.g., federal mandates, court orders, state constitution or statures, legislation, executive orders, accreditation organizations)?

How is your agency's objective consistent with gubernatorial, legislative, and agency-wide policies, values, and priorities? Is this objective consistent with the Governor's Livable Delaware initiative?

3. How does your agency anticipate achieving this objective?

What are the operational sets of activities your agency manages/conducts to effect the effect the expected or desired outcome(s)?

Is this a long-term (greater than one year) objective? If so, what long-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any long-term strategic changes to help achieve this objective?

Is this a short-term (one year or less) objective? If so, what short-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any short-term operational changes to help achieve this objective?

Based on baseline, comparative benchmark data, or mandates, how much room for improvement is there for achieving results greater than the current objective?

4. Who in your agency (unit or person) is primarily accountable for achieving this objective?

III. Document the Performance Measure for this Objective

1. What is the performance measure?

2. What type of measure is it? What type of improvement does the performance measure track (e.g., improved or increased input resources, changes in quantity of outputs, improvements in efficiency or quality, or changes in outcomes).

3. Justification: What is the rationale for selecting this measure (e.g., internal management, external reporting)? How does this measure help your agency tell its performance story?

4. Data source: What is the source of the data (e.g., logs or internal/external databases, reports, publications)? How reliable is this data source (e.g., are there built-in biases)?

5. Data collection and reporting:

i. What is the frequency (timing) of data collection/reporting (e.g., daily, weekly, monthly, quarterly, annually or other)?

ii. How "old" is the data when it is collected/reported?

iii. What is the annual reporting period (e.g., state fiscal year, federal fiscal year, school year, calendar year, etc.)?

iv. Are the data collection period and the reporting period the same (consistent)?

6. Calculation:

i. How is the performance measure calculated? Please provide the formula or method used to calculate the measure.

ii. Is this a standard calculation? For example, the highway death rate is the number of highway fatalities per 100,000,000 miles drive – a standard calculation used by the National Highway Traffic Safety Administration.

iii. If a non-standard calculation method is used, please explain why.

iv. If more than one agency or budget unit uses this same performance measure, is the method of calculation consistent across units? If not, why not?

7. Define terms: What is the basic unit of measure? Does the performance measure contain jargon, acronyms, or other terms that need to be explained/defined? If so, please provide this information.

8. Aggregation/Disaggregation: Is the measure an aggregated or disaggregated number? That is, is it the sum of smaller parts, or is it part of a larger whole (e.g., if the measure is statewide, can it be broken down by county? If the measure represents one client group, can it be combined with other client groups to measure the total client population)?

9. Limitations/Weaknesses: Does the measure have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is it a proxy or surrogate (indirect) measure? Does the source of data have a bias or are there qualifiers or caveats users and evaluators need to use or be aware of when using this data?

10. Accountability: Who, or what entity, within your agency is responsible for the measure's data collection, analysis, quality (accuracy), and reporting? Please provide the contact information (and best method for making contact) for this person or entity.

11. Management decision making: How do, or will, your agency use this performance measure in its decision making processes?

IV. Follow Up to the Fiscal Year 2005 Strategic Planning Process

If your core service, objective and performance measure are the same as the one provided as a response to the Fiscal Year 2005 strategic planning process, please indicate the actual level of performance achieved for your objective and anticipated performance for subsequent years:

FY 2003 Actual	FY 2004 Actual	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected

CORE SERVICE 4

Below are the questions for Core Service #4. Please complete as needed.

I. Identify Core Service/Program/Product

1. What is your agency's core service/program/product?

Why is this core service/program/product essential or desirable?

What, if any, other private, non-governmental organizations (NGO's), or other jurisdictions (county, municipal, regional or federal) provide (or could provide) the same or similar service/program/product to current recipients or target populations?

What, if anything, would happen if your agency no longer provided this core service/program/product?

What are your agency's service/program/product delivery strengths, weaknesses, opportunities, and threats?

What variables (e.g., trends in demographic, social or economic characteristics of the target population, internal and external resource allocations) affect your agency's delivery of this core service/program/product?

II. Formulate Objective for Core Service/Program/Product

1. What is the objective – the expected or desired outcome(s) (accomplishments or changes in people or conditions) of your agency's activities supporting this core service? Be sure to include a timeframe for the achievement of this objective.

2. How is this objective formulated/defined?

What, if any, is the baseline performance level? Is there comparative or benchmark data available to your agency?

Are specific levels of achievement already mandated by external authorities (e.g., federal mandates, court orders, state constitution or statures, legislation, executive orders, accreditation organizations)?

How is your agency's objective consistent with gubernatorial, legislative, and agency-wide policies, values, and priorities? Is this objective consistent with the Governor's Livable Delaware initiative?

3. How does your agency anticipate achieving this objective?

What are the operational sets of activities your agency manages/conducts to effect the effect the expected or desired outcome(s)?

Is this a long-term (greater than one year) objective? If so, what long-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any long-term strategic changes to help achieve this objective?

Is this a short-term (one year or less) objective? If so, what short-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any short-term operational changes to help achieve this objective?

Based on baseline, comparative benchmark data, or mandates, how much room for improvement is there for achieving results greater than the currect objective?

4. Who in your agency (unit or person) is primarily accountable for achieving this objective?

III. Document the Performance Measure for this Objective

1. What is the performance measure?

2. What type of measure is it? What type of improvement does the performance measure track (e.g., improved or increased input resources, changes in quantity of outputs, improvements in efficiency or quality, or changes in outcomes).

3. Justification: What is the rationale for selecting this measure (e.g., internal management, external reporting)? How does this measure help your agency tell its performance story?

4. Data source: What is the source of the data (e.g., logs or internal/external databases, reports, publications)? How reliable is this data source (e.g., are there built-in biases)?

5. Data collection and reporting:

i. What is the frequency (timing) of data collection/reporting (e.g., daily, weekly, monthly, quarterly, annually or other)?

ii. How "old" is the data when it is collected/reported?

iii. What is the annual reporting period (e.g., state fiscal year, federal fiscal year, school year, calendar year, etc.)?

iv. Are the data collection period and the reporting period the same (consistent)?

6. Calculation:

i. How is the performance measure calculated? Please provide the formula or method used to calculate the measure.

ii. Is this a standard calculation? For example, the highway death rate is the number of highway fatalities per 100,000,000 miles drive – a standard calculation used by the National Highway Traffic Safety Administration.

iii. If a non-standard calculation method is used, please explain why.

iv. If more than one agency or budget unit uses this same performance measure, is the method of calculation consistent across units? If not, why not?

7. Define terms: What is the basic unit of measure? Does the performance measure contain jargon, acronyms, or other terms that need to be explained/defined? If so, please provide this information.

8. Aggregation/Disaggregation: Is the measure an aggregated or disaggregated number? That is, is it the sum of smaller parts, or is it part of a larger whole (e.g., if the measure is statewide, can it be broken down by county? If the measure represents one client group, can it be combined with other client groups to measure the total client population)?

9. Limitations/Weaknesses: Does the measure have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is it a proxy or surrogate (indirect) measure? Does the source of data have a bias or are there qualifiers or caveats users and evaluators need to use or be aware of when using this data?

10. Accountability: Who, or what entity, within your agency is responsible for the measure's data collection, analysis, quality (accuracy), and reporting? Please provide the contact information (and best method for making contact) for this person or entity.

11. Management decision making: How do, or will, your agency use this performance measure in its decision making processes?

IV. Follow Up to the Fiscal Year 2005 Strategic Planning Process

If your core service, objective and performance measure are the same as the one provided as a response to the Fiscal Year 2005 strategic planning process, please indicate the actual level of performance achieved for your objective and anticipated performance for subsequent years:

FY 2003 Actual	FY 2004 Actual	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected

CORE SERVICE 5

Below are the questions for Core Service #5. Please complete as needed.

I. Identify Core Service/Program/Product

1. What is your agency's core service/program/product?

Why is this core service/program/product essential or desirable?

What, if any, other private, non-governmental organizations (NGO's), or other jurisdictions (county, municipal, regional or federal) provide (or could provide) the same or similar service/program/product to current recipients or target populations?

What, if anything, would happen if your agency no longer provided this core service/program/product?

What are your agency's service/program/product delivery strengths, weaknesses, opportunities, and threats?

What variables (e.g., trends in demographic, social or economic characteristics of the target population, internal and external resource allocations) affect your agency's delivery of this core service/program/product?

II. Formulate Objective for Core Service/Program/Product

1. What is the objective – the expected or desired outcome(s) (accomplishments or changes in people or conditions) of your agency's activities supporting this core service? Be sure to include a timeframe for the achievement of this objective.

2. How is this objective formulated/defined?

What, if any, is the baseline performance level? Is there comparative or benchmark data available to your agency?

Are specific levels of achievement already mandated by external authorities (e.g., federal mandates, court orders, state constitution or statures, legislation, executive orders, accreditation organizations)?

How is your agency's objective consistent with gubernatorial, legislative, and agency-wide policies, values, and priorities? Is this objective consistent with the Governor's Livable Delaware initiative?

3. How does your agency anticipate achieving this objective?

What are the operational sets of activities your agency manages/conducts to effect the effect the expected or desired outcome(s)?

Is this a long-term (greater than one year) objective? If so, what long-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any long-term strategic changes to help achieve this objective?

Is this a short-term (one year or less) objective? If so, what short-term factors may impact (positively or negatively) the achievement of this objective? Does your agency plan to make any short-term operational changes to help achieve this objective?

Based on baseline, comparative benchmark data, or mandates, how much room for improvement is there for achieving results greater than the currect objective?

4. Who in your agency (unit or person) is primarily accountable for achieving this objective?

III. Document the Performance Measure for this Objective

1. What is the performance measure?

2. What type of measure is it? What type of improvement does the performance measure track (e.g., improved or increased input resources, changes in quantity of outputs, improvements in efficiency or quality, or changes in outcomes).

3. Justification: What is the rationale for selecting this measure (e.g., internal management, external reporting)? How does this measure help your agency tell its performance story?

4. Data source: What is the source of the data (e.g., logs or internal/external databases, reports, publications)? How reliable is this data source (e.g., are there built-in biases)?

5. Data collection and reporting:

i. What is the frequency (timing) of data collection/reporting (e.g., daily, weekly, monthly, quarterly, annually or other)?

ii. How "old" is the data when it is collected/reported?

iii. What is the annual reporting period (e.g., state fiscal year, federal fiscal year, school year, calendar year, etc.)?

iv. Are the data collection period and the reporting period the same (consistent)?

6. Calculation:

i. How is the performance measure calculated? Please provide the formula or method used to calculate the measure.

ii. Is this a standard calculation? For example, the highway death rate is the number of highway fatalities per 100,000,000 miles drive – a standard calculation used by the National Highway Traffic Safety Administration.

iii. If a non-standard calculation method is used, please explain why.

iv. If more than one agency or budget unit uses this same performance measure, is the method of calculation consistent across units? If not, why not?

7. Define terms: What is the basic unit of measure? Does the performance measure contain jargon, acronyms, or other terms that need to be explained/defined? If so, please provide this information.

8. Aggregation/Disaggregation: Is the measure an aggregated or disaggregated number? That is, is it the sum of smaller parts, or is it part of a larger whole (e.g., if the measure is statewide, can it be broken down by county? If the measure represents one client group, can it be combined with other client groups to measure the total client population)?

9. Limitations/Weaknesses: Does the measure have limitations or weaknesses (e.g., limited geographical coverage, lack of precision or timeliness, or high cost to collect or analyze)? Is it a proxy or surrogate (indirect) measure? Does the source of data have a bias or are there qualifiers or caveats users and evaluators need to use or be aware of when using this data?

10. Accountability: Who, or what entity, within your agency is responsible for the measure's data collection, analysis, quality (accuracy), and reporting? Please provide the contact information (and best method for making contact) for this person or entity.

11. Management decision making: How do, or will, your agency use this performance measure in its decision making processes?

IV. Follow Up to the Fiscal Year 2005 Strategic Planning Process

If your core service, objective and performance measure are the same as the one provided as a response to the Fiscal Year 2005 strategic planning process, please indicate the actual level of performance achieved for your objective and anticipated performance for subsequent years:

FY 2003 Actual	FY 2004 Actual	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected

SECTION C. Employee Resource Planning Issues

To help maximize the use of your agency's current personnel complement, and its skills, knowledge, abilities and experience, and to begin to address employee resource planning issues that may confront your agency, please answer the following questions. If you need assistance with these questions, please call Dana Jefferson or Sandy Reyes at (302) 739-4195 or visit the State Personnel Office or Budget Office web pages.

1. Current total personnel complement, what percentage is eligible for or is planning to take (indicated by filing for or taking other pre-retirement actions) retirement within the next five years? Please breakout the complement in the following years of service groups:

> i. 30 or more years of service. Percentage planning to take retirement within 5 years.
>
> ii. 25 to 29 years of service. Percentage planning to take retirement within 5 years.
>
> iii. 15 to 24 years of service. Percentage eligible for retirement within 5 years. Percentage planning to take retirement within 5 years.
>
> iv. 14 or fewer years of service. Anticipated percentage of turnover among this group for non-retirement reasons.

2. Of your current personnel complement, what employee resources does your agency currently have assigned to or work on carrying out the core services delineated in this questionnaire? Of these resources, how many are eligible for or are planning on taking retirement within the next 5 years? If possible, please break out your response by core service.

3. Does your agency have a plan to manage employee turnover, including retirements, and any subsequent (potential) impacts the delivery of your agency's core services? If so, what is this plan? If not, do you want/need technical assistance from the State Personnel Office to develop such a plan?

4. Are there other issues (e.g., increased training needs, rising turnover/poor retention, changing industry trends) affecting your agency's use of employee resources in the delivery of core services delineated in this questionnaire? If possible, please break out your response by core service.

Section D. Summary

Summary Table of Core Services, Objectives and Performance Measures

Please complete the following table after you have completed this questionnaire for the three to five core services and their associated objectives and performance measures you have identified.

CORE SERVICES	OBJECTIVES	PERFORMANCE MEASURES