The unprecedented fiscal challenges we have faced over the last few years serve as a constant reminder that state government can no longer function as it has in the past; it needs to be smarter – more innovative, more efficient and more transparent. Governor Patrick understands this. His record of reform, including support for embedding performance management across state government, demonstrates his commitment to fundamentally changing the way government does business.

Pursuant to the Governor's Executive Order on performance management (EO 540), the Executive Office for Administration and Finance (A&F) developed and issued a preliminary two-year strategic plan in June 2012, a critical first step in implementing performance management. During the last six months, we have started to implement our plan. We have made changes to the way we manage resources and are proactively tracking our progress to ensure we deliver results. Along the way, we have fine-tuned some of our strategies and performance measures – I am therefore pleased to present a refreshed version of the A&F 2013-2015 Strategic Plan.

This plan remains centered around four key goals:

- Better Finance;
- Better Health Care;
- Better Performance; and
- Better Government.

Together, these goals form our vision for the future. Through the execution of our strategic plan, we will continue to ensure the long-term financial health of the Commonwealth. Additionally, we will work to reduce health care costs while maintaining access and improving quality. Our plan will help us to achieve greater efficiencies across state government through technology, innovation and reform. We will use data and evidence to deliver better results, enhance customer service delivery and work to build public trust in government.

While we will inevitably face challenges along the way, this plan will ensure we stay focused on achieving our vision for a better Commonwealth.

Glen Shor
Secretary of Administration and Finance
Commonwealth of Massachusetts

Changing the way we do business

Never before has Massachusetts been under greater pressure to make government more effective. We must make even more informed decisions and respond to a public that is demanding greater accountability and transparency. The Governor is leading the way in building a state government that thinks and acts more strategically. Through the Office of Commonwealth Performance, Accountability and Transparency (CPAT), A&F is helping to drive strategic planning and performance management across state government to produce better results for the people of the Commonwealth.
# Table of Contents

**CONTENTS**

Section I: Mission, Vision and Policy Context ............................................. 1-5
  - Overview ......................................................................................... 1
  - Mission ......................................................................................... 1
  - Vision ........................................................................................... 1
  - Achievements ................................................................................. 2-4
  - Challenges .................................................................................... 4
  - Supporting the Governor’s Priorities .............................................. 4-5

Section II: Strategic Goals and Actions ......................................................... 6-10
  - Goals ............................................................................................ 6
  - Better Finance ................................................................................. 7
  - Better Health Care ........................................................................... 8
  - Better Performance .......................................................................... 9
  - Better Government ......................................................................... 10

Section III: Outcome Measures ................................................................. 11-13

Section IV: Achieving Results .................................................................... 14

Appendix A: A&F Agencies and Affiliated Organizations ............................ 15-16

Acknowledgements .................................................................................. 17

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This document was prepared pursuant to Executive Order 540. Originally issued as a preliminary plan in June 2012, this document has been refreshed for re-issuance alongside the Governor’s Fiscal Year 2014 Budget Recommendation.

Please send feedback regarding this plan to anfstratplan@state.ma.us

The Executive Office for Administration and Finance 2013-2015 Strategic Plan
OVERVIEW

The Executive Office for Administration and Finance (A&F) plays a vital role in state government. As the Commonwealth’s fiscal watchdog, we are responsible for ensuring that every taxpayer dollar is spent wisely and is stretched as far as possible. In this role, one of A&F’s primary functions is to assist the Governor in developing his annual budget recommendation for the Legislature, an endeavor that involves months of hard work and hundreds of people across state government. We are also responsible for developing and executing prudent fiscal and administrative policies that advance the Governor’s priorities and support financial stability and effective, efficient and equitable service delivery. At the local level, A&F works closely with cities and towns to ensure they have the resources and tools they need to deliver core services and programs.

A&F is comprised of eighteen diverse agencies and affiliated organizations, each of which has a unique and critical mission. Collectively, these agencies deliver a broad range of services including health insurance, human resources, tax collection, information technology, real estate management, library services, advocacy for vulnerable populations and fair and impartial judicial processes. While the work of these agencies varies, they are bound together by their commitment to excellence in service delivery. A&F agencies operate at the heart of state government and play an important part in serving the people of the Commonwealth.

MISSION

The Executive Office for Administration and Finance develops and executes fiscal and administrative policies that ensure the financial stability, efficiency, effectiveness and equity of state government programs in support of the Governor’s agenda for the benefit of all residents of the Commonwealth.

VISION

A Commonwealth where every tax dollar is spent wisely and effectively; every state program is managed in a fair, just and equitable manner; every state and local government entity strives for continuous improvement; and every public official is dissatisfied with the status quo when it comes to improving government.

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1 See Appendix A for a complete list of all A&F agencies and affiliated organizations

The Executive Office for Administration and Finance
ACHIEVEMENTS

Through the recession and economic recovery, A&F has continued to deliver positive results. The policies and practices we instituted to address these unprecedented fiscal conditions have set the Commonwealth apart from many other states. Governor Patrick has issued structurally balanced and responsible budgets year after year, earning the Commonwealth recognition for its fiscal management. A&F is proud of the role we have played in the Patrick-Murray Administration’s many achievements several of which are highlighted below:

- The Commonwealth has been recognized by all three credit agencies for its prudent fiscal management and currently has the highest credit ratings in its history.

- The Commonwealth currently has the third largest rainy day fund balance in the country, helping to maintain the delivery of vital services despite a difficult fiscal climate.

- A&F has helped to institute significant reforms to the pension system that close loopholes and modernize the benefit structure, which will save taxpayers more than $5 billion over the next 30 years.

- In May 2012, A&F released the state’s first formal policy to ensure long-term fiscal sustainability. The Long Term Fiscal Policy Framework, to be refreshed in early 2013, will help the Commonwealth achieve a more secure financial future for the next generation.

- A&F has recently helped to drive reform efforts that stand to make retiree health benefits for public employees more sustainable saving the Commonwealth and local municipalities up to $20 billion over 30 years.

- In January 2013, the Governor’s Fiscal Year 2014 Budget Recommendation was issued for the first time in program format, presenting the public with a clearer, more complete view of the investments their tax dollars support.
Through the Commonwealth Health Insurance Connector Authority, the nation’s leading health insurance exchange, A&F has helped implement Massachusetts’ sweeping 2006 health care reform law which ensures near-universal health insurance coverage for all residents.

In July 2011, Governor Patrick signed into law municipal health care reform giving cities and towns new tools to help bring down health care costs. A&F plays a significant role in overseeing this reform which has achieved over $200 million in savings for local governments statewide.

In August 2012, Governor Patrick signed into law first-in-the-nation health care cost containment and quality improvement legislation. Through the newly created Health Policy Commission, which is responsible for monitoring the reform of the state’s health care delivery and payment systems, A&F plays a lead role in implementing this legislation.

The Commonwealth is in the process of finalizing its first “pay-for-success” contract that focuses on reducing youth recidivism. Additionally, the state is also negotiating a contract to address homelessness. Social innovation financing, an A&F-led first-in-the-nation initiative, requires government to pay providers only if successful results are demonstrated.

In February 2012, Governor Patrick signed Executive Order 540 requiring strategic planning and performance management across Secretariats, an effort led by A&F’s Office of Commonwealth Performance, Accountability and Transparency.

Massachusetts received an “A-” in government spending transparency in March 2012 according to the Massachusetts Public Interest Group’s report Following the Money 2012: How the 50 States Rate in Providing Online Access to Government Spending Data.

In January 2013, the Commonwealth launched the A&F-led MassResults program which brings together key initiatives to build a more results-oriented government such as

Working with cities & towns

Cities and towns play an integral part in delivering essential government services and programs. The Patrick-Murray Administration has demonstrated an unprecedented commitment to building strong partnerships with municipalities. A&F helps to manage these relationships and supports cities and towns in their efforts to operate more effectively and efficiently. In September 2012, A&F announced the second round of Community Innovation Challenge (CIC) grants for Fiscal Year 2013. Building on the success of the first round of grants awarded in March 2012, an additional $2.25 million will be made available to support local government innovations and regional collaborations. The CIC grant program is just one of the many ways A&F is working with cities and towns to drive innovation and change at the local level.
performance management, pay-for-results financing, performance-based program-budgeting and open government efforts.

**CHALLENGES**

While A&F has celebrated many successes in recent years, the current fiscal situation continues to present challenges. Although the economy has continued its recovery, the protracted uncertainty around federal fiscal policy and overall slow growth globally has affected state tax collections. This, together with the ongoing high demand for health care and other safety net services, has maintained pressure on the state’s resources. Recent mid-year budget reductions are emblematic of this challenging climate. Long-term growth in health care costs and unfunded employee benefit liabilities also need to be addressed. Implementation of health care cost containment legislation and retired state employee benefit reforms are necessary to ensure long-term fiscal sustainability. The state must also make new investments in transportation and education, which the Governor’s tax reform proposals aim to achieve.

Given this climate, A&F will continue to stretch its own resources as far as possible. While challenging, the new fiscal reality presents unique opportunities to pursue innovation and improve the way we do business. We are therefore working to implement long-term changes to the way budgets are developed using performance information to ensure all resources are maximized and allocated strategically. Additionally, through innovation and reform efforts and the use of performance management, we are working to build a more effective and efficient government that is driven by results. As we execute our strategic plan, we will continue to ensure the long-term financial health of the Commonwealth to support a strong economic recovery.

**SUPPORTING THE GOVERNOR’S PRIORITIES**

A&F supports Governor Patrick’s top four priorities (closing the achievement gap, reducing youth violence, creating jobs and containing health care costs) through investment and reform efforts. As demonstrated in the Governor’s FY14 Budget Recommendation, new investment has been proposed to advance each of his priorities. For example, proposed FY14 funding for K-12 education is an unprecedented $4.39 billion and proposed support for positive youth development and youth violence prevention programs totals $44.24 million, an increase of 49.7% from FY13 estimated spending. Furthermore, proposed investment in key areas like the life sciences, the manufacturing industry and infrastructure programs will continue the Commonwealth’s record of success in leveraging education, innovation and infrastructure to support economic growth and job creation.

With regard to health care cost containment, A&F plays a lead role in advancing this priority. As previously described, Massachusetts’ 2012 health care cost containment and quality improvement law created the Health Policy Commission (HPC), of which Secretary Shor is a member of the board. The HPC is charged with monitoring the reform of the state’s health care delivery and payment systems and developing policy to reduce overall cost growth while improving patient care. In January 2013, A&F along with the House and Senate Ways and Means Committees developed the growth rate of the potential gross state product for 2014, which will serve as
the Commonwealth’s health care cost growth benchmark set by the HPC.

Through its agencies, A&F has also begun to implement other key components of the new law. The Department of Revenue, in partnership with the Department of Public Health, is working to launch a wellness tax credit program for small businesses to encourage the development of workplace wellness programs that aim to improve employee health and reduce health care costs. Additionally, the Group Insurance Commission (GIC), which provides high-quality health insurance to almost 375,000 people, released an innovative request for proposals in the fall of 2012 for the re-procurement of carrier coverage. The procurement uses GIC’s size and expertise as a purchaser to encourage a shift from fee-for-service to new payment models which will help contain costs, resulting in over $20 million in savings so far. Through the GIC and the Group Insurance Commission Authority, (the Health Connector), which was previously led and is now chaired by Secretary Shor, A&F has helped to drive these reform efforts.

In the spring of 2011, the GIC, through an active re-enrollment and targeted incentives to employees, enrolled 30% of state employees in limited network plans, saving the Commonwealth over $20 million. To further contain costs, the Health Connector has conducted competitive re-procurements for its Commonwealth Care program over the past two years. With the goal of maintaining eligibility for the program and ensuring affordable, comprehensive coverage within increasingly tight budgets, the Connector sharpened incentives for participating health insurers to improve their rates. This strategy produced positive responses from health plans, reducing overall per member costs by 12% over a two-year period.

As part of our strategic plan, A&F will continue to help drive cost containment efforts to ensure the Commonwealth can pay for and deliver high-quality, affordable health care in a fiscally sustainable manner.

Health Connector 2.0

In December 2012, the U.S. Department of Health and Human Services conditionally approved the Health Connector’s application to be a federally-compliant health insurance exchange under the Affordable Care Act (ACA). Massachusetts was one of six early applicant states to receive this approval; all states are required to establish ACA-compliant exchanges by 2014. The Commonwealth launched the Health Connector, the nation’s largest health exchange, in 2006 to help implement the state’s groundbreaking health care reform law which ensures near-universal health insurance coverage for all residents. To comply with ACA requirements, the Health Connector has had to make adjustments to its exchange. With the launch of Health Connector 2.0, the Health Connector is not only working to achieve ACA compliance, but is making it easier than ever for individuals and small employers to access comprehensive, affordable health insurance.
A&F has four strategic goals: Better Finance, Better Health Care, Better Performance and Better Government. Collectively, these four goals will shape our work over the next two years.

Through the execution of our strategic plan, A&F will continue to improve our financial management to ensure vital services and programs are provided in a fiscally sustainable manner. We will also focus on implementing new ways to control health care costs and provide state government services and programs more effectively, efficiently and equitably. Further, we will build trust in government by improving transparency, accountability and responsiveness.

**Four overarching goals**

**Better Finance:** We will finance vital government services and programs in a fiscally sustainable manner.

**Better Health Care:** We will reduce the cost of health care while maintaining access to and improving the quality of care.

**Better Performance:** We will provide state government services and programs more effectively, efficiently and equitably.

**Better Government:** We will build trust in state government by improving transparency, accountability and responsiveness.
To deliver these results, A&F will take the following actions:

- Identify performance measures for programs and build a performance-based program budget
- Implement the recommendations of the Zero-Based Budget Commission
- Implement new performance incentives for cities and towns to encourage improved effectiveness, efficiency and fiscal management
- Use long-term financial projections to inform annual budget decisions
- Create innovative funding models to finance critical investments
- Maximize the amount and use of federal grant dollars to support Administration priorities
- Promote and, if enacted, implement Administration tax reforms to ensure adequate revenue, fairness and simplicity
- Promote and, if enacted, implement the recommendations of the OPEB Commission to reduce retiree health care costs and liabilities
- Continue to manage existing pension liabilities to reduce risks
- Embed policies for debt and long-term liability management into our fiscal policy framework

Supporting Goals

Base funding for programs on evidence about results and desired policy outcomes
Develop and maintain structurally balanced budgets by improving financial planning and management
Proactively manage long-term liabilities and debts
To deliver these results, A&F will take the following actions:

- Work closely with the Governor’s Office, the Legislature and other Secretariats to implement health care payment and delivery reform legislation
- Implement alternative payment methodologies in state programs by 2014
- Establish transparency tools to help consumers make health care purchasing decisions based on comparative cost and quality
- Work to execute the cost containment initiatives instituted in the budget for all public programs
- Expand the Health Connector’s role in assisting government funded programs with health insurance procurements
- Ensure cities and towns drive down health care costs at the local level
- Transition the Health Connector to a federally compliant state health insurance exchange by 2014
- Increase enrollment in the Health Connector
- Increase participation in wellness programs
- Promote innovation in benefit design and expand the choice of affordable products
To deliver these results, A&F will take the following actions:

- Deliver the policy framework for performance management across state government
- Ensure regular reporting of performance data against the Governor’s four priorities
- Continue to support the spread of performance management practices to cities and towns
- Identify policy outcomes for all tax expenditures and measures to assess their effectiveness
- Identify new areas to execute pay-for-performance based contracts
- Deliver identified innovation projects to improve program effectiveness and service delivery – projects include e-citation, crowd-sourcing tools, a one-stop portal for businesses and a one-stop portal for municipalities seeking grants
- Launch an innovation website and blog to engage employees and citizens in the state’s innovation agenda
- Encourage innovation and technology enhancements at the local level
- Advance non-discrimination, equal opportunity and diversity in the administration of state agencies
- Embed equity in the development and implementation of public policies and programs
- Improve access to state services and programs and ensure their equitable provision

Supporting Goals

DELIVER BETTER RESULTS

Provide state government services and programs more effectively, efficiently and equitably

- Deliver better results by utilizing data and evidence to set goals and measure progress
- Improve performance by developing and implementing public sector reforms
- Transform government through innovation and technology
- Promote equity across state government
To deliver these results, A&F will take the following actions:

- Enhance the Open Checkbook website adding new content and more spending data
- Progress the Mass Open Data Initiative to expand public access to data
- Ensure publication of performance reports across Secretariats
- Execute a public education plan to keep residents informed of government reform and improvement initiatives
- Utilize social media to increase communication between A&F and the public
- Refresh the state’s transparency website to provide a more valuable and interactive user experience
- Coordinate a comprehensive customer service initiative across A&F agencies
- Solicit feedback from customers to measure satisfaction and service quality
- Work with the Government Innovation Officer and the Governor’s Council for Innovation to improve customer service through innovation and technology
- Standardize, streamline and strengthen anti-fraud controls across state government through the work of the Program Integrity Steering Committee
- Strengthen collaboration with oversight offices on anti-fraud efforts, including through the Lieutenant Governor’s Task Force and the Anti-Fraud and Compliance Enhancement (ACE) Oversight Group
A&F and its agencies track a broad range of outcome-based performance data. The high-level measures presented in the table below reflect the key actions, initiatives and reforms outlined in the A&F Strategic Plan. We are utilizing these measures to evaluate our success in delivering results against our four overarching goals: Better Finance, Better Health Care, Better Performance and Better Government.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>MEASURE</th>
<th>DEFINITION / NOTE</th>
<th>DATA SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BETTER FINANCE</td>
<td>The bond ratings for the Commonwealth of Massachusetts</td>
<td>The bond ratings for the Commonwealth of Massachusetts as established by national credit rating agencies</td>
<td>Fitch, Moody’s, Standard &amp; Poor’s</td>
</tr>
<tr>
<td></td>
<td>% of programs at the appropriated level with established performance measures</td>
<td>368 programs were identified in the program budget – performance measures will be developed primarily for budgeted programs of a service or policy delivery nature</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td>Federal grant award success rate</td>
<td>This measure tracks the percent of federal grants applied for by executive branch agencies that were awarded</td>
<td>CPAT</td>
</tr>
<tr>
<td></td>
<td>The ratio of the effective tax rate of taxpayers in the lowest income quintile to the effective tax rate of taxpayers in the highest income quintile</td>
<td>This measure allows for comparison of the overall state and local effective tax burden borne by taxpayers with the highest and lowest incomes and can help assess the fairness of tax reform proposals</td>
<td>A&amp;F, Dept. of Revenue</td>
</tr>
<tr>
<td></td>
<td>The dollar amount invested in innovative “self-financing” capital projects</td>
<td>The state aims to finance more capital projects by the savings generated through the project, often in partnership with private entities</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td>The current spending level measured using five-year rolling projections</td>
<td>This measure aids in evaluating the sustainability of current spending plans</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td>Use of one time resources as compared to the estimated cyclical deficit in tax revenue</td>
<td>To evaluate structural balance as discussed in A&amp;F’s Long Term Fiscal Policy Framework, the use of one time resources should be less than the estimated cyclical deficit in tax revenue</td>
<td>A&amp;F, Office of Tax Policy Analysis, Outside Economists</td>
</tr>
<tr>
<td></td>
<td>The stabilization fund balance as a percentage of annual tax revenue</td>
<td>This measure evaluates the Commonwealth’s ability to respond to fiscal and economic downturns</td>
<td>A&amp;F, Dept. of Revenue</td>
</tr>
<tr>
<td></td>
<td>Long term liabilities to gross state product ratio</td>
<td>Bonds, pensions, retiree health care &amp; deferred maintenance liabilities divided by gross state product</td>
<td>A&amp;F, The Comptroller</td>
</tr>
<tr>
<td>BETTER HEALTH CARE</td>
<td>The per capita spending growth rate in state funded health care programs</td>
<td>This measure enables A&amp;F to track the success of health care cost containment legislation and other cost containment reform efforts</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of people in state funded programs who are covered by alternative payment contracts</td>
<td>This measure aids in evaluating the shift from fee for service to other payment models such as global payments, bundled payments or other alternatives</td>
<td>Multiple state entities</td>
</tr>
<tr>
<td>GOAL</td>
<td>MEASURE</td>
<td>DEFINITION / NOTE</td>
<td>DATA SOURCE</td>
</tr>
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<td>-----------------------------</td>
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<td>----------------------</td>
</tr>
<tr>
<td>BETTER HEALTH CARE</td>
<td># of local government entities in GIC plans or with health plans similar to the GIC</td>
<td>A count of local government entities that offer employee health insurance through the Group Insurance Commission (GIC) or offer similar health plan options</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of dollars saved by local government entities that have used municipal health care reform</td>
<td>A count of dollars saved by local government entities that have utilized municipal health care reform</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of members enrolled in Commonwealth Choice</td>
<td>Total enrollment count in the Health Connector’s Commonwealth Choice Program</td>
<td>Health Connector</td>
</tr>
<tr>
<td></td>
<td>The average premium trend for Commonwealth Choice products</td>
<td>Calculation of the premium trend for the Health Connector’s Commonwealth Choice Program</td>
<td>Health Connector</td>
</tr>
<tr>
<td></td>
<td>% of Commonwealth Care, Commonwealth Choice and GIC members enrolled in narrow or tiered network products</td>
<td>Narrow networks are products where there is a materially smaller provider network than the broadest networks available in the applicable market; tiered networks are products where member point-of-service cost sharing is tiered into different amounts based on the actual doctors and hospitals visited</td>
<td>Health Connector, GIC</td>
</tr>
<tr>
<td></td>
<td>% of GIC and Health Connector enrollees participating in wellness initiatives</td>
<td>The percent of GIC and Health Connector enrollees participating in wellness initiatives</td>
<td>Health Connector, GIC</td>
</tr>
<tr>
<td>BETTER PERFORMANCE</td>
<td>% of measures on the Secretariats’ performance reports that are meeting or exceeding targets</td>
<td>EO 540 requires all Secretariats to publish performance reports in 2014 – an aggregate assessment of performance against these measures will be made</td>
<td>CPAT</td>
</tr>
<tr>
<td></td>
<td>% of measures on A&amp;F agency performance reports that are meeting or exceeding targets</td>
<td>A&amp;F agencies will report performance on critical measures – an aggregate assessment of performance against these measures will be made</td>
<td>CPAT</td>
</tr>
<tr>
<td></td>
<td>% of programmatic tax expenditures achieving their public policy purpose and desired outcome</td>
<td>This measure will focus on those tax expenditures that function similar to grants or specific programs for which a measurable outcome is determined</td>
<td>CPAT</td>
</tr>
<tr>
<td></td>
<td># of FY13 reform initiatives implemented</td>
<td>A&amp;F coordinates the development and implementation of reforms and other cost saving initiatives for the Governor’s annual budget proposal through the Inter-Secretariat Budget Team (ISBT) and other sources</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of dollars saved through FY13 reform initiatives</td>
<td>Total dollars saved as a result of FY13 reform initiatives once fully implemented</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of FY14 reform initiatives implemented</td>
<td>A&amp;F coordinates the development and implementation of reforms and other cost saving initiatives for the Governor’s annual budget proposal through the Inter-Secretariat Budget Team (ISBT) and other sources</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of dollars saved through FY14 reform initiatives</td>
<td>Total dollars saved as a result of FY14 reform initiatives once fully implemented</td>
<td>A&amp;F</td>
</tr>
<tr>
<td>GOAL</td>
<td>MEASURE</td>
<td>DEFINITION / NOTE</td>
<td>DATA SOURCE</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>BETTER PERFORMANCE</td>
<td># of new projects implemented through the Government Innovation Officer’s (GIO) Office</td>
<td>The GIO advises on ways to use technology and innovation to provide improved services, streamline service delivery and improve efficiency</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of dollars saved through innovation initiatives</td>
<td>Total dollars saved as a result of new innovations created and implemented through the GIO’s Office</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td>MA Digital States Survey Rating</td>
<td>The Commonwealth’s Digital States Survey Rating as defined in the Center for Digital Government’s bi-annual study</td>
<td>Center for Digital Government</td>
</tr>
<tr>
<td></td>
<td>% of women, minority individuals and persons with disabilities employed by executive branch agencies</td>
<td>EO 526 establishes non-discrimination, equal opportunity and diversity as principles of executive branch operations, in particular personnel activity</td>
<td>Office of Access &amp; Opportunity</td>
</tr>
<tr>
<td></td>
<td>% of executive branch spending with MBE and WBE firms for goods, services and construction projects</td>
<td>EO 524 promotes equity of opportunity and encourages full participation of minority and women owned businesses in state contracting</td>
<td>Office of Access &amp; Opportunity</td>
</tr>
<tr>
<td></td>
<td>% of executive branch agencies that completed a Civil Rights Impact Analysis when promulgating regulations</td>
<td>A&amp;F Administrative Bulletin #15 requires executive branch agencies to conduct a Civil Rights Impact Analysis when promulgating regulations</td>
<td>Office of Access &amp; Opportunity</td>
</tr>
<tr>
<td></td>
<td>% of executive branch agencies that developed or updated a Language Access Plan (LAP)</td>
<td>A&amp;F Administrative Bulletin #16 requires executive branch agencies to develop a LAP to ensure access to state services for Limited English Proficient individuals</td>
<td>Office of Access &amp; Opportunity</td>
</tr>
<tr>
<td>BETTER GOVERNMENT</td>
<td># of visits to the Open Checkbook website</td>
<td>The number of unique visits to <a href="http://www.mass.gov/opencheckbook">http://www.mass.gov/opencheckbook</a></td>
<td>Mass.Gov</td>
</tr>
<tr>
<td></td>
<td>The Commonwealth’s MASSPIRG transparency rating</td>
<td>The Commonwealth’s transparency rating as defined in the Massachusetts Public Interest Research Group’s annual “Following the Money” report</td>
<td>MASSPIRG</td>
</tr>
<tr>
<td></td>
<td># of public forums where A&amp;F policy initiatives are presented to the public, opinion leaders and/or media</td>
<td>A total count of public forums held at which A&amp;F senior officials present A&amp;F policy initiatives to the public, opinion leaders and/or media</td>
<td>A&amp;F</td>
</tr>
<tr>
<td></td>
<td># of A&amp;F Twitter Followers</td>
<td>The number of individuals and organizations following A&amp;F on <a href="http://twitter.com/#!/massanf">http://twitter.com/#!/massanf</a></td>
<td>Twitter</td>
</tr>
<tr>
<td></td>
<td># of A&amp;F Retweets</td>
<td>The number of A&amp;F tweets retweeted by other individuals and organizations</td>
<td>Twitter</td>
</tr>
<tr>
<td></td>
<td># of visits to the A&amp;F website</td>
<td>The number of unique visits to <a href="http://www.mass.gov/anf">http://www.mass.gov/anf</a></td>
<td>Mass.Gov</td>
</tr>
<tr>
<td></td>
<td># of A&amp;F YouTube video views</td>
<td>The number of public-facing videos viewed through <a href="http://www.youtube.com/1eoanf">http://www.youtube.com/1eoanf</a></td>
<td>YouTube</td>
</tr>
<tr>
<td></td>
<td>% of respondents reporting a positive customer service experience with A&amp;F agencies</td>
<td>A&amp;F agencies will solicit feedback from customers via surveys and other feedback tools – an aggregate number will be reported</td>
<td>TBD</td>
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</tbody>
</table>
A&F’s Strategic Plan serves as a roadmap for our work during the next two years. To ensure our success, Secretary Shor will continue to regularly convene meetings to closely track A&F’s progress in achieving our goals. We will also continue to utilize the performance measures set out on pages 11 through 13 as a means of evaluating our success. Pursuant to Executive Order 540, we will publish a public performance report in January 2014 formally reporting on the results we have achieved. We will also periodically reevaluate our plan and refresh as necessary.

The development and implementation of the A&F Strategic Plan is a critical first step in instituting performance management. With well-defined goals and related measures in place, we know what we want to achieve and how we plan to get there.

To further drive strategic planning and performance management within A&F, we have cascaded our goals down to the agency level. Every A&F agency has engaged in the strategic planning process and will be publishing two-year strategic plans complete with performance measures in February 2013.
A&F AGENCIES and AFFILIATED ORGANIZATIONS

Appellate Tax Board (ATB): ATB is a quasi-judicial state agency designed to conduct hearings and render decisions on appeals of all types of state and local taxes.

The Board of Library Commissioners (BLC): BLC organizes, develops, coordinates and improves library services throughout the Commonwealth.

Bureau of the State House (BSH): BSH is responsible for providing a safe, secure workplace/visitor destination for both employees of and visitors to the State House. BSH efficiently maintains and manages the State House within budget, recognizing that it functions as a place of business, museum of art and history, as well as a site for public congregation.

The Civil Service Commission (CSC): CSC is a quasi-judicial agency that hears and decides appeals of public employees under the protection of civil service laws.

The Commonwealth Health Insurance Connector Authority (Health Connector): The Health Connector is an independent state agency that helps Massachusetts residents find health insurance coverage and avoid tax penalties.

Division of Administrative Law Appeals (DALA): DALA is an independent agency established by the legislature to provide a neutral forum for holding adjudicatory hearings in any case in which a party has a right to such a hearing before an administrative agency may make a final decision or take a final action.

Division of Capital Asset Management and Maintenance (DCAMM): DCAMM designs, constructs, manages and maintains public buildings for a variety of state agencies. Its responsibilities also include surplus property management and disposition as well as leasing.

The Department of Revenue (DOR): DOR ensures maximum compliance with the tax, child support and municipal finance laws of the Commonwealth.

The Group Insurance Commission (GIC): GIC provides high value health insurance and other benefits to state employees, retirees, dependents and survivors and to housing, redevelopment and certain other authorities. Health benefits are also provided to certain participating municipalities.

The Health Policy Commission (HPC): Recently created by Chapter 224 of the Acts of 2012, HPC monitors the reform of the health care delivery and payment systems in Massachusetts and develops health policy to reduce overall cost growth while improving the quality of patient care.

The Human Resources Division (HRD): HRD recruits and evaluates prospective employees, promotes equal opportunity and diversity, and represents employee interests in a variety of ways including collective bargaining with unions.

Information Technology Division (ITD): ITD provides a range of centralized IT services that enable state agencies to deliver high quality, efficient and effective services to their customers. ITD oversees IT policies, standards and architecture and promotes cross-agency collaboration and adoption of shared services.
The Massachusetts Developmental Disabilities Council (MDDC): MDDC develops a state plan every five years to address the most important issues affecting people with developmental disabilities. The Council promotes opportunities that enhance the independence, productivity and inclusion of people with developmental disabilities.

Massachusetts Office on Disability (MOD): MOD ensures the full and equal participation of people with disabilities in all aspects of life by working to advance legal rights, maximum opportunities, supportive services, accommodations and accessibility in a manner that fosters dignity and self-determination.

The Massachusetts Teachers’ Retirement Board (MTRS): MTRS, the largest of the Commonwealth’s 105 contributory retirement systems, provides retirement, disability and survivor benefits to active educators, retirees and their survivors.

Operational Services Division (OSD): OSD administers the procurement process by establishing statewide contracts for goods and services that ensure optimal value and satisfaction and support the socioeconomic and environmental goals of the Commonwealth.

The Public Employee Retirement Administration Commission (PERAC): PERAC is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems.

The State Library of Massachusetts: The State Library of Massachusetts supports the research and information needs of government, libraries, and people through innovative services and access to a comprehensive repository of state documents and other historical items.
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