

NC Office of State Budget & Management

Strategic Plan

2025 – 2029

Sept 12, 2025

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A. Introduction

The North Carolina Office of State Budget & Management (OSBM) delivers quality budget development and management services for the state. As part of this work, our team:

- Provides budget and policy analysis counsel to the Governor, state agencies, and General Assembly.
- Works closely with agencies to manage the budget enacted by the General Assembly and ensure a balanced budget.
- Assimilates and analyzes economic and demographic data to help inform decisions and maintain a balanced budget.
- Provides government agencies with services to support stewardship of public resources and prudent decision-making. These include tools to improve operational excellence through the generation and use of evidence, such as strategic planning, performance management, and impact analysis for proposed rules.
- Supports financial control structures such as grants management, internal audits, and the oversight committee for retired state employees' health benefits.
- Serves as a home for the state fraud hotline, where any citizen or employee of the state can report suspected misuse of public resources

B. Mission, Vision, & Values

1. Mission

Ensure the effective stewardship of public resources by providing rigorous analysis and leadership.

2. Vision

A North Carolina where money, evidence, and management align to improve outcomes and deliver results.

3. Values

- Integrity:** We honor facts, ethics, and accountability in every decision.
- Teamwork:** We solve hard problems together—across roles and across agencies.
- Innovation:** We simplify, automate, and adapt to deliver better, faster.
- Excellence:** We set clear standards and continuously improve service quality.
- Curiosity:** We question, test, and learn—so evidence drives action.

C. Goals, Objectives, & Performance Measures

1. Use evidence to allocate resources for programs and policies that deliver results.

	Performance Measures
Objective 1: By Aug 31, 2026, and annually thereafter, 10% of recurring budget reviewed for evidence of efficiency and effectiveness.	<ul style="list-style-type: none"> • % budget reviewed for evidence • # budget revisions
Objective 2: By April 1, 2027, 80% of change budget requests describe, with sufficient evidentiary justification, the predicted outputs, outcomes, and causal impacts if the request is funded.	<ul style="list-style-type: none"> • % budget revisions sent back to agencies • # evidence trainings & attendance stats • \$ savings per internal audit
Objective 3: By Aug 1, 2027, 90% of government employees involved in budget development agree or strongly agree that evidence is becoming more available over time, to inform how they allocate funding.	<ul style="list-style-type: none"> • % of agencies with public strategic plans • % agencies with Priority Questions in strategic plans • % Priority Questions answered
Objective 4: By Dec 31, 2027, 90% of agencies are engaged with at least one OSBM “operational excellence” tool (e.g. Priority Questions, Performance Management Academy, Certified Budget Professional Management Program, etc.)	<ul style="list-style-type: none"> • # projects on NC Project Portal • Annually internal audit identified \$2M+ in efficiencies or cost avoidance
Objective 5: By Dec 31, 2027, eliminate requirement OSBM director sign off on RIFs (and other small dollar review items)	
Objective 6: By March 31, 2026, create a portfolio of evidence success stories.	<ul style="list-style-type: none"> • # projects described

2. Advance technology and new tools to improve efficiency of operations.

	Performance Measures
Objective 1: By July 1, 2027, implement new budget system.	<p><i>Phase 0: Project Initiation, Contracts, Security, High-Level Design</i></p> <ul style="list-style-type: none"> • Milestone Completion Rate: % of foundational tasks (e.g., contract execution, security)

	<p>assessment, high-level design) completed on schedule</p> <p><i>Phase 1: Base Budget Functionality</i></p> <ul style="list-style-type: none"> Finalization Timeliness: % of Base Budget totals finalized by target date after WSI and revision adjustments are complete <p><i>Phase 2: Core Budget Functionality + Enhancements</i></p> <ul style="list-style-type: none"> Cycle Time Reduction: % decrease in time to complete a budget revision compared to legacy IBIS system with a data interface to NCFS. Transaction Success Rate: % of certifications, revisions, and journal entries processed without error <p><i>Phase 3: Allotments, Budget Book, Strategic Planning, Misc. Forms</i></p> <ul style="list-style-type: none"> Cycle Time Reduction: % decrease in time to complete an allotment compared to legacy IBIS system with a data interface to NCFS <p><i>Cross-Phase Transition Measures (applies after each phase)</i></p> <ul style="list-style-type: none"> Training Completion Rate Post-Go-Live Issue Rate User Satisfaction Score Data Migration Accuracy
<p>Objective 2: By Dec 31, 2027, automate 3 high-volume workflows (validations, extracts, reconciliations, routing) that together save ≥4,000 staff hours/year.</p>	<ul style="list-style-type: none"> Estimated staff hours saved % of staff report that they have used GenAI to improve the quality of their work and/or to save time

Objective 3: By August 31, 2026, support the implementation of improved financial reporting by partnering with OSC and Oracle to guide the development of a new reporting tool that enables ad-hoc reporting and includes both budget and accounting outputs.	<ul style="list-style-type: none"> Survey results of % users agreeing or strongly agreeing the reports are useful and efficient
Objective 4: By July 1, 2026, there is a state term contract for Grants Systems.	<ul style="list-style-type: none"> State contract implemented
Objective 5: (ongoing) Curate OSBM's SharePoint site to adhere to best practices of document organization and make it easy for employees to find needed information quickly.	<ul style="list-style-type: none"> % of staff who agree or strongly agree that SharePoint is well organized and it's easy to find documents
Objective 6: By Dec 31, 2026, implement Workday phase 1.	<ul style="list-style-type: none"> 100% of HR functional area processes (e.g. Point of Contact, Security, I-9, Recruiting and Non-Recruiting) are documented
Objective 7: Implement uniform system of budgeting federal funds across agencies, as part of roll out of new budget.	<ul style="list-style-type: none"> Uniform system implemented

3. Ensure a team culture that thrives in uncertainty and solves problems creatively.

	Performance Measures
Objective 1: Empower staff to be decision-makers.	<ul style="list-style-type: none"> # staff trainings; survey ratings of training value By 2027, 90% of OSBM employees report they have learned or improved job-relevant skills in the past 12 months
Objective 2: Maintain positive work environment and empower life-work harmony.	<ul style="list-style-type: none"> Median happiness at work rating % who agree or strongly agree they are able to maintain work-life harmony Descriptive stats of use of vacation time

Objective 3: Perform a quarterly SWOT analysis to monitor and prepare for potential disasters or other shocks to budget management.	<ul style="list-style-type: none"> • SWOT performed quarterly
Objective 4: By November 31, 2025, implement short pulse surveys (10 or fewer questions) for all staff	<ul style="list-style-type: none"> • Survey implemented; analyze and use results
Objective 5: NCPRO closes office by June 30, 2026. Remaining work (and staff) are successfully transitioned to OSBM or other employment for full closure of federal pandemic funds by April 30, 2027.	<ul style="list-style-type: none"> • # of NCPRO staff successfully offboarded from OSBM and moved to Commerce
Objective 6: By June 30, 2026, stand up a federal funds team and structure, in conjunction with NCPRO wind down and changing federal landscape.	
Objective 7: Enhance recruitment efforts by ensuring timely, strategic job postings and by leveraging sourcing channels to attract qualified candidates.	<ul style="list-style-type: none"> • Average number of days from job posting to offer acceptance • Percent of new hires still employed after two years. • Percent of authorized positions unfilled for more than 90 days

4. Foster a statewide network of employees with expertise in financial and performance management.

	Performance Measures
Objective 1: (ongoing) Empower state employees with performance management techniques and tools for use in their daily work.	<ul style="list-style-type: none"> • # Certified Budget Professional Program alumni; % alumni reporting using knowledge & skills
Objective 2: By Dec 31, 2027, host 2 OSBM events per month (on average) that promote operational excellence and collectively engage over 1,000 state employees annually.	<ul style="list-style-type: none"> • # Performance Management Academy alumni; % alumni reporting using knowledge & skills • # PMA events & attendee survey stats
Objective 3: By March 1, 2026, launch PMA (aka IMPACT) Fellowship Program, tackling at least 3 Priority Questions.	<ul style="list-style-type: none"> • # PMA tools and trainings available online

Objective 4: By Oct 1, 2026, stand up financial professional leadership training/program (with SOG, OSHR).	<ul style="list-style-type: none"> • PMA/Impact Fellowship launched
Objective 5: Stand up financial/budget employee pipeline program with SOG, Auditor, OSHR, Controller, LGC	<ul style="list-style-type: none"> • # internal audit trainings & attendee survey stats • # First Friday trainings & attendee survey stats • # OSBM alumni who assumed a higher leadership position related to financial and performance management excellence. • # agency staff trained/coached on regulatory impact analysis

D. Priority Questions

1. How can artificial intelligence be used to improve the efficiency and quality of budget development and execution workflows?
2. How can we best design the routines and tools of the budgeting process to facilitate the usefulness of evidence in operations and decision-making?
3. How can we best develop employees so that they are equipped to excel at their OSBM duties and be leaders across state government?
4. What proportion of the budget has a known body of research evidence describing the likelihood that the funded program or policy is achieving intended outputs, outcomes, and causal impacts?
5. What impacts, if any, has the roll-out of Microsoft CoPilot had on productivity?
6. How many legislative reports are agencies required to create and what is the estimated staff hours required?
7. Should the state deploy a statewide employee viewpoint survey; how would it operate and what is the cost-benefit analysis?