

# Office of Strategic Planning & Budgeting

Fiscal Year 2022 Strategic Plan 2-pager

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Last modified:

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**Vision:** To carry out the vision of the Arizona Governor with excellence.

**Mission:** To provide timely research and analysis of available financial resources, strategic plans, and performance measures; recommend solutions to decision-makers; and support successful implementation of Executive decisions.

**Description:** The Governor's Office of Strategic Planning and Budgeting (OSPB) serves as the primary advisory group to the Governor through three distinct, but related, functions: Budget and Grants, Strategic Planning, and Performance Data Management. **Budget and Grants:** OSPB manages and coordinates the Executive Budget processes; provides analysis and direction for state fiscal issues; and assesses the financial and operational impact of proposed legislation. OSPB also assists agencies in the preparation of their budgets and provides support in identifying and managing grant opportunities to optimize available funding. **Strategic Planning:** OSPB manages and coordinates statewide strategic planning process; supports agencies in strategic plan development and deployment; and facilitates communication and collaboration between agency leadership and the Governor's Office. **Performance Data Management:** OSPB oversees and monitors the collection, analysis, and reporting of strategic and operational performance data; provides user support for performance measure databases; assists agencies in identifying metrics that inform decision-making; designs dashboards for optimal data visualization; and collaborates with other Governor's Office staff to identify and address areas of improvement.

**Executive Summary:** OSPB will continue to optimize the integration of budget, grants, strategic planning, and performance data management, while emphasizing collaborative internal and external relationships. OSPB remains dedicated to building a culture of support and opportunity for its employees. In addition to professional development, OSPB will create a career path for Analysts to reflect and reward increasing levels of expertise and responsibility. OSPB will continue to streamline internal processes, including examination of automated systems. OSPB will enhance strategic plan development and deployment, including standard work, best practices, coaching, and facilitation. OSPB will focus on alignment between strategic plans, budgets, and scorecards by working with agencies to identify performance measures that provide actionable information. This fiscal year, OSPB will examine and reframe the role of grants and grants management in Arizona state government, to serve as a value-added partner in maximizing fiscal resources.

## Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Improve and standardize OSPB processes and systems	FY21	<ul style="list-style-type: none"> <li>Created a process inventory; prioritized processes for review</li> <li>Administered a customer satisfaction survey and identified areas for improvement</li> <li>Improved the accuracy of the Executive Budget</li> </ul>
2	Recruit, develop, and retain highly skilled leaders	FY21	<ul style="list-style-type: none"> <li>Developed tracking system for professional development opportunities via huddle boards</li> <li>Defined scope of work for professional development initiative</li> <li>Implemented monthly one-on-one meetings between managers and staff</li> <li>Formalized structure for quarterly budget director meetings</li> <li>Convened recruitment committee</li> <li>Implemented recruitment strategy</li> </ul>
3	Advance statewide strategic planning and performance data management maturity	FY20	<ul style="list-style-type: none"> <li>Expanded strategic planning to include performance data management</li> <li>Incorporated strategic planning and performance data management into budget processes</li> <li>Developed standard work, facilitation guides, templates, and a Google site for the Strategic Planning Community of Practice (COP); conducted Virtual Coaching sessions for agencies</li> <li>Increased communication within the Governor's Office and between the Governor's Office and agencies during strategic plan development</li> <li>Designed a dashboard that displays performance measures directly related to agency strategic plans</li> </ul>
4	Manage and coordinate centralized grants management standards and expectations	FY20	<ul style="list-style-type: none"> <li>Utilized system and office grant data collection and analysis for internal and external reporting purposes, including to the US Department of the Treasury</li> <li>Created infographics and slide data for leadership presentations and decision points</li> <li>Consolidated and shared agency-level grant detailed data</li> <li>Disbursed approximately \$1B across 2,000 subrecipients</li> </ul>

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Current Annual Focus

#	FY2022 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase efficiency and quality of output	% of milestones completed on time	Plan and conduct a sample of process analyses
1	Increase documentation of and training in IT and related systems	% of IT and related systems documented	Conduct training and knowledge transfer of OSPB systems
1	Increase accuracy and improve collaboration across OSPB with respect to the General Fund (GF) Sources & Uses (S&U) and statewide adjustments	<ul style="list-style-type: none"> <li>• % of tasks related to S&amp;U and statewide adjustments with standard work</li> <li>• # of errors identified in the Executive GF S&amp;U and statewide adjustments sections within 60 days of publishing</li> <li>• # of differences between the GF S&amp;U and back-of-the book sections of the Executive budget after publishing</li> </ul>	Formalize S&U and back-of-the-book processes, to include: <ul style="list-style-type: none"> <li>• Create inventory and timeline of S&amp;U and back-of-the-book related tasks</li> <li>• Develop standard work and guidelines for all related tasks</li> <li>• Create training modules for S&amp;U-related and back-of-the-book tasks</li> </ul>
2	Increase employee expertise	% of employees attending a minimum of 12 professional development opportunities annually	Develop standard work for consistent utilization ongoing update of professional development opportunity inventory
2	Increase employee tenure	<ul style="list-style-type: none"> <li>• Average employee tenure</li> <li>• % of engagement meetings conducted</li> <li>• % of annual performance evaluations completed</li> <li>• Employee Engagement Score</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a committee to maintain and improve office culture</li> <li>• Develop standard work for engagement meetings and performance evaluations, including purpose/timeline and expectations for director, managers, and employees</li> </ul>
2	Recruit highly talented and qualified candidates	# of qualified applications per open position	<ul style="list-style-type: none"> <li>• Convene recruitment committee quarterly</li> <li>• Review and update recruitment strategy</li> </ul>
3	Standardize the integrated statewide strategic planning model	<ul style="list-style-type: none"> <li>• % participation in pre-work (OSPB)</li> <li>• % participation on strategic priority teams (OSPB)</li> <li>• % compliance/quality of strategic plans (agencies)</li> <li>• % satisfaction on customer survey (all)</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize the internal OSPB strategic planning process through new employee training and standard work</li> <li>• Enhance strategic planning maturity in state agencies by optimizing the Strategic Planning COP and exploring interest from non-cabinet agencies</li> <li>• Create a standardized strategic plan communication plan</li> </ul>
3	Enhance the statewide performance data management model	<ul style="list-style-type: none"> <li>• % of agency strategic objective metrics assessed</li> <li>• % of agency operational metrics assessed</li> <li>• % of milestones met on time</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and launch strategic plan and scorecard insight tools</li> <li>• Evaluate the quality of strategic plan and scorecard data</li> <li>• Assess the level of State Key Goal achievement</li> </ul>
4	Develop a strategic view of the state grant landscape	<ul style="list-style-type: none"> <li>• % of milestones of the stakeholder analysis completed on time</li> <li>• % of milestones of the Grants and Federal Resources (GFR) operational framework completed on time</li> </ul>	<ul style="list-style-type: none"> <li>• Perform stakeholder analysis to identify OSPB and agencies' grants needs and expectations</li> <li>• Develop GFR operational framework</li> </ul>