

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 the statewide strategic planning process; supports agencies in strategic plan development and accountability; 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 performance data; 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: This year, OSPB will prioritize the sustainability and quality of processes and services, while meeting the needs of its diverse stakeholders and focusing on results; identify and fill gaps in standard work for internal processes; and initiate the replacement of the automated budget system. OSPB will continue to build upon its internal culture to support the professional development, success, and retention of staff, which includes maintaining dialog with colleagues within the office and refining recruitment and onboarding processes. OSPB will improve analysis of strategic priorities by automating the linkage between agency scorecard data and strategic plans, enhance the value of the Strategic Planning Community of Practice (COP), and work with agencies to improve the quality and relevance of strategic plans and performance data. Finally, OSPB will build a culture of support for grantees and grant administrators, with an emphasis on results.

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"> Created process standard work and initiated deep dive into office duties Engaged in systems scope setting and stakeholder feedback Improved the accuracy of the Executive Budget
2	Recruit, develop, and retain highly skilled leaders	FY21	<ul style="list-style-type: none"> Developed tracking system for professional development opportunities via huddle boards Defined scope of work for professional development initiative Implemented monthly one-on-one meetings between managers and staff Formalized structure for quarterly budget director meetings Convened a recruitment committee Implemented a recruitment strategy Created a career path for analysts to reflect and reward increasing levels of expertise and responsibility
3	Advance statewide strategic planning and performance data management maturity	FY20 Updated FY23	<ul style="list-style-type: none"> Incorporated Arizona Management System (AMS) elements into training and standard work for OSPB staff Increased support for agencies during strategic plan development Enhanced the rigor of the strategic plan review process Created and piloted a method for evaluating metric detail for agency strategic plans Achieved an overall rating of 98.3% satisfaction from the Strategic Planning COP
4	Enhance statewide grant support	FY23	<ul style="list-style-type: none"> Utilized system and office grant data collection and analysis for internal and external reporting purposes, including to the US Department of the Treasury Created infographics and slide data for leadership presentations and decision points Consolidated and shared agency-level grant detailed data Disbursed approximately \$1B across 2,000 subrecipients

#	FY2023 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase standard work documentation for processes	<ul style="list-style-type: none"> ● % of milestones completed on time ● % of standard work developed 	<ul style="list-style-type: none"> ● Inventory processes and standard work ● Establish standard work to fill identified gaps
1	Initiate OSPB budget system replacement	% of milestones completed on time	<ul style="list-style-type: none"> ● Develop, release, and evaluate the RFP and vendor proposals ● Finalize the scope of work for the vendor
1	Reduce General Fund Sources & Uses (GF S&U) errors	<ul style="list-style-type: none"> ● % of tasks related to GF S&U and statewide adjustments with standard work ● # of errors identified in the GF S&U and statewide adjustments sections within 60 days of publishing ● # of differences between the GF S&U and back-of-the book sections of the Executive Budget after publishing 	Formalize GF S&U processes, to include: <ul style="list-style-type: none"> ● Quality check and implement standard processes ● Review, update, and implement training modules for GF S&U-related tasks
2	Increase employee expertise	<ul style="list-style-type: none"> ● # of training materials completed ● % of milestones completed on time 	<ul style="list-style-type: none"> ● Develop comprehensive training for strategic planning and grant management ● Formalize professional development opportunities, pathways, and/or certifications
2	Reduce employee turnover	<ul style="list-style-type: none"> ● Average employee tenure ● % of engagement meetings conducted ● Guiding Principles response rate ● Guiding Principles survey score ● Exit survey results 	<ul style="list-style-type: none"> ● Establish and formalize the duties and responsibilities of the Culture Committee ● Create and implement an exit survey ● Develop and implement a strategy focused on retaining tenured analysts
2	Recruit highly talented and qualified candidates	# of qualified applications per open position	Formalize the duties and responsibilities of the Recruitment Committee
3	Refine the integrated statewide strategic planning model	<ul style="list-style-type: none"> ● % of agency strategic plans meeting quality standards ● % of milestones completed on time ● % of cabinet agencies actively participating in the Strategic Planning Community of Practice (COP) 	<ul style="list-style-type: none"> ● Formalize the internal OSPB strategic planning process through standard work ● Develop and pilot a framework for non-cabinet agency strategic planning and performance data management ● Partner with the Government Transformation Office to coordinate strategic planning and AMS messaging ● Expand strategic planning presence on OSPB website ● Develop standard work for strategic plan and AZIPS crosswalk
3	Enhance statewide strategic planning performance data management	<ul style="list-style-type: none"> ● % of agency strategic objective metrics assessed ● % of milestones completed on time 	Analyze agency scorecard data in the context of strategic priorities <ul style="list-style-type: none"> ● Integrate strategic plans into quickbase ● Develop and launch strategic plan and scorecard insight tools ● Improve the quality of strategic plan and scorecard data ● Evaluate the level of state key goal achievement
4	Redefine and reestablish statewide grant management support	<ul style="list-style-type: none"> ● % of internal metrics in compliance ● % of milestones completed on time 	<ul style="list-style-type: none"> ● Support current OSPB grantees ● Develop a Grants COP
4	Aid consumers of grant outcomes and metrics to accurately understand grants impacts	% implementation of communication guidelines	Develop and implement communication guidelines