



# GOPB STRATEGIC PLAN

*Driving the best investment and use of Utah's resources*

*Updated July 2023*



**GOVERNOR'S OFFICE OF  
Planning & Budget**

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## State of Utah

SPENCER J. COX

*Governor*

DEIDRE M. HENDERSON

*Lieutenant Governor*

## Governor's Office of Planning and Budget

Aug, 16, 2023

Friends:

The resources and potential of our state are truly exceptional. As Utahns, we benefit from a legacy of leaders who believed in investing in the future

As the current stewards and caretakers of these resources, it is our responsibility to dedicate ourselves to the same visionary thinking, tough choices, and strong planning. We need to be creative, innovative, and focus on collaboration with communities across the state so that we can leave our state with the same unmatched resources and top-level economy that we currently enjoy.

The Governor's Office of Planning and Budget is invested in serving as a partner as we seek to drive the best use and investment of Utah's resources. Our office is made up of fiscal, policy, budget, and management experts who dedicate themselves to serving the people of Utah every day. The success of the governor's budget recommendations and other projects under the purview of the office are a result of their dedication to protecting taxpayer dollars and ensuring we put our best foot forward to serve the residents of the state.

This updated strategic plan outlines our broad goals and specific priorities. It will guide our work and be regularly refreshed to ensure it is aligned with statewide priorities set by Gov. Cox and Lt. Gov. Henderson's administration.

We look forward to partnering with many of you in our work.

Sincerely,

Sophia M. DiCaro

Executive Director

Governor's Office of Planning and Budget

# ABOUT GOPB

The Governor's Office of Planning and Budget (GOPB) is a part of the Office of the Governor established by [Utah Code 63-J](#) to:

- fulfill the procedures and requirements of Title 63J, Chapter 1, Budgetary Procedures Act,
- assist the governor in preparation of the governor's budget recommendations,
- review agency budget execution plans,
- help measure operational costs, quality of services, and effectiveness of state agency programs,
- assist agencies in developing operational plans, continuous improvement tools, and operational metrics,
- increase statewide capacity and improve interagency integration,
- review and assess agency budget requests and expenditures,
- develop and maintain enterprise systems to execute projects, ensure return on investment, and track performance metrics, and
- perform other duties as assigned by the governor.

GOPB staff also have statutory responsibilities to assist with statewide planning, federal assistance management, and various boards and commissions under the direction of the executive director and the governor.

From 2012 to 2021, GOPB's name was the Governor's Office of Management and Budget (GOMB). Based on recommendations from the Cox-Henderson transition team to add values to statewide issues and advocacy, provide the governor with resources, bandwidth, and expertise to succeed, and refocus the office on core functions, the office's name was changed to the Governor's Office of Planning and Budget. Additionally, newly inaugurated Gov. Cox and Lt. Gov. Henderson, and new executive director Sophia DiCaro elevated planning as a statewide role in order to incorporate long term needs into the budgeting process and perpetuate Utah's economic and quality of life successes into

the future in the face of rapid growth. GOPB maintains management functions with an increased emphasis on agency-driven continuous improvement and data-driven decision making.

GOPB is organized into four pillars:

- Budget and Operations,
- Policy and Economic Analysis,
- Planning and Coordination, and
- Results Management.

These pillars take on various roles in completing GOPB's statutory duties. GOPB staff members are assigned to primary budget or other responsibilities, and also belong to a team focused on one of these pillars. This structure provides redundancy and an ability to quickly take on and complete tasks as directed by the governor or new statute, while maintaining core office functions.

## ***Budget and Operations***

The budget and operations team is led by the managing director for budget and operations.

They are responsible for:

- liaising with agencies,
- preparing budget, analysis, and recommendations,
- performance measures,
- federal funds management, and
- COVID-19 related stimulus funding compliance and administration (primarily CARES and ARPA).

## ***Policy and Economic Analysis***

The policy and economic analysis team is led by the chief economist. They are responsible for:

- revenue and tax policy analysis,
- fiscal and economic impact analysis,
- modeling and forecasting,
- data analysis,
- cost-benefit analysis,
- policy analysis and tracking, and
- administrative rules.

## ***Planning and Coordination***

The planning and coordination team is directed by the statewide planning coordinator. They are responsible for:

- short-term and long-term planning coordination,
- repository for planning resources (GIS mapping, special studies, etc),
- planning assistance coordination,
- statewide planning coordination strategy,
- integrating planning principles in budgeting, and
- federal infrastructure grant coordination (IIJA).

3. Executing: Implementing the budget enacted by the legislature, deploying state resources towards the work of agencies and key state initiatives.
4. Evaluating: Conducting a post-budget analysis of the impact and effectiveness of the previous budget cycle in addressing the findings of the informing stage.

### Results Management

The results management team is led by the director of operational efficiencies. They are responsible for:

- operational efficiency and performance improvement,
- performance measurement,
- program evaluation,
- state data coordination,
- project management of Cox-Henderson administration priorities,
- cross-jurisdictional technology systems coordination, and
- homeless resource coordination (duties of the state homeless resource coordinator, housed in GOPB).

It recognizes that each pillar plays a crucial role in the development of the budget and that the pillars of GOPB do not exist or operate in silos.

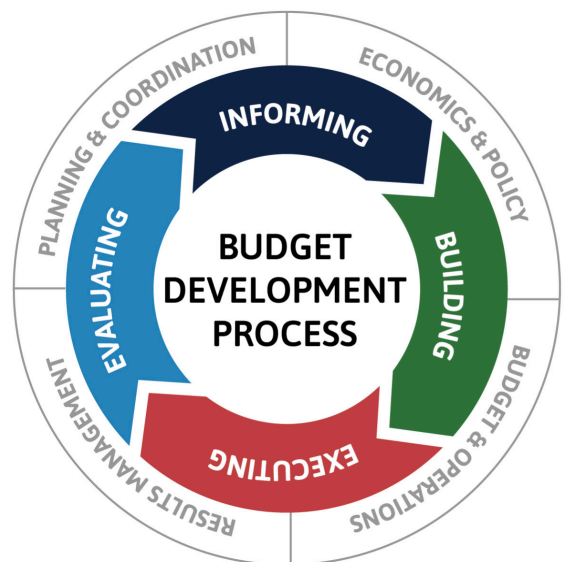
This new structure also reinforces the fact that the budget process does not start from scratch each fiscal year; rather, the budget process is ongoing, and the actions taken in one fiscal year affect the actions taken in the next. As one state budget is executed, it is evaluated to help inform issues to be considered in building the next budget, in a continual process. Just like the pillars of GOPB are connected, so too are the yearly budgets and the stages of the budget development process.

GOPB is committed to developing a budget that is balanced, fiscally sound, forward thinking, and accountable. Every employee at GOPB is necessary to achieve this goal. The reorganization of the office through a budgeting lens will enhance communication, strengthen coordination, and help us achieve our mission of driving the best investment and use of Utah’s resources.

## GOPB: THROUGH A BUDGET LENS

In 2023, GOPB was re-organized through the lens of developing our main statutory deliverable: the Governor’s Budget Recommendations. This re-organization emphasizes cross-pillar functionality and coordination throughout the four stages of the budget process:

1. Informing: Collecting, analyzing, and synthesizing economic and policy information to ensure the budget responds to the needs of the state, as well as the economic environment.
2. Building: Developing the governor’s proposed policies and final budget recommendations, which represents the best use and investment of state resources.



# VISION

Excellence in planning, budgeting, policy, and management.

# MISSION

Drive the best investment and use of Utah's resources.

We do this through:

1. Actionable economic and policy analysis
2. Technical budget development and execution
3. Consensus-driven and intentional long-term planning
4. Performance management, maximize value, execute special projects

# CORE VALUES

As members of Team Utah, we hold deeply ingrained principles, beliefs, and behaviors that guide all of GOPB's actions and serve as our cultural cornerstones. GOPB works to implement and practice our core values in all that we do. They are:

- **Teamwork** - We operate from an assumption that there is room for everyone at the table. We are aware of each other. We involve each other on projects we care about, share information, and learn from each other's expertise.
- **Excellence** - Our work is credible, accurate, and trustworthy. We trust and empower each other to do our best.
- **Action-oriented** - We don't wait to be told what to do, or give up when we get stuck; we figure it out. We are curious, work to identify challenges, and seek solutions.
- **Professionalism** - We do not bring ego to our work. We are humbly confident. We discuss problems and ideas, not

people and credit. We keep and honor commitments.

- **Awareness** - We bring statewide perspective to efforts we are involved in. We act reasonably and with good judgment.
- **Passion** - We put the right people on the right projects. We care about the work that we do and the areas we are assigned to.

# ISSUE IDENTIFICATION

## Process

In June 2022, surveys were sent to all GOPB employees and a broad group of GOPB's partners, stakeholders, and customers. The purpose of these surveys was to solicit feedback regarding:

- how well GOPB is fulfilling its role within the state,
- how GOPB employees see themselves fitting into the office's overall mission,
- opportunities for GOPB improvement in the delivery of our services,
- opportunities for GOPB to better assist its stakeholders in achieving their goals, and
- strengths and weaknesses of GOPB's operations and efforts.

## Department Challenges and Concerns

In response to questions around GOPB's weaknesses and areas GOPB could improve or better develop, both employees and external stakeholders identified communication as one of the top areas for improvement.

"Communication to agencies about strategic direction would help align the efforts of agencies. Currently there are too many reports and not enough communication. The discussion needs to be simplified not complicated." - (Stakeholder; communication)

"I think at times management is disconnected from the rest of the team, and it can be hard to communicate with them. We also could

do a better job at follow up after the session. It seems like as soon as our final session-related tasks end, all communication stops. We could create a more comprehensive understanding of what everyone is doing and what our goals are for the interim.”

- (Employee; communication)

Following communication, the responses about areas for improvement differ between employees and external stakeholders. GOPB employees identified standards/expectations, team identity/team work, and workload management as central challenges with capacity and expertise also getting several mentions.

“We’re rarely all together. I would like to see more in-person, all-team opportunities. I see some people, especially leadership, that are stretched too thin and maybe aren’t delegating as many things as they could.”

- (Employee; team identity, workload management)

“Some standard processes are not documented to ensure consistency, and sometimes it feels like it’s every person for themselves. Standardizing some processes and procedures (e.g., a business case review checklist) could help ensure that agencies receive similar basic services from all staff. It could also free up mental capacity for more demanding and ambiguous work.”

- (Employee; standards/expectations)

For stakeholders, after challenges with communication, many responses centered on agency support and funding/capacity. Other issues that came up, but received fewer mentions were advocacy, the role of the office, long-term thinking/planning, and relationships. In several of these categories, the challenge identified by respondents noted progress the office has made and to continue that work e.g. “...Please continue in that direction with open connection with the agencies. ...” and “Planning was less of a focus for many years under GOMB. It is great to see more of an emphasis now. ...”.

“For our agency as well, assistance in developing strategies that are meaningful and address operational needs and customer consideration.”

- (Stakeholder; support)

“Not enough training. Would like to get some additional training during budget season and reporting needs.”

- (Stakeholder; support)

“I really foresee the office being spread too thin to cover the diversity and geography of the state. Water planning is very important!”

- (Stakeholder; funding/capacity)

### ***Department Strengths and Opportunities***

In response to questions around GOPB’s strengths, the vast majority of employees and external stakeholders focused on the office’s people as a major strength including the general expertise of staff, the relationships GOPB has with agencies and others describing them as respectful and supportive, and the high level of collaboration and coordination.

“The office’s people are its strength, and the office should make a deliberate effort to increase their knowledge and abilities and help them become the most qualified state budget office employees in the nation.”

- (Employee)

“I think our office has a great culture of teamwork, support, and respect. We also produce really high quality products. I think we could improve our teamwork to be more collaborative across teams.”

- (Employee)

“Support and desire of leadership to develop expertise.”

- (Employee)

“GOPB has greatly improved its partnering efforts with state agencies. The tone is one of collaboration, support, and reciprocity. The office is approachable, accessible, timely with feedback, and highly skilled. The

communication and transparency levels are greatly appreciated.”

- (Stakeholder)

“Great staff. Strong team of experts. Good collaboration and communication. Quarterbacking these large federal funds that Utah is receiving.”

- (Stakeholder)

“The sincere support and effort to assist departments and others. There seems to be an emphasis of listening and understanding.”

- (Stakeholder)

“Always accessible and supportive; competent team; approach their work in a collaborative and coordinated manner.”

- (Stakeholder)

## GOALS AND OBJECTIVES

The following goals, objectives, and strategies will drive the work of GOPB over the next several years. This strategic plan is a living document and will be updated approximately every two years to reflect accomplishments and changes in strategic or administrative direction.

The goals below are intended as long-term targets that the office will work toward over time. They are results- and outcome-oriented and contribute toward fulfillment of GOPB’s mission. Goals have a planning horizon of approximately two gubernatorial terms.

Objectives are intended to guide mid-term efforts and explain how GOPB will achieve its goals. Generally, objectives are accomplished within three to five years.

Finally, strategies are short-term efforts, which should be accomplished within a one-to-three year time frame. These form the basis of annual work plans for the office. Strategies should be specific, measurable, attainable, realistic, and timebound (SMART).



## **GOAL 1: GOPB has trusting relationships with internal and external partners built upon a foundational culture of continuous improvement, equity, and access.**

**Objective 1.1:** Encourage and provide professional development through training and experience.

**Strategy 1.1.1:** Regularly meet with agencies to learn and know their programs and services.

**Strategy 1.1.2:** Encourage and provide professional development through training and experience.

**Objective 1.2:** Foster an internal office culture that is mission-driven, embodies a growth mindset, and values diverse perspectives.

**Strategy 1.2.1:** Reinforce positive office culture, core values, mission, and vision through development and implementation of GOPB office culture curriculum.

**Strategy 1.2.2:** Proactively invite applicants to expand the pool for GOPB positions that represent a diversity of backgrounds.

### **Performance Measures**

1. Year-over-year improvement in the accessibility of key GOPB work products.
2. Percentage of GOPB staff who feel, understand, and can articulate how their work relates to the office's mission and vision.

## **GOAL 2: The state of Utah continues to grow and be a great place to live because of deliberate planning and coordination.**

**Objective 2.1:** Contribute to, promote, and communicate a statewide growth vision for Utah that maintains our quality of life through 2050.

**Strategy 2.1.1:** Collaboratively develop and encourage implementation of a statewide growth vision that enhances Utah's quality of life.

**Strategy 2.1.2:** In collaboration with state and community partners, assist local governments in navigating planning issues by providing new resources and tools to guide development patterns.

**Objective 2.2:** Assist agencies with the development of long-range, strategic plans that advance Cox-Henderson administration priorities and are linked to the budgeting process.

**Strategy 2.2.1:** Assist state agencies in long-term planning and ensure that budget requests work to advance that strategic direction.

### **Performance Measures**

1. Number of participants in growth conversation.
2. Number of projects initiated/completed with local administrative advisors; number of cities and counties with all required general plan elements.
3. Number of agencies with strategic plans; Percentage of total agency budget requests that demonstrate clear linkage to the agency's strategic plan; Host state planners networking event.

## **GOAL 3: GOPB and state agencies operate effectively and actively monitor and improve their performance.**

**Objective 3.1:** Develop and implement internal performance management tools and practices.

**Strategy 3.1.1:** Ensure GOPB statutory obligations are met timely and with quality.

**Strategy 3.1.2:** Track and assist in officewide risk mitigation activities.

**Objective 3.2:** Provide quality analysis and tools for information gathering to improve external performance management.

**Strategy 3.2.1:** Conduct research and analysis to identify best practices and innovative approaches to performance management and improvement.

**Strategy 3.2.2:** Develop and disseminate guidance, tools, and resources to support agencies in improving their performance management practices and outcomes.

### **Performance Measures**

1. All statutory obligations are completed on time.
2. Percentage improvement in risk mitigation scores.
3. Median satisfaction rating from agencies that participated in an efficiency evaluation.
4. Percentage of total budget line items with meaningful measures.

## **GOAL 4: The governor's annual budget advances the administration's top priorities and enjoys broad support from agencies and legislative partners.**

**Objective 4.1:** Develop an annual budget for the governor that clearly advances the Cox-Henderson administration's priorities and drives the best investment and use of Utah's resources.

**Strategy 4.1.1:** Provide clear and thorough budget guidance and training to agencies.

**Strategy 4.1.2:** Work with agencies before and after budget guidance is released to identify their greatest resource needs and concerns.

**Objective 4.2:** Actively work to advocate for and influence the legislature's adoption of the governor's budget.

**Strategy 4.2.1:** Improve interactive and published products that summarize the governor's budget recommendations to better serve additional audiences and needs.

**Strategy 4.2.2:** Actively meet with legislators and other stakeholders to engage in collaborative budget discussions throughout the year.

### **Performance Measures**

1. Percentage thoroughness/accuracy of the budget analyst's review of budget requests.
2. Percentage completion of quality monitoring checklist for implemented budget.

## **GOAL 5: Improve state policies and increase informed decision-making that result from credible, accessible, and relevant economic and policy analysis.**

**Objective 5.1:** Develop and operationalize actionable economic forecasts and policy analyses.

**Strategy 5.1.1:** Provide point estimates as well as a range of estimates that quantify risk and uncertainty for economic indicators and consensus revenue.

**Strategy 5.1.2:** Initiate, update, and operationalize economic and policy analysis projects (best practices, policy impacts, tax change stimulations, etc) as requested by the administration or other stakeholders.

**Strategy 5.1.3:** Enhance internal training for GOPB analysts.

**Objective 5.2:** Invest in the Utah economic community and raise awareness of economic theory, indicators, and outlook.

**Strategy 5.2.1:** Re-establish the Utah Economic Council, including mission, membership, and function.

**Strategy 5.2.2:** Create, publish, update, and maintain a GOPB economic indicator dashboard.

**Strategy 5.2.3:** Create and deliver training on economic theory and Utah's economic status, policy analysis and data use, and analytical techniques to both internal and external audiences.

**Objective 5.3:** Evaluate fiscal and policy implications of proposed legislation and administrative rules.

**Strategy 5.3.1:** Summarize fiscal and policy impacts of each bill during legislative sessions.

**Strategy 5.3.2:** Analyze the impact of administrative rules that pass thresholds for significant policy or fiscal impacts and serve as a technical resource to agencies in addressing any potential concerns.

### **Performance Measures**

1. Accuracy of econometric estimates and forecasts.
2. Number of research studies, program evaluations, or other analytical products completed on time and meeting quality thresholds.

## **ANNUAL WORK PLANS**

In addition to the high level performance measures outlined in this plan, individual teams may employ additional measures to track progress toward goals. These team-specific measures may be incorporated into individual performance plans to help meet team goals and objectives.

## GOPB WORK PLAN

Pillar(s)	Champion	FY 24 Task/Project	Goal	Strategy	Timeline	Resources Needed	Status	Benchmark
<b>Goal 1: GOPB has trusting relationships with internal and external partners built upon a foundational culture of continuous improvement, equity, and access.</b>								
<b>Objective 1.1: Encourage and provide professional development through training and experience.</b>								
All	Managing directors	Agency Relationships	1.1.1	Regularly meet with agencies to learn and know their programs and services.	Ongoing	Existing staff time	Underway	Year-over-year improvement in the accessibility of key GOPB work products.
All	Managing directors	Professional Development	1.1.2	Encourage and provide professional development through training and experience.	Ongoing	Existing staff time	Underway	
<b>Objective 1.2: Foster an internal office culture that is mission-driven, embodies a growth mindset, and values diverse perspectives.</b>								
All	Managing directors	Office Culture	1.2.1	Reinforce positive office culture, core values, mission, and vision through development and implementation of GOPB office culture curriculum.	Ongoing	Existing staff time	Underway	Percentage of GOPB staff who feel, understand, and can articulate how their work relates to the office's mission and vision.
All	Managing directors	Diversity	1.2.2	Proactively invite applicants to expand the pool for GOPB positions that represent a diversity of backgrounds.	Ongoing	Existing staff time	Underway	
<b>Goal 2: The state of Utah continues to grow and be a great place to live because of deliberate planning and coordination.</b>								
<b>Objective 2.1: Contribute to, promote, and communicate a statewide growth vision for Utah that maintains our quality of life through 2050.</b>								
Planning and Coordination, Economic and Policy Analysis	Planning and Coordination Pillar Managing Director	Guiding Our Growth	2.1.1	Collaboratively develop and encourage implementation of a statewide growth vision that enhances Utah's quality of life.	Dec. 2023	2022 Leg Appropriation  Potential Phase IV Appropriation	Underway	Number of participants in conversation
Planning and Coordination	Planning and Coordination Pillar Managing Director	Funding Opportunities Portal, Local Administrative Advisor, Regional Opportunity Teams, AOG Assistance Grants	2.1.2	In collaboration with state and community partners, assist local governments in navigating planning issues by providing new resources and tools to guide development patterns.	Ongoing	Program-specific appropriations  Existing Staff Time	Underway	LAA - Number of projects initiated/completed with LAA assistance  AOG Assistance Grants - Number of cities and counties with all required elements of LUDMA
<b>Objective 2.2: Assist agencies with the development of long-range, strategic plans that advance Cox-Henderson administration priorities and are linked to the budgeting process.</b>								
Planning and Coordination, Results Management	Planning and Coordination Pillar Managing Director	Agency Strategic Planning Guidance Implementation, Strategic Plan Inventory, Budget Request Forms and Evaluations	2.2.1	Assist state agencies in long-term planning and ensure that budget requests work to advance that strategic direction.	Ongoing	Existing staff time	Underway	Number of agencies with strategic plans; Percentage of total agency budget requests that demonstrate clear linkage to the agency's strategic plan. Host regular state planners networking event.
<b>Goal 3: GOPB and state agencies operate effectively and actively monitor and improve their performance.</b>								
<b>Objective 3.1: Develop and implement internal performance management tools and practices.</b>								
Results Management, Budget and Operations	Results Management Managing Director	Performance Management	3.1.1	Ensure GOPB statutory obligations are met timely and with quality.	Ongoing	Pillar wide participation	Underway	All statutory obligations are completed on time.
Results Management, Budget and Operations	Results Management Managing Director	Performance Management	3.1.2	Track and assist in officewide risk mitigation activities.	Ongoing	Pillar wide participation	Underway	% improvement in risk mitigation scores.
<b>Objective 3.2: Provide quality analysis and tools for information gathering to improve external performance management.</b>								
Results Management, Budget and Operations	Results Management Managing Director	Performance Management	3.2.1	Conduct research and analysis to identify best practices and innovative approaches to performance management and improvement.	Ongoing	Existing staff time	Underway	Median satisfaction rating from agencies that participated in an efficiency evaluation.
Results Management, Budget and Operations	Results Management Managing Director	Performance Management	3.2.2	Develop and disseminate guidance, tools, and resources to support agencies in improving their performance management practices and outcomes.	Ongoing	Existing staff time	Underway	Percentage of total budget line items with meaningful measures.

## GOPB WORK PLAN

Pillar(s)	Champion	FY 24 Task/Project	Goal	Strategy	Timeline	Resources Needed	Status	Benchmark
<b>Goal 4: The governor's annual budget advances the administration's top priorities and enjoys broad support from agencies and legislative partners.</b>								
<b>Objective 4.1: Develop an annual budget for the governor that clearly advances the Cox-Henderson administration's priorities and drives the best investment and use of Utah's resources.</b>								
Budget and Operations	Budget and Operations Managing Director	Budget Guidance	4.1.1	Provide clear and thorough budget guidance and training to agencies.	Ongoing	Existing staff time	Underway	Percentage completion of quality monitoring checklist for implemented budget.
Budget and Operations	Budget and Operations Managing Director	Budget Guidance	4.1.2	Work with agencies before and after budget guidance is released to identify their greatest resource needs and concerns.	Ongoing	Existing staff time	Underway	Percentage thoroughness / accuracy of the budget analyst's review of budget requests.
<b>Objective 4.2: Actively work to advocate for and influence the legislature's adoption of the governor's budget.</b>								
Budget and Operations	Budget and Operations Managing Director	Budget Recommendations Products	4.2.1	Improve interactive and published products that summarize the governor's budget recommendations to better serve additional audiences and needs.	Ongoing	Existing staff time	Underway	
Budget and Operations	Budget and Operations Managing Director	Budget Collaboration	4.2.2	Actively meet with legislators and other stakeholders to engage in collaborative budget discussions throughout the year.	Ongoing	Existing staff time	Underway	
<b>Goal 5: Improve state policies and increase informed decision-making that result from credible, accessible, and relevant economic and policy analysis.</b>								
<b>Objective 5.1: Develop and operationalize actionable economic forecasts and policy analyses.</b>								
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Economic Estimates and Forecasts	5.1.1	Provide point estimates as well as a range of estimates that quantify risk and uncertainty for economic indicators and consensus revenue.	Ongoing	Existing staff time	Underway	Accuracy of econometric estimates and forecasts.
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Analytical Products	5.1.2	Initiate, update, and operationalize economic and policy analysis projects (best practices, policy impacts, tax change stimulations, etc) as requested by the administration or other stakeholders.	Ongoing	Existing staff time	Underway	Number of research studies, program evaluations, or other analytical products completed on time and meeting quality thresholds.
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Internal Training	5.1.3	Enhance internal training for GOPB analysts.	Ongoing	Existing staff time	Underway	
<b>Objective 5.2: Invest in the Utah economic community and raise awareness of economic theory, indicators, and outlook.</b>								
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Utah Economic Council	5.2.1	Re-establish the Utah Economic Council, including mission, membership, and function.	FY24	Existing staff time	Underway	
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Economic Indicator Dashboard	5.2.2	Create, publish, update, and maintain a GOPB economic indicator dashboard.	Ongoing	Existing staff time	Underway	
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Data and Analytics Training	5.2.3	Create and deliver training on economic theory and Utah's economic status, policy analysis and data use, and analytical techniques to both internal and external audiences.	Ongoing	Existing staff time	Underway	
<b>Objective 5.3: Evaluate fiscal and policy implications of proposed legislation and administrative rules.</b>								
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Impact Summaries	5.3.1	Summarize fiscal and policy impacts of each bill during legislative sessions.	Ongoing	Existing staff time	Underway	
Economic and Policy Analysis	Economic and Policy Analysis Managing Director	Administrative Rules Analysis	5.3.2	Analyze the impact of administrative rules that pass thresholds for significant policy or fiscal impacts and serve as a technical resource to agencies in addressing any potential concerns.	Ongoing	Existing staff time	Underway	

