

Strategic Plan

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OFFICE OF FISCAL ANALYSIS

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Office of Fiscal Analysis

Provide the General Assembly with independent, accurate, and timely fiscal information and analysis to help make budgetary decisions and assess the fiscal impact of legislation under consideration.

Introduction

The Office of Fiscal Analysis relies upon its staff, information technology resources, and internal work processes to successfully execute its mission in support of the Connecticut General Assembly. Given that OFA's success is derived from the successful management and utilization of these three resources, efforts to improve the office's products and service delivery should be rooted in growing these key resources. As such, this strategic plan seeks to identify objectives in the three identified asset areas: human capital, information technology, and work processes. These objectives are paired with the methods and resources necessary to accomplish them and, over time, will lead to a stronger and more efficient Office of Fiscal Analysis.

Following are three matrices outlining objectives to bolster each of the three identified strategic plan areas: human capital (page 2), information technology (page 4) and work processes (page 6). These objectives are supported by the methods and resources necessary to achieve them.

Human Capital: The skill set, knowledge and education of OFA's personnel at all levels of the organization.

OBJECTIVES	METHODS	RESOURCES	NOTES
<p>OBJ 1: Promote participation in training and continuing education (1) specific to the individual job responsibilities of each OFA staff and (2) appropriate for employees' professional level</p>	<p>Participation in continuing education classes/training, which is (1) timely and (2) specific to both the job of the employee and professional level, and which exposes the employee to content relevant to the subject matter they are responsible for.</p>	<p>Yes; higher degree of financial participation by OLM</p>	<p>Job-specific education and related tasks (e.g., homework, projects, research) to be allowed during core work hours</p>
	<p>Participation in professional development relevant to skills which need improvement/enhancement (e.g. presentation skills).</p>	<p>Not Necessarily</p>	
	<p>Participation in professional conferences.</p>	<p>Yes</p>	<p>Clear delineation of funds available per Office</p>
<p>OBJ 2: Promote and support networking and relationship development with individuals and organizations internal and external to OFA to support the duties of OFA</p>	<p>Participation in trade organizations.</p>	<p>Possible (e.g., dues)</p>	<p>Develop approval process.</p>
	<p>Promoting relationships with stakeholders and other professionals within the Capitol complex and those outside (e.g. private companies, etc.) where appropriate.</p>	<p>No</p>	
<p>OBJ 3: Develop and facilitate internal communication</p>	<p>Implement periodic, general topic discussions or "Hot Topics" element to staff meetings.</p>	<p>No</p>	

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OBJECTIVES	METHODS	RESOURCES	NOTES
OBJ 3: Develop and facilitate internal communication (Continued)	Establish optional, informal "Brown Bag Lunches" by subject matter in order to facilitate the conveyance of institutional knowledge.	No	
	Implement subject matter teams to promote idea sharing, problem-solving, collaboration, and cross-training.	No	
OBJ 4: Enhance the organizational dynamic of OFA by identifying/clarifying/re-evaluating roles, responsibilities, and expectations for each level in the office (e.g. Budget Analyst I, II, Associate, etc.)	Establish clear, objective, and specific expectations for each level within OFA.	No	Preferably implemented over a long-term time horizon to promote buy-in. Need to be cognizant of variation between different subject areas.
	Provide and encourage leadership opportunities at each level within OFA (e.g., "point people" or "team leaders" within Units based on seniority and title).	No	
	Establish and encourage informal and formal opportunities to provide feedback and share ideas at each level within OFA.	No	

Information Technology: The identification, implementation, maintenance and improvement of technology solutions in support of all aspects of OFA job responsibilities, work products and processes.

OBJECTIVES	METHODS	RESOURCES	NOTES
OBJ 1: Maintain a permanent feedback mechanism from analysts related to technology needs	Ability to provide custom hardware and software as required in support of the broad range of tasks required from different analysts	Possible, costs may include purchasing of specific hardware and software licenses	Increased hardware for mapping, more licenses of Adobe, ArcGIS, dashboard software
OBJ 2: Identify and develop technology solutions in support of project management, internal communication and work processes	Develop a master task list application that incorporates office wide projects, fiscal notes, amendments, and requests		Work with ITS to enhance existing task list or develop new application
	Explore and implement publishing solutions for major office publications including the budget book and Fiscal Accountability Report.	Yes, purchase of software and possible hardware and training costs	
OBJ 3: Continuously enhance our website so that it is easy to navigate, informative and relevant to OFA's customers	Reorganize website in a consistent manner that will allow faster access to critical information.	Possible, costs to retain consultants to assist in development and software costs.	
	Implement mapping solutions on the website that display town specific datasets	Possible	
	Develop subject matter pages		

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OBJECTIVES	METHODS	RESOURCES	NOTES
OBJ 3: Continuously enhance our website so that it is easy to navigate, informative and relevant to OFA's customers (Continued)	Explore new data visualization techniques that will allow customers to understand and analyze the data we provide	Possible	Currently, OFA is actively exploring various dash board and data management solutions to enhance our website's functionality
OBJ 4: Continue to improve and expand the data capacity and analytical power of OFA including support and continuous improvement of the existing budget system	Continued support and improvement of the SAP budget system to meet OFAs changing needs and requirements	Yes, ongoing costs for SAP consulting to support maintenance/development of the system	Further development of the capital module within the system
	The inclusion and automation of a broad range of useful data sets into the existing data warehouse capacity of SAP or other database system, as appropriate		This outcome is supported human capital objectives and outcomes related to continuing education
OBJ 5: Maintain a steering committee that is responsible for directing, prioritizing, and overseeing all technology projects	A clear prioritization, schedule, and outline of future development needs and requirements for all aspects of OFA technology	None	

Work Processes: The mechanisms which facilitate the production of work products which maintain a standard of excellence necessary to support the quality and reputation of OFA’s work in the context of the legislative process.

OBJECTIVES	METHODS	RESOURCES	NOTES
OBJ 1: Implement a project management approach for both long and short term office projects to ensure our work is completed in the most efficient way possible.	Develop a detailed project management plan for significant office projects.	None	Layout of plan is especially important when a project moves in and out of the session
	Train analysts in project management techniques	Possible resources for training	
OBJ 2: Ensure the OFA work processes and products are aligned with the interests and needs of our customers	Produce proactive formal reports and fact sheets that analysts identify as hot topics or issues that are likely to be relevant during the next session.	None	Finished products to be placed on our website and possibly distributed to Committee Chairs and Ranking Members
OBJ 3: Streamline internal office communication	More effectively use current office technology to centralize scheduling and dissemination of information concerning office wide projects and tasks.	None	Reduce the frequent and redundancy of e-mails and by automatically scheduling reoccurring tasks