



OFA Strategic Planning

August 20, 2014

CT General Assembly



Topics

1. About OFA
2. Duties
3. Planning Challenge
4. Process
5. Planning Areas & Examples
6. Ongoing Issues



About OFA

- Established by statute in 1972
- Central non-partisan staff office with budget and tax responsibilities
- 27 full-time staff (17 analysts/2 FTE IT/system analysts/5 analyst managers; 3 admin.)
- Analysts are assigned by state agency/revenue area and are assigned fiscal notes based on whether the legislation would have an effect on their assigned area
- Serve legislative leadership, appropriations & finance committees, substantive committees, rank and file legislators
- Director appointed by joint leadership



OFA Duties

- Analyze current services estimates, track & forecast expenditure & revenue levels
- Analyze agency mid-year funding transfers
- Analyze bond commission submittals
- Develop forecasting models
- Develop out-year expenditure & revenue projections
- Estimate costs and program impact for budgetary changes
- Record legislative intent
- Develop alternative proposals
- Publish State budget document
- Conduct analysis of programs, proposals, recommendations, and new initiatives
- Calculate spending cap
- Provide legislative oversight of state's \$18 billion budget
- Operate Transparency.CT.gov
- Facilitate Results Based Accountability and Results First initiatives
- Fiscal Notes



Planning Challenge

How does a nonpartisan office develop services and strategy without legislative direction?

The role of fiscal office staff is changing. More complex and challenging than ever. Information is everywhere.

Old expectation: What is the number? Wait time before finalized product.

New expectation: What does it mean? Need it now!

More scrutiny, more room for disagreement.



Process

Convened workgroup of staff over course of several months.

Obtained feedback and discussed ideas.

Developed draft plan of three areas: IT, Human Capital and Process



1: Improve Information Supply and Management

General increasing emphasis on evidence based information -
Legislators want evidence not opinion

- Review areas where analysis needed more information
- Review “canned” data areas
- Obtain data in-house
- Develop databases of all macro fiscal sources
- Develop capacity to manage an ever increasing supply of data
- Inadequate infrastructure to support above – how to avoid incrementalism



1 (cont.): Two Data Areas

1. Program data relating to operations of what agencies do – RBA/Results First related

2. Fiscal Information:
 - Appropriations
 - Expenditures
 - Revenue
 - Capital
 - Non-Appropriated Funds including Quasis
 - Tax Expenditures



IT Example: Automation

Fiscal Note Wizard

Fiscal Note Type:

Bill/Resolution Preliminary AN ACT ENCOURAGING ECONOMIC DEVELOPMENT THROUGH THE REMEDIATION OF STATE-OWNED BROWNFIELDS.
 Amendment Contributor
 Bill as Amended
 E-Cert
 Correction
 Addendum

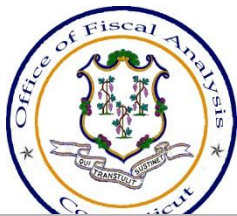
State Impact: No Yes **Municipal Impact:** No Yes Include Out Years Table

Agencies	Fund	Effect	FY 15 \$	Apply Inflation	FY 16 \$	FY 17 \$	FY 18 \$	FY 19 \$
Banking Dept.	BF	Cost	250,000	<input type="checkbox"/>	None	None	None	None
Attorney General	GF	Savings	500,000	<input type="checkbox"/>	None	None	None	None
				<input checked="" type="checkbox"/>				

Municipalities	State Mandate?	Effect	FY 15 \$	Apply Inflation	FY 16 \$	FY 17 \$	FY 18 \$	FY 19 \$
Bridgeport	NO	Cost Avoidance	Minimal	<input type="checkbox"/>	Minimal	Minimal	Minimal	Minimal
				<input checked="" type="checkbox"/>				

Prepared By:

Primary: **Contributor(s):**
Admin:



IT Example: Expenditure Data

Home Personnel Projection Employees Salary Plans Data Explorer Process Monitor Administration Help

Personnel Expenditures Projection & Analysis

This tool was designed to enable you to build and analyze Personal Services projections. This tool will project salaries, additional pay, fringe benefits, and other personnel costs. You can apply different assumptions regarding salary increases or inflation factors and view and analyze the results. You can analyze projection results by agency, fund, SID, union, fiscal year and fiscal period. This tool provides the ability to perform a comparison between projections to answer "What If?" questions as well compare a projection to actual expenditures. Visit the [Projection Home Page](#) to get started.

Data Explorer

Explore & analyze expenditure, payroll, **and the recently added accounts payable and commitment control datasets**. Apply filters and summarize the data to suit your needs using the simple but flexible user interface. Drill into the results to explore the detail and download the data to perform your own analysis with Excel. Visit the [Data Explorer Home Page](#) to begin your analysis.

Data Sources

The projection utilizes data obtained from the Core-CT EPM. Employee, position, salary plan, and health & life enrollment data will be obtained and loaded to our database on an ongoing periodic basis. Payroll actuals and expenditure data are acquired from Core-CT and loaded on a regular basis. The following sections describe the data utilized within this application in more detail.

Employee Master Data

This information includes salary and demographic data for all active employees in the Core-CT EPM at the time the data is extracted. Note: Employees may have multiple records to reflect the fact they have multiple jobs within the State or have their pay distributed to multiple accounting codes. Query the [Employee Data](#) or access the [Employee Dashboard](#) to view additional information about the employee population.

Position Data

The position data defines the default chartfield combination that the employee costs will be distributed to.

Salary Plan Data

The salary plan defines the salary range for the employee's job. For some salary plans, the grades may be broken down into steps that define the monthly and annual salary for full time

Welcome Al Calandro

Search Database ...



Data Statistics:

Last Refresh Date:	08/15/2014
Number of Distinct Employees:	97,393
Number of Employee Records:	110,895
Appropriated Fund Employee Records:	47,726
Non-Appropriated Fund Employee Records:	63,169
Employees Enrolled in Medical Insurance Plan:	52,335
Employees Enrolled in Prescription Drug Plan:	52,335
Employees Enrolled in Dental Insurance Plan:	52,946
Employees Enrolled in Group Life Insurance:	29,093

[View Dashboard](#)



IT Example: Analytics

Home Personnel Projection Employees Salary Plans Data Explorer Process Monitor Administration Help

Personnel Expenditures Projection



[Create Projection](#)

Create a new personnel expenditures projection. Specify the agencies, unions, and/or the funds you wish to include in your projection then specify the period. The personnel expenditure projection includes salary, additional pay, fringe benefits, and payroll taxes.



[Open Projection](#)

Open an existing projection. Select from projections created by you or another user. Modify the projection parameters and rerun the projection or query and view the projection results.



[Delete Projection](#)

Delete a projection you previously created.



[Compare Projections](#)

Compare projections that apply different assumptions to answer "What If?" questions.



[Projection vs. Actuals](#)

This report was designed to enable the comparison and analysis of projected personnel cost versus actual personnel expenditures. Projection data is combined with actual expenditure information for the agencies, funds, SID's, and accounts contained in the projection for the fiscal period defined by the fiscal year/period from and thru parameters.



[Health Cost Analyzer](#)

This reporting tool combines the Medical, Prescription, and Dental Health Plan enrollment information for employees obtained from the Core-CT system with the Health Plan Cost tables. It applies the Fringe Benefit repost rules to reflect the accounts that fund these expenses. This provides the ability to analyze health costs and enrollment by plan type, benefit plan and coverage option, Agency, Fund, SID, and Union.



IT Example: Budget System

Budget Sheets - New Report

Expenditures Revenue

Budget Year: 2015 PRD

Phase: Ad Hoc 1

Select by group: Agency

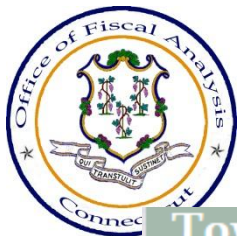
Check Items for Report:

- AES48000-Agricultural Experiment Station
- APA11000-Auditors of Public Accounts
- APC11950-Asian Pacific American Affairs Commission
- BAA77000-Charter Oak State College
- BOA22500-Board of Accountancy
- BOP90100-Board of Parole
- BOR77700-Board of Regents for Higher Education
- BPD90000-Board of Pardons
- BRS63500-Bureau of Rehabilitative Services
- CAA11900-African-American Affairs Commission
- CAT45200-Commission on Culture and Tourism

Save As: M:\Word\ ...

Starting Page Number: 1

Create Report



IT Example: Graphic Illustrations

Town Grants Dashboard

Home > Retrieve Bond and Grant Documents > Town Grants Dashboard

PDF Version

Estimate of Town Grants (HB 5596 & HB 5597)
FY 15 Midterm

Grants Summary | **Town Grants**

Choose Town* **Estimated Grants by Town ***

Andover

Town/Subdivision	Grant	Estimated FY 14	Original FY 15	Legislative FY 15	Legislative-Original	Legislative - Estimated
Andover	Education Cost Sharing	2,374,179	2,379,549	2,379,549	-	5,370
Andover	LoCIP	27,906	27,906	27,906		
Andover	Bonded MRSA Payments	2,464	2,464	2,464	-	-
Andover	Pequot/Mohegan Grant	14,230	12,782	16,142	3,360	1,912
Andover	Public School Transportation	13,731	12,943	12,943	-	(788)
Andover	State Owned Pilot	18,767	16,516	20,146	3,629	1,379
Andover	Town Aid Road	190,432	190,432	190,432	-	
Andover Total		2,641,709	2,642,593	2,649,582	6,990	7,873
					-	-



2: Human Capital

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

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

Promote and support networking and relationship development with individuals and organizations internal and external to OFA to support the duties of OFA

Develop and facilitate internal communication

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.)



3: 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.

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

Ensure the OFA work processes and products are aligned with the interests and needs of our customers Develop and facilitate internal communication

Streamline internal office communication



Ongoing Issues

- Existing infrastructure is inadequate
- Requires a significant IT investment
- Requires a shift in thinking (old school)
- Requires investment of human resources up front
- How fast should change occur – what are limits?



OFA website: <http://www.cga.ct.gov/ofa/>



Connecticut General Assembly's

Office of Fiscal Analysis

transparency.CT.gov

FY 15 Budget Revision Information



Explore State Appropriations and Spending

Examine the state budget and find OFA's current expenditure projections.

Locate Tax and Revenue Information

View recent changes to state taxes and OFA's current revenue projections.

Retrieve Bond & Grant Documents

Identify past and present grant and bonding information for your town and the state.

Research Historical State Spending

Access information on expenditures by state agency at transparency.CT.gov.

What's New



Contact Information

Alan Calandro, Director

E-mail: alan.calandro@cga.ct.gov

Phone: (860) 240-0212

Office of Fiscal Analysis

Legislative Office Building, Room 5200

Hartford, CT 06106-1591

Telephone: (860) 240-0200

Fax: (860) 240-0052

<http://cga.ct.gov/ofa/>