

## ZBB Timeline

We will have monthly mandatory meetings with fiscal officers on the last business day of each month. These will be brief meetings designed to identify problems and share solutions. Meetings will be scheduled with directors at the end of each quarter to discuss progress.

### August 2011

- Meet with model ZBB alumni – review processes and approaches.
- Set-up ZBB team – division administrators, fiscal and HR officers, DAG.
- Communicate the ZBB message to all agency personnel with the intent of addressing concerns and getting buy-in. Make sure that everyone understands the terminology.

### **No end of month fiscal officer meeting.**

### 1<sup>st</sup> Quarter – September thru November 2011

- Conduct a complete review of your strategic plan. Revise or develop as necessary according to where the agency should be in 5 years and how it will get there. Make sure that it accounts for Governor Initiatives and defines your core mission and how that mission will be accomplished. This may mean that the core mission has to be redefined. Detailing how the strategic plan will be fulfilled and assigning staff to make sure the “how” is fulfilled is critical to making a meaningful strategic plan and creating the necessary accountability.
- Identify the cost centers that make up your projected FY 2014 base. Submit a one page description of your cost centers to Hahn prior to going to the next step.
- Meet with cost center managers to explain their role and address questions and concerns.
- Identify the activities that each cost center undertakes – need to get both a description and justification for the activities. Both “what” and “why” questions need to be answered.
- Begin the staff time allocation study. Have cost center managers assess what employees are spending their time on and why. Distinguish between core and peripheral activities.

### 2<sup>nd</sup> Quarter – December thru February 2012

- Undertake the gap analysis to determine whether there are any gaps between activities and legal mandates and between legal mandates and the strategic plan. Including your Deputy Attorney General on this is often necessary. The goal at the end of this analysis is for agency activities at the cost center level to comply with legal mandates and for

legal mandates to complement the strategic plan. Having answered the question of “what should we be doing?” in the review of the strategic plan, the gap analysis is designed to ensure alignment between statutory language, activities, and the strategic plan.

- Complete the staff time allocation study.

### 3<sup>rd</sup> Quarter – March thru May of 2012

- Work with cost center managers to discuss ideas on what core activities need to be undertaken to best fulfill the strategic plan and statutory requirements. Best practices, alternative approaches need to be considered.
- Fiscal officer to work with cost center managers on building decision packages that reflect the best approach to fulfilling the core activities relevant to the strategic plan. Any resources being dedicated to peripheral activities should be identified and tracked separately. Decision package questions should be responded to and cost center budgets as presented in the decision packages should be reconstructed as necessary and justified.
- Create, with input from the cost center manager, the performance measures that will best measure the performance of the entire cost center as it relates to the accomplishment of assigned areas of responsibility within the strategic plan.

### 4<sup>th</sup> Quarter – June thru August of 2012

- Director and management team to make agency-wide decisions on whether and how resources might be better allocated based on the results of the gap and cost center analyses. This should include a close scrutiny of the current organizational structure as well as a review of cross-functional activities so that duplication of effort might be identified.
- Complete staff resource allocation across cost centers. This should define how staff resources should be spread according to restructured cost centers that reflect new approaches and best practices.
- Priority rank cost centers or activities against established criteria and according to which cost centers, for the time being, generates the greatest “horsepower” in fulfilling the strategic plan. This prioritization should be considered something that could quickly change depending on external environmental influences, Governor’s priorities and initiatives, legislation, constituent/client population changes, budget adjustments, etc. Reallocate resources, if necessary, from lower ranking cost centers, or from peripheral activities, to higher ranking cost centers in order to maximize the resources in your

projected FY 2014 base. The priority ranking of cost centers aligns resources with legal mandates, the strategic plan, and core activities.

- Submit legislative ideas as a result of the ZBB effort by August 1<sup>st</sup> via the Executive Agency Legislation System.
- Meet with Hahn to review draft product around mid-August. Make adjustments as necessary.
- Director to write memo summarizing findings and outcomes from the ZBB process.
- Submit final ZBB package Sept. 1<sup>st</sup> with traditional budget document. The traditional budget should reflect any ZBB results.

#### September thru December 2012

- Hahn to review ZBB deliverables and provide formal feedback to bring closure to the process.