

**FY-2006/2007 BUDGET REQUEST
and FY-2005/2010 STRATEGIC PLAN**

INSTRUCTIONS

last revised in total 7/29/2004

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A. GENERAL GUIDANCE

The FY-2006/2007 Budget Request instructions will provide specific guidance in the preparation of the Budget Request.

What's New?

- Pursuant to Section 45.3 of Title 62, a new strategic plan for FY-2005 through FY-2010 will be due October 1, 2004.
- The Agency Budget Summary Information form (BRR0260 – Budget Summary) has changed. This year the form will ask agencies to summarize budget and program actions taken to establish the FY-2005 budget and what actions the agency will take if the agency's appropriation is reduced by 5 percent.
- Please be sure to include a request to annualize the employee salary increase effective January 1, 2005 in the operations funding changes section. If the state pay percentage listed in the State Pay Percentage section is not an appropriate percentage to apply when calculating the cost of an employee salary increase, complete the section that asks why it is not appropriate.
- There is a new question in the FTE section of the Budget Request asking for agencies' workforce planning efforts. Workforce planning is an important part of an agency's strategic plan and business process. Please be sure to answer this question.
- New last year, the State Pay Percentage and the Carryover-Cash Needs information will print out in the Budget Summary Section (Form BRR0260) report. Please note the forms for the state pay percentage (BRF0130) and the carryover-cash needs (BRF0080) will not change, just the report.
- New last year, form (BRF0280) is included for the Program Information/Performance Measures section. The form will request each program name, a brief program description and expenditure and FTE data information. This will serve as a brief summary for the legislative and executive branch. This change was made to comply with section 41.29 of Title 62 of the Performance Based Budgeting/Zero Based Budgeting law. The totals in this form need to be the same as the totals in the Expenditure Summary by Program/Activity and Fund (BRR0221). Do not forget to prioritize agency programs.
- While not new this year, please remember that all amounts should be rounded to the nearest thousand dollars (i.e. \$1,222,567 will be \$1,223; \$423 will be \$0; and so-forth) unless otherwise specified.
- Last year, new questions were added to the Income and Cash Flow Summary Form and Report (BRR0040) pertaining to the purpose of the fund and legal expenditures and receipts. Do not forget to complete these.
- Please remember to send each legislative member of the Joint Committee on State Budget and Performance a copy of your Budget Request (see "How to Return Your BR/SP" section)

1. COMPLETE/SUBMIT YOUR BUDGET REQUESTS OVER THE INTERNET:

The budget request process is automated and will again be accessible over the Internet. To access the budget request system, you can go to the OSF home page at the following address: <http://www.osf.state.ok.us>. Select "Budget " and then select "Budget Request System". A short-cut to the budget request system web-site is:

<http://www.osf.state.ok.us/brstart.html>. A shortcut directly to the BR System is:

http://osfsun.oklaosf.state.ok.us/web_forms/budget_request.html. If you have not already obtained user ID's for your staff, you will need to complete an OSF Form 90, request for User ID's, for each user who will access this system.

Tips to remember when using the system:

- 1) If the agency BR preparer has a new computer this year or the agency has changed its setup, please check with agency computer staff to verify that there is not a firewall in place that will prevent access to the OSF system.
- 2) The * symbol signifies an expandable field. Double-click in the field to expand it and again to return to the previous screen.
- 3) To edit numeric fields, double-click in the field.
- 4) Gray text in the system indicates a field that cannot be modified or is system generated. If a button is gray, this indicates that the selection is not available.
- 5) If you experience a problem, check the lower left corner of the screen for a function message that may help explain the situation.
- 6) Forms and reports will be available by Friday, August 6, 2004.

2. STRATEGIC PLANNING:

October 1, 2004 is the due date for the next agency strategic plan. A list of qualified facilitators has been developed and published on the OSF web page. These facilitators can be contracted to provide assistance to agencies needing to learn and institute a strategic planning process in their agencies.

A Strategic Plan creates a long-term context for management. The vision, mission, goals and performance measures in an agency's strategic plan drive the type and quality of work achieved within an agency. An important component in developing a strategic plan is workforce planning. Workforce planning is a systematic process for identifying the human capital required to meet agency goals and developing the strategies to meet these requirements.

Decision-making requires you to formalize thinking previously conducted on an informal basis. Too often strategic planning is confused with other business functions which are actually part of planning. Some may believe that budgeting is planning. Others may confuse strategic planning with forecasting. These are both part of the strategic planning process. Many agencies currently have well-established program plans with performance measures but still are missing an overall integrated direction for the future of the agency and its functions.

Strategic planning is outward looking - customer focused. The primary concern is to reaffirm and / or reshape an agency in a way so that it best contributes to the lives of Oklahomans.

Instructions for developing and filing the Strategic Plan are included in this packet.

3. CAPITAL OUTLAY BUDGET REQUESTS:

Capital outlay instructions were previously and separately sent to you. Your capital outlay budget requests were due July 1. If you have not submitted your capital outlay budget request, please contact the Long-range Capital Planning Commission immediately for guidance. The capital outlay budget request is also completed and submitted over the Internet. If you have questions, call Tim Martin at 405-602-3100 in the Bond Advisor's Office.

4. GETTING STARTED:

One of the great advantages of submitting budget request information through the OSF system is the ability to access historical information and to accumulate agency data and create summary documents within the system. Shortly after the end of fiscal year 2004, historical and BWP data from the OSF database will be loaded into the new system. This eliminates the need for agencies to enter this data. Some data from last year's budget request will also be copied into the new system and will be available for editing or deleting as necessary. Some of the forms completed in the past will be generated by the system

from data provided on other forms. Specifics on each form are included in the section by section instructions that follow.

More information on the system is available at the OSF Budget Division Homepage or at <http://www.osf.state.ok.us/brstart.html>. Training on how to access the system and enter the budget request will be provided over the next few weeks. Please contact Bill Moore in the Budget Division (521-3643 or 962-2425) to schedule training.

The FY-2006/2007 Budget Request must be aligned with the financial needs presented in the agency strategic plan. Both documents need to emphasize agency efforts to prioritize agency-provided programs and services and efforts to re-allocate resources to higher priority programs and needs.

It is imperative that every agency board, commission and administration review their agency mission and establish measurable goals and performance indicators for programs and services provided by the agency. Requests for funding in FY-2006 and thereafter must emphasize critical needs, those needs mandated by federal, state or judicial requirements, and investments that will result in improved efficiency and/or outcomes. In all cases, agencies need to fully consider funding for these items from the following sources:

- funds available within the existing budget
- user fees
- federal funds
- matching funds from recipients / local governments / etc.

5. ACTIONS TO TAKE:

- Read the Instruction Packet
- Involve the agency Board/Commission, Cabinet Secretary, agency personnel and agency "customers" (all the "stakeholders") in the preparation of the Budget Request
- Review the final Budget Request with the Board/Commission and Cabinet Secretary
- Call the appropriate OSF budget analyst if you have any problems or questions
- Submit the Budget Request as instructed in the last section in this packet
- Submit them no later than October 1, 2004.

B. TERMINOLOGY

1. "FUNDING CHANGES"

The term "Funding Changes" as used in the Budget Request process refers to a change in the funds needed by the agency to achieve its mission in FY-2006 and FY-2007.

Funding changes can reflect increased needs for funding (General Revenue, Revolving Funds, Federal Funds) and can also reflect a decrease in funds because of loss of carryover funds, one-time expenditures, and so-forth.

Round all dollar entries to the nearest thousand dollars.
(unless otherwise indicated)

PAY INCREASES: Please include the agency request for additional funds to annualize the employee salary increase authorized in HB 2005 for FY-2006 in the operations funding changes section. Do not include a request for an additional general pay increase for all employees. If you have surveyed the market and have identified specific positions that are under funded, you may include pay increases if it helps your agency achieve its mission. If there are positions where the agency is having difficulty recruiting and retaining qualified personnel, and pay is one of the reasons, then address those situations. If agency management and the controlling board feel that there is a need for a general pay increase for state employees, then please address that in agency comments included in the Strategic Plan.

2. "ONE-TIME" FY-2005 FUNDING

The term "one-time" as used here, refers to an appropriation received by the agency for a nonrecurring purpose. As such, you should not need the funding in FY-2006.

3. PRIORITIZATION OF FUNDING REQUESTS

All funding changes must be listed in priority order. Agencies may be asked to explain the criteria used to establish priorities at a later date.

4. JUSTIFICATION FOR FUNDING REQUESTS

Provide detailed explanations for each funding change. Explanations should include justification for the funding need, whether it is General Revenue funds, agency revolving funds, or federal funds. Thoroughly address all of the following information requests:

- What is the issue/problem being addressed?
- What will the funding allow you to do?
- What results can be expected?
- How will the agency measure success / performance?
- Is your agency the best entity to provide this service / function?

Explanations must also include information regarding target populations and must emphasize the measurable criteria (performance measures) that will be used to help determine whether program funding is a success. Include the details of calculations used to

determine estimated costs. Explain the assumptions used to form the basis of the calculations; number of units of service; cost per unit; etc.

NOTE - It is very important that complete justification for each of the FY-2006/2007 funding changes is provided. Legislative staff and Governor's staff use these documents. If insufficient information is provided, the agency request will not receive favorable consideration.

The budget request is incomplete without thorough explanations of each funding request or if it is submitted without adequate performance measures.

5. OTHER GENERAL TERMINOLOGY

In completing the budget request, the following information applies to the several columnar headings common to many of the forms.

a. "FY-2003 ACTUAL EXPENDITURES" and "FY-2004 ACTUAL EXPENDITURES" *

Actual expenditure data is taken from the OSF computer system (ICS) and consists of the accumulated claims processed for each agency during a fiscal year. In the budget request module (Form BRF0220 – expenditure/revenue summary), agency personnel have the opportunity to correct some of this information. Please do this if there were major errors in processing claims during a fiscal year that were not corrected until a subsequent year. This will give the readers of the request a better understanding of the changes from year-to-year. Please also avail yourself of this process if the agency has dramatically changed its program structure and if changing the information will provide a better historical picture of the changes in costs for new agency programs. Making these changes will not change any of the data maintained in the official accounting records of the state, but will correct the summary information kept in the budget request database.

The FY-2003 Actual Expenditures should be the same as displayed in the FY-2005 Budget Request (if not, state reasons in the narrative/questionnaire). As for FY-2004 Actual Expenditures, each agency has access to year-end data reports, and the FY-2004 data provided in the budget request should be reconciled to these reports.

If the agency has altered the BWP program structure, these data runs may provide only marginal help in obtaining the data necessary to complete the Budget Request forms. Information should be accumulated and displayed to allow comparison between the FY-2003, FY-2004 and FY-2005 budgeted and FY-2006/2007 requested data. Internal agency records should help provide the data requested in the Budget Request.

b. "FY-2005 BUDGET WORK PROGRAM" *

This refers to the current FY-2005 Budget Work Program (including revisions) on file with the Office of State Finance when the FY-2006/2007 Budget Request is submitted. If not, correct the Budget Request or revise the Budget Work Program.

** The budget request system will provide these amounts from the ICS actual expenditure records and BWP data in OSF's office. The system will allow agencies to edit the BWP data and restate actual expenditures if these amounts need to be displayed differently in Form BRR0220. Please contact the appropriate budget analyst if any of the remaining actual expenditure data is incorrect.*

c. "FY-2006/2007 REQUEST" and "FY-2006/2007 CHANGES"

These columns are to reflect the agency's total requests for increased funding for FY-2006 through FY-2007. This is not an opportunity to "shoot for the moon". Please limit funding requests to critical items and items that are mandated by federal, state or judicial requirements or items that represent an investment that will return justifiable savings or improved outcomes.

Proposals that are adequately justified are more likely to receive positive consideration by the Governor and the Legislature. Columns labeled "FY-2006 Changes" should show the amount of the increase or decrease from the FY-2005 budget. Some columns showing "2006/2007 Request" are calculated by the system.

d. BR: "Budget Request" - the 2-year presentation of your financial assumptions, needs and strategies to support your 5-year strategic plan.

e. BWP: "Budget Work Program" - the current annual operating budget for an agency.

f. ICS: "Integrated Central Systems" - refers to the computer system and software for the central budgeting processing modules.

g. CORE: the state's enterprise resource planning software program that contains the payroll, accounting, personnel and purchasing modules.

h. ISD: "Information Services Division" - the data processing and telecommunications division of OSF. Responsibilities include data processing and telecommunications planning for the State.

i. OSF: "Office of State Finance".

j. Performance measures: indicators that show progress towards achieving agency goals. Performance measures consist of several different kinds of measures. These are all explained in more detail in section seven of the strategic plan instructions and in section five of the budget request instructions.

- Inputs - indicators of service efforts, such as dollar cost of the service during a period or amounts of non-monetary resources expended (e.g. amount of work time required).

- Outputs - indicators of service accomplishments, such as amount of workload accomplished
- Outcome measures - also an indicator of service accomplishments, such as a numeric indicator of program results (service quality, effectiveness, or amount or proportion of need being served).
- Efficiency measures - also known as productivity measures, these are indicators of how service efforts relate to service accomplishments.
- Key Performance Measures - significant measures for the agency that indicate anticipated agency performance during and at the end of the five-year period covered by the strategic plan

k. Recurring costs vs. startup costs: "Recurring" costs refers to costs that will be needed on an ongoing basis - year after year. A "Startup" cost refers to one-time costs needed to initiate an effort. Often items such as equipment, vehicles, and weapons are startup costs. It can also include "seed" money used to initiate a program intended to become self-supporting at a later date.

C. STRATEGIC PLANNING GUIDELINES

In past years the Budget Request instructions have required that each agency state its Mission and provide Performance Measures that indicate whether or not the agency is achieving its goals and objectives.

The following is an outline of the strategic planning document which agencies will provide:

1. Introductory Information and Description of Strategic Planning Process
2. Executive Summary
3. Mission Statement
4. Vision Statement
5. Values and Behaviors
6. Long-term Goals
7. Agency Key Performance Measures
8. Agency-wide Action Plans
9. Assumptions - Highlights of Environmental Scan
10. Financial Performance (budget request)

The sequences of the components of a Strategic Plan indicate a precision in the process. In actual practice, the steps are highly integrated and dependent upon each other. These instructions will explain in a general way the specifics of each of the components. In addition, they will detail the process for strategic planning and the requirements of an Executive Summary. Please do not consider these suggestions an exhaustive list, but rather a starting point upon which to build.

If agencies participate in the process outlined by OSF, agencies will develop an agency-wide strategic plan with all the proper components, including Mission, Vision, Long-term goals, Agency Key Performance Measures and Agency-wide Action Plans. If the agency administers multiple programs or is comprised of several different functions, then the same process followed to develop the Agency Strategic Plan should be used to develop the same components for other various programs.

The following material describes each of the Strategic Plan components.

1. Introductory Information and Description of Strategic Planning Process

Strategic planning is the process by which members of an organization envision its future and develop the action plans necessary to achieve that future. Because of rapid change at all levels of our society, the expected outcomes of any strategic plan are assumed to be different than the current situation in which we may find ourselves.

Agency leaders who have completed strategic plans in the past have indicated that the process of strategic decision making is as important as the product. Strategic planning is the opportunity to tap the insights of agency personnel at all levels. In the process outlined by OSF, over a time period from 45 to 90 days, agency leaders will meet, analyze and make

very important decisions about the future of Oklahoma. Most important, key members of the agency will commit to their role in making the future a reality. In developing your planning process, strive for every member of the agency to have clear answers to the following questions:

- **Why are we here? (Mission)**
- **Where are we going? (Vision and goals)**
- **How do we work together? (Values)**
- **What are we doing to bring about a new future? (Agency-wide action plans)**
- **How can we show that we are accomplishing our goals? (Performance measures)**

The process outlined by OSF will result in an agency-wide strategic plan indicating where the agency wants to be in five years. In the same way that an agency's strategic plan contributes to the administration's vision and goals, the divisions within an agency should develop programs that launch an agency toward its vision and goals. Agency management and program managers should subject those programs to the same challenging questions identified above in order to clarify and define their short and long-term contribution to the success of the agency.

In this section, please describe the process the agency followed to establish the vision and goals, identify the values and behaviors, and establish action plans for accomplishing your mission. If the agency prepares a more detailed version than the one provided through the OSF system, please indicate how copies of those plans may be obtained. Also, provide the name of someone who can be contacted to obtain a more detailed copy of the strategic plan.

The other information requested in this section (identification of board/commission members and agency management and program directors) is information that is requested in the budget request. The OSF system automatically pulls this information into the Strategic Plan. Agencies need to update information regarding program managers by title and name.

2. Executive Summary

The purpose of the Executive Summary is to present a one to three-page overview of the strategic plan. Describe the agency's direction and provide highlights of agency-wide action plans of highest visibility and / or impact in contributing to the quality of life in Oklahoma.

This section should:

- provide a summary of the environmental assessment conducted by your agency;
- describe the new conditions that will exist in the short and long-term future;
- summarize agency-wide action plans to address state needs;
- include key numbers showing the financial implications of the plan;

a. Environmental assessment:

The "Eight Element Situation Analysis" included in the process outlined by OSF will help identify environmental factors that will affect agency operations. These factors are grouped in the following categories: economy, social/demographic, government and regulatory, competition, technology; markets/customers, industry trends and best practices, and factors of production and internal environment. This section provides an opportunity for agencies to review workforce needs and develop a workforce plan. Given the social and demographic changes of Oklahoma's workforce over the next decade, it is important to create and incorporate a workforce plan in the strategic planning process.

A workforce plan translates strategic thinking into concrete action in the area of workforce staffing and training needs. It attempts to answer the following questions:

- How many and what types of jobs are needed in order to meet the performance objectives of the organization?
- How will the agency develop worker skills?
- What strategies should the agency use to retain these skills?
- How have retirements, reductions in force, and/or hiring freezes affected your agency's ability to get the work done?

b. New conditions / issues:

Summarize new conditions and issues that the agency believes will exist during the time period covered by the strategic plan.

c. Agency-wide action plans:

Summarize the agency-wide action plans developed for the agency. These are explained in more detail later in the document.

d. Financial plans:

Present a brief summary of the financial resource changes that will be needed by the agency over this time period. Discuss at a summary level anticipated changes in fees, increases and decreases in operating levels, reorganizations, federal funds, state appropriations, etc.

3. Mission Statement

A Mission Statement can be written in various ways. Mission statements can define the scope of the agency's business – what you do, how you do it, and for whom:

- What do we do?
- For whom?
- What characteristics separate us from other organizations in similar business (how do we accomplish our mission)?

These answers establish agency "self concepts". Each of these answers aid in determining the overall direction (vision, values and goals) as well as the specifics when implementing programs.

Examples:

- **"Dedicated to lifelong learning for communities, agencies, tribes, families and individuals -- promote positive change through capacity building, training and development, and the application of knowledge."**
- **"Efficiently and effectively manage and protect the water resources of the state and plan for our long-range water needs in a responsive, innovative, and professional manner."**

Incomplete examples and corrected examples:

- **"We protect the public health and safety."** Missing the component of how we are different than other organizations in a similar business.
- **improved: "Through professional and thorough enforcement of the State's traffic laws, create a safer driving environment, protecting the public health and safety of Oklahomans."**
- **"The mission of the XYZ Board is to carry out the duties include in Title 97 of the Oklahoma Statutes."** This one is missing everything. No one should have to refer to any other document to understand your mission.
- **improved: "The mission of the XYZ Board is to protect the investments of Oklahomans by providing educational opportunities and through regulation of investment companies desiring to do business in the State."**
- **"The mission of the Phonehome Commission is to meet the needs of all the constituents we serve."** This one is too vague. It needs to include a description of whom they serve and how they do it.
- **improved: "Improve the health of our citizens by efficiently and effectively educating all Oklahomans in need of health care about where and how to get the services they need."**

An alternative to the above examples is writing a mission statement that succinctly conveys the agency's key functions, values and goals, such as, "To protect and to serve" or "Quality is Job One". In these shorter, pithy and more "motto like" mission statements, the customer is often implied.

Agency goals are declarative statements that define outcomes or results to be achieved at some point in the future. Goals are definitions of conditions that are different from what currently exists. They are the general areas where things will be made to happen in order to direct the agency toward the vision.

Often, after agency leaders have agreed to long term goals, one or two may elevate to "primary" -- in these areas rests the agency's future and possibly even survival.

Categories:

- Innovations
- Customers
- Internal Operations
- Financial

Examples:

- **Improve student math scores by 50%.**
- **Introduce new child care services in 50% more of our largest employers.**
- **Develop competencies in all programs that support us being the best in the nation by 2007.**
- **Increase revenues for the division by 20% by 2007.**
- **Improve performance by developing the best leadership and staff by providing development opportunities and through aggressive recruiting of the best qualified personnel.**
- **FY-2003 through FY-2007 will average a 2% reduction in expenditures each year.**
- **Key positions essential for their technical expertise are vacant no longer than 30 days; new hires meet or exceed competency requirements.**
- **Customer satisfaction indexes will improve 20% by FY-2007 over baseline survey conducted in FY-2002.**

Goals define the general areas where things will be made to happen. They direct us toward the organization's vision.

Each long-term goal will have action plans / strategies that you develop to help you achieve them. Each long-term goal will also have performance measures to provide benchmarks against which you can measure your progress.

7. Agency Key Performance Measures (KPM)

Agency performance measures contain the short-term and long-term quantifiable outcomes. At the conclusion of the five year planning cycle they define the conditions that will exist, thus making the agency's vision a reality. In the shorter term they provide indicators of the progress the agency is making towards achieving its goals.

Long-term goals are elaborated and detailed with key performance measures. Each goal needs at least one key performance measure.

Key performance measures, short- and long-term, can be synonymous with short-term and long-term objectives. There are several different approaches to strategic planning as well as different terminology in measuring performance. Thank you in advance for accommodating and adapting language for sake of uniformity and clarity among agencies.

Establish key performance measures, the anticipated conditions in five years, then establish yearly benchmarks by which the agency can measure progress. In this section, provide a narrative summary of the agency's long-term goals and key performance measures. Then, provide objectives, along with the measures and associated data for each goal. The system is set up so that agencies can provide multiple long-term goals and multiple measures for each.

A goal must convey what the agency is trying to accomplish or achieve. An increase in appropriations is not an acceptable goal. An example of a goal that is aligned with an agency's mission is to reduce the number of child abuse cases or juvenile arrests.

Examples:

- **GOAL: FY-2005 through FY-2010 will average a 2% reduction in confirmed child abuse/neglect incidents per year.**
- KPM: annual reduction in confirmations
- description: this measure will simply compare the annual confirmed incidents of child abuse/neglect to the previous year and calculate the change in confirmations and in percentage points.

Total Confirmations:

	Actual		Budget		Estimated
FY-2003	12,971	FY-2005	12,456	FY-2006	12,206
FY-2004	12,711			FY-2007	11,962
				FY-2008	11,723
				FY-2009	11,489
				FY-2010	11,260

- KPM: percentage change in confirmations from previous year:
- description: this measure will compare the percentage change in confirmations from one year to the next year.

	Actual		Budget		Estimated
FY-2003		FY-2005	-2.04%	FY-2006	-2.00%
FY-2004	-2.01%			FY-2007	-2.04%
				FY-2008	-2.08%
				FY-2009	-2.19%
				FY-2010	-2.25%

- **GOAL: Key positions essential for their technical expertise are vacant no longer than 30 days; new hires meet or exceed competency requirements.**
- KPM: number of days that these technical positions are vacant.
- description: our current situation is that these positions are vacant for 60 days on average. We plan on reducing that by nine days each of the first two years and then by four days each of the remaining three years.

	Actual		Budget		Estimated
FY-2003	62	FY-2005	60	FY-2006	51
FY-2004	64			FY-2007	42
				FY-2008	38
				FY-2009	34
				FY-2010	30

- KPM: competency evaluation of new hires based on standard examination.
- description: scores for new hires will be higher than 85% on the QRS Competency Exam, and the average of all new hire test scores will increase by 10% by FY-2010.

	Actual		Budget		Estimated
FY-2003	80%	FY-2005	80%	FY-2006	85%
FY-2004	81%			FY-2007	86%
				FY-2008	87%
				FY-2009	88%
				FY-2010	88%

- **GOAL: Customer satisfaction indexes will improve 20% by FY-2007 over baseline survey conducted in FY-2002.**
- KPM: annual percentage of satisfied customers compared to total customers.
- description: each year, a customer satisfaction survey will be conducted. The measures will represent the percentage of customers that are satisfied with our service in this area.

	Actual		Budget		Estimated
FY-2003	n/a	FY-2005	70%	FY-2006	72%
FY-2004	n/a			FY-2007	76%
				FY-2008	78%
				FY-2009	82%
				FY-2010	84%

8. Agency-wide Action Plans

Agency-wide action plans involve people throughout the organization. They contain the specific measurable objectives for achieving the goals, implementing the strategy and therefore making the vision a reality. Each agency-wide action plan contains milestones for monitoring.

Integration of the thinking and decision-making that has occurred in the planning process to date happens when planning team members commit to agency-wide action plans. The agency-wide action plans are those activities requiring an elevation of resources and attention. Prioritization and scheduling are essential because there are always more implementation needs than there are resources.

Agency-wide action plans may change from one planning cycle to another. Vision, mission and goals remain basically stable over a number of years.

The titles of agency-wide action plans often include words and directions already expressed in long-term goals and/or performance measures. The action plans provided here should be fairly high-level. Each should have more detailed strategies and tasks designed to carry-out the action plan identified within the agency.

Examples of Action Plan titles:

- **"Alliance/collaboration among programs"**
- **"Management Development/Succession Planning"**
- **"Implementation of SB 549 to reduce drug abuse by teenagers"**
- **"Improve customer relations"**
- **"Identify best practices and apply them to operations of program xyz"**
- **"Design and distribute a survey or other method to receive customer feedback"**
- **"Retain and grow critical expertise"**
- **"Form alliances outside state government"**

9. Assumptions

Preplanning assignments in the OSF facilitation for strategic planning include a situational analysis of the factors that impact the agency's future direction. Analysis of the economy, demographics, regulatory and legal trends, etc., produce a number of facts and trends from which direction is established. The most significant of these factors should be recorded here.

If assumptions change, the strategic direction will probably need to change. Assumptions should be monitored closely as agency-wide action plans are implemented.

Examples:

- **Growth rates of U.S. Gross Domestic Product and Oklahoma's Gross State Product have run parallel since 1990 and are expected to do so through 2010.**
- **Technologies are changing more rapidly than state government can possibly keep up. Second and third generation technology is acceptable.**
- **Unemployment is at a 25 year low. Attracting and retraining skilled professionals will require creative energies and investment.**
- **Ever reducing federal funds requires the state to carry the burden.**
- **OSHA regulations set to be effective on July 1, 2004 will require an increase in program staff.**
- **The introduction of new technology will enable us to reduce staff by ten percent over this period.**
- **The increased availability of services in the private sector will allow us to outsource the abc program at a savings of fifteen percent over the next five years.**

10. Financial Performance

The Financial Performance information should summarize the revenues and expenditures that are related to implementing the agency and program action plans described in the strategic plan over the next five years. The budget request portion of the plan will provide much more detail regarding revenues by fund and program as well as expenditure information by program and information about what the agency intends to accomplish.

All of the financial information represents estimates of what it will take for the agency to achieve its agency goals and goals established for the agency by the Governor and the Legislature.

Here are some examples of statements to include in the financial performance section:

Financial Performance:

In order to achieve the goals established in the five year strategic plan we estimate an overall increase in expenditures of \$10 million over the five year period. Part of this growth in expenditures will be funded with internal reallocations of resources, resulting in a net increase in expenditures of \$9 million as explained below.

This growth in expenditures can be attributed to our desire to accomplish

Funding to cover this increase in expenditures will need to come from four sources. The first would be the anticipated increase in federal funding through the XYZ program. Revenues from this program over the next five years will fund approximately 20% of the expenditure growth, or \$2 million more in FY-2007 than in FY-2002.

We also anticipate increased revenues from user fees during this period to cover the costs of several inflationary increases and program expansions. Estimated increases in fee generated revenues of \$2.5 million dollars, or enough to cover 25% of our increased costs over the five year period are planned. These fees will address the goals and action plans in the ABC program area.

The Commission has also indicated a strong desire to reallocate existing resources from less productive areas to programs that will help Oklahoma continue to grow economically. Our five year strategic plan includes reallocations of more than \$1 million from existing programs that either aren't performing or are simply low-priority. These funds will be used to offset costs associated with some of the anticipated increased costs for programs that will provide a better return on investment to our citizens. Programs being eliminated include the QRZ program and the STU program. The LMN program funding is being reduced due to program restructuring outlined in the strategic plan.

Finally, this budget anticipates increases in state provided appropriations of \$4.5 million by FY-2007 in order to meet the aggressive challenges outlined in the five year strategic plan.

11. Definitions

Mission: Statement of purpose of the organization; includes the business the organization is in, its customers, and the products/services; clarifies the nature and scope of the organization's product/service offerings and broadly outlines the primary emphasis.

Key Questions: Why are we here? What is it we do, how do we do it and who are our customers?

Vision: Description of the ideal future contribution and/or state of the organization; a consciously created image of what you would ideally like the organization to be.

Key Question: What do we want to be in five years?

Values: Definitions of the organization's rules of conduct. Includes professional behaviors that demonstrate the values being practiced.

Key Questions: How do we work together? What's important around here?

Goal: Broadly-defined strategic positions or conditions which your agency desires to reach. Goals close the gap between the organization's preferred vision and its current situation.

Key Questions: What do we want to do? By when? How much?

Key Performance Measures: Measurable statements of achievement that lead to the accomplishment of a goal; synonymous with "objectives".

Key Question: How will we know if we did it (the goal)?

Action Plans: Statements of how the organization deploys resources to accomplish goals and achieve specific performance measures. Includes task accountabilities.

Key Questions: What are we doing (to reach the goal / achieve the performance measure)? Who is responsible for doing it?

D. BUDGET REQUEST INSTRUCTIONS FOR EACH SECTION

1. BRR0010 Agency / Organizational Information

This section requires basic agency contact information and updated information about the agency that was included in the last Executive Budget Book. Much of this will be pre-filled and will allow agencies to edit it as needed.

Note: Phone numbers and addresses of Board and Commission members are not public information and will not be available to others.

- 1) Agency number and name: each agency has a three-digit identifying number. Enter that number and the name of your agency here. In the web-based system, this will be pre-filled.
- 2) Mailing address: list the main agency mailing address.
- 3) Agency Head: the current agency Chief Executive Officer, Director, or Agency Administrator, list their name, title, phone number, fax number and e-mail address.
- 4) Alternate Contact Person: if there is a person in the agency other than the CEO that needs to be contacted, list the same information for that person.
- 5) Type of agency governing body: most agencies in Oklahoma government have a governing body (such as a "board" or "commission"). Simply list the type of entity that governs the agency (if you don't have one, list "none").
- 6) Description of Governing Body: this information describes how the board or commission is appointed and any special considerations in the make-up of the board. Indicate the length of terms, whether or not the members serve "at the pleasure of" the appointing authority, and any special residency, skill or other background requirements required of your board members
- 7) Board/Commission members: list the names, titles, appointing authority, phone number, address, and current term expiration dates for each current member of the board or commission. This phone number and address information is not public information and will not be made available to others. Do not provide this information on hard copies of this budget request.
- 8) Agency Management / Division / Program Directors: for each program in the agency and each division of the agency, provide the name of the program or division and the manager's name, title and phone number.
- 9) Agency Mission Statement: this should simply repeat the same information presented in the five year strategic plan.
- 10) Agency Duties/Responsibilities: this information should describe the various statutory responsibilities. Detailed program information will be requested in another part of this request. The information provided here should summarize the duties and responsibilities of the agency. If the information already included in this section is the more detailed program information which will be included in program-related sections, please replace it with summary information.

2. BRR0260**Agency Budget Summary Information**

In this section, you are asked to respond to two questions about the FY-2005 and FY-2006 budgets.

- a. Summarize the budget and program actions taken to establish the FY-2005 budget.
- b. The following question asks agencies to provide information about the financial and programmatic impact if the FY-2006 appropriation was at the same level or less than the FY-2005 appropriation level.

Indicate how much the agency budget would be reduced (state, federal and other funding) and describe the actions and program changes the agency would recommend to achieve the funding levels for each of the following scenarios. Include a description of the impact on various programs and services. If the information will not fit in the fields provided in the system, enter "submitted separately" in the fields provided and then submit separately typed pages along with the physical copies of the request.

- 1) If the FY-2006 appropriation was equal to the FY-2005 appropriation excluding any carryover available for FY-2005 and any other non-recurring funding sources;
- 2) If the FY-2006 appropriation was reduced by 5% of the FY-2005 appropriation excluding any carryover available for FY-2005 and any other non-recurring funding sources.

3. BRR0260 State Pay Percentage (BRF0130)

The information provided in this section is used to calculate how much appropriated funding is needed by your agency (vs. agency-generated or federal money) when the Legislature provides a statewide employee pay program. This section will print in the Budget Summary report (BR0260).

For this form, you will use your current BWP amounts for personal services (salaries / benefits).

Enter the following information:

Line a - enter the total amount of expenditures budgeted in FY-2005 for personal services (object codes 11, 12, & 13) - salaries and benefits

Line b - enter the amount of line a, which is funded from unsubsidized enterprise operations funds*

Line c - enter the amount of line a, which is funded from federal funds

*Unsubsidized enterprise operations refer to agency programs which are funded with revenue generated by that program and are not subsidized with appropriated dollars.

Using the amounts entered on each of these lines, the state pay percentage is calculated using the formula $(a-b-c)/a$.

Part 2 of this form is included to address those agencies where this formula generates a state pay percentage which does not equal the percentage of state funding needed if a pay raise were given. You do not need to complete this part if the percentage in part 1 is correct. For example, an agency may fund part of its personal services with federal funds, but the federal funds will not increase to cover the additional costs of a pay or benefit raise. In this situation, part 2 of the form will need to be completed, including what the agency calculates as an accurate percentage. Also include explanations of why part 1 isn't applicable and how the percentage in part 2 was calculated.

4. BRR0260 Carryover and Cash Needs (BRF0080)

The purpose of this form is to provide assistance in planning for cash needs in FY-2006 and to indicate how much carryover was used in the FY-2005 budget. This section will print in the Budget Summary report (BR0260).

1. Agency cash needs - Please indicate how much, if any, of the total FY-2006 request for annual appropriated funding needs to be provided as cash as opposed to funding received 1/12th per month. For each request,

- identify each cash funding need by program,
- indicate how much is needed, and
- Explain why the agency would not be able to absorb the cash-flow needs without a cash appropriation.
-

Also indicate how much cash these programs were appropriated for the last two years.

2. Carryover - Most carryover is authorized for nonrecurring expenses only. That includes expenditures for technology improvement as well as operating costs associated with trying to "ease" into a lowered recurring operating budget (such as personnel costs to see if attrition will help reduce recurring personnel costs). Complete the table by indicating by funding source (annual appropriations, revolving funds, federal funds) how much carryover is included in the FY-2005 BWP. Also indicate how much of the carryover is for recurring expenses versus one-time expenses.

You may also add explanatory comments after the table.

3. Use of carryover for recurring operations: if the agency budgeted carryover for FY-2005 operations, explain how the funds are being used - what is being purchased.

4. If the agency is using carryover funds for recurring operations, explain the impact on your operations if the funds are not replaced with carryover for FY-2006. Also explain the actions that will be taken to manage such a situation.

5. Expenditure and Revenue Summaries

a. BRR0221 Summary by Program/Activity and Fund

The web-based Budget Request System will automatically summarize all information in the OSF Form BRR0221. It summarizes the information provided on the BRR0220 (Summary by Subactivity and Fund) for each agency subactivity by activity. For purposes of the BRR0221, "Program/Activity Name" refers to budgetary accounts at the Activity level in the budget work program. More detailed "subactivity" information will be displayed on the OSF Form BRR0220.

For the funding section of these forms, all annually appropriated fund expenditures will be accumulated into one line for each fund. Expenditures from 191 GR, 192 GR, 193 GR, and 194 GR (FY-2005 GR is fund "195") will all be accumulated under "General Revenue" and shown as 19X.

Each of the agency's revolving, federal and other continuing funds should be displayed individually on a separate line. The total funding must equal the total expenditures by program.

At some point during this extended time-frame, the agency may have restructured programs or divisions. Data for each year should be accumulated in the same categories or programs so those who review these forms can compare expenditures over the time period covered by the request. The web-based system will allow some changes to historical information. If you find that you need to do this to better display your information, then contact the appropriate OSF budget analyst for assistance.

b. BRR0220 Summary by Subactivity and Fund

The OSF Form BRR0220 is where more detailed budget information by program subactivity is displayed. Each program or activity should have a separate BRR0220. The program / activity name will appear on each form and then each subactivity (sometimes there may be just one subactivity per activity) will be listed below, along with the financial data.

The totals for these forms must equal the numbers shown for the program/activity on the BRR0221. The system will create the totals for the agency.

The web-based system will pull together various data elements. It will accumulate the requested expenditure and funding information from the operations funding change forms (BRR0140/0141) and it will pull the historical and BWP data from the ICS system.

On this form, agencies will have the ability to edit the BWP data to match what is the current approved BWP. Agencies can also restate this form if the activity or subactivity structure has changed. Once this is selected, agencies will have the ability to edit all the data on this form and the restatement will be used to generate the BR1a. A copy of the historical version will remain in the system and be identified as BR1b.

c. BRR0215 Expenditures by Object Codes Report

The third part of this section accumulates the agency's expenditure and budget information by object of expenditure category and shows the percentage change from FY-2003 to FY-2007. This report is system generated from ICS data and the BRR0140/0141's (Operations Funding Changes).

Expenditures for FY-2003 and FY-2004 should tie to year-end expenditure reports. Note the use of old "object codes" versus new "accounts codes" in the CORE system.

The following are the expenditure categories and definitions used in this form:

Salaries & Benefits = all object of expenditures codes between 1000-1999

excluding professional services (1500-1599 and 1911);

Professional Services = 1500 - 1599 and 1911;

Travel = 2100 - 2999;

Lease-Purchase expenditures = 4300 - 4399;

Equipment = 4100 - 4211;

Payments to Local Gov't. Subdivisions = 5500 - 5599;

Other Operating Expenses = all other expenditure codes

The totals must match the totals on the OSF Form BRR0221.

d. BRR0045 Revenues by Category

This form accumulates the agency's non-appropriated revenue by specified categories for FY-2003 and FY-2004 actual, FY-2005 budgeted, and FY-2006 through FY-2007 requested. It excludes revenue from Agency Special Accounts (700 funds). This report is system generated from ICS data and data on the revenue estimates provided in the BRR0040 forms (Income and Cash Flow Summaries).

The following are the revenue categories and definitions used in this form:

Sales/Exchanges = receipt of revenue from sale of goods and/or services, revenue/source codes within the 70000 series.

Grants = receipt of federal or private sector moneys for the purpose of administering a specified program, revenue/source codes 550xx - 561xx.

Other revenue = all other revenue sources

6. BRR0050 FTE Summary by Program/Activity

The BRR0050 form will display the number of Full-Time-Equivalent Employees or FTE's by fiscal year and program / activity. An FTE represents the hours worked if one employee worked all year long. In other words, an FTE for the year would be 2080 hours (40 hours x 52 weeks).

This information is to be provided for each program/activity in the agency. The number should include all regular, temporary, seasonal, or project FTE. OSF has eliminated the requirement to separately detail by program the FTE that are exempt from limits in this document (FTE's exempt from the limit will be shown on line 2 in total for the agency). For purposes of completing this form, "Program/ Activity Name" refers to budgetary accounts at the Activity level in the budget work program. More detailed information by subactivity will not be displayed on this form, but may be requested at a later date if needed for ad hoc analyses.

The number of actual FTE by activity should be found in agency payroll records, which will show the number of hours paid by each budget fund and account. For one FTE, divide the amount of hours for each activity by the number of hours for a full year.

Line 1 of the form is the FTE total of each column. All FTE numbers should be listed to the nearest tenth of an FTE. For instance, if the total hours worked is 2,288, then the FTE would be 1.1 (2,288 divided by 2,080).

In Line 2 of the form, list the number of these FTE that are exempt from the legislated FTE limit. If the agency does not have such a limit, then do not complete rows 2, 3 and 4. FTE's that are exempt from the limit will be Carl Albert Interns, seasonal employees hired only between May 1 and October 31 of each year, and any other personnel specifically exempted by legislation from the agency FTE limit.

Line 3 is a calculation created by subtracting the exempted FTE on line 2 from the FTE on line 1. On line 4, enter the final legislated FTE limits for the agency (some may have been adjusted by the CRB). If this limit is less than the total FTE's shown on line 1, please include an explanation in the additional comments field.

On Line 5, enter the number of passenger vehicles the agency operates (either agency-owned or permanently assigned by the State Motor Pool). This number should reflect the total number of motor vehicles that are 10,000 pounds or less of gross vehicle weight.

Two questions are included in the BRR0050 regarding changes in FTE limits. If the agency is requesting a change in the FTE limit for the upcoming fiscal year, provide an explanation and justification for the requested change. In the answer to question 2, explain any substantial change in the number of FTE's from FY-2003 to FY-2004 and FY-2004 to FY-2005. Note: Agencies must enter something in the first "cell" or the system will not allow you to continue. One more final question asks agencies to describe their workforce planning efforts.

7. BRR0030 Program Information / Performance Measures

This form asks agencies to input each agency program, a brief program description, expenditure and FTE data. The Executive and Legislative Branch will use information from this section to evaluate all agency programs. Specifically, the Governor and the Legislative Committee on State Budget Performance and the legislative appropriation subcommittees will use information from this section to review and evaluate performance. This form should reflect all of the agency programs and described in the subsequent BRF0030 forms.

Complete one of these BRF0030 forms for each agency program. Often, programs will correspond to the budget activities and subactivities; however, programs administered by the agency may not. If that is the case, in the description, explain which budget activities/subactivities contain funding for each program.

A program can be defined as a group of related tasks or activities designed to accomplish a function for which the agency is responsible. A program can be performed by one or more of your organizational units.

This form requests the following information on each program:

- 1) Statutory Reference: Please include all statutory references for the program.
- 2) Description of the program: Describe the purpose of each program - what is the program created to accomplish? Summarize the processes used by each program to accomplish its goals and describe how the program is administered.
- 3) Benefits of the Program: Describe the benefits of the program, both the direct benefits to society as well as benefits to other state agencies.
- 4) Budget Actions and Impact (FY-2004 and FY-2005): Describe legislative or agency management actions that increased or reduced agency funding and discuss the impact of the changes on the agency / program.
- 5) Client Information: Describe the client pool for this program. We're asking for data on the size of the client pool, how many actually receive the services, and how the service is provided.
- 6) List and describe program goals and performance measures for this program.
 - The goal is a statement of broad intent or purpose. Performance measures describe what you are trying to accomplish in more specific and measurable terms, usually within a certain time frame.
 - List the measures the agency has developed and the appropriate benchmarks or progress the agency has achieved and expect to achieve during the budget year and the next two years.
 - Reminder: The performance measure title field has been shortened to 28 characters.

Following is some explanatory materials to help you better understand performance measures.

Performance measures:

"Performance Measures" provide specific information about the programs operated by your agency. Performance measures are established after the agency develops program goals and objectives and are used by management to determine whether programs are meeting the goals and objectives of the program. "

Performance Criteria/Services Provided

For most agencies, the indicators that have been used in the Historical Data Executive Budget Book present more of a workload count. They consist of inputs (the number of hours worked; total expenditures) and outputs (how many clients were served). Please provide updated data for these input and output measures for FY-2003 and FY-2004 actual and FY-2005 through FY-2007 estimated levels.

In addition, please provide information regarding "outcome" indicators and other measures of performance (outcome measures express how effective the agency has been at meeting its goals/mission). The GASB description says this includes "... indicators of service quality {such as timeliness}, effectiveness, and amount or proportion of "need" that is {or is not} being served). Examples of outcome reporting cited by GASB include: "...the reporting of scores of students on achievement tests, number of bus or train trips off schedule, crime rates and crime "clearance" rates, bed-disability days per treated client, quality of water after treatment, mortality rate at a hospital for patients with a certain illness, amount of toxic material deposited in the landfill, response time of police and fire departments to calls, and percentage of fires that do not spread beyond a prescribed amount after arrival of the firefighters."

"Other" measures include efficiency measures which show the per unit cost of services by relating inputs to outputs; and cost-effectiveness measures which show cost per unit of outcome; service measures showing customer satisfaction with services; and productivity indexes that compare a ratio of productivity from one year to another.

GASB also categorizes the SEA Indicators (or measures) as follows:

A. Indicators of Service Efforts:

- 1. Inputs - Dollar costs of the service during the period;**
- 2. Inputs - Amounts of non-monetary resources expended, especially the amount of work time expended.**

B. Indicators of Service Accomplishments:

- 1. Outputs - Amount of workload accomplished;**
- 2. Outcomes - A numeric indicator of program results. This category includes indicators of service quality (such as timeliness), effectiveness, and amount or proportion of "need" that is (or is not) being served.**

C. Indicators That Relate Service Efforts to Service Accomplishments - efficiency indicators:

- 1. Amount of input related to amount of output.**
- 2. Amount of input related to amount of outcomes or results.**

3. Productivity (or efficiency) indexes. These traditionally have been used in reporting national productivity trends. Indexes are calculated by relating the ratio of productivity in the current year to that of a pre selected base year.

D. Explanatory Information:

- 1. Elements substantially outside the control of the public agency, such as demographic characteristics.**
- 2. Elements over which the agency has significant control, such as staffing patterns.**

8. BRR0030 Program Review

The BRF0030 form also requests a few analyses on the programs provided by the agency. The questions deal with the following issues.

- 1) Describe the negative consequences that would occur if this program didn't exist. Who would be impacted? What needs would not be addressed? etc.
- 2) Describe any services that are now provided by this program but are basically new in that they weren't provided prior to the just completed fiscal year.
- 3) Answer each of the "yes/no" questions designed to help determine if this program should be funded with more user fees. Then, in the discussion section, provide any additional information that would be helpful.
- 4) Complete this table showing program expenditures compared to benchmarks for the economy. Benchmarks for per capita personal income and gross state product will be provided in the system. Please note that program expenditures should be rounded in thousands of dollars (\$000's); per capita personal income is not rounded; gross state product is rounded to millions of dollars (\$ millions).

9. BRR0100/0101

Supplemental Funding Needs

This series of templates are similar to those provided for the "Operations Funding Changes" described in the next section. The purpose of the forms is to gather necessary information about any supplemental operations funding needs for an agency for the current fiscal year. The templates consist of a summary form and a form which will gather the more detailed information to allow budget and fiscal analysts to better review the funding request.

All requests for supplemental funding will need to be supported by the completion of these templates. If the agency determines that supplemental funds are needed after the budget request has been submitted, let the appropriate OSF analyst know about it and the budget request will be returned to the agency electronically so that it may be modified.

DO NOT ask for supplemental funding simply because your appropriation was reduced for FY-2005. "Replace appropriation reduction" is not a valid justification for more funds.

Summary of FY-2005 Supplemental Funding Requests:

This template will be generated by the system based on the detailed information provided on the BRF0100 template(s).

FY-2005 Supplemental Requests - Detail:

This template includes several sections. Please complete them thoroughly.

1. Describe the purpose of the funding need. Thoroughly describe the problem that has created the supplemental funding need and what the agency intends to accomplish with the funding requested. Also describe any actions the agency has taken to deal with the problem.
2. If the funding requested is to deal with a mandate, indicate whether it is a State, Federal, or Court mandate. Include references that will allow the proper identification of the source of the mandate.
3. Often when dealing with funding issues, there is more than one alternative. Describe the alternatives you considered before deciding on the one you are including in this specific funding request.
4. Provide a full description of the workload changes that have contributed to this funding need. Include anticipated workload levels (both initial and revised) compared to what has happened so far this year.
5. In this table, list the positions needed by job family code and descriptor. If the agency is requesting positions that do not yet have a code and descriptor, then enter "new" in the "job family" column and a brief position name in the "job family descriptor" column. List the positions by activity within the agency. Use the activity number associated with the program affected by this change.

Other information requested in this table shows a comparison of FTE's in this program for the last two fiscal years, the current and the projected number for the current budget year. Round all FTE's to the nearest tenth of an FTE.

If the supplemental funding request is for a currently staffed program in the agency, then provide FTE information related to all positions involved in the program experiencing the funding problem. The intent is to provide a complete view of recent and current personnel resources being used in the program versus any new positions being requested.

6. The next table requires cost information for all the positions listed in the previous table. By position, provide salary information only. Show benefits for all the positions on a separate line as indicated.

7. The final table on these templates asks for expenditure information by object category and by funding source. As with the personnel information, provide historical expenditure information so that the funding for the entire program can be quickly reviewed from this template. Show expenditures by object of expenditure category as indicated in the first section.

The second section requests expenditure information by source of the funding. "Source" being either appropriations, federal funds, or revolving funds. If the agency spends from a disbursing fund, break out the expenditures according to the source of the funds spent.

The third section requires expenditure information by fund, activity and subactivity. In this case, use the same funds used to prepare the rest of the budget request.

8 - 10. These questions request explanations of the assumptions and formulas you used in calculating salaries/benefits, professional services, and recurring costs.

11. This question asks agencies to explain their funding sources. If the federal government is picking up some of the cost, then explain how their participation is determined. Provide the same kind of information about agency revolving funds and any other source other than appropriations. Be sure to discuss any requirement for increased fees or user charges.

10. BRR0140/0141

Operations Funding Changes

This series of templates requests information about any funding changes the agency anticipates or is requesting during the period covered by the request (other than supplemental funding needs which are addressed separately). There are three templates: two are summaries of the third, the detailed information.

The first summary simply lists and summarizes only the FY-2006 requests by funding source and FTE's. The second summary lists and summarizes only the FY-2007 requests by funding source and FTE's.

Agencies should include a funding change to reduce the FY-2006 request for any appropriated carryover your agency has programmed into your current year, FY-2005, BWP. This funding source is a "nonrecurring" source of funding. If the agency has built this funding into continuing operations costs, the agency will need to complete a detailed request template to request that the funds be replaced with recurring appropriations. Don't forget to consider the impact of any anticipated carryover from the current year for use in FY-2006.

The detailed information requested includes financial, FTE, and performance information, as well as explanatory information. Please be thorough when providing this information. Incomplete or hard to understand requests will be difficult to recommend.

You are also asked to provide "baseline" data for new funding requests. If the agency is asking for funds to change expenditure or funding levels in a program which currently exists, then provide the information showing current personnel and expenditure levels along with that of the just completed fiscal year.

These templates are designed to answer the following questions:

- What is the issue/problem/potential investment being addressed?
- What will the funding allow the State to accomplish?
- What results can be expected?
- Is the State the best entity to do this?
- How will results be measured?

EACH request item included in this section must be PRIORITIZED indicating the importance of the request to agency management.

1. Describe the purpose of the funding change. Thoroughly describe any problems the agency is trying to address and indicate what the agency intends to accomplish with the funding requested.
2. If the funding requested is to deal with a mandate, indicate whether it is a State, Federal, or Court mandate. Include references that will allow the proper identification of the source of the mandate.

3. Often when dealing with funding issues, there is more than one alternative. Describe the alternatives considered before deciding on the one included in this specific funding request.

4. Describe any short-term or long-term savings to agency operations that will result if this funding request is provided. Include a description of how the savings will be achieved. Also quantify the savings and provide any calculations to support them.

5. Describe any savings that can be achieved within your agency to help support the funding needs of this request.

6. Thoroughly discuss the possibility of user fees to fund each item. If fees are currently charged, then discuss what portion of the program costs are covered by fees and indicate what the "market" will bear, using appropriate comparisons to similar services or to other states. If user fees are not currently charged, then discuss the feasibility of using them to fund each item.

7. Explain why the State should provide this service rather than a more local level of government.

8. Provide applicable client information. Describe the types of clients that you serve and provide a comparison of the potential number of them, the number you expect to serve and describe how they will be served.

9. For each funding request, indicate what it is the agency intends to accomplish and how it intends to measure the goal. In this section, indicate which agency goal the funding request is intended to help achieve. Describe each measure and provide the numbers representing the measure for one actual year, the current budget year, and projected measures for the request years - through FY-2007. Agencies can identify more than one goal for each item and show more than one measure for each goal.

Use the measures as previously described in this material. Inputs are helpful measures for many items and should be provided in some cases. It is important to know how many clients are licensed, or how many clients participated in a program. Identify measures that will establish targets to help you achieve some predetermined goal or objective. Outcome and efficiency measures are by far the most meaningful measures and are what the Executive and Legislative Branch review. Performance measure title fields are limited to 28 characters in length. The description fields are longer to accommodate the longer descriptions.

11. In this table, list the positions needed by job family code and descriptor. If the agency is requesting positions that do not yet have a code and descriptor, then enter "new" in the "job family" column and a brief position name in the "job family descriptor" column. List the positions by activity within the agency. Use the activity number associated with the program affected by this change. If the request is a pay change only, not requiring additional FTE, then use the term "none" in the job family column.

Other information requested in this table shows a comparison of FTE's in this program for the previous fiscal year, the current budget year, and the two request years. Round all FTE's to the nearest tenth of an FTE.

If the funding request is for a currently staffed program in the agency, then provide FTE information related to all positions involved in the program. The intent is to provide a complete view of recent and current personnel resources being used in the program versus any new positions being requested.

12. The next table requires cost information for all the positions listed in the previous table. By position, provide salary information only. Show benefits for all the positions on a separate line as indicated. Remember that amounts should be rounded to thousands of dollars (\$000's).

13. The final table on these templates asks for expenditure information by object category and by funding source. As with the personnel information, provide historical expenditure information so that the funding for the entire program can be quickly reviewed from this template. Show expenditures by object of expenditure category as indicated in the first section.

The second section requests expenditure information by source of funding. "Source" being either appropriations, federal funds, or revolving funds. If the agency spends from a disbursing fund, break out the expenditures according to the source of the funds spent.

The third section requires expenditure information by fund, activity and subactivity. In this case, use the same funds used to prepare the rest of the budget request.

All funding changes provided should represent the funding amounts needed in relationship to the FY-2005 budget work program. For example, agency X is requesting to phase in a new program January 1, 2006, that will have a full year cost of \$1 million. For the FY-2006 column, enter \$500 (for \$500,000) since the program will be for only half of the year and there was no budget for this program in FY-2005. For the FY-2007 column, enter \$1 million, since this is the full year cost and is the amount that would be needed in FY-2007 over the FY-2005 budget.

14 - 17. These questions request explanations of the assumptions and formulas used in calculating startup costs, salaries/benefits, professional services, and recurring costs.

18. This question asks agencies to explain their funding sources. If the federal government is picking up some of the cost, then explain how their participation is determined. Provide the same kind of information about agency revolving funds and any source other than appropriations. Be sure to discuss any requirement for increased fees or user charges.

If you need help in completing these items, your OSF Budget Analyst can provide guidelines for you to follow. Additional information may be requested at a later date

11. BRR0040/0041

Income and Cash flow Summaries

This section includes a separate income and cash flow table for each agency fund (appropriated, revolving, federal, disbursing, and payroll transfer) and an overall summary of agency income and cash flow. The agency summary will be system generated from the data provided for each fund. FY-2003 and FY-2004 historical data has been loaded into the system for every agency. Note: The ending and beginning balances for each fund may be off slightly due to rounding.

Please complete a BRR0040 for each of the funds administered by the agency. Agencies will not need to complete a form for agency special accounts (700 funds). Data provided on this form will feed to the BRR0041 and the Total Revenues by Categories report.

Use the following definitions for purposes of completing this form. Actual data should be pre-filled as should BWP data.

- A. Beginning Cash Balance: the beginning cash balance as shown on OSF reports, as of July 1 of the fiscal year.
- B. Prior year obligations: expenditures during the referenced fiscal year for obligations that were incurred in a prior fiscal year.
 - Payroll transfers: should include any payroll transfers during the fiscal year for prior year payroll obligations
 - Other operations: all other expenditures during the fiscal year for operations obligations incurred in a prior fiscal year.
- C. Cash available: this is calculated by the system (beginning balance less prior year obligations).
- D. Income to the Fund: in the system, this will be created by the entries in the table below this one. Use the ICS receipt codes (3-digit Receipt Codes - the first three digits of the five-digit receipt code) and provide estimates of income for the referenced years. When viewing the 6-digit Peoplesoft CORE receipt codes look at digits 2,3 and 4. (also see note for item J)
- E. Appropriation transfers: enter transfers of appropriations to this fund.
- F. Total funds available: calculated by the system (Cash available plus income plus appropriations transfers).
- G. Current FY operations expenditures: expenditures during the referenced fiscal year for that year's operations.
 - Payroll transfers: net payroll transfers from this fund for operations expenditures.
 - Other operations: other expenditures from this fund for operations.
- H. Capital Outlay expenditures: expenditures during the referenced fiscal year against capital outlay / special project accounts.
- I. Ending Balance: calculated by the system (total funds available less current FY operations expenditures less capital outlay expenditures).
- J. Funds invested w/Treasurer at year-end: the balance as of June 30 of the fiscal year of any funds that may be invested by the Treasurer and not reflected in the ending balance. In the "Income to the Fund" table, use Receipt Code 995 to show the NET change in investments for a fiscal year. For example, revolving funds invested or removed from the cash balance are negative amounts; revolving funds returned to

the cash balance are positive amounts -- you should sum the negative and positive amounts and show the net change.

Appropriated Funds

For appropriated funds, please complete only one form for each type of appropriated fund regardless of the fiscal year.

For example, complete only one form for General Revenue instead of a separate form for the 193, 194, 195 etc. fund. In addition, complete only one form for the Judicial Fund instead of a separate form for the 523, 524, 525 etc. fund. These funds will show in the system with the first two digits followed by an "x" (i.e. "General Revenue" funds will appear as "19x").

Also for appropriated funds, show normal debit transfers of appropriations from the state to the fund on the appropriation transfers line E on the cash flow table. Agencies only need to include something on the income to the fund table for appropriated funds if the agency has other transfers or receipts for that fund.

Payroll Transfer Funds

For the payroll transfer fund, show the income (debit transfers) to this fund on the line for payroll transfers. Enter this amount as a negative amount since this represents a transfer into the fund and the formula will subtract the values entered on this line from the fund balance. Enter the amount for the actual payroll expenditures on the "other operations" line, as a positive amount. Showing the changes this way will keep the income to the fund and the total expenditures from being overstated in the agency's actual totals.

Disbursing Funds

Agencies with disbursing funds where the last number in the fund number changes with the fiscal year will need to complete a separate form for each different fund number instead of combining those on one form.

The following OSF data reports can help you complete this information.

- a. Summary of Receipts and Disbursements for June, XXXX -- Beginning and Ending Cash Balances, total fiscal year receipts and information on changes in agency investments.
- b. Budget and Cash Balance Report, June 30, XXXX -- Prior and Current FY Expenditures (YTD Expend + PFT/WHT Columns).
- c. Comparison of Revenue Report, June 30, XXXX -- Detail information on specific revenue codes and receipt amounts.

**12. BRR0060/0061
BRR0070/0071**

**Agency Individual Fees
Agency Group Fees**

For purposes of completing these forms, a fee is any fixed charge assessed and collected by the agency. Examples of fees that need to be included in this section are licensing fees, inspection fees, fines levied, testing fees, certification fees, permit fees, copy (Xerox) fees, admission fees, and fees collected for use of facilities such as parks, golf courses, hotels, etc. A summary will be created by the system from the detailed information provided.

There are two different fee templates. One gathers information for "individual fees" and one for "group fees".

- Use the individual fee form for those fees which are tracked and collected separately from any other fees.
- Use the group fee form for fees which are tracked and collected with other fees. For example, if the agency charges several different admission fees for its clients, such as a separate rate for seniors, children, and adults, and collects all revenue from these fees, and deposits them together without accounting for each individual fee; then use a group fee form.

Both forms request the same basic information, but the templates are slightly different because total funds collected on the group fees cannot be identified by individual fee.

Agency Individual Fees template:

1. a. Name of fee: e.g. Boiler Installation License; Real Estate Agent Exam Fee; etc.
b. Statutory Reference: the statute establishing the fee itself or the statute authorizing the agency to set the fee.
c. Name of Activity/Program funded: the agency activity name and number which generates/administers the fee.
2. Description of the fee: describe the fee; who is charged the fee; what the fees are used for; when the fee is charged; etc.
3. Anticipated/requested change in fee: note any changes the agency is asking for in legislation or any changes the agency plans to make if it has that authority.
4. Table for amount charged: In the first part of this table, list the fee amount that is charged (\$5; \$.50 per/ton; etc.) beneath the proper fiscal year. In the rest of the table, list the amount collected during each of the referenced fiscal years or projected to be collected and the fund(s) to which the revenues are deposited.
5. List the OSF revenue/receipt code used when the revenues from this fee are deposited.

Agency Group Fees template:

1. Provide a reference name for the group of fees: e.g. License Testing Fees or Construction Fees or Park Concessions Fees, etc.
2. Note any changes the agency is requesting in legislation or any changes the agency plans to make if it has that authority.
3. Provide the following information for each fee in the group:
 - Name of the fee,
 - Program / activity number for the program funded with the fees,
 - Program / activity name,
 - Statutory reference: provide the statute establishing the fee, and
 - Provide a description of the fee.
4. In this next table, provide the fee amount charged in each of the referenced fiscal years or the anticipated fees for future years. List the amount charged for the service or product (e.g. \$25 per license, \$.05 per ton, \$55 per night; etc.).
5. The next table represents the amount collected by agency / fund. Use a separate line for each fund/agency combination in which the revenues collected from these fees are deposited. For example, if 25 percent of the fees collected are deposited to General Revenue and 75% to the agency revolving fund, then have a line for General Revenue, Agency No. 000, and Fund No. 19x. Also include a line for Revolving Fund, Agency No. (your agency no.), and Fund no. 200 (or appropriate number).
6. List the OSF revenue/receipt code used when the revenues from these fees are deposited.

13. BRR0150/0151

Federal Programs Data Sheet

This section is included to provide more information on the agency's federal programs. Please complete this form for any agency program which receives federal funding. Information provided in previous years describing the programs will be pre-filled in the templates.

This template requests some basic information on the program, including the limits on the use of this funding, the length of time the funding will be available and the impact of funding changes. Also, provide expenditure and FTE data for FY-2003 and FY-2004 actual, FY-2005 budgeted, and FY-2006 through FY-2007 estimated. A summary of the revenues will be generated by the system.

Federal fund receipts information provided should reconcile to OSF data runs. Please notify your budget analyst if there are discrepancies with the data runs.

1. Provide the CFDA # and the program name for the federal program.
2. If the agency refers to this program by some other name, provide that name.
3. Describe the program. Explain the purpose of the program - what it is intended to accomplish. Describe how program goals are accomplished - the processes followed by your agency.
4. Explain the state matching requirements for this program. Indicate percentages, dollar amounts, whether the match is a "hard" match or if it can be "in-kind". If "in-kind" matches are possible, describe the parameters for such a match.
5. Describe any limits imposed on the use of these funds by the federal government or by the state government.
6. Indicate how many years these funds will be available - if there will be cutoff dates or deadlines or dates the program will end. Differentiate between the money itself and the federal program.
7. Explain any substantial changes in the funding as indicated in the tables completed in 9.
8. Discuss how the agency will manage loss of these funds if the program ends. If the program should be funded from some other source, discuss why and identify possible sources of funding.
9. Table of financial and FTE data:
 - a. Expenditures: indicate actual, budgeted and estimated expenditures for this program. Segregate the expenditures by "State Dollars" or by "Federal Dollars". In this case, "State Dollars" refers to appropriations or revolving funds.
 - b. Passed through to local units of government: in the same fund categories, indicate how much of the funds for each year were or are expected to be passed directly through to local governments (school districts, county governments, city governments, etc.)
 - c. Federal revenues: on this row, indicate how much you received or expect to receive in revenue from the federal government during these years.
 - d. FTE's: indicate how many FTE's are funded in this program, for each of the years, and indicate how many are funded by State versus Federal Funds.
10. List the fund numbers and names to which these funds are deposited.

14. BRR0110/0111**Grants and Pass Throughs to Local Gov't and Non-profits**

This section is included to provide more information on the agency's local grants and pass throughs to local governmental entities and nonprofit organizations. Please complete this form for any agency program which provides state funding (including contracts) to either local government entities or a nonprofit organization. Complete only one of these forms for each relevant program, not one for each entity that receives this type of funding. A summary will be generated by the system.

1. Provide the name of the grant program or a name for the pass-through process.
2. Describe the program. Explain its purpose and how the purpose is accomplished.
3. Provide some reference or source for the program. Under what authority was it started? Provide the legal reference.
4. Explain how the program is administered. Also describe the rules that have been developed for the program.
5. Briefly describe the process followed to establish the rules.
6. Financial and FTE table: for each of the referenced years, provide by funding source (appropriated, revolving, federal) the expenditures for this program. Also indicate how many FTE's are funded in the agency through this program.

15. BRR0090 Property Maintenance

This section is included to provide information about maintenance expenditures. Each agency will complete only one of these forms. If the agency tracks maintenance expenditures only by the OSF object code categories, try to estimate the maintenance expenditures by the categories shown. If this is not possible, provide the maintenance figures available. You should begin monitoring the expenditures by these categories for future years.

This form requests a description of the agency's maintenance program, as well as data on the valuation of agency assets, maintenance expenditures and maintenance program FTE's for FY-2005 budgeted, and FY-2006 through FY-2007 estimated. For the purposes of this form, maintenance expenditures are any expenditures made to keep a capital asset in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts, structural components and so forth as well as other activities needed to maintain the asset so that it continues to provide normal services and achieves optimum life. Only include computer hardware related maintenance expenditures on this form. Computer software expenditures are valued on the data processing form.

1. Describe the agency maintenance program.
2. Table for asset and maintenance data: use the fair market value of the agency's assets on this form. The agency should be keeping a record of historical, book, fair market, and replacement values for all of its assets for reporting and insurance purposes.

Even though you include library books and publications on your risk management property list, do not include these on this form. We are trying to determine how much property an agency has and how much it is spending to maintain that property. Books and publications generally are not maintained the same way a building or piece of equipment is and including this in the property valuation may distort this analysis.

All expenditures should represent total expenditures for the specific year.

Indicate how many FTE's are used to maintain your agency assets.

16. BRR0270 Governing Body / Advisory Group Support

This template asks for information about the kind of support provided to the agency governing body (if applicable) and / or to advisory groups supported by the agency.

When considering the kind of information to be provided, include activities that are provided solely to support the entities mentioned. For example, include efforts and expenses to develop special reports for the board, commission, advisory group. Do not include efforts to develop reports that would be provided to agency management anyway. Do include expenses related to conducting the meetings; staff time spent in the meetings or preparing solely for the meeting.

Following is guidance for some of the specific items requested:

3. Include all travel expenses for governing body members, including expenses to meetings of the body and to any other meetings
4. Include travel expenses by other staff in support of governing body meetings or to support Governing Body members when attending other meetings;
5. Include other expenses to support the governing body;
 - item a. would be personnel expenses;
 - item b. would be other expenses not included in item 4 or 5a.
8. Same as item 3, except for advisory group members;
9. Same as item 4, except for advisory group members;
10. Same as item 5, except for advisory group members.

17. BRR0180/0170

Data Processing Plans

PROPOSED DEVELOPMENT COSTS / OSF Form BRR0180

Use this form to identify projects for software development, software acquisition, hardware acquisition or the ongoing lease, or lease purchase of hardware and contracted services. Use as many forms as necessary, and list only one project per form.

1. Proposed Hardware or Development Projects

a. Project Name: brief descriptive title of the project

b. Priority Number

Priority of this system in the agency's Data Processing Plan beginning with one (1) for the first or most important; two (2) for the second, etc. Each project must have a unique number; do not use the same priority number for more than one project.

- Projects must be prioritized within an agency, or by department within an agency.
- Complete each column, where appropriate.
- Column 1 should always be completed.
- Columns 2, 3 and 4 should contain entries where appropriate.
- Column 5 should contain entries only when the project is to be completed after the last fiscal year shown on the form.

c. Project Type:

Software Development - Name of the system to be developed or acquired. Include in the details

a brief explanation of:

- why the system is needed by the agency
- the purpose of the system (in non-technical terms)
- the benefits to the agency
- any projected cost savings
- agency justification

Software Acquisition - Name of the system to be acquired. Include in the details:

- why the system is needed by the agency
- the purpose of the system (in non-technical terms)
- the benefits to the agency
- any projected cost savings
- quantity
- who licenses the software
- for whom acquired
- agency justification

Hardware Lease or Lease Purchase (current equipment) - Indicate "Hardware Lease" or "Hardware Lease Purchase." Identify in the details:

- from whom acquired
- date the lease or lease purchase expires
- quantity
- manufacturer
- model

Hardware Acquisition (new equipment) - Indicate "Hardware Only." Identify in the details:

- why the hardware is needed by the agency
- what the hardware is (i.e. PC, mainframe, storage device, etc.)
- quantity
- cost estimate per item
- agency justification

Contracted Services – Describe any professional services including consultants, programmers, project management resources to manage design the project. This must include any preliminary services required to define project scope and/or feasibility.

d. and e. Project Start and End Date

Indicate the dates for beginning and completing the project.

2. Table: provide the following information for each of the referenced years.

A. Personal Services

- Salaries - Indicate cost, including benefits, for agency personnel, which will be involved in the project.
- Contracted Services - Indicate cost of any contracted personal consultant services involved in the project.

B. Hardware, Software

- Hardware - Indicate hardware costs, purchased, leased or leased/purchased to be acquired for this project.
- Hardware maintenance - Indicate the hardware maintenance costs required for this project.
- Software - Indicate costs of software systems or packages to be purchased, leased or leased/purchased for this project. (Do not include costs from Section A above.)
- Software maintenance - Indicate the software maintenance costs required for this project.

C. Other Miscellaneous Expenses - Indicate other miscellaneous expenses, if any.

D. Total = A + B + C

The totals for all proposed and future development costs (by line item) for all projects will be automatically transferred to the summary table section of Form BRR0180.

3. Provide any necessary explanation about the project.

SUMMARY / OSF Form BRR0180

You can either complete this form as a division summary or an agency summary. Use this form as a division summary if your agency plans and budgets for data processing by individual division. If you use division summaries, you will also need to complete an additional Form 180 that will summarize the information for the entire agency. Some of the data on this form will be system generated based upon the data entered on the proposed projects form.

This form is to be completed in conjunction with and balance to the agency's Data Processing Budget Request. Complete this form with entries in column 1 which reflect the agency's Data Processing Work Program for the current fiscal year. Column 2 is the operational cost projected for salaries, contracted services, and hardware and software maintenance in order to provide the current level of service for the fiscal year being budgeted.

NOTE: Any purchase, lease or lease purchase of hardware or software for continuing operations must be established as a development project (see instructions for OSF-170) and shown as a project until it is either owned by the agency or the lease is terminated.

Column 3 is the combined total by line-item of all Proposed Development Costs from each proposed development project form for the fiscal year being budgeted. Columns 4 and 5 are projected costs for development in future fiscal years. Row E is the total of columns 2 and 3, and must equal the total requested on the agency's Data Processing Budget Request.

DISASTER RECOVERY PLANNING

Each agency is required to develop a Disaster Recovery Plan, which must be reviewed, updated (to reflect changes in operational processes, software and/or hardware) and tested. Each agency must provide the following information:

1. An updated copy of the Disaster Recovery Plan document in electronic format;
 - a. Include the name, title and contact information of the primary person responsible for updating the plan;
 - i. Name: _____
 - ii. Title: _____
 - iii. Contact: Phone _____
Email _____
 - b. Provide the date when the plan was updated ___ / ___ / ____;
MM DD YYYY
 - c. Include the name, title and contact information of the primary person responsible for testing the plan;
 - i. Name: _____
 - ii. Title: _____
 - iii. Contact: Phone _____
Email _____
 - d. Provide the date when the plan was tested ___ / ___ / ____.
MM DD YYYY

DP STATUS UPDATE / OSF FORM BRF1070

Project Status (by priority number)

A status report is required for each project proposed in the FY-2005 data processing plan. If the project is continuing into FY-2008 and beyond, also complete a Form BRF0170 to give detailed information and justification. Use as much space as needed.

Beginning with the priority one project, give the priority number and project name. Describe the objectives met and those not yet accomplished. Discuss the progress which has been made and what remains, if any, to complete the project. If the project has been delayed or stopped, give the reasons.

18. BRR0190/0200

Telecommunications Plans

PROPOSED DEVELOPMENT COSTS/OSF Form BRR0190

Use this form to identify proposed development, equipment and circuit costs, as well as costs for projects continuing in the fiscal years indicated.

Use as many forms as necessary, and list only one project per form.

1. Proposed Telecommunication Project:

a. List a descriptive name for the project / system to be developed.

b. Priority Number

Priority of this system in the agency's Telecommunications Plan beginning with one (1) for the first or most important; two (2) for the second, etc. Each project must have a unique number; do not use the same priority number for more than one project.

Projects must be prioritized within the agency. Complete each column, where appropriate. Columns 1 and 2 should always be completed. Columns 3 and 4 should contain entries where appropriate. Column 5 should contain entries only when the project is to be completed after the last fiscal year shown on the form.

c. Equipment Type (Proposed Equipment, Equipment Maintenance and Annual Leased Circuit Expense)

d. & e. Project Start and End Date

The dates for beginning and completing the project.

2. Provide the address where the equipment is to be installed.

3. Table:

A. Personal Services

Salaries - indicate cost, including benefits, for agency personnel, which will be dedicated to the project.

Contracted Services - indicate cost of any contracted (personnel, consultant, etc...) services involved in the project.

B. Equipment and Circuit Expense

Equipment - indicate equipment costs, purchase, lease or lease/purchase for this project.

Equipment maintenance - indicate the recurring annual equipment costs required for this project.

Circuits - indicate the recurring annual leased circuit expenses.

C. Other Miscellaneous Expenses - indicate other miscellaneous expenses, if any.

D. Total = A + B + C

The totals for all proposed and future development costs (by line-item) for all projects will be automatically transferred to column 3, 4, and 5 in the summary table section.

4. Explain the project and include relevant information:

Include in the details a brief explanation of:
why the system is needed by the agency
the purpose of the system (in non-technical terms)
the benefits to the agency
any projected cost savings
agency justification
quantity
manufacturer – if known
model – if known
description
estimated cost in narrative

SUMMARY / OSF FORM BRR0200 (was OSF Form 340)

1. Table:

This form is to be completed in conjunction with and balance to the agency's Telecommunications Plan Budget Request. Complete this form with entries in column 1 which reflect the agency's Telecommunications Work Program for the current fiscal year. Column 2 is the operational cost projected for salaries, contracted services, and equipment maintenance costs to maintain the current level of service for the fiscal year being budgeted. Some of the data on this form will be system generated based upon the data entered on the proposed projects section.

NOTE: Any purchase, lease or lease purchase of equipment for continuing operations must be established as a development project (see instructions for BRR0190) and shown as a project until it is either owned by the agency or the lease is terminated.

Column 3 is the combined total by line item of all Proposed Development Costs from each BRR0190 form for the fiscal year being budgeted. Columns 4 and 5 are projected costs for development in future fiscal years. Row E is the total of columns 2 and 3, and must equal the total requested on the agency's Telecommunication Budget Request.

2. Summarize the agency's general telecommunications direction.

3. Project Status (by priority number)

A status report is required for each project proposed in the FY-2005 data processing plan. If the project is continuing into FY-2008 and beyond, also complete a Form BRR0190 to give detailed information and justification. Use as much space as needed.

Beginning with the priority one project, give the priority number and project name. Describe the objectives met and those not yet accomplished. Discuss the progress which has been made and what remains, if any, to complete the project. If the project has been delayed or stopped, give the reasons.

19. BRR0161 Agency Capital Outlay Summary

This information will be generated by the system from the capital budget information you've provided to the Long-Range Capital Planning Commission. It will list all the capital outlay projects you've requested, regardless of year, so that the information will be immediately available when the budget request is being reviewed.

20. BRR0250 Legislation Needs

The information you provide in this section should summarize the legislative changes the agency management, controlling board, and program managers are seeking this next legislative session (2005).

1. Indicate the Title that is being affected.
2. Provide a description of the legislative change you are seeking.
3. Explain why the change is needed including what you intend to accomplish through the change in law.

E. HOW TO RETURN YOUR FY-2006/FY-2007 BUDGET REQUEST and FY-2005/2010 Strategic Plan

Agencies need to submit the FY-2006/2007 Budget Requests with dividers to separate the various sections. Agencies can arrange to pick up dividers at the OSF office in early September by calling Becky Wilson at 405-521-3277.

Remember to change the status of the budget request in the system from "working" to "complete" once it has been finalized.

Send one copy of the Budget Request and Strategic Plan to each of the following entities:

Office of State Finance, Division of the Budget
2300 N. Lincoln, Room 122
Oklahoma City, OK 73105-4801

Senate Fiscal Staff
2300 North Lincoln, Room 309
Oklahoma City, OK 73105

Your agency's Cabinet Secretary

Members of the Legislative Oversight Committee on State Budget Performance

Senator Brogdon – Room 527A
Senator Crutchfield – Room 416
Senator Johnson – Room 530
Senator Morgan – Room 519
Senator Robinson – Room 511
Oklahoma State Senate
305 State Capitol Building
2300 North Lincoln
Oklahoma City, OK 73105

Rep. Askins – Room 301B
Rep. Bengé – Room 329B
Rep. Bonny – Room 435A
Rep. Calvey – Room 508
Rep. Mitchell – Room 432D
House of Representatives
B-23 State Capitol Building
2300 North Lincoln
Oklahoma City, OK 73105-4885

Send two copies of your Budget Request to:

House Fiscal Staff
2300 North Lincoln, Room 109
Oklahoma City, OK 73105

Send one copy of the Data Processing and Telecommunications Sections only to:

Office of State Finance - Information Services Division
2209 North Central
Oklahoma City, OK 73105