

## Introduction

One of the most important policy functions of State Government is the development of the budget. The budget is the *plan of operation* describing how the state will use its financial resources to meet the needs of the public. This plan must include an estimate of all proposed expenditures and the means of financing them.

### **Budget Allocations**

The first phase of the budget process involves the preparation and announcement of budget allocations, or targets, which are to be adhered to by each agency in the preparation of its upcoming budget. For the FY 2004 Budget, agencies will be provided a *single* target funding level. The statewide budget allocations formulated by the Budget Office are based on preliminary revenue estimates for the ensuing fiscal year, mandated changes in expenditures, estimated caseload or population adjustments, the Governor's directives, and other relevant budget factors. We have a constitutional mandate to have a balanced budget.

**The target funding level for FY 2004, after adjusting for very limited hold harmless items, will be 92.0% of the FY 2003 Enacted Budget, as adjusted for various current service requirements, such as anticipated changes in the retirement rates, changes in federal Medicaid participation rates, etc. Due to the constraints anticipated in the FY 2004 Budget, no expansion or enhancement requests should be included in agency budget submissions to the Budget Office.**

A significant feature of the allocation process is that they are made at the agency level, rather than at the individual program or sub-program level within an agency. The agency Director is responsible for determining how these allocations will be distributed among the agencies' programs. This process encourages agency managers to make program adjustments that shift resources from low to high priority services.

The use of a funding target reinforces the role of agency managers in the assignment of priorities among programs. Where the allocation requires a reduction or elimination of programs, agency managers are given the opportunity to specify areas of reduction. Conversely, when agencies are afforded opportunities for enhancements, the agency managers indicate areas where additional funding would be most effective.

### **Program Budget Format**

The Rhode Island Budget employs a program budget format. *A program is a collection of similar activities and services directed toward a defined purpose or goal and managed by a single identifiable authority.* Although the program is the primary budgetary unit for appropriation purposes, agencies are asked to prepare operating plans at the sub-program level, where applicable. This provides for a more detailed examination of the activities performed within each program, and aids in the analytical process at both the agency and Budget Office level.

### **Brief Outline of Budget Process**

The Budget Office distributes the expenditure targets, along with other reports, forms, and historical data to each agency by mid to late July. The agency is requested to submit certain items at varying intervals during August and September, as outlined on the Timetable and further detailed in these instructions. The full agency budget is due to the Budget Office, in accordance with Section 35-3-4 of the R.I. General Laws, on or before October 1. Earlier submission for agencies with smaller operating budgets (i.e. under \$5.0 million) is being requested again this year.

During the fall, the Budget Office reviews agency budget requests for technical accuracy and concurrence between agency proposals and the Governor's policies. Agency proposals are brought into balance with the revised estimate of total revenues, as determined by the November Revenue Estimating Conference. Detailed preliminary budget recommendations are developed for each program and agency. The key elements considered as part of the development of these recommendations include the consensus revenue forecast, program plans and performance measures, adherence to policy guidelines, information contained in the agency budget submissions together with agency explanations of the differences in service, and information derived from discussions with agencies.

Beginning in October and continuing into mid-December, the Budget Office, along with the Governor's Policy Office will meet with agencies to review recommendations for the budget year. Subsequent to these meetings, recommendations will be presented to the Governor, who will make final decisions on the budget in early to mid-January. The transition of Governors this year will affect the budget process and will likely require additional explanation of budgetary issues to the incoming Governor, their staff and cabinet. The Budget Office will coordinate any sessions required with the new Governor and will look to agencies for their cooperation during this period.

**The Revised Budget for FY 2003 must be submitted to the Legislature no later than the second Tuesday in January or January 14, 2003. The Budget for FY 2004 must be submitted to the Legislature no later than the third Wednesday in February or February 19, 2003. However, due to the legislative calendar, the Budget may be submitted on February 13, 2003.**

### **Implementation of RI-SAIL**

The State of Rhode Island implemented a new financial management information system in FY 2002 called RI-SAIL (Rhode Island Statewide Automated Information Link). As part of this new system, an entirely new chart of accounts was developed, along with a more detailed set of budget object codes, referred to as natural accounts in the RI-SAIL system. In order to make the transition from the old chart of accounts/budget object codes to the new structure less difficult, the FY 2004 budget process will continue to be relatively unchanged from that of recent years. Expenditure and revenue data will be provided to agencies with both the old chart of accounts/BOC structure, as well as the new structure. Further information on submission requirements will be provided under the *Technical Instructions-Expenditure Data* section of these instructions.

## **Timetable/Due Dates**

The following table provides the due dates for various deliverables and the projected timelines for decision points during the FY 2004 budget cycle. Budget requests for agencies with total FY 2003 enacted funding of \$5.0 million or less are due to the Budget Office by September 16, 2003. Budget requests for agencies with total FY 2003 enacted funding in excess of \$5.0 million are due to the Budget Office by October 1, 2001. Intermediate due dates for specific items are further described within these instructions. Any questions concerning what is required as of a specified date should be addressed to the Budget Analyst assigned to your agency.

July 26	Budget Instructions and Funding Targets Distributed to Agencies
Early Aug	Salary/Wage Projections/Expenditure Data/Other Forms and Data distributed.
July 24	FY 2004 - FY 2007 Capital Budget Requests Due to Budget Office
August 19	Requests for Changes to Current Program Structure Submitted to the Budget Office (if applicable). New or significantly revised Performance Measures will also be submitted at this time.
September 16	Performance Measures and Updated Budget Document Narrative Pages Submitted to Budget Office
September 16	Budget Requests of agencies with total FY 2003 enacted funding of \$5.0 million or less submitted – Submit three (3) copies to the Budget Office, and one copy each to the House and Senate Fiscal Offices.
September 23	Revenue enhancement options submitted to the Budget Office.
September 23	Revenue Estimates Submitted to the Budget Office
October 1	Budget Requests of agencies with total FY 2003 enacted funding over \$5.0 million submitted - Submit three (3) copies to the Budget Office, and one copy each to the House and Senate Fiscal Offices.
Mid - October	Agency meetings to review budget recommendations begin.
January 6	Final Gubernatorial Decisions on FY 2003 Revised Budget.
January 14	Supplemental Appropriations Bill Submitted to Legislature.
January 24	Final Gubernatorial Decisions on FY 2004 Budget.
February 13	Potential Date for Governor's FY 2004 Budget Submission to the Legislature.
February 19	Statutory Date for Governor's FY 2004 Budget Submission to the Legislature

## Program Planning

Program Planning is the basis for budget requests. The budget request should represent a translation of program plans into funding requests. What funding is needed to carry out program activities and achieve the program's established mission and objectives? Program plans provide a major source of background information to the Governor, the Budget Office, the Policy Office and the Legislature when budget requests are evaluated.

Each agency has at least one, and probably more, missions and objectives that are generally found in the General Law statutes that created the agency or assigned a responsibility to the agency.

### Changes to Program Structure

Agencies and departments are encouraged to review their program structures annually. Program structures should be revised when evidence indicates that a revision will improve agency operations, budgeting, fiscal reporting, or management. Program structures should definitely be reviewed if legislative changes have recently been enacted, which in any way alter the responsibilities of the agency or program.

In developing or revising a program structure, the following rules should be followed:

1. Programs should serve a single purpose or set of objectives
2. Sub-Programs should be delineated when doing so will improve accountability, budgeting, fiscal reporting or management.
3. Accounts are **not** programs or subprograms, although one account may in some instances comprise one program or subprogram. Accounts are accounting devices used to reflect fund sources, cost centers, activities, etc. Accounts are used to display the funding which comprises a program or sub-program, therefore, funding within one account should not be shared by more than one program.

Agencies or departments may initiate a change in program structure. The Budget Office must approve all changes before they are incorporated into the budget or the accounting system. An agency proposal to change the program structure should be submitted in writing and should include the following:

1. Copies of the current and proposed program structure in the form of organizational charts.
2. An explanation of why the change is being requested. What problems have been encountered using the current structure, and/or what improvements will be gained from the new structure?

The creation of new subprograms or the deletion of existing subprograms within an existing program is considered a change in program structure, and therefore, should be approved by the Budget Office.

Written proposals concerning program structure changes must be submitted to the Budget Office by **August 19**. Agencies will be notified of the Budget Office's decision within two weeks of the date that the request is received. Therefore, the earlier the request is submitted, the sooner you will be informed of the Budget Office's decision. Proposed Performance Measures for new programs will also be required as part of this submission. Further information on this requirement is contained in the Performance Measure section of these instructions.

## Budget Request Preparation

Agency budget requests must adhere to the format as described below. Some agencies may not require each section as described, but the basic format and order of presentation should be followed in the preparation of your budget request. The general order of presentation is:

- Letter of Transmittal
- Table of Contents
- Agency Summary Information
- FY 2003 Expenditure Plan Adjustments/Supplemental Request
- Revenue Estimates
- Program/Subprogram Information – FY 2004 Budget
  - Program Plans
  - Budget Specific Impacts
  - Program/Subprogram Summary Financial Data
  - Program/Subprogram Personnel Supplement Data
  - Budget Object Code Detail/Backup Information
  - Federal/Restricted Account Estimates

Each of these sections and the specific items that should be provided within each section, are described in more detail below. The order and format of the budget submission is shown in more detail in the *Technical Instructions* section of these instructions.

### **Letter of Transmittal**

A letter of transmittal from the head of the agency or department must accompany the budget submission. This letter should provide a brief overview of the budget request from the Director's perspective. How does this budget meet the goals, objectives and policies of the department or agency? What major issues are of concern to the Director, and how are they addressed within the budget proposal? The letter should be addressed to the Governor.

### **Table of Contents**

Each page of the budget request document should be numbered. Separate sections may be numbered individually (e.g. 2-1, 2-2, 3-1, 3-2), or the entire document may be numbered sequentially. A table of contents should include the major components/sections of the budget request and indicate the respective page numbers where these sections begin or where certain data can be found.

### **Agency Summary Information**

A general narrative overview of the Department or Agency as a whole should be provided as a starting point. Summary financial data displayed on the *Agency Summary* form (Form BR-1) is also required in this section. (Note: One-program agencies are only required to provide this information once.) The following information should be provided:

1. **Agency Description** - A general description of the agency, its organization, programs and overall objectives should be provided. This section should also provide information on major challenges facing the agency as a whole, trends, and other information that will give the reader a better sense of the direction the agency is taking. This section should provide the reader with an understanding of the agency's operations, why the agency exists, what services it provides, etc. This information should be provided on a *Narrative Information* form (Form BR-10).
2. **Agency Expenditure Summary** - The *Agency Summary* form (Form BR-1) should be completed to show the total expenditures by fund, program, and major category as requested for the budget year, the enacted and revised data for the current fiscal year, and the actual expenditures for the two prior fiscal years.

### **FY 2003 Expenditure Plan Adjustments/Supplemental Request**

As part of the submission of the FY 2004 Budget Request, agencies are required to update their current year (FY 2003) expenditure plans to better reflect the most current and realistic estimate of expected costs. Any changes to appropriations, including reallocations, increases to federal or restricted caps, requests for additional general revenue funding, and/or adjustments to the agency's FTE cap, must be included in the revised budget request.

Section 2 of Article 1 of the FY 2003 Appropriations Act establishes that "each line appearing in section 1 of this article shall constitute an appropriation." This language strictly limits expenditures to the appropriation in a given line item. Departments and agencies are not permitted to use funds in one line item to offset costs attributable to another line item. Any such reallocation of funds must be requested as part of the FY 2003 Revised Budget and approved by the Legislature in the Supplemental Appropriations Act. **Although the FY 2003 Appropriations Act collapsed most line items to one for each agency, the budget will still be controlled to the line items as had existed in the prior fiscal year. Thus, agencies should still review funding in accordance with this line item structure and request any adjustments accordingly.**

In general, funds may be reallocated within each subprogram without explanation (e.g. shifting of funds between object codes). Major changes between subprograms or programs, however, should be accompanied by narrative explanation. This includes changes to restricted and federal account appropriations. Any reappropriation of general revenue funds from FY 2002 should only be included if the Budget Office has notified

the agency of approval by August 15. The general laws mandate that all changes to appropriation lines be incorporated in the supplemental appropriations bill which must be submitted to the Legislature by the second Tuesday in January (January 14, 2002).

The *Expenditure Plan Adjustments* Form (Form BR-5) should be completed to provide detail of the changes being requested in the agency's FY 2003 Budget. General Revenue, Federal, Restricted, and Other Fund Sources should be shown separately. The form should be completed at the account level, with a summary by line item. Accompanying this form should be a brief explanation as to the reason or need for each substantive change requested. Minor changes between accounts which are being done to better reflect where expenditures are going to occur, but have no significant effect on program operations, do not require significant explanation. However, if funding adjustments will alter a program's current operations, a detailed explanation of the change, its rationale, and impact should be provided. Supplemental funding requests should also be clearly identified, and a thorough explanation as to the basis and need for each request should be provided. Changes to federal and restricted account appropriations do not normally require significant explanation. A brief statement, such as "increase in federal grant", is sufficient. Federal changes requiring new or additional general revenue matching funds should be fully explained and justified. Further data on federal and restricted accounts will be requested on Form BR-7. Substantive explanations should be provided on a *Narrative Information* form (Form BR-10), while brief statements can be included directly on the *Expenditure Plan Adjustments* form (Form BR-5). *Narrative Information* forms used to explain expenditure plan adjustment requests should be placed directly after the *Expenditure Plan Adjustments* forms in your submission.

### **Revenue Estimates**

Agencies responsible for collecting various general revenue departmental receipts (e.g. license fees, fines and penalties, etc.) are requested to provide updated estimates of these revenues for both the current fiscal year and the budget year. All estimates should be based on current law, and should not include any proposed changes to fee structures that may have an impact on revenues. If an agency believes current fee structures require review for potential adjustments, a separate analysis should be prepared and included under the "Additional Information" section of the budget request document.

In addition to implementing program reductions to achieve the constrained budget target funding level, increases to departmental revenues may be proposed for consideration during the gubernatorial transition. Any such revenue options must be submitted to the Budget Office for consideration by **September 23**. All options will be reviewed primarily to determine their viability, **but will not be accepted as alternatives to expenditure reductions to meet the target exercise**. If determined to be acceptable during the gubernatorial transition, the Budget Office will make any adjustments to the budget recommendations requested by the new Governor.

The *Estimated Departmental Revenues* form (Form BR-8) should be used to provide the estimates for each receipt account. The *Receipt Account Information* form (Form BR-9) should be used to provide backup information about each receipt account, and any



additional information that may be helpful in understanding how the revenue estimates were derived. Historical receipt data and the Budget Office's official estimates for the current fiscal year will be provided to each agency in electronic format on Form BR-8. Revenue estimate data should be submitted to the Budget Office by **September 23, 2002** to permit sufficient time for review and analysis prior to the November Revenue Estimating Conference, which occurs during the first ten days of November.

### **Program/Subprogram Information**

Narrative information is intended to provide program-planning information and to explain budget requests. It consists of both program plans and budget specific impacts. The principal components of this section of the budget request document are:

- Program Plans
  - Program/Subprogram Title
  - Program/Subprogram Explanation
  - Statutory History
  - Program Objectives
  - Long Term Trends (program level only, as applicable)
- Budget Specific Impacts
- Program/Subprogram Summary Financial Data
- Program/Subprogram Personnel Supplement Data
- Budget Object Code Detail
- Budget Object Code Detail Backup Information
- Federal/Restricted Account Estimates

### **Program Plans**

The Program Plan provides, in a narrative format, a general overview of the program or subprogram, its history, purpose, etc. The plan is intended to provide the reader with an understanding of why the program exists, what its public purpose is, why funding is and/or should be provided. The components of the program plan should be presented on the *Narrative Information Form* (Form BR-10), be presented in the order shown below, and include the following:

1. **Program/Subprogram Title** - Program plans should be headed by the program or subprogram title as included in the program structure. In most cases, titles at the program level should correspond to the line items as shown in the Appropriations Act.
2. **Program/Subprogram Explanation** - This section of the plan should be a clear and concise description of program or subprogram activities. The explanation should be brief but should address the major activities undertaken in the program and explain how the program operates. The descriptions for a program with subprograms should not simply be a restatement of the subprogram descriptions, but rather should provide the reader with an understanding of what links the various subprograms (e.g. why are they a part of the same program?).

3. **Statutory History** - Although you should list the statutory reference(s) that directly relate to the program or subprogram, this section should be more than a list of statutory citations. It should include a brief narrative summary describing the creation of the program or subprogram, and the statutory changes that have substantially affected program responsibility or operations in recent years. Federal statutes, regulations, and other mandates, which have a direct impact on the program or subprogram operations and requirements, should also be listed and discussed.
4. **Program Objectives** – This section is a list of statements that indicate measurable progress toward the achievement of the program purpose. They state the criteria for the determination of progress and indicate for each criterion how much progress is expected in the budget year. They state the anticipated accomplishments of programs or subprograms rather than the means by which progress is secured. What are the goals of this program or subprogram in the upcoming fiscal year? Objectives should be established at the subprogram level (where applicable), and be consistent with the purpose statement for the overall program. Objectives at the program level are required on the Agency or Department narrative page, which is used in the published Budget document. More information on this is provided in the Performance Measures section of these instructions
5. **Long Term Trends** - Any major trends that will affect program operations during the budget year and beyond should be described. Implications of such trends on populations, caseloads, funding requirements, revenues, etc. should all be discussed. A brief description of program responses necessary to deal with long-term trends should also be provided. This section should only be completed at the program level and only where noteworthy trends can be identified.

### **Budget Specific Impacts**

The agency should identify the impact the proposed funding level for a particular subprogram will have. Reallocations of funding between programs and curtailment of operations necessary to meet the target funding level should be described and the anticipated impact explained.

### **Program/Subprogram Summary Financial Data**

Each program and subprogram should contain a *Program* or *Subprogram Summary* form (Forms BR-3 and BR-4). These forms aggregate the account/budget object code data by major category of expenditure (personnel, operating, etc.) and funding source (general revenue, federal, etc.). These forms provide a quick summary of the more detailed account/BOC data. The *Subprogram Summary* forms feed the *Program Summary* forms, which in turn feed the *Agency Summary* form.

### **Personnel Supplement Data**

Personnel expenditures constitute a significant portion of program expenditures in most agencies. Sound budgeting practice dictates that personnel expenditures receive additional attention. Section 35-3-7 (a) of the R.I. General Laws requires the Governor to

submit “a personnel supplement detailing the number and titles of positions of each agency and the estimates of personnel costs for the next fiscal year.”

Each agency is requested to prepare a *Personnel Supplement Data* form (Form BR-2a) for each program. This information will form the basis for the development of the Personnel Supplement document to be submitted with the FY 2004 Budget. The FY 2004 submission will display two year’s data in the same format as the FY 2003 submission. Therefore, the FY 2003 Revised column on Form BR-2a should reflect all changes in salary, organizational structure and turnover, and should agree with the FY 2003 revised budget submission. The personnel supplement pages must agree with the object code detail.

The order of presentation for positions on the Personnel Supplement Data form should be as follows:

- Classified
- Unclassified
- Non-Classified
- Board and Commission Members
- Temporary and Seasonal
- Other Employee Compensation

The Salary/Wage Projection reports (Forms BR-2e and BR-2f) utilize the fringe benefit rates as shown in the Planning Values section. Fringe and related benefits for any new positions or vacant positions not shown on these reports should be computed using these rates.

Agencies should determine turnover expectancy, where appropriate, and deduct the computed amount from total salaries, wages, and fringe benefits to yield a budgeted salaries and wages total for each program or subprogram. There are two kinds of turnover expectancy. The first is the normal savings which occur from employees leaving state service and new employees being hired, usually after a modest delay and at a lower cost than the departing employee. The second kind of turnover expectancy is managed turnover where the department, by design, leaves positions vacant in order to achieve a certain level of savings.

Agencies should adhere to the following guidelines regarding salaries and wages, and FTE counts.

1. Count each authorized full-time equivalent position as one position notwithstanding the period of time within a fiscal year that the position is expected to be filled. For example, a full time position filled for six months of a fiscal year should still be shown as 1.0 FTE, not .5 FTE. Salaries for such a position should be shown, on the *Personnel Supplement Data Form*, at the full annual cost, and any savings resulting from the vacancy period should be taken as turnover.

2. The FY 2001 column should reflect any revisions to the enacted budget being requested by the agency, including requests for additional FTE positions.
3. Footnotes should be used to explain entries that may be misunderstood or misinterpreted when comparisons are made across the years contained on the form.
4. A *Program Reduction* line should be used in the budget year (FY 2004) to identify savings and FTE reductions resulting from program reductions. However, program reductions may not be shown in this way for the current fiscal year, since it is expected that any such reductions would be implemented by this time, and therefore specific positions should already have been identified for elimination (where applicable).

In addition to the *Personnel Supplement Data* forms for each program, a detailed listing of positions with salary and fringe benefit costs by account, and summarized by program will also be required. The basis of this listing will be data provided to the agencies in electronic form (spreadsheet or database) with the Salary/Wage Projection printouts. Further explanation of these printouts and this requirement is provided under the *Technical Instructions* section of these instructions.

#### **Budget Object Code Detail/Backup Information**

These budget instructions continue to refer to the budget object codes that have been in existence for many years. Table 2a in the *Planning Values* section of these instructions provides a list of former BOCs and their corresponding new RI-SAIL natural account. Expenditure data to be provided to agencies will also provide both the old account/BOC structure, as well as the corresponding RI-SAIL account/natural account structure.

Agencies and Departments are required to submit budget object code detail for each account by subprogram. These forms should present the expenditure history for the two prior fiscal years, the enacted budget for FY 2003, the revised budget as requested for FY 2003, and the requested budget for FY 2004. The historical data and the enacted budget data will be provided to each agency in electronic format.

Some object codes by their nature or by the level of funding requested often require additional explanation. The *BOC Detail Backup Information* form (Form BR-6b) should be used to provide a listing of the items that will be purchased under a specific object code, or a brief explanation of the type of product or service to be purchased. At a minimum, backup should be provided for the object codes listed below. Backup for other object codes should be provided based on a review of the account budgets. If a particular object code is increasing or decreasing by more than 20 percent from the enacted FY 2003 budget, or if a particular object code has a significant amount of funding in comparison to others within the same account, some explanation would probably benefit the reader of the budget request. "Major changes" or "significant funding" are relative terms, which are dependent upon the size of the total budget and the budget for a particular account. Agencies should use their best judgment to determine if an object code warrants further backup, and which items to list. Some additional guidelines on

when to include backup are provided below. One rule of thumb: *you can never provide too much backup information.*

### **Federal/Restricted Account Estimates**

Beginning with the FY 2003 Enacted Budget, restricted receipt appropriations, as has been the case with federal appropriations for several years, are now authorized at the program level, not the individual account as had been the practice. This provides flexibility when there is more than one restricted and/or federal grant account per program. If needed, funding from one account could be shifted to another account within the same program (line item) without the need to request a cap increase.

In an attempt to avoid the need for multiple requests for cap increases to federal and/or restricted receipt accounts during the fiscal year, agencies are asked to provide a detailed explanation as to how funding estimates have been determined. The *Federal/Restricted Account Estimates Form* (Form BR-7) has been created for this purpose.

Agencies should carefully develop realistic estimates of funding for all federal and restricted receipt accounts. Using historical data, plus known carry forward amounts, and estimated new grants or receipts, agencies should be able to develop relatively accurate estimates of resources for both the revised budget and the new year budget.

The new RISAIL system provides the capability to monitor federal grants by their respective grant years. In most cases, agencies are tracking individual grants in sub-systems developed at the agency level. The Budget Office and the Controller's Office will be working with agencies during the coming fiscal year to explore utilizing the RISAIL system to provide this tracking capability. Further information on this will be forthcoming from the two offices.

## Performance Measures

Section 35-3-24.1 of the RI General Laws requires that:

(a) Beginning with the fiscal year ending June 30, 1997, the governor shall submit, as part of each budget submitted to the general assembly pursuant to section 35-3-7, performance objectives for each program in the budget for the ensuing fiscal year, estimated performance data for the fiscal year in which the budget is submitted and actual performance data for the preceding two completed fiscal years. Performance data shall include efforts at achieving equal opportunity hiring goals as defined in the department's annual affirmative action plan. The governor shall, in addition, recommend appropriate standards against which to measure program performance. Performance in prior years may be used as a standard where appropriate. These performance standards shall be stated in terms of results obtained.

(b) The governor may submit, in lieu of any part of the information required to be submitted pursuant to subsection (a) an explanation of why such information cannot, as a practical matter be submitted.

Continuing the practice developed over the previous five fiscal year budgets, the Budget Office's goals for FY 2004 are to update and refine the measures included in previous budgets and to use performance measures as part of the budget decision making process. To that end, agency budget meetings will focus on discussions of program performance as identified by measures already in use. The Strategic Planning, Monitoring and Evaluation Unit of the Budget Office will be responsible for this part of the budget process, and will work closely with each agency in developing or refining appropriate measures.

**Performance objectives stated on the *Program Performance Measurement* forms (e-mailed as an attachment to agencies) must be consistent with those contained in the narrative page under "program objectives" in the FY 2004 Budget document for a given program. Please review both measures and objectives for this consistency. In some cases this may require a restatement of the program objective. The agency should describe how each program measure that is being reported in the form specifically relates to a given program objective. We encourage performance measures which reflect core program functions.** More than one measure may be required to demonstrate program performance. In some cases, it may be appropriate to use performance measures for subprograms to demonstrate program performance. To ensure consistency, both narrative pages and the performance measurements are due on September 16. Completed *Program Performance Measure* forms should contain the name, title, phone number and e-mail address of the individual responsible for preparing and monitoring the program performance measure. Please return via e-mail to [billm@budget.state.ri.us](mailto:billm@budget.state.ri.us) the performance measures that were e-mailed to you along with a hard copy of each measure. All performance measures must also be accompanied by defined quantifiable standards. In those instances where the agency is presenting new programs or program revisions, new or revised program performance measures may be

required. These must be submitted to the Budget Office concurrently with program changes or revisions by August 19.

Agencies are requested to submit an Annual Performance Review on September 16. Part One of this annual review should report on FY 2002 actual performance data. In addition to providing performance data on the year ended, agencies are requested to provide a narrative paragraph on each measure (whether they achieved their goal(s), why or why not, reasons behind trends, etc). Agency performance reviews also should demonstrate the linkage between performance and funding levels for the current and proposed fiscal years. The performance review should indicate how your agency is doing in terms of its goals and objectives for the fiscal year just ended and list any modifications of these goals and objectives.

Part Two of the Annual Performance Review should summarize your performance plan for FY 2003 and FY 2004. This plan should continue to link program performance measures to your agency's mission, goals and objectives as stated in your narrative summaries. In addition, your performance plan should include the performance objectives for each activity covered by an existing, revised, or new program performance measure, as well as explanations for any changes in those objectives from previous years and the linkage between funding levels and those objectives, if any.

This fall we will be reviewing and discussing program performance along with related activities for which you have provided ongoing data. Specifically, you should be prepared to discuss how well your programs performed in terms of your stated objectives for the fiscal year just ended; be able to explain variations from expected performance (positive as well as negative), trends and underlying explanatory factors; and how changes in program funding levels for FY 2003 (revised) and FY 2004 may affect performance. Your Annual Performance Review will serve as the guide for that discussion.

Each department or agency is also required to report its progress towards meeting equal opportunity hiring goals using the same methodology and format as in the FY 2003 budget submission. Agencies should be aware that only full time employees should be included in the computation of percentages based upon guidelines provided by the State's EEO office. The Equal Employment Opportunity (EEO) tables should be updated, revising where necessary, the data for minorities and females as a percentage of the workforce, and estimating the percentages for the current and budget fiscal years. These tables have been e-mailed to agencies as an attachment. Please return these tables via e-mail along with a hard copy by September 16.

### **Background**

The application of Performance Based Management, a.k.a. managing for results, continues to grow at all levels of government in the U.S. and other countries. The motivation behind performance based government is the desire by administrations, legislatures and the public to know the *results* that government programs have on the lives of people. Thus, governments are increasingly determined to measure the value added to taxpayers' dollars. This is not performance measurement for its own sake; the

aim of these management initiatives is to *improve* government programs. Through strategic planning, monitoring and evaluation, and by tracking and reporting progress on identified performance measures, government becomes more publicly accountable for its efforts and activities. At the state level, departments and agencies are responsible for developing, implementing, monitoring, evaluating and reporting program performance as it relates to their missions and to the Governor's policies, as well as to state and federal mandates. When performance measurement is a management priority, it can serve to motivate and focus staff on desired achievements. Such measurement can reveal those strategies that work and those that do not. Performance indicators should concentrate on measuring a few of an agency's more important goals and priorities. We suggest that measures be widely displayed within your agency to communicate them to staff.

### **Performance Measurement Systems**

While specifics may vary, performance measurement systems share several common features. All involve identifying desired program outcomes; setting goals or objectives for programs; selecting measures or indicators; reporting results; and using outcome or performance information as a continuous management tool. Program outcomes normally are determined as part of a strategic planning process involving policy makers, program managers and clients. After clarifying the agency's mission, goals are established for key programs that define the organization. This step answers the "Who are we and why are we here?" questions. Program goals and objectives are also established with input from policy makers and clients. They may be stated in terms of either final goals or intermediate goals and answer the "What do we want to accomplish and how will we know when we've succeeded?" questions. Program managers typically develop and oversee the implementation of action plans. They also develop the methods used to measure results, monitor progress and ensure accountability and continuous improvement. These activities are both internal and external to the program and answer the "How do we get there and how do we measure progress?" questions. Performance measurement systems are not linear; rather they are continuous loop systems involving constant feedback and adjustment.

### **Performance Measures**

Performance measures or indicators fall into four categories: input measures, output measures, efficiency measures and outcome measures. Each has its uses and all should be used in program management. Please bear in mind that the State's statutes require the Budget Office to report outcome measures only.

- **Input measures.** Inputs are resources devoted to a program. They include dollars allocated and total employee-hours devoted to the program, activity or service.
- **Output measures.** These indicators report on the quantity of units produced or services provided. They may also report on the amount of effort expended to produce or deliver a product or service. Examples include the number of clients served, the number of permits reviewed, or the number of projects completed in given period of time. Output measures are often confused with outcome measures.



- **Efficiency measures.** These measures normally are used as an internal management tool to relate resource costs in dollars or employee time to unit of product or service output. Efficiency measures may also be used to measure cost-per-unit-of-outcome and, as such, may be considered an outcome measure when efficiency is a significant program objective. For example, the number of applications processes per employee is an efficiency measure.
- **Outcome measures.** These indicators report the results of activities or services. These tools measure the effectiveness of an agency's performance and the public benefit derived. They represent the highest form of performance measures. Examples of outcome measures include the ratio of healthy births to total births; percent of reduction in recidivism for juvenile offenders; percent decrease of repeat complaints to a regulatory board; percent increase of tourists to new target markets; percent increase of third graders reading at third grade level; etc.

All of the performance measures described above are expressed in quantitative terms, usually as units, ratios, percentages or index numbers. A fifth category of measure, commonly referred to as **Explanatory Information**, may be expressed either quantitatively or qualitatively. This information deals with factors that affect an organization's performance. Such factors may be outside the organization's ability to control or within its control. Programs that require implementation by third parties, for example, may be beyond an agency's ability to control directly. Nevertheless, the program performance measures for such a program are still valid representations of progress toward achieving stated goals and objectives. Explanatory measures may also involve factors over which the department does exercise direct control as in the case of staffing patterns.

### **Reporting Requirements**

For the purposes of preparing the FY 2004 Budget *only outcome measures* should be reported. The Budget Office, in meeting the statutory requirement, will not utilize other types of measures. Most departments and agencies have completed the development of initial program outcome measures. Others are continuing in their efforts to clarify their strategic missions, goals and objectives, and will present initial or revised program outcome measures for the first time. In all cases the process should be seen as iterative and continuous. Agencies with approved measures should review them to ensure that they are relevant to key agency goals and objectives as well as reliable and valid in terms of the information presented and the intent of the measure. It is especially important that agencies document what the program performance measures presented represent, what data sources are used, limitations on the measure, if any, and how the measure relates to the standards established.

Agencies that receive funding from federal programs that require the reporting of performance measures in support of the Government Performance and Results Act (GPRA) should attempt to use those measures as the basis for state program performance

measures. In some cases, notably where state programs consistently exceed federal standards, program objectives and standards should be modified. In all cases, the goal here is to avoid creating separate program performance measures for state and federal reporting requirements. Where departments and agencies are collaborating on programs, agency program performance measures supporting shared objectives should be identified and reported as such in an explanatory footnote.

### **Standards**

Performance standards are quantifiable estimates of results expected for a given period of time. There are three basic methods for establishing standards: improvement on baseline performance, benchmarking and mandates. A baseline is usually established from the most recent measurement period available. If no data are available, industry or professional standards can be used. Benchmarking involves identifying best-in-class performance in other states or geographical regions and emulating it. State or federal mandates may be met or exceeded. Any of these three approaches is acceptable. Those who are accountable for the program, ideally with input from customers and stakeholders, should develop the standards. The best standards are those that are challenging but achievable and stretch the capacity and creativity of those involved.

For more information and assistance in developing appropriate performance measures, please contact Robert Griffith at 222-5817 or Bill McKenna at 222-6415.

## Technical Instructions

This section of the Budget Instructions is intended to provide specific instructions on: (1) the use of certain data provided by the Budget Office; (2) how to complete certain required forms; and (3) the format within which your budget request should be submitted.

### Salary-Wage Projection Reports

The Salary-Wage Projection reports were developed many years ago as an aid to provide agencies with projections of personnel costs by position. Although the Budget Office attempts to verify the accuracy of the calculations through a testing of sample records, errors are still possible. Errors on these reports, such as no projection being calculated, are mainly due to errors appearing in the employee's personnel or payroll record, which preclude or in some way affect a calculation. These reports are for your assistance only. Each agency should perform its own sample testing of these calculations to assure their accuracy. If significant problems are found, please inform your Budget Analyst, so we can attempt to correct the problem in future runs.

These reports are all encompassing, including step and longevity increases for all filled positions (as of the date that the reports were run) for both FY 2003 and FY 2004. **No cost of living adjustment has been included for FY 2004.** All calculations are based on the position and grade the employee was in on the date these reports were run. Therefore, if an employee has received a promotion or has moved to a new job, these reports may not reflect this change depending upon the status of the personnel paperwork. Recalculations of these costs will need to be performed manually to achieve an accurate projection of personnel costs. Fringe benefits, including FICA, retirement, and the cost of the specific medical plan chosen by the employee, are also calculated. Specific information on the values used in these calculations can be found later under Planning Values.

### How to Read the SWP Reports

The following is a guide to each of the fields presented on the Salary-Wage Projection Reports.

#### Detailed Salary-Wage Projection (Form BR2-E)

① FORM BR2-E		② DETAILED SALARY/WAGE PROJECTION FY 1998				③ BASE DATE 7/1/97	④ RUN DATE 7/5/97				
⑥ FISCAL YEAR	⑦ START ANNUAL RATE	⑧ STEP INCREASE DATE	⑨ STEP INCREASE AMOUNT	⑩ PAY PLAN ADJUSTM DATE	⑪ PAY PLAN ADJUSTM AMOUNT	⑫ OTHER AMOUNT INCREASE	⑬ LONGEV % INCR DATE	⑭ INCREASE LONGEVITY AMOUNT	⑮ REQUIRED FOR YEAR		
④ #00098	⑤ SR WORD PROCESSING TYPIST	98	20,982	11/23/97	246	7/6/97	605	.	21,833		
⑬ 5/12/87	⑭ WILSON, J.      ⑮ 037-11-1111	99	22,037	11/22/98	209	7/5/98	742		22,988		

<b>Item #</b>	<b>Description (Form BR2-E)</b>
1	Form Name for the Detailed Salary-Wage Projections
2	Base Date is the date upon which the data used in the SWP reports was extracted from the personnel and payroll systems. Thus, even if the run date is much later, certain personnel actions (e.g. upgrades, new hires, etc.) will not be reflected if they were not in effect on the Base Date.
3	Run Date is the date these reports were actually produced using the data obtained on the Base Date.
4	Employee Position Number
5	Position Title
6	Fiscal Year for which data has been calculated.
7	Start Annual Rate is the total rate of pay for this employee at the time data was extracted from the payroll and personnel systems. This is the employee's base pay, plus longevity pay, incentive bonus and any supplemental pay, which this employee may receive.
8	Step Increase Date is the date upon which this employee will receive their next step increase as listed in their personnel record. If no date is listed in one of the two years, the employee has probably reached the top step of their respective grade.
9	Step Increase Amount is the difference between the employee's current step and the next step of their grade prorated for the number of pay periods for which the employee will be at the higher step. The COLA associated with this increase in FY 2004 is included in this amount and not in the Pay Plan Adjustment Amount.
10	Pay Plan Adjustment Date is the date in which a general pay plan adjustment (COLA) is scheduled to take effect. For FY 2003, a 4.0% COLA was effective as of the beginning of the first full pay period of the fiscal year, or June 30, 2002 and is already included in the base pay on these reports. For FY 2004, no COLA is assumed, since contracts have not been negotiated with unions at this time.
11	Pay Plan Adjustment Amount is the increase in pay attributable to the COLA, prorated for the number of pay periods affected within

the fiscal year. Note that the adjustment is to the base rate, not the total rate listed under Start Annual Rate. COLA's are not calculated on incentive pay, for example, and the COLA associated with any step an employee may be receiving in the respective fiscal year is shown with the Step Increase Amount.

12 Other Amount Increase is reserved for flat amount changes projected in items such as supplemental pay, educational incentive, charge duty, etc. Amounts will rarely show in this column.

13 Longevity Increase Date is the date when this employee will receive a longevity percentage increase to their pay based on their base entry date. Longevity increase percentages are:

- 5 years 5 %
- 11 years 10%
- 15 years 15%
- 20 years 17.5%
- 25 years 20%

14 Increase Longevity Amount is the calculated increase resulting from a change in longevity prorated for the number of pay periods affected in the fiscal year. Longevity increases are calculated on an employee's base pay plus educational incentive.

15 Required for Year is the total funding required for this employee, assuming no change in status (e.g. upgrade), for the respective fiscal year.

16 This date is the employee's base entry date into state service as contained in their personnel record. Longevity pay increases are based on this date.

17 Employee's name.

18 Employee's Social Security Number.

**Salary/Fringe Benefits Projection by Position (Form BR2-F)**

①  
FORM BR2-F

SALARY/FRINGE BENEFITS PROJECTION BY POSITION

②  
RUN DATE: 7/5/97

③ TITLE/ POS. NO.	④ EMPLOYEE NAME	⑤ SOC. SEC. NUMBER	⑥ EMP. SALARY	⑦ RETIRE #280	⑧ FICA #281	⑨ CASH BONUS #217/#218	⑩ HEALTH #295	⑪ DENTAL #297	⑫ VISION #298	⑬ TOTAL AMT.
SR WORD PROCESSING TYPIST 00098	WILSON, J	037-11-1111	22,988	2,756	1,759	156	1,532	221	41	29,452

**Items #**

**Description (Form BR2-F)**

- 1 Form name for Salary/Fringe Benefits Projection by Position Report
- 2 Run Date is the date these reports were actually produced using the data obtained on the Base Date.
- 3 Employee's Position Title and Position Number
- 4 Employee's Name
- 5 Employee's Social Security Number
- 6 Employee Salary is the total amount required for the respective fiscal year as calculated on Form BR2-E.
- 7 Retirement is the state's contribution to the Employees Retirement System for this employee.
- 8 FICA is the state's cost for social security and Medicare Tax contributions. Note: the social security piece of the FICA charge is limited to a maximum dollar amount (\$84,900) in 2002 and is calculated on a calendar year basis. This report attempts to calculate this share of FICA based on the calendar year earnings on each position. For this reason, the calculated amount may not exactly equal the salary times the FICA rate.
- 9 Cash Bonus is the amount to be paid to those employees who chose an HMO plan as part of the recent open enrollment. There will be no bonus in FY 2004, because no HMO health plans will be offered.
- 10 Health is the annual cost of the medical plan chosen by this employee. For employees who waived medical coverage, this figure will be the amount of the bonus to be paid in the respective fiscal year.

- 11 Dental is the annual cost of the employee's paid dental plan. For employee's who waived coverage, this figure will be zero.
- 12 Vision is the annual cost of the employee's paid vision plan. For employee's who waived coverage, this figure will be zero
- 13 Total Amount is the total personnel and fringe benefit costs associated with this employee.

The data provided on these two reports will also be provided to each agency in electronic format. The data shown on the Form BR-2f is the basis for the detailed listing of positions by account, which is required in lieu of *Personnel Supplement Data* forms for each subprogram. This listing should show each position funded within an account, with subtotals by account and by program. Additional lines for turnover or program reductions should be inserted after each affected account as needed. These totals will provide the BOC totals for each personnel object code.

### **Payroll Accrual**

Annually, at the end of the fiscal year, the State Controller's Office charges accrued payroll costs to all accounts that normally have payroll charges. The purpose of this accrual is to comply with the basic principles of accounting by recognizing expenditures in the period incurred. Since the first pay period of each fiscal year does not always begin on July 1, some days of this first pay period are worked in the old fiscal year, and some in the new fiscal year. For example, pay period 1 for FY 2003 began on June 30, 2002. Therefore, one day actually fell in FY 2002, but was paid on the first payday of FY 2003 or July 19, 2002. Under accrual accounting, this day should be charged to FY 2002 and not FY 2003. The net charge to FY 2002 was one additional day, for a total of 26.1 pay periods.

In most years, in order to account for the additional cost associated with one net additional day each fiscal year, the state budgets a payroll accrual amount in BOC 274. This object code is used for budget purposes only, and will never have actual expenditures. The accrued payroll charges are charged directly to the applicable payroll object codes (see Planning Values table for a list). The Planning Values table instructs agencies to budget 0.4% (.004) of certain payroll codes for the payroll accrual. This percentage is calculated based on one workday out of 260 workdays in a fiscal year ( $1/260 = .004$ ). This is the equivalent of one-tenth of one pay period, which is often how payroll accrual is referred to.

Pay period tables for FY 2003 and FY 2004 indicating the amount of each pay period charged to the respective years are included in the planning values section of these instructions.

## **Revenue Data**

The Budget Office will supply a spreadsheet file for each agency containing the general revenue receipt accounts for which the agency is responsible. For each receipt account, the following information will be provided:

- FY 2000 Actual Receipts
- FY 2001 Actual Receipts
- FY 2002 Actual Receipts
- FY 2003 Revenue Estimating Conference Estimate

The receipt information file will be distributed once final receipts and accruals for FY 2002 are recorded.

The agency will be responsible for providing a revised estimate of revenues for FY 2003 and an initial estimate for FY 2004. This file is the equivalent of the *Estimated Departmental Revenues* form (Form BR-8). The *Receipt Account Information* form (Form BR-9) should be used to provide additional data about each receipt account.

## **Expenditure Data**

The Budget Office is providing two options for agencies to receive and submit data as part of the FY 2004 Budget Request process. The first option is the use of the Access SABRS (State Agency Budget Request System) that has been created for the budget request process. This system is a Microsoft Access Database that provides data entry screens and various reports equivalent to those required in the Budget Request. Each agency wanting to use this system must have the Microsoft Access software to run the Access SABRS.

The second option is to receive a spreadsheet file containing data downloaded data from the Budget Office database. Data for FY 2003 revised and FY 2004 would be submitted back to the Budget Office in the spreadsheet for uploading into the Budget Office database.

Each agency should contact Brenda Brodeur at 222-6417 to request one of these options. More information on how to use the Access SABRS and how to resubmit data to the Budget Office will be made available when the expenditure data is distributed. In order to provide the most complete FY 2002 expenditure data, expenditure information may not be available until early August. More information on when this will be available will be provided when you call to specify your choice.

## **Form Explanations/Descriptions**

Following are brief descriptions of each of the forms required in your budget submission. Electronic copies and samples of these forms are available on the Budget Office web site at [www.budget.state.ri.us](http://www.budget.state.ri.us). If you have any additional questions about the proper way to complete a form, or the information required, please contact your Budget Analyst.



### **Form BR-1 – Agency Summary**

This form provides a summary of the financial data for the entire agency or department. The information required for each fiscal year is:

1. Totals for each program within the agency.
2. Totals for each category of expenditure.
3. Totals for each source of funds.
4. Total number of FTE positions funded in the agency.

This data is derived from the Program Summary forms.

### **Form BR-2a – Personnel Supplement Data**

Some general information on the completion of this form is contained under the Budget Request Preparation section of these instructions. This form should contain a listing of all personal services funded within the respective program. This would include:

1. Each position, in descending order of grade, grouped by position title.
2. Fringe benefit totals net of any turnover or program reductions. These amounts should equal the total of the respective object codes for each fringe benefit from all the accounts within the program. The cost of bonuses paid to employees choosing an HMO or waiving medical coverage (BOC's 217 and 218) should be displayed on a separate line entitled – “Medical Benefits – Salary Disbursements”.
3. A separate line entitled - “Assessed Fringe Benefit” is included to reflect BOC 283, which replaces both unemployment compensation and workers’ compensation lines. (see Planning Values).
4. Totals for consultant services (260 series of object codes and object code 275). Again, these amounts should equal the total of the respective object codes from all the accounts within the program.
5. Program reductions or turnover. These should be the salary portions of the savings only. Fringe benefit savings should be netted from the appropriate fringe benefit line.

### **Form BR-2b – Detail Listing of Positions**

Most agencies, in the development of their budgets, prepare a listing of positions by account to determine the personnel funding required. This listing is often based on the salary and wage fringe benefit report provided by the Budget Office each year. This report (Form BR-2f) lists each position, the salary requirement for the respective fiscal year, and each of the fringe benefit costs (retirement, FICA, medical, etc.). In lieu of requiring a *Personnel Supplement Data* form for each subprogram, as had been the case in the past, we are requesting that a listing of positions by account by program be provided. No specific form is provided for this purpose, but agencies are recommended to use the file of the Form BR-2f,

as the basis for this listing. A sample of such a listing is provided in the Forms/Samples section of these instructions.

**Form BR-3 – Program Summary**

This form provides a summary of the financial data for an individual program. The information required for each fiscal year is:

1. Totals for each subprogram within the program.
2. Totals for each category of expenditure with the program.
3. Totals for each source of funds.
4. Total number of FTE positions funded within the program.

This data is derived from the Subprogram Summary forms.

**Form BR-4 – Subprogram Summary**

This form provides a summary of the financial data for an individual subprogram. The information required for each fiscal year is:

1. Totals for each category of expenditure within the subprogram.
2. Totals for each source of funds.
3. Total number of FTE positions funded within the subprogram.

**Form BR-5 – Expenditure Plan Adjustments**

This form should provide a summary of the changes proposed in the FY 2003 budget from that enacted by the General Assembly. General revenue accounts should be grouped by program such that the totals in the enacted column tie into the Appropriations Act. Each general revenue account should be listed along with the FY 2003 Enacted amount and the FY 2003 Revised amount, whether it is different or not. The difference between the enacted and revised columns should be displayed in the Change column.

Federal accounts should be grouped by program such that the enacted column equals the federal funds line in the Appropriations Act. Restricted receipt and other fund accounts should be listed individually, but only if there is a change requested from the enacted appropriation.

The explanation field should be used to provide a brief explanation as to the need for the change (e.g. increased federal grant award). Substantive changes and requests for supplemental general revenue funding should be explained in detail on a *Narrative Information* form.

**Form BR-6a – BOC Detail**

There is no specific template provided for this form. This information will be dependent upon the system used to develop your budget (e.g. spreadsheet, database, SABRS). The information required is:

1. Account Number
2. BOC
3. FY 2001 Actual Expenditures
4. FY 2002 Actual Expenditures
5. FY 2003 Enacted Budget
6. FY 2003 Revised Budget
7. FY 2004 Request

Data should be grouped by subprogram, listed in account number order with a total for each account.

**Form BR-6b – BOC Detail Backup Information**

This form is used to provide additional backup and documentation associated with major areas of expenditures as explained earlier under the Budget Preparation section of these instructions. The information required is:

1. Account Number
2. BOC
3. FY 2003 Revised Funding Amount
4. FY 2004 Requested Funding Amount
5. An explanation or description of the items or services to be purchased with these funds.

**Form BR-7 – Federal/Restricted Account Estimates**

This form will be used to provided detail information about federal and restricted accounts and an explanation of the derivation of the requested funding levels. Information on this form should include:

1. Account Number
2. Account Name
3. Statutory Basis (for restricted accounts) or CFDA # (for federal accounts)
4. Granting Agency (for federal accounts)
5. Grant Period (for federal accounts) – what is the standard grant period for this grant; does it follow the state fiscal year, federal fiscal year or some other period?
6. Explanation of the purpose of the federal grant or the mandated use of the restricted funds. What is the funding in this account to be used for and what is it intended to accomplish?
7. Use the table to provide the derivation of the requested budget levels. Certain categories are provided for your assistance, but agencies should replace these as necessary to best explain the

components of their estimates. Use the “Explanation” section to provide any further documentation of the requested budget.

**Form BR-8 – Estimated Departmental Revenues**

This form will be provided on diskette with history data, and the current year estimate provided. The agency will be responsible for providing a revised estimate of total receipts for the current fiscal year and an initial estimate for the budget year. These estimates will be used in the development of budget office estimates for the November Revenue Estimating Conference. Data to be distributed is dependent upon the Controller’s Office closing process, and will not be available until late July or early August.

**Form BR-9 – Receipt Account Information**

As backup to the Estimated Departmental Revenues, a Receipt Account Information form should be prepared for each receipt account under the agency’s responsibility. Many receipt accounts include the collection of various different fees. This form is intended to provide the reader with an understanding of what fees are collected and how the estimated revenues have been determined. This form should include the following information:

1. Receipt account number as shown on Form BR-8.
2. Receipt account name as shown on Form BR-8.
3. The R.I. General Law reference(s) that authorizes the collection of these fees, licenses, etc.
4. A general description of the fees collected. Who are they collected from? What are the fees? When are they collected? Are they annual, biennial, etc.? What are the renewal time frames?
5. Describe how the FY 2003 Revised revenue estimate was determined. (e.g. Number of licenses x a certain fee)
6. Describe how the FY 2004 revenue estimate was determined. If the same as FY 2001, state as such.

**Form BR-10 – Narrative Information Form**

This form is simply a word processing template for use when providing most of the narrative explanations or descriptions requested as part of the budget submission. The name of the agency, program and/or subprogram should be provided when applicable.

**Form BR-12 – Information Technology Information**

See page 47 under Information Technology Supplemental Presentation

**Form BR-13 – Information Technology Projects**

See page 47 under Information Technology Supplemental Presentation

## **Format of Budget Submission**

The following is the order of presentation for the Budget Forms. As mentioned earlier, the budget document should be numbered either sequentially or by section. For ease of use, we suggest that each major section (e.g. General Agency Information, Revenue Data, etc.) and each program separated into individual sections with separate tabs. The form to be used or associated with each section is shown in parentheses.

Budget request submissions should be in a bound format, preferably a three-ring binder, and should be labeled.

- Letter of Transmittal
- Table of Contents
- General Agency Information
  - Agency Description (BR-10)
  - Agency Summary Form (BR-1)
- FY 2003 Revised Budget
  - Supplemental Budget Request
  - Expenditure Plan Adjustment Forms (BR-5)
- Revenue Estimates and Data
  - Estimated Departmental Revenues Form (BR-8)
  - Receipt Account Information Forms (BR-9)
- Program 1 Information
  - Program Narrative Information (BR-10)
  - Program Summary Form (BR-3)
  - Personnel Supplement Data Form (BR-2a)
  - Detail Listing of Positions (BR-2f)
  - BOC Detail (if no subprograms) (BR-6a)
  - BOC Detail Backup Information (if no subprograms) (BR-6b)
  - Federal/Restricted Account Estimates (if no subprograms) (BR-7)
- Subprogram 1 Information (as applicable)
  - Subprogram Narrative Information (BR-9)
  - Subprogram Summary Form (BR-4)
  - BOC Detail (BR-6a)
  - BOC Detail Backup Information (BR-6b)
  - Federal/Restricted Account Estimates (BR-7)
- Subprogram 2 Information
  - Subprogram Narrative Information (BR-9)
  - Subprogram Summary Form (BR-4)
  - BOC Detail (BR-6a)
  - BOC Detail Backup Information (BR-6b)
  - Federal/Restricted Account Estimates (BR-7)
- Program 2, etc.
- Performance Measures
- Information Technology Supplemental Presentation (BR-12)
- Miscellaneous Information

## Planning Values

Listed on Table 1 are the planning values for various budget object codes that should be utilized in the preparation of the FY 2003 revised and FY 2004 budgets. The values relating to personnel are the ones used in the development of the Salary-Wage Projections. Other values are either established on a statewide basis or have a specific rate that should be used when developing your budget estimates.

All **debt service**-related values will be budgeted centrally (within the Department of Administration) for both FY 2003 and FY 2004. The Budget Office will make any required adjustments at a later date.

The FY 2004 budget will be prepared in a manner consistent with the Office of Management and Budget (OMB) Circular A-87 that identifies the principles for allowable costs for federal programs. There will be an **assessed fringe benefit** that will include several components in order to capture charges through a cost allocation system. OMB A-87 stipulates that payments for unused leave, unemployment and worker's compensation for current or former employees be allocated as a general administrative expense to all activities of the government unit. Therefore, individual agencies will not be charged for the actual costs attributable to their employees for unused leave, worker's compensation, or unemployment, but rather charged a statewide benefit assessment that is charged as a percentage of payroll. Funds for worker's compensation or unemployment should not be budgeted separately; they will be funded from the statewide benefit assessment.

Also, section 28-31-8 of the Rhode Island General Laws requires that the state pay a share of the assessment levied by the Department of Labor and Training for the Worker's Compensation Administrative Fund. This assessment is utilized to fund services provided by the Donley Center, the Worker's Compensation Court, and to fund certain administrative costs relating to Workers' Compensation. This charge became effective with the fiscal year 2000 budget year and, consistent with OMB A-87, will also be a general administrative expense.

If you have any questions about any of these planning values, or need additional information about an object code not listed, please contact your budget analyst for assistance.

Table 2a is a listing of all budget object codes by category and their corresponding RI-SAIL natural accounts. This list should be used in the development of the agency, program and subprogram summary forms when summarizing expenditures by object. Table 2b provides a listing of the codes used by the Budget Office in our database to distinguish functions, funds, and categories of expenditure. This table will be most helpful in preparing the Personnel Supplement Data forms to assist you in identifying which object codes are assigned to which line.

**Table 1**  
**Planning Values for the FY 2003 Revised and FY 2004 Budgets**

	RI-SAIL Natural Account	Former BOC	FY 2003 Enacted Budget	FY 2003 Revised Budget	FY 2004 Estimates	Notes
<b>Retirement</b>						
State Employees						
Regular	621000	280	7.68%	7.68%	9.60%	Applied to salaries of permanent employees.
Retiree Health Insurance	628300	294	0.80%	1.00%	1.23%	Applied to salaries of permanent employees.
Total			8.48%	8.68%	10.83%	
Judges	621200	276	33.42%	33.42%	33.90%	Applied to salaries of judges hired after 12/31/89.
State Police	621100	277	27.35%	27.35%	26.77%	Applied to salaries of State Police hired after 7/1/87.
Teachers	655300	472	11.97%	11.97%	13.72%	
<b>FICA</b>						
Social Security Rate	621700	281	6.20%	6.20%	6.20%	This portion of FICA is calculated on salaries and overtime up to an established level on a calendar year basis. The estimated salary limits for affected calendar years are: 2002 \$84,900 2003 \$89,400 (prelim.) 2004 \$93,900 (prelim.)
Medicare Tax		281	1.45%	1.45%	1.45%	This portion of FICA is applied to 100% of salaries and OT.
<b>Assessed Fringe Benefit</b>	628100	283	3.80%	3.80%	3.786%	Applies to direct salaries (excluding OT) (BOC 210,220,230,240,250,251,255)
<b>Unemployment Compensation</b>	628500	282	0	0	0	Budgeted under assessed fringe benefit
<b>Worker's Compensation</b>	various	570-579	0	0	0	Budgeted under assessed fringe benefit
WC - Discharge of Leave	617100	270				Expenditures for these are still part of agency payroll and should be budgeted as required.
WC - Assault Cases	617200	273				

**Table 1**  
**Planning Values for the FY 2003 Revised and FY 2004 Budgets**

	RI-SAIL Natural Account	Former BOC	FY 2003 Enacted Budget	FY 2003 Revised Budget	FY 2004 Estimates	Notes
<b>Cost of Living Adjustment</b>			4.50%	4.50%	0.00%	FY 2003 COLA was effective on June 30, 2002 No COLA is being budgeted for FY 2004
<b>Holiday</b>	611500	205				FY 2003 included an additional holiday for Election Day in November, 2002. This holiday will not occur in FY 2004 and thus targets have been adjusted, accordingly
	613500	246				
	615500	256				
<b>Payroll Accrual</b>	619900	274	0.40%	0.40%	0.40%	Applied to direct salaries, overtime, retirement, and FICA Contract employee costs would also be accrued if paid during the accrual payroll. Enclosed for your reference is are Pay Period Tables for FY 2003 and FY 2004.
<b>Medical Benefits</b>	622100	295				See attached for individual health plans by fiscal year & type of plan (individual or family)
Weighted Average			\$7,642.00	\$7,703.00	\$9,167.00	Use this value when budgeting for vacant positions.
<b>Dental Plan</b>	622200	297				See attached for individual health plans by fiscal year & type of plan (individual or family)
Weighted Average			\$614.00	\$745.00	\$963.00	Use this value when budgeting for vacant positions.
<b>Vision Plan</b>	622300	298				See attached for individual health plans by fiscal year & type of plan (individual or family)
Weighted Average			\$89.00	\$188.00	\$111.00	Use this value when budgeting for vacant positions.
<b>Cash Bonuses to Employees Choosing HMO Plans - Individual Plans</b>						
Blue Chip	619200	217	\$0.00		\$0.00	No HMO plans offered under current employee medical contract, thus no HMO cash bonus will be paid.
United Health		217	\$0.00		\$0.00	
Harvard/Pilgrim		217	\$0.00		\$0.00	
Tufts		217	\$0.00		\$0.00	
<b>Cash Bonuses to Employees Choosing HMO Plans - Family Plans</b>						
Blue Chip	619200	217	\$0.00		\$0.00	No HMO plans offered under current employee medical contract, thus no HMO cash bonus will be paid.
United Health		217	\$0.00		\$0.00	
Harvard/Pilgrim		217	\$0.00		\$0.00	
Tufts		217	\$0.00		\$0.00	
<b>Cash Bonus to Employees Waiving Medical Insurance</b>						
Bonus	619300	218	\$2,002.00	\$2,002.00	\$2,002.00	Payments will be made in December of each year.
<b>Non-Personnel Related Object Codes</b>						



**Table 1**  
**Planning Values for the FY 2003 Revised and FY 2004 Budgets**

	<b>RI-SAIL Natural Account</b>	<b>Former BOC</b>	<b>FY 2003 Enacted Budget</b>	<b>FY 2003 Revised Budget</b>	<b>FY 2004 Estimates</b>	<b>Notes</b>
Refunding Bond Authority	637150	384				Budgeted centrally in Administration
Non-G.O.Debt Service	667100	794				Budgeted centrally in Administration
Debt Service	672100 671100	791 792				Budgeted centrally in Administration
Master Lease Charges - Vehicles	641120	352				Lease cost data will be distributed to respective agencies by the end of August.
Insurance	639610	326				Updated amounts to be distributed in late August.
Employee Mileage Reimb.	639130	341				Current rate is .365/mile (effective 1/1/2002)
Employee Assistance Program	632100	269				Budgeted under assessed fringe benefit
Single State Audit Fee	639750	459				Federal accounts only - Budget .1% (.001) of federal funds.

Revised Planning Values - Medical Benefit Costs  
Budget Instructions FY 2003 and FY 2004

Health Insurance Plan	FY 2003 Planning Value	FY 2004 Planning Value
<i>PPO</i>		
<b>Health Mate Coast to Coast</b>		
Health	3,233	3,848
Vision	100	60
Dental	313	404
<b>Individual</b>	<b>3,646</b>	<b>4,312</b>
Health	9,065	10,788
Vision	215	126
Dental	876	1,133
<b>Family</b>	<b>10,156</b>	<b>12,047</b>
 <b>Weighted Average Annual Cost Per FTE Position - All Plans</b>		
Health	7,703	9,167
Vision	188	111
Dental	745	963
<b>Total</b>	<b>8,636</b>	<b>10,241</b>
Total Employees		
 <b>Weighted Average Cost - All Plans</b>		
Health	7,703	9,167
Vision	188	111
Dental	745	963
<b>Total</b>	<b>8,636</b>	<b>10,241</b>
Health	755	899
Vision	23	14
Dental	73	94
<b>Individual</b>	<b>851</b>	<b>1,007</b>
Health	6,947	8,268
Vision	164	97
Dental	672	868
<b>Family</b>	<b>7,783</b>	<b>9,233</b>

<b>Table 2a - Budget Object Codes/RI-SAIL Natural Accounts</b>			
<b>by Category</b>			
<b>Legacy</b>		<b>RI-SAIL</b>	
<b>BOC</b>	<b>Description</b>	<b>Natural Account</b>	
<b>State Operations</b> personnel and operating:			
<i>Personnel includes expenditures for salaries and wages, fringe benefits, consultant services, and worker's compensation costs. The personnel category includes all payments for individuals who perform services for the state.</i>			
205	Classified Holiday	611500	
210	Classified Permanent	611100	
214	Classified-Correctnl Officers Briefing	611600	
215	Classified Permanent Overtime	611200	
217	Cash Bonus Health Main Org (HMO) Part.	619200	
218	Family Medical Waiver Bonus	619300	
220	Classified Limited	611300	
225	Classified Limited Overtime	611400	
230	Unclassified Permanent	613100	
235	Unclassified Permanent Overtime	613200	
240	Unclassified Limited	613300	
245	Unclassified Limited Overtime	613400	
246	Unclassified Holiday	613500	
250	Non Classified & Permanent	615100	
251	Non Classified Limited Full Time	615700	
255	Non Classified Part Time	615800	
256	Non-Classified - Holiday	615500	
258	Non Classified Overtime	615200	
259	Retirement Incentive Lump Sum Bonus	619400	
261	Medical Services	631100	
262	Architect/Engineering Services	631600	
263	Lect/Ed/Prof/Art Services	631700	
264	Building & Ground Maintenance Services	633100	
265	Security and Fire Protection Services	632800	
266	Legal Services	631200	
267	Management/Audit Services	631300	
268	Special Clerical Services	631990	
269	Miscellaneous Special Services	631900	
270	Workers Comp. Pymts. Regular Cases	617100	
273	Workers Comp. Pymt Assault Cases	617200	
274	Payroll & Employee Benefit Accrual	619900	
275	University/College Services	639980	
276	Judges - Retirement Costs	621200	
277	Police - Retirement Costs	621100	
278	Metropolitan Life Insurance	621400	
279	Valic High Ed Ret Annuities	621500	
280	Employees Ret State Contribution	621000	
281	Social Security FICA	621700	
282	Unemp Comp State Employees	628500	

<b>Legacy BOC</b>	<b>Description</b>	<b>RI-SAIL Natural Account</b>	
283	Assessed Fringe Benefits	628100	
285	Emp. Ret-St Ctr To Fed Ret-Agt Exp Sta	621600	
286	TIAA	621300	
287	Disability Insurance TIAA	629100	
288	Special Contractual Stipends	619100	
289	Employer Cost Group TDI	628800	
291	Employer Cost Medicare	621900	
294	Employers Cost - Ret Hlth Insurance	628300	
295	Employees' Medical Insurance	622100	
297	Employer Cost of Dental Care	622200	
298	Employer Cost of Vision Care	622300	
570	Workers' Compensation-Weekly Payments	638140	
571	Workers' Comp Dependency Payments	638150	
572	Workers' Comp Post Maximum Assistance	638160	
573	Workers' Comp Specific Injury Payment	638110	
574	Worker's Comp - Practioners Charges	638930	
575	Workers' Comp Hosp, Nursing & Home Care	638210	
576	Workers' Comp Med Drugs Braces & Allied	638220	
577	Workers' Comp Attorney & Witness Fees	638920	
578	Lump Sum Settlements	638120	
579	Workers' Comp-Alternative Care	638230	
<i>Operating expenses include non-personnel expenditures for operations of state government including maintenance and non-fixed equipment.</i>			
320	Telephone - Cellular and Mobile	639320	
321	Postage	639500	
322	Telephone and Telegraph	639300	
323	Office Expense	634400	
324	Dues and Subscriptions	639200	
325	Freight Cartage and Express	639510	
326	Insurance	639610	
327	Central Telephone Services	636130	
328	Record Center Charges	636440	
330	Print Shop Expenditures - DOE	639450	
331	Printing and Binding	639460	
332	Advertising	639410	
333	Outdoor Advertising - Lottery Fund	639430	
334	Agents' Materials - Lottery Fund	639480	
336	Public Relations-Radio & Television Adv	639420	
341	Mileage Allowance Personnally Owned Cars	639130	
342	Out of State Travel	639160	
343	Other Travel	639140	
345	Travel & Trans - State Wards & Clients	639110	
351	Automotive Maintenance	633000	
352	Rental State Owned Passenger Cars	641120	

<b>Legacy BOC</b>	<b>Description</b>	<b>RI-SAIL Natural Account</b>	
353	Rental State Owned Trucks, Tractors ETC	641140	
361	Repair Buildings & Structures	633100	
362	Repair Highways and Walks	633200	
363	Other Repairs	633000	
368	Conservation Repairs - C/U/F	633140	
369	Lighting Conserv Repairs - Narr Electric	633150	
381	Rental of Outside Property	637140	
382	Rental of Equipment	637120	
383	Rental of Clothing	637110	
385	Rental of State Property	637130	
389	Rental Payments-Master Lease Program	637220	
390	Food	634910	
391	Food Institute Employees Cafeterias	634930	
401	Fuel-Oil #1 (Kerosene)	634510	
402	Fuel-Oil #2 (Home)	634520	
403	Fuel-Oil #4	634530	
404	Fuel-Oil #6 (Bunker 'C')	634540	
405	Fuel-Coal used for Heating Purposes	634550	
406	Fuel-Gas used for heating, hot water	634560	
407	Steam Heat	634620	
409	Electricity C. U. F.	636210	
410	Electricity	634610	
411	Water	634630	
412	Sewer Use Charge	634640	
420	Clothing & Clothing Materials	634820	
421	Safety Equipment	634830	
422	(A.C.I.) Inmates Clothing	634840	
423	(A.C.I.) Correctional Officer Clothing	634810	
430	Patients' Linen	634870	
431	Agric Hortc, & Fish Supplies & Expenses	634710	
432	Educational & Recreational Supp & Exp	634940	
433	Household Laundry Cleaning Supp & Exp	634700	
434	Medical, Surgical & Lab Supp. Exp	634120	
435	Military Supplies & Expenses	634970	
436	Highway & Landscaping Supp & Exp	634200	
437	Building & Machinery Supp & Exp	634980	
438	Central Information Technical Services	636100	
439	Medicines and Drugs	634110	
440	Management Info Services Facilities	634330	
441	Staff Education Supp.& Exp.	631750	
442	Computer Supplies	634310	
443	Expenses of Bonds & Notes	639720	
444	Food Stamp Transaction Costs	639730	
445	Computer Software	634320	
446	Information Systems	634340	
451	Purchase Laundry Serv from Ctrl Laundry	636420	
453	Public Project Financial Mgt. Charges	639740	
454	Admin-Costs-Wrks.Comp.Fund	638910	

<b>Legacy BOC</b>	<b>Description</b>	<b>RI-SAIL Natural Account</b>	
455	Other Operating Supp & Exp	634900	
456	Nursing & Convalescent Facilities	632500	
457	Inventory Purchases Rotary Funds	636300	
459	Audit Fed. Asst. Prgms. Aud. General	639750	
649	Computer Software - Larger Installations	641250	
650	Component Parts (U.R.I.)	641260	
651	Automotive Equipment	641100	
652	Building & Plant Equipment	663100	
653	Construction Equipment	641160	
654	Educational & Recreational Equip	641600	
655	Farm Equip & Livestock	641170	
656	Household Furniture & Equip	641500	
657	Medical Surgical & Lab Equipment	641400	
658	Office Furniture & Equip	641310	
659	Other Equip Additional	641300	
660	Computer Equipment	641200	
797	Lease-Purchase Payments	667100	
881	CMIA Interest Charges	639810	
884	Expenditure Offset for Interest Earnings	639990	
885	Direct Rollover of Death Benefits - IRA	655710	
889	Provider Assessment - MHRH	639920	
890	Interfund Trans/Provider Assesment	639930	
891	Federal Income Tax Withholding	639940	
892	Interest-Overdue Vendor Payments	639820	
893	Refunds & Other Non Expense Items	639950	
894	Inter Fund Transfers	639960	
895	Interest Earnings	639830	
896	Indirect Costs	639970	
897	Insurance Program-Premiums	639620	
898	Insurance Programs-Cost Reimbursement	639630	
899	Other	639910	
<i>Aid to Local Units of Government includes state aid and payments to local governmental entities, which are generally in the form of grants.</i>			
472	Teachers Pensions	655310	
474	Municipal Employees Pensions	655210	
478	Survivor Benefits Mun Police & Firemen	655230	
479	Survivor Benefits Payments Teachers	655320	
880	Intergovernmental Grants, Payments & Tran	652000	
<i>Grants and Benefits include all grant and benefit payments to individuals and organizations without taxing authority, either direct or through reimbursements to cities and towns for public assistance, and grants to other entities, such as private non-profit providers.</i>			
471	Retirement Payments State Employees	655110	
473	Other Pensions & Retirement Salaries	655910	
475	Municipal Policemen & Firemen Pensions	655220	

<b>Legacy BOC</b>	<b>Description</b>	<b>RI-SAIL Natural Account</b>	
476	Cost Lvng Adj Cert Retired St & Mun Emp	655120	
477	Supplemental Pesions- Early Retirement	655130	
481	Death Benefits Post Retirement	655140	
482	Death Benefits Pre Retirement	655150	
483	Social Security Supplement- Retired Emp	655160	
487	Retirees' Medical Insurance	622800	
490	Retirees' Vision Care	622700	
495	Health Insurance -Retired Employees	655170	
566	Public Campaign Financing Payments	659100	
567	MMIS Medicaid Payments - Taxable	658100	
568	MMIS Medicaid Payments - NonTax	658200	
569	Injured Workers Incentive Benefits	638130	
580	Public Assistance Medical	653100	
581	Public Assistance Subsistence	653200	
582	Education	652990	
583	Non-Taxable Claims, Settlements & Jdgmts	659910	
584	Support State Dependents & Delinquents	659930	
585	Claims	659920	
588	Support Certain Organizations	651000	
589	Other	659990	
591	Grantee Services	652910	
593	SSI - Reimburse Federal Government	659940	
599	Non State SDA Advances	659950	
886	Federal Reimbursement	655720	
<i>Capital improvements reflect only structural improvements or acquisition of fixed equipment for buildings and roads.</i>			
661	Building & Other Structures	661120	
662	Highway Construction	661130	
663	Improvements Other Than Bldg & Struct.	661300	
664	Land	665100	
<i>Capital debt service includes the payments on long term debt obligations, such as general obligation bonds.</i>			
384	Rental of Prop-RI Pub. Bldg. Authority	637150	
387	Convention Center Lease Payments	637210	
791	Interest on Serial Bonds	672100	
792	Redemption of Bonds	671100	
794	Non G.O. Debt Service Payments	667100	
795	Redemption of Short-term Borrowing	671100	
796	Interest Short Term Borrowing	671160	

**Table 2 b**

**Database Categories**

**Function Codes**

10	General Government
20	Human Services
30	Education
40	Public Safety
50	Natural Resources
60	Transportation

**Fund Types (Fund)**

1	General Revenue
5	Federal
8	Restricted Receipts
0	Other Funds
9	Internal Service

**Categories of Expenditures (Category Code)**

10	Personnel
20	Other State Operations
30	Aid to Local Units of Government
40	Assistance, Grants and Benefits
50	Capital Improvements
60	Capital Debt Service

**Budget Object Codes**

**Personnel**

Direct Salaries and Wages	202 – 255,299
Employee Benefits	280 - 298
Overtime	214,215,225,235,245,258
Medical	217,218
Retirement	248,276-280,285,286, 292,294
Health	291,295 – 298
FICA	281,285
Other	259,284,287,288,289,293
Holiday	205,246,256



## Table 2 b

Payroll Accrual	274
Unemployment	282
Consultants	260 – 269,275
Workers Compensation	270,273,570-579
<b><u>Other State Operations</u></b>	
Operating	302-383,385,389 - 461,497- 499
Equipment Purchases	649 – 660,701,797,879,884
Miscellaneous	889 – 899
<b><u>Aid to Local Units of Government</u></b>	
	472,474,478,479,565,880
<b><u>Assistance, Grants and Benefits</u></b>	
Benefits	471,473,475,476,477,481-495
Grants	566-569,580-585,587-599,886
<b><u>Capital Improvements</u></b>	
	661-664,669
<b><u>Capital Debt Service</u></b>	
	384,388,387,789-792,794

## FTE Cap

Article 1, Section 11 of the FY 2003 Appropriations Act establishes the FTE caps for each agency in state government. These FTE levels were reduced by the General Assembly based upon the vacancies in each agency as of May 4, 2002. The General Assembly reduced each agency's FTE cap by one-half (1/2) of its vacancies as of this date and also reduced the overall statewide FTE cap by an additional amount equivalent to one-half (1/2) of the remaining vacancies as of this date. In order to manage the statewide FTE cap, the Budget Office has allocated the statewide FTE reduction among the various agencies. The revised FTE caps by agency are displayed in Table 3. These are the FTE caps upon which the FY 2003 and FY 2004 budgets will be based.

Article 1, Section 11 of the FY 2003 Appropriations Act also defines the procedure for obtaining an adjustment to a full time equivalent authorization level. Similar to the procedure for obtaining increases in federal and restricted receipt account appropriations, any adjustments to FTE authorizations must be approved, at the recommendation of the State Budget Office, by the Governor, the Speaker of the House and the Senate Majority Leader.

Agencies or departments that require an increase to their current FTE authorization limit, as established in the FY 2003 Appropriations Act (see Table 3), should include such a request in their FY 2003 Revised Budget request. Within each subprogram where additional FTE positions are being requested, the following questions should be answered on a *Narrative Information* form (Form BR-10).

- What is the critical need for the position(s)?
- What will the position(s) be doing?
- Why can't present staff perform the function(s)?
- If additional FTE's are not provided, how will the program be impacted?

If an increase to the current FTE authorization is required subsequent to the submission of the budget in October, agencies may submit a separate request, at any time during the fiscal year, which provides the same information as requested above. This request should be addressed to the Budget Officer. If approved, the appropriate paperwork will be submitted to the Governor, the Speaker of the House, and the Senate Majority Leader for their signatures.

## Supplemental Presentation of Information Technology and Information Resources Budget

### Introduction

Once again this year, in accordance with RIGL §35-3-4, we are asking you to complete a supplemental presentation of your departmental (agency) budget illustrating “. . . estimates of expenditures for information resources and information technologies . . . regardless of source of financing . . . “. Last year’s process continued our learning experience that resulted in some useful information, but did not yield the overview of state information technology that would be most useful to statewide planning. We have consequently simplified the scope and format for your presentation this year, defining a new method of data collection we hope will stand up as our annual reporting mechanism in future years as well.

Since much of the information we have been asking for is adequately defined by discrete budget object codes, we can extract this information from your overall budget request. There are really only four areas in which we need further definition: personnel, consultants, training, and IT projects. It is in these four categories that we are asking you to provide additional information this year.

Please remember that *the supplemental presentation is an extract from your budget*, not a request for additional funds. This information will be the basis for the plan of expenditures for information resources to be approved by the Legislature as stipulated in RIGL §35-3-26. Please note the following guidelines when gathering data and completing the form.

### Scope

The legislation referenced above refers to section 29-8 of the General Laws, which creates the Information Resources Management Board. This section of the law provides definitions of the two terms integral to the development of the supplemental presentation. These terms are *information resources* and *information technology*, which are defined as follows:

**Information resources** means the procedures, equipment, materials, and software that are designed, built, operated, and maintained to collect, record, process, store, retrieve, display, and transmit information, and associated personnel.

**Information technologies (IT)** means data processing and telecommunications hardware, software, services, supplies, facilities, maintenance, and training which are used to support information processing and telecommunications systems.

These definitions are very broad and encompass a wide range of items that must be included in the supplemental presentation. The simplest method of obtaining this data would be to identify specific object codes that should be included, and list all funding

requested for these codes. Unfortunately, due to the broad descriptions of many BOC's, only a portion of expenditures will meet the above definitions. This IT-related funding will need to be extracted from these BOC's and identified independently of the overall funding request. For example, all personnel with responsibilities related to information technology will need to be identified, but not all personnel will meet this requirement; therefore, only a portion of the funding for personnel BOC's will be shown.

In addition, the law requires this information for all sources of funds. This includes general revenue appropriations, federal funds, restricted receipts, bond funds, university funds, and any other funds to which an agency has access.

Below is a listing of those budget object codes that the Budget Office believes will include the majority of expenditures related to information technology and information resources. It is possible that funding, which would fit one of the above definitions, could be contained in other BOC's, or in some other funding source not identified on the State's accounting system. Therefore, it is up to each agency to identify all expenditures that should be included. The following information should provide a good starting point for all agencies, and assist in determining what items should be included in this presentation.

#### **Personnel**

- *Staff* (Personnel BOC's 205-259, 280-299) - any staff with responsibilities in management or technical support of information technology need to be identified. This does not include those whose connection with information resources is solely as end users of information technology, such as clerical staff who use word processing or spreadsheets, designers who use CAD equipment, or data entry staff who utilize terminals, etc. This does include staff who works in this field full-time, plus those who may devote only a small percentage of their time to the IT-area. All personnel costs related to these staff, prorated for the estimated time spent on information technology projects, should be identified. Funding for staff allocated over various accounts should be summarized to show the total funding devoted to IT-functions.
- *Contractual Services (Professional) - Management/Audit Services (BOC 267)* - any individuals or companies engaged to provide assistance in the development of information technologies and/or resources. This could include studies, database development, Web page design, etc. Include services procured through MPA 2641.
- *Contractual Services - Clerical/Other (BOC's 268 & 269)* - any individuals or companies hired to provide computer or information technology-related support services, other than those whose relationship to information resources is simply as an end user of information technology.

#### **Training:**

Distinguish training of staff who manage and provide support to information technology from training of end users, which should not be included.

- *Contractual services – training (BOC 263)* - any individuals or

companies engaged to provide training for staff in information technology,

- *Educational Supplies (BOC 432)* - expenditures for any educational materials used in computer or information technology-related training.
- *Staff Education (BOC 441)* - expenditures for training and education of employees (including Office of Training and Development courses) in computer-related topics.
- *Dues and Subscriptions (BOC 324)* - major expenditures resources (dues to organizations, major subscription agreements, Internet provider services) connected to the information resources and/or technologies field. Individual subscriptions to a computer magazine do not have to be listed.

**Computer/Telecommunication Equipment and Software:**

- *Rental of Equipment (BOC 382)* - expenditures for leases or lease purchase arrangements for computer equipment or software.

**Major Projects:**

In order to obtain a better overview of the types of information technology projects being undertaken throughout state government, a general description of each project is requested in this supplemental presentation. It is difficult to specifically identify what activities would fit within this category. The IRMB legislation provides the following basic definition of a “project” that should be used as a guide in determining if a particular activity within your agency should be included.

- *Project* means a program to provide information technologies support to functions within an executive branch agency, which should be characterized by well defined parameters, specific objectives, common benefits, planned activities, expected outcomes and completion dates, and an established budget with a specified source of funding.

The purchase of a few computers for a particular program would probably not be included within this category, unless it was part of a larger project to computerize and network an entire agency. A plan to establish a new database from the initial design, through development, and implementation would be included. Projects that are currently underway or in the planning stages should be described, along with their current status. Previously completed projects should not be included.

- *Project Identifier:* each project should be given a unique identifier. The simplest would be to number each sequentially. This number should be used on Form BR-12, where applicable, to identify the particular project to which funding is assigned. If a particular item (e.g. IT-related staff) is spread over several projects, some indication of this should be provided (e.g. “various projects”).

## Major project descriptions

Form BR-12 requires only a list of projects showing the project identifier, account numbers and projected expenditures over three years

Please use Form BR-13 to provide the following descriptive information about each of the projects that you list:

*Project Identifier* (same as on form BR-12)

*Project Name*

*Project Description*: a brief description of the that will give the reader a general understanding of what the project is intended to accomplish for the agency or program.

*Basis of Need*: those elements driving the need for this investment in information technology. These may include state or federal mandates; consumer or client demand for information availability; policy changes affecting the way services are delivered; new advances in technology; etc.

*Project Benefits*: the benefits expected to be realized from the project.

*Agency Interaction*: interaction and cooperation with other units of government (state, local, or federal) needed to complete this project.

*Funding/Sources*: the total estimated cost of the project should be provided, along with the planned funding sources. If federal funds are involved, are these funds specifically intended for this project (e.g. no project, no funding); are there state matching requirements? The accounts that comprise the funding should be listed. This funding information should be consistent with the data provided on Form BR-12.

*Out-year Costs/Savings*: what on-going costs or savings are anticipated to result from this project subsequent to FY 2001? Additional personnel needed to operate a new system, savings due to more efficient processing of data; maintenance contracts for hardware, etc. are the types of items that should be included. Only additional costs, above current funding levels, should attempt to be identified. If current funding will simply be shifted to fund new costs, this would not be an additional cost.

## Due Date

The Information Technology and Information Resources supplemental presentation to the FY 2004 Budget is due on **October 15**. A later due date than that of the overall budget has been established because a good portion of the data needed to complete the presentation will not likely be available until the full budget is completed. However, your cooperation in submitting this budget request addendum to the Budget Office by the October 15 deadline is requested.

Copies of this document should be submitted to the Budget Office (4 copies), House Fiscal Office and Senate Fiscal Office. The Budget Office will forward one of these copies to the Chief Information Officer and the Information Resources Management Board, as required by legislation. Computer files of the forms used in your presentation should also be provided.

## Forms/Samples

Table 4 lists each of the forms that are part of the FY 2004 budget process. This table also indicates the type of format (Excel or Word) each form is in, and the name of the spreadsheet or word processing file containing the respective form template, if applicable. Some information, listed under the Template column as “data”, will be provided at a later date, upon receipt of final data from the Controller’s System for FY 2002. If you require files in a format other than those provided (i.e. Lotus or WordPerfect), please contact Brenda Brodeur at 222-6417.

Both the templates of these forms and samples of completed forms are available on the Budget Office website at [www.budget.state.ri.us](http://www.budget.state.ri.us) under the Instructions icon. If you do not have Internet access, please contact Brenda Brodeur for a diskette with the form files.

If you have any questions on how to prepare a particular form, please contact your Budget Analyst for assistance.