



FY 2014 BUDGET INSTRUCTIONS

Department of Finance & Management
Budget & Management Division

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A. FY 2014 Budgets

These budget instructions offer guidance in preparing responses to the budgetary challenges facing us in FY 2014 and beyond. They ask for a response to FY 2014 funding targets set at level-funding from FY 2013 General Fund levels, with the expectation that departments will absorb the annualization of the FY 2013 Pay Act. In addition, your Budget submissions, to the degree possible, should be consistent with your Strategic Plan.

Sections E.100.1 and E.100.2 of Act 162 of the 2012 Session (see below) contain new legislative language that envision additional input and transparency in the development of the Governor's budget recommendation. The language mandates additional public participation; the Secretary of Administration's Office is in the process of developing a schedule for such participation, and more details will be forthcoming shortly.

The language also places emphasis on developing a "current services" budget; i.e., "an estimate of what the current level of services is projected to cost in the next fiscal year." As we do every year, in developing the Governor's recommendation, we will identify our current services needs separately from new initiatives. Given the new language, however, we ask that you pay particular attention to the budget instructions (in subsection (3)(e)) -- identifying current services needs and new initiatives -- as you develop your summary materials for your meetings with Commissioner Reardon. In addition, the new Vantage budget system specifically requires departments to differentiate between their current services budget and new initiatives.

Sec. E.100.1 32 V.S.A. § 306a is added to read:

§ 306a. PURPOSE OF THE STATE BUDGET

(a) Purpose of the state budget. The state budget, consistent with Chapter I, Article 7 of Vermont's constitution, should "be instituted for the common benefit, protection, and security of the people, nation, or community..." The state budget should be designed to address the needs of the people of Vermont in a way that advances human dignity and equity.

(b) Spending and revenue policies will seek to promote economic well-being among the people of Vermont, and foster a vibrant economy. Integral to achieving the purpose of the state budget is continuous evaluation of the raising and spending of public funds by systems of outcome measurement based on indicators that measure success in accomplishing the purposes of the state budget.

(c) Spending and revenue policies will reflect the public policy goals established in state law and recognize every person's need for health, housing, dignified work, education, food, social security, and a healthy environment.

(d) As consistent with state law and in conjunction with the federal government, the budget will reflect support for economic development, public safety, transportation, and other infrastructure needs.

(e) Revenue measures shall also be based on the principles of sustainability and stability. The administration shall develop budget and revenue proposals as part of a transparent and accountable process with direct and meaningful participation from Vermont residents.

Sec. E.100.2 PURPOSE OF THE STATE BUDGET

(a) Public participation. The administration will develop a process for public participation in the development of budget goals, as well as general prioritization and evaluation of spending and revenue initiatives. This process shall begin by October 1, 2012.

Summary Responses must be approved by the Agency Secretary and Commissioner or the exempt head of your Department or Office, and **must be submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us) by October 19, 2012.** (See the "FY 2014 Budget Development Timetable" on page 10 for a complete list of due dates.)

1. Funding Levels:

If you have any questions about your FY 2014 General Fund target amount, please consult your budget analyst. Tobacco Funds must be level funded, and based on your base FY 2013 appropriations, excluding any one-time appropriations. Special fund spending authority should also be level-funded (except where there are known changes in the underlying special fund revenue sources; in that case, consult with your budget analyst).

Federal funding should be conservatively estimated, cognizant of current Federal actions and prospects. Please be mindful of any potential reductions to your federal grants, and do not assume that all federal reductions will be covered with increased General Funds. Budgeting of any FY 2014 federal spending authority based on the American Recovery and Reinvestment Act (ARRA) should be done only in advance consultation with your budget analyst.

All FY 2014 programs, services and activities must be designed to be affordable within these reduced funding levels.

We need to add this note of caution: that depending on how the overall budgetary picture unfolds, **we may have to revisit funding targets.** Further FY 2013 and 2014 adjustments may be necessary based upon revisions to the consensus revenue forecast at the next Emergency Board meeting, unknown federal funding reductions, and other factors.

2. "Pressures" in FY 2014:

There may be many routine expenditure pressures that must be covered within your funding targets, such as the July 1, 2012 cost of living adjustment, restoration of the salary reduction, and resumption of step increases.. Other potential factors include general inflation; specific cost centers experiencing elevated price increases; other contractual increases; growing caseloads and workload demands; and reductions in federal funding.

a. Cost of salaries in FY 2014

For the FY 2014 budgets, the Vantage budget system reflects salaries at the June 29, 2013 levels, that is, at levels that incorporates the July 1, 2012 cost of living adjustment, restoration of the salary reduction, and resumption of step increases. Under Vermont's budgeting convention, the salary changes that are expected to take place DURING FY 2014 are handled separately (i.e., under the Pay Act) and are not to be included in your budget request.

b. Health care and dental premium costs and other benefit rates:

We will centrally install the benefit rates on the Vantage budget system for FY 2014 benefit calculations. We have not yet determined new retirement or benefit rates; at

this time, assume no change to those rates. We will notify you promptly when the retirement and benefits rates have been determined.

3. Response to funding levels:

a. Submissions due:

Your submissions are due and must be submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us) by October 19, 2012. Please contact Linda Morse at 828-2376 to schedule meetings with Commissioner Jim Reardon at your earliest convenience. Responses must be approved by the Commissioner or the exempt head of your Agency, Department or Office.

A major focus of your additional documentation should be an explanation of the elimination and/or changes in programs, services, staffing and activities that will be needed in order to function within the FY 2014 funding levels assigned, as defined above.

b. Restructuring and Reductions:

Please itemize the restructuring, elimination and reductions in programs, services, staffing, activities, etc. necessary to meet the FY 2014 targets.

In developing your budget, elimination and/or reductions to on-going programs may be necessary to achieve base savings sufficient to place the budget on a sustainable path for the future. Any combination of proposals may be considered.

Any elimination and major reduction in programs and services that you propose should receive special attention in your response, as should any required changes in statute, rule and organization, and other legislative actions.

You will probably have to propose reductions in certain areas in order to accommodate increased expenditures in others. Do not propose reductions that you are not able to defend or savings you will not be able to achieve. Simply passing off programs or responsibilities to other entities or levels of government is also neither constructive nor acceptable.

Preference should be given to the elimination of entire program(s) and/or service(s) rather than across-the-board reductions that jeopardize the stability and sustainability of multiple programs and/or services.

Please consider whether any proposed reductions can begin in FY 2013, so that the programmatic changes will be in effect for the entire FY 2014. Please use the FY 2013 Budget Adjustment for this purpose.

c. Restoration of Programs, Services, Etc.:

Finally, list the order in which you would restore programs, services, etc. if your funding were to increase, and explain your rationale for the prioritization of your list.

Agencies and Departments may shift funding among programs and organizational units to best accomplish their mission and goals, as long as impacts are clearly identified.

d. Vantage Budget System (NEW):

The Vantage budget system will be in use for the first time during the FY 2014 budget cycle. Vantage system instructions will be distributed at the system training sessions, and will be posted on the Finance & Management website at:

http://finance.vermont.gov/state_systems/vantage

Departments should advance their Vantage budget requests from Stage 1 to Stage 2 in advance of their meeting with the Finance Commissioner, so that their budget analyst can review and distribute the Vantage reports at the Commissioner's meeting.

The Vantage training materials and sessions will identify several aspects of the budget building process that will be different in FY 2014 than they were previously under the BDS system. Department business managers should familiarize themselves with these changes and plan their own budget development process accordingly.

Some examples of these process changes include:

- Personnel data maintained by Budget Office, with consultation to departments;
- Internal Service Fund charges maintained by Budget Office, with consultation to departments;
- "Whole number" budgeting by expense and fund with granular level detail (versus "delta" budgeting under BDS);
- System distinction between "current services" budget and "decision items" (the latter indicating a budget change driven by a proposed policy change).

e. Additional Detail in EXCEL or WORD:

In addition to the Vantage budget materials, please provide additional detail and backup to your submission in an EXCEL or WORD document addressing the following three issues:

- Upward pressures
- Reductions needed to meet funding targets
- Priority of restoration; rationale of prioritization

A simple format for your response would be the following:

Funding target: \$

Upward pressures that you face, including the increased due to payroll, growing caseloads, reduced federal funding etc.; and changed or expanded programs, services, activities.

1.	\$\$	Explanation
2.	\$\$	Explanation
Etc.		

Reductions or eliminations or revisions in programs, services, activities necessary to meet target - Please be very specific as to program / service impact.

1.	\$\$	Explanation
2.	\$\$	Explanation
Etc.		

Restoration of programs, services, etc. if funding level improves. Rank in order of priority (i.e., 1= first thing to restore / add if more funding is made available).

1.	\$\$	Explanation
2.	\$\$	Explanation
Etc.		

The Vantage Stage 2 materials should be complete, consistent, and reconciled to the explanatory materials above, at the time of the meeting with the Finance Commissioner.

4. Final Budget Submission:

The current target due date for final budget submission is **December 16, 2012**. This date is subject to change; changes to this date will be communicated when known.

Final budgets must be submitted by advancement of your department's budget in Vantage from "Stage 2" to "Stage 3." . Additional materials must be submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us).

5. Information technology projects or activity

The Legislature requires all IT activities with a cost of \$100,000 or more be identified through DII as part of the budget submission. It is critical that your budget submissions clearly identify each and every IT activity that is valued at \$100,000 or more. The detail required by DII includes: activity start date, individual year cost for the lifecycle of the activity (up to five years), total project cost, and funding source. This is also a good time to clarify once again that in order to determine whether the threshold has been reached, departments should be including all related costs, which include any vendor contracts or reasonable estimations of those costs, third party software, hardware, services and internal personnel costs. In the past, this requirement has been interpreted, incorrectly, to only include costs over and above staff and related third party and/or software/hardware/services costs. Our expectation, based on this requirement as set forth in statute, is any such activity meeting or exceeding the threshold that is NOT reported as part of the unified presentation by DII may not be approved.

If you have questions about whether an activity or project for which you are planning to expend funds meets the criteria to report those projects to DII, you should contact DII Commissioner Richard Boes at 828-4141, or Deputy Commissioner Darwin Thompson at 828-1124.

6. New positions:

No new positions will be considered or approved in the FY 2014 budget process. However, recommendations for the “transfer or conversion” of existing positions may be included for consideration.

7. Strategic Overview / Program Profile / Performance Information:

To meet the “form of budget” requirement in 32 VSA §307(c), your final FY 2014 budget submission must include a strategic overview / program profile / performance information. Instructions for developing this report are included on the form as a separate tab and they are attached (Attachment A).

8. Budget Development Form and Interdepartmental Transfer / Federal Receipts Form (NEW):

32 VSA §307(b) requires as part of the budget submission detailed information concerning:

- (1) The specific special funds used as receipts in the budget.
- (2) Explanations of interdepartmental transfers, including which Department is the source. **If your funding is reliant on interdepartmental transfers, be sure to coordinate with the source Department.** Do not assume that both Departments have the same expectations. Written funding agreements are recommended.
- (3) Budgeted positions.
- (4) Changes in program funding levels and associated policy changes in the requested budget.

Vantage is configured to meet all four of these requirements; however, departments are responsible for the accuracy of their Vantage entries, and any supplementary, summary, or explanatory information, including the Budget Development Form.

Documentation on Interdepartmental Transfers Receipts and Federal Receipts will now be generated by departments from the Vantage system, and are expected to be completed by departments at the time of the submission of their Stage 2 budget request in late October. These Vantage forms will need to be updated again at the time of the Stage 3 submission of the Governor’s Recommended budget.

A blank template “Budget Development Form” to illustrate changes from your FY 2013 appropriation to your FY 2014 request is attached as Attachment B.

9. Non-Irene Grants, gifts, loans, things of value:

32 VSA § 5 requires that **all new grants, gifts, loans or things of value** with a value over \$5,000 received by the State must be accepted in accordance with the statutory procedure requiring submission to the Joint Fiscal Office through the Governor. (Form AA-1 is the

administrative vehicle for this submission.) **Including these items in the budget is not a substitute for this process.** However, once duly accepted, grants (on-going revenues and expenditures) should be budgeted in subsequent years.

Please note that items of \$5,000 or less may be accepted, with notice to the Secretary of Administration and the Joint Fiscal Office (see 32 VSA Sec 5(a)(3)).

B. FY 2013 Budget Adjustment (NEW):

We will utilize the most recent FY 2013 revenue forecast approved by the Emergency Board. The budget adjustment process may be considered for extraordinary needs that we have not already identified, and for internal funding changes that cannot be accommodated by administrative means (i.e., appropriation transfers, excess receipts, etc.).

The first recourse in solving budget issues is to redirect resources within your existing funding. Please bring to our attention any significant issues you mean to handle in that way, identifying the problem and your solution, and whether Budget Adjustment action (e.g., transfer of funding between appropriations) is required. Any requests for additional spending will have to meet a very high standard of necessity. Prior to consideration of a request, expenditure patterns at the requesting department will be reviewed by your Budget and Management Analyst to ascertain expenditure rates that could have mitigated the need for the request.

We may be using the Budget Adjustment for funding and programmatic changes that can be implemented prior to FY 2014. Please bring to our attention any opportunities to trim funding, reduce or restructure and eliminate program activities in FY 2013, to ease the transition to reductions required by the funding constraints of FY 2014 and future fiscal years. Further FY 2013 adjustments may be necessary based upon revisions to the consensus revenue forecast by the Emergency Board.

Notification of budget adjustment proposals should include a description of the causes of increased or decreased expenditures or receipts, the related actions already taken to contain increased spending, and the proposed remedy. Please consider for possible use against your needs any amounts you may have carried forward from FY 2012 to FY 2013. Your request should cite all specific sections of the FY 2013 Appropriations Act that are affected and include draft language of the changes required. **In addition, your BAA request must be entered into Vantage per the Vantage instructions.**

Your requests for inclusion in the Budget Adjustment must be submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us) by October 19, 2012. Responses must be approved by the Commissioner or the exempt head of your Agency, Department or Office. **Your BAA request must be entered into Vantage at that time per the Vantage instructions.**

We encourage requests for transfers of appropriations or expenditure of "excess receipts" that you can anticipate, which (1) represent on-going expenditures that have repeatedly been handled as excess receipts; or (2) for large amounts, to be presented for the FY 2013 Budget Adjustment. While administrative solutions (i.e., approval by the Commissioner of Finance & Management) remain available for such items that you cannot now predict, we want to utilize the Budget Adjustment more fully for the review and approval process and most certainly for sizeable and potentially controversial transfers or increased expenditures.

New grants should be submitted for approval per 32 VSA § 5. We will send them to the Joint Fiscal Committee separately; **do not include them in the Budget Adjustment as proposed changes to appropriations.**

C. Executive Fee Bill

In our 3-year cycle, the focus of the Executive Fee Bill this year will be in the functional area of “Protection”. Other than for emergency situations, only this area of State government will be considered for inclusion in the Fee Bill. Changes in fee legislation might include: new fees, changes to existing fees, reauthorization or termination of fees, re-designating the funds into which the fees are deposited, and clarifications in current statutory authorities to charge and retain fees. Any changes you propose should be designed so that no additional adjustments would be needed at least for three years, when your opportunity to change fees will again occur.

Your fee changes should be consistent with your budget proposals and any fee changes that would create differences from revenue projections based on current fee or charge structures need to receive specific approval from Finance and Management.

Please be sure that ALL fee change proposals are forwarded to our office for inclusion in the Fee Bill, even if the associated programmatic changes were to occur in different pieces of legislation. They may ultimately be rejoined in the other legislation, at the Legislature’s discretion.

Proposals should cite the existing statute, showing exactly how it needs to be changed, and provide a strong rationale for the necessity of the change. Any revenue impact should also be clearly shown.

32 V.S.A. §605(d)(2) specifies the justifications deemed acceptable in support of fee requests, and which should accompany the requests. The prime consideration is an analysis or discussion of the relationship between the revenue to be raised by the fee or the change in the fee, and the cost or the change in the cost of the service, product or regulatory function supported by the fee. The underlying premise is that, normally, fees are tied to costs of service; other justifications may be advanced, but they must be clearly supported and grounded in policy considerations. Please contact your Budget Analyst at Budget & Management to discuss any such rationales.

The Legislature has asked that proposals for the Fee Bill be prepared using a specific electronic format which we will send on request. (Contact Otto Trautz at: otto.trautz@state.vt.us to request the format.) **Please submit your proposals to Otto Trautz in the electronic format by October 22, 2012.**

D. Miscellaneous Tax Bill (NEW):

Your budget submissions should clearly identify legislative proposals that have tax implications. The submission should include a description of the proposal, a revenue estimate if known, whether your agency or department intends to advance the proposal as part of the Miscellaneous Tax Bill or a separate piece of legislation, and the appropriate contact person at your department. This information will be used to ensure that proper revenue estimates are provided by the Tax Department to the Department of Finance & Management, and ensure the Tax Department is aware of and understands all tax proposals prior to their submission to the Legislature. Please refer any questions to Michael Costa at Michael.costa@state.vt.us or 828-0141.

E. Appropriations Bill Narrative

Please closely review the verbiage associated with your appropriations or programs in 2012 Act 162 and return a copy of those portions of Act 162, marked up for any changes or deletions. For language to be included in the FY 2013 Budget Adjustment or the FY 2014 Appropriations Bill it must be essential. Any other language should be deleted. [Note that Sec. A.102 (c) of Act 162 states that unless otherwise specified, language in Act 162 is good only for FY 2013.] It is your responsibility to be aware of language from other bills in prior years which may need modification. **Please submit your marked-up narrative portions (hard-copy) to your Budget & Management Analyst by **October 19, 2012** for Budget Adjustment language changes and by **December 14, 2012** for FY 2014 language.**

[Budget Development Timetable follows on next page.]

F. FY 2014 Budget Development Timetable

The following set of dates may help you plan your tasks in developing the FY 2014 budget. Dates are for planning purposes only and are subject to change; you will be notified of any changes in due dates.

	Due Date	Deliverable Description and Comments
Calendar Year 2012	Sept. 12 – Oct. 9	Vantage Budget System opens for field departments' development of current services budget, as training is completed
	Sept. 27	Sec. Admin. "Fiscal Year 2014 Budget Process" memo.
	Sept. 28	FY 2014 Budget Instructions Issued.
	Oct. 19(earlier if possible)	Summary responses to targets due submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us). Vantage budget entries advanced from Stage 1 to Stage 2.
	Oct. 19 (earlier if possible)	Summary proposals for FY 2013 Budget Adjustment requests submitted electronically to the Governor, through the Secretary of Administration using the mail folder (adm-budget@state.vt.us), including any language changes necessary for the Budget Adjustment. Vantage budget adjustment entries advanced from Stage 1 to Stage 2.
	Oct. 22	Executive Fee Bill requests due in electronic format.
	Dec. 7	Final targets issued by Budget & Management.
	Mid-December	Governor's Budget Adjustment Recommendations compiled and prepared – to be presented to the fiscal committees when the legislature convenes in January.
	Dec. 14	Narrative sections of Appropriations Bill due at Budget & Management. Vantage entries advanced from Stage 2 to Stage 3 (or earlier if possible); including integrated forms (Interdepartmental Transfer Receipts; Federal Receipts; "Grants Out").
CY 2013	Jan. 9, 2013	"The General Assembly shall meet biennially on the first Wednesday next after the first Monday of January." (VT Constitution, Chapter II, Section 7)
	TBD – approx mid-Jan.	Exec Budget Book goes to BGS Print Shop.
	TBD - no later than Jan. 29	Governor's budget address (by 3rd Tuesday of the session - 32 VSA §306)
	TBD	Exec Budget Book distributed at budget address. Big Budget Book posted to Finance & Management's website.
	Jan. 15 (on or about)	Emergency Board revenue estimate (32 VSA §305a) [Note: any changes in Consensus Revenue Forecast will be dealt with after Governor's Budget Recommendation is submitted.]
	1 week prior to testimony	Strategic Overview / Program Profile / Performance Information, Budget Development Form, - to Appropriation Committees, with copy to Budget & Management

ATTACHMENT A

FY 2014 Instructions for
Strategic Overview / Program Profile / Performance Information

In order to meet the "Form of budget" requirements of 32 VSA Sec. 307(c), please complete a *Strategic Overview and Program Profile and Performance Information* and as a hard copy product outside of the BDS, and deliver it to the Appropriation Committees one week before testimony with a copy to your Budget Analyst in Budget & Management.

A. Strategic Overview (brief, for all programs):

- Department mission statement: include purpose and goals, and population served. (Note: This might be identical to your Department Mission Statement and information entered in the narrative section of BDS.)
- List indicators chosen to measure results, impacts and outcomes.
- Include quantified data on the extent to which those results, impacts and outcomes are being achieved.

B. Program Profile:

Complete the FY2014 Department Program Profile spreadsheet which lists each of your programs (sets of strategies and activities) established to carry out the Department's mission, purpose and goals; showing expenditures (GF, TF, Fed Funds and All Other Funds) for past, current and requested budget year.

PLEASE USE THE ATTACHED *Department Program Profile* FORM (Separate Tab) for the program profile. The total funding for programs should equal your total Department funding.

C. Performance Information - in depth, for programs selected for "performance budgeting" treatment:

If you provide "performance budgeting" information for selected programs, please represent those programs, describing performance in greater depth: (if the measures used in past years are no longer relevant, please contact your budget analyst).

- Program results or outcomes statement
- Key indicators (to measure results and outcomes)
- Baseline performance and story behind it
- Strategies (to accomplish results)
- Multi-year action plan (to improve performance)
- Baseline and performance measures summary table or graph
- Budget request for FY 2014

The overall intent in presenting narrative information to accompany the budget submission is to communicate what outcomes and results are expected from the expenditures (appropriations) authorized by the Legislature, and to what degree they are being attained using various sets of strategies and activities (programs). Budget requests should be developed and justified in this context of results-oriented budgeting and performance-based program review.

The Budget Book generated by the Vantage system will still include the following brief narrative sections provided by each Department: Department Mission Statement; Description of Appropriations, Divisions, & Programs; and Appropriation Key Budget Issues (as needed to explain the budget request). Agency-level narratives will still consist of Agency Mission Statement; and Description of Departments in Agency.

Please adhere to the guidelines provided for presenting the *Strategic Overview and Program Profile and Performance Information* and submit them as a hard-copy, delivered to the Appropriation Committees one week before testimony, with a copy to your budget analyst in Budget & Management.

Thanks for your cooperation

FY 2014

DEPARTMENT PROGRAM PROFILE

DEPARTMENT:									
	Name and brief narrative description of program (not to exceed 2 sentences for each)	GF \$\$	TF \$\$	Spec F (incl tobacco) \$\$	Fed F \$\$	All other funds \$\$	Total funds \$\$	Authorized positions	Amounts granted out
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									
Total Department									
FY 2012 expenditures									
FY 2013 estimated expenditures									
FY 2014 budget request									

ATTACHMENT B

FY 2014 Instructions for Budget Development Form

The Appropriations Committees will expect budget presentations clearly outline the increases and decreases from the current (FY13) appropriated amount to the Governor's Recommend (FY14).

To provide a standardized format for showing these changes, please use this *Budget Development Form* spreadsheet to list each appropriation in your Department, with each significant element in that appropriation. We suggest that the "Standard adjustments" (changes to Insurance, VISION/HCM, Fee-for-Space, Retirement, etc.) which are common to most appropriations can be summed on one row. Other unique adjustments or components should be listed as additional rows for each appropriation.

An EXAMPLE (in yellow) shown on the *Budget Development Form*, is only meant to guide your work; please delete it from your finished product.

In addition to the forms, JFO staff requests that you include material, as part of your testimony that describes what the components mean programmatically: e.g., levels of service, grants to community organizations, waiting lists, etc.

Please submit the *Budget Development Form* (with descriptions of components) as a hard-copy, delivered to the Appropriations Committees one week before testimony, with a copy to your budget analyst in Budget & Management.

Fiscal Year 2014 Budget Development Form - [Name of Dept here]

	General \$\$	Transp \$\$	Special \$\$	Tobacco \$\$	Federal \$\$	Interdept'l Transfer \$\$	All other \$\$	Total \$\$
Approp #1 [Name]: FY 2013 Approp								0
[List increased/decreased costs to reach Gov Recom] EXAMPLE								0
Standard adjustments: insurance, VISION/HCM, Fee-for-space, retirement, etc.								0
Move 2 positions to Approp #2								0
Increased caseloads								0
New program:								0
Reduced contracts for xyz								0
Moving expenses								0
Switch with Special Fund								0
Subtotal of increases/decreases	0	0	0	0	0	0	0	0
FY 2014 Governor Recommend	0	0	0	0	0	0	0	0
Approp #2 [Name]: FY 2013 Approp								0
[List increased/decreased costs to reach Gov Recom]								0
								0
								0
								0
								0
								0
								0
								0
								0
Subtotal of increases/decreases	0	0	0	0	0	0	0	0
FY 2014 Governor Recommend	0	0	0	0	0	0	0	0
Approp #3 [Name]: FY 2013 Approp								0
[List increased/decreased costs to reach Gov Recom]								0
								0
								0
								0
								0
								0
								0
								0
								0
Subtotal of increases/decreases	0	0	0	0	0	0	0	0
FY 2014 Governor Recommend	0	0	0	0	0	0	0	0
Approp #4 [Name]: FY 2013 Approp								0
[List increased/decreased costs to reach Gov Recom]								0
								0
								0
								0
								0
								0
								0
								0
								0
Subtotal of increases/decreases	0	0	0	0	0	0	0	0
FY 2014 Governor Recommend	0	0	0	0	0	0	0	0
[Dept Name] FY 2013 Appropriation	0	0	0	0	0	0	0	0
TOTAL INCREASES/DECREASES	0	0	0	0	0	0	0	0
[Dept Name] FY 2014 Governor Recommend	0	0	0	0	0	0	0	0