



STATE OF INDIANA

Michael R. Pence
Governor

STATE BUDGET AGENCY
212 State House
Indianapolis, Indiana 46204-2796
317/232-5610

Brian E. Bailey
Director

June 16, 2014

Dear Colleagues,

Indiana is in an enviable fiscal position – a AAA credit rating (higher than the federal government's), an honestly balanced budget, a record level of reserves, and significantly reduced debt levels – thanks to your efforts. Maintaining Indiana's strong fiscal position will require the continued vigilance and good stewardship of our fellow citizens' dollars that you have consistently demonstrated.

Accordingly, Governor Pence's priorities for the next budget biennium consist of firm commitments to an annual structural surplus, maintaining our reserves to support critical operations in the event of an economic downturn, holding the line on spending, protecting Hoosier taxpayers, and funding our priorities. We will continue to spend within our means and address our challenges without borrowing from the future or using other reckless gimmicks. We will work to ensure that Hoosier families and businesses keep as much of their hard earned income as possible through low taxation. These common-sense principles have served Indiana well in recent years, and will best position the State for new private sector job growth and investment in the future.

With these priorities and commitments guiding our efforts, we begin our first opportunity to build a biennial budget from the ground up for the Pence Administration. To that end, it is imperative that agency budget requests be **fully and timely completed by Friday, August 29** to assist in Governor Pence's submission of the next biennial State budget in the 2015 legislative session. As shown more fully below with corresponding milestones and deadlines, there are additional documents and information agencies must submit.

Attached, you will find FY 2016 and FY2017 Budget Instructions for your organization. The general approach to developing and submitting budget requests will be familiar to your staff, but there are some notable exceptions:

1. The "Base," as determined in consultation with your Budget Analyst, will generally be limited to the FY 2015 appropriation level minus 3% of the FY 2015 appropriation level. Budget Analysts will work with their agencies on an individual basis to establish the base budget and to determine whether adjustments need to be made.
2. Governor Pence's Executive Order 13-02 required OMB to conduct the Program Assessment Comprehensive Evaluation ("PACE") on all state government programs of **executive branch agencies**. Accordingly, this year's agency budget submissions will include data on program performance. This data will assist OMB and the agencies in more fully integrating performance-based budgeting into the budget development

process, with the goal of identifying and eliminating low-priority and low-performing programs.

3. We anticipate very few requests for expanded services and/or new programs. These “special initiative” requests must have Budget Agency approval prior to submission and identify possible existing funds to support these requests. For every dollar you want to spend on a special initiative, you should expect to cut a dollar from some other program within your agency. You must propose program measures to accompany any request for a new program. Furthermore, any proposed special initiatives are considered part of the deliberative process and will be ranked with other proposals in light of the December 2014 revenue forecast. It is expected that no outside communication or lobbying on these proposals will occur unless and until the Governor approves them as part of his final submitted budget.
4. The State is continuing the transition in budget submission software to Hyperion. The new system will provide for a more seamless flow of information into PeopleSoft while retaining many aspects of the former budgeting software system (e.g., reports, change packages, etc.). This year all agencies will be submitting information using Hyperion directly and no formatted Excel templates will be used.
5. **The purchasing and maintenance of fleet vehicles will be centralized for the FY 16/17 biennium, which means that all purchases will be made by the Department of Administration.** Agency budget requests should not include expenditures to purchase new fleet vehicles. An assessment of your agency’s fleet should be conducted, so that you will be able to determine your fleet needs for each year during the FY 16/17 biennium. Please submit your needs assessment for vehicle purchases to IDOA Fleet Services via email (fleetservicesva@idoa.in.gov) by July 25, 2014. Agencies should still include the maintenance costs associated with the current fleet vehicles that the agency is utilizing, but will NOT need to budget for the maintenance of cars that will purchased during the FY 16/17 biennium.

The following are key documents and deadlines necessary for each agency's **operating** budget submission and are fully described below:

Deadline	Task	Format/Method
Monday, June 30	Establish agreed-upon FY 2015 spending plan with your Budget Analyst	E-mail confirmation from SBA on agreed-upon spending plan
Friday, July 11	Establish agreed-upon CYE and Base with your Budget Analyst	E-mail confirmation from SBA on agreed-upon CYE and Base
Friday, July 25	Submit Fleet Needs Assessment to IDOA	Excel document
Friday, August 15	Submit Program Performance Evaluation information to your GEFP analyst	Excel document
Friday, August 15	Submit Agency Overview and Fund Narratives to your Budget Analyst	Word document
Friday, August 29	Electronic submission of FY 2016 and FY 2017 agency budgets	Hyperion

Please note, additional instructions are being sent on for **capital** budgeting. Key deadlines associated with capital budgeting are:

- On-going** Develop or update master plan working directly with IDOA Public Works
- Wednesday, July 30** Master plans submitted to your Budget Analyst
- Friday, August 15** FY 2016 and FY 2017 PM spending plan and Capital Transmittal/Overview Letter submitted to your Budget Analyst
- Friday, August 29** Electronic submission of FY 2016 and 2017 agency budget

As you prepare your submissions, I urge you to keep in mind the Governor's direction of operating Indiana state government as efficiently and effectively as possible as we drive from *Good to Great*.

Sincerely,



Brian Bailey
State Budget Director

cc: Governor Michael R. Pence

I. BUDGET SUBMITTAL

This set of instructions focuses on budget preparation policy. It explains how to develop, request, and justify all operating funding for FY 2016 and FY 2017. All state agencies, including executive, legislative, judicial, and other entities that receive appropriations, must submit proposed budgets to the Budget Agency. Budget information must be submitted for all funds that receive appropriations from the General Assembly and all funds that had activity, or will have activity, in any of the years from FY 2013 through FY 2017.

Your budget must be submitted electronically by Friday, August 29. A summary of key deadlines can be found in Section X (Budget Submission) on page 13.

Please read these instructions carefully before starting to prepare your budget, particularly noting the information required in the Agency Overview, the Base, Reallocations, Special Initiatives, and Legal Fund Balance Reports sections.

Note: For the FY 2016 and FY 2017 budget development process, all agencies will use the Hyperion system directly. Unlike development of the last biennial budget, no agency will use formatted Excel spreadsheets for upload to Hyperion. Budget Analysts have already been working with agencies on Hyperion training.

However, work on elements of your budget not impacted by the Hyperion submission process can and should begin independently of data entry into Hyperion. Documents that are not submitted through Hyperion are:

- Agency Spending Plan
- CYE and Base calculations
- Agency Overview letter
- Fleet Needs Assessment
- Program Performance evaluation information
- Fund Narratives

As indicated below, these documents have deadlines earlier than August 29.

Separate instructions have been developed for Capital Budget requests. Please call your Budget Analyst if you have questions.

II. AGENCY OVERVIEW (TRANSMITTAL LETTER)

An Agency Overview must be prepared in conjunction with your proposed budget. The agency overview will be a Word document that should be electronically submitted to your Budget Analyst separately from loading actual budget data via Hyperion. The purpose of the overview is to summarize the agency's total budget request. It should reflect **your plan** to allocate the resources available to you to provide the best services to taxpayers.

You will want to include in your overview:

1. A description of your agency's programs and functions (by department or division, as appropriate), prioritized from most to least important
2. Accomplishments and challenges over the last two years
3. Your objectives for the next biennium
4. Your agency's key performance indicators
5. An organizational chart
6. Any programs to be reduced, eliminated, and/or replaced by other programs (these should be described in some detail)
7. Any reallocation of funds to accomplish these changes should also be included

If any special initiatives are approved to be proposed for funding in the next biennium, they must be described in the Agency Overview. A special initiative is either an entirely new program or the expansion of an existing one. **As outlined later in these instructions, special initiatives will be prioritized along with special initiatives from all agencies and may only be funded if sufficient resources are available. Special initiatives need prior approval from the Budget Agency.** Likewise, if there are any major challenges anticipated that could affect the operating budgets of the agency, recommendations on how to address these challenges should be included.

The Agency Overview is an integral part of the budget submission and should be prepared with particular care. The letter, which will be provided to the Governor and members of the Budget Committee, the House Ways and Means Committee, and the Senate Appropriations Committee, should demonstrate the agency's mission, purpose, and effectiveness as reflected in the budget. It is the primary document the Governor and members of the General Assembly will use to understand and assess your budget request. It will be posted to the State Budget Agency's website this fall.

Please work with your Budget Analyst to develop this information and submit your Agency Overview to your Budget Analyst by **Friday, August 15**.

III. CURRENT SERVICES REQUEST

The current services budget has the following components:

A. Historical Expenditures

All expenditures made in FY 2013 and FY 2014 will be provided for you in Hyperion. These historical figures have been transferred electronically from the Auditor's records to your budget file. FY 2014 expenditures will be updated to reflect expenditures as of June 30, 2014, along with any adjustments made during fiscal close-out. You should review these numbers and verify their accuracy. If there is a material error, please contact your Budget Analyst.

Note: Although historical expenditure data has been loaded from the Auditor's records, you will need to identify the funding sources for these expenditures.

B. Staffing Table Position Control Records

Staffing Table Position Control Records (PCRs) have already been loaded into Hyperion from the State Personnel Department's database (PeopleSoft) to reflect the most recent and accurate data available. This data is used to calculate salary and fringe benefits expenditure levels for your budget submission. It is critical that this information be reviewed and updated as necessary.

The following two sections (C and D) set limits for your agency's Current Year Estimate and Base. To stay within these limits, it may be necessary for PCRs to be flagged as inactive. A negative dollar adjustment to other personal services to reflect changes in the funding status of a PCR will not be acceptable.

C. Current Year Estimate (CYE) (FY 2015)

You are required to estimate expenditures that will be made in FY 2015 ending June 30, 2015. The CYE, which is to be agreed upon with your Budget Analyst no later than **Friday, July 11**, cannot exceed your FY 2015 spending plan. Any exceptions to this will need to be discussed with your Budget Analyst prior to budget submission. **Budget Agency analysts will work with each agency to appropriately calculate the agency's current year estimate.**

D. The Base

Your total base may not exceed your FY 2015 appropriation level minus 3% of the FY 2015 appropriation level. It may be necessary to flag specific PCRs as inactive to avoid exceeding the base limitation. It also may be necessary to restrict an agency's base to something below the CYE based on statewide priorities. **Budget Agency analysts will work with each agency to appropriately calculate the agency's base.**

Adjustments to the Base will be very rare, although the Budget Agency recognizes there may be conditions that warrant an adjustment. Because of functional or operational changes, an agency's spending pattern might change from those described in the Current Year Estimate. For example, the General Assembly's budget reflects different service levels during the long and short session years. Annualization of a new state facility opening during FY 2015 would be another possible example of a necessary base adjustment. For example, a new facility opening March 1, 2015 would have the CYE reflecting the cost of 4 months of operation and the Base would reflect 12 months of operation. On the other hand, if an agency is implementing cost savings measures during FY 2015, it may only realize a partial year of those savings. As a result, the Base would reflect 12 months of cost savings. Your Budget Analyst will help you if you believe you have a condition that warrants an adjustment.

As you prepare the Base, please keep in mind the following:

-
- Overtime expenditures must be managed within existing levels of funding.
 - For agencies and programs funded with dedicated and/or federal funds, SEA 501-2007 (Retiree Medical Benefits Accounts) and Statewide Cost Allocation Plan (SWCAP) expenses must be budgeted for and managed within existing levels of funding.
 - You may not include in the Base any adjustments for general inflation or any other price increase.
 - Expanded services and new services are not part of an agency's Base; they are part of the expanded or new services budget request. **Do not incorporate expanded or new services into your Base.** Funding for these initiatives will be recommended only if they survive the prioritization process.

You must calculate your CYE and Base, and contact your Budget Analyst to discuss and agree upon these figures by **Friday, July 11**.

E. Request for FY 2016 and FY 2017

Please note: Most fiscal years have 26 payrolls. FY 2016 has a 27th payroll for the A payroll cycle. The Hyperion system will automatically generate the 27th payroll for the A payroll cycle. With the exception of the additional cost caused by this extra payroll, your total request for FY 2016 (excluding new/expanded services) may not exceed your Base without the prior approval of the Budget Agency in writing.¹ Your total request for FY 2017 (excluding new/expanded services) may not exceed your FY 2016 total request without the prior approval of the Budget Agency.

Your requests for FY 2016 and FY 2017 may not include a change in, or an adjustment from, the Base for general inflation or any other price increase.

1. Reallocations

Agencies that are planning to reduce or redirect agency resources from those budgeted in the Base may request the reallocation of the savings generated by those changes to other initiatives and objectives for FY 2016 and FY 2017. These requests for reallocations may take place between points within a fund or between funds within a legal fund.

Note: Changes from the Base to the request years can only be accomplished through the completion of Change Packages (either Current Services or New Services). Each package must include a narrative explanation and justification. If there is going to be a significant reallocation from Other Operating to Personal Services or from Personal Services to

¹ Approval must be granted in writing from the Budget Director for agencies or institutions whose agency heads are appointed by the Governor or Lieutenant Governor.

Other Operating, then creating a separate Current Services Change Package would be appropriate.

2. Personal Services (Point 1)

Agencies may also request that savings achieved through efficiencies be reallocated to Point 1 to request additional positions, if needed, for existing services/programs or special initiatives approved by the Budget Agency. However, requests for additional positions will be scrutinized closely and only granted in rare instances.

Note: Reallocation of funds from Other Operating to Personal Services (or vice versa) can only be accomplished through the completion of a Current Services Change Package as described above. Adequate narrative explanation and justification will be necessary.

Reminder: the total request for each fiscal year after any reallocations may not exceed the base without the approval of the budget agency. THE ONLY EXCEPTION THAT DOES NOT REQUIRE APPROVAL IS THE COST OF THE 27TH PAYROLL FOR THE A CYCLE IN FY 2016.

IV. PROGRAM PERFORMANCE EVALUATION

Program: *an organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities.*

The Government Efficiency and Financial Planning Division (GEFP) of the Office of Management and Budget (OMB), pursuant to Executive Order 13-02, has been tasked to complete a statewide program evaluation to assist the state budgeting process. In order to achieve a statewide assessment, GEFP asks that each agency create an inventory of their programs in need of funds for the next biennium as well as a program priority listing.

Once the priority list has been created, the agency should distribute the performance evaluation document (Appendix A) to each identified program and have the current program director complete the questionnaire.

GEFP has created a help text (Appendix B) to explain the intent of each question. Any document that is not completed properly will be returned to the program director for corrections or clarification. Please reference the help text to ensure that questions are being completed accurately.

Program Overview and Budget Overview (Appendix A):

1. This section should be completed electronically by the senior staff member (program director) responsible for each identified program.
2. Each answer should be completed with short and detailed answers. If any answer is larger than the given space to complete the answer, the preparer should answer the

question using a word-processing program and copy and paste the answer into the Microsoft Excel form or submit it via an electronic attachment.

3. All questions need to be answered completely.
4. Budgetary information is not intended to be a carbon copy of the legislatively passed budget as many fund appropriations may encompass multiple programs. Please provide a realized update of what funds were made available to the program for each year.
5. If any question is ambiguous or unknown, please refer to the help text or direct questions to your agency GEFP analyst.
 - a. Travis Spotts – Health and Human Services
 - b. Josh Martin – Public Safety
 - c. Shannon Bibby – Education and Economic Development
 - d. Ian Dorrel – General Government and Environment

Program Measure Overview (Appendix A):

1. This section should be completed electronically by the program director or employee who monitors and calculates each individual program measure.
2. A form should be completed for all measures reported by the division. The program should identify all OMB reported measures first and then complete any other important measures that are reported to the agency management team or federal government. If more tabs are needed, please contact your GEFP analyst to have them added.
3. If a measure is reported to OMB, all historical data available will be completed by OMB after submission. In many cases, measures do not have calculated values back to 2010 or will have gaps. A member of the GEFP team may reach out to fill in these gaps.

Submission:

Once the form has been completed in full, the agency should return all program forms in one batch to their GEFP analyst listed above (This will need to be done in one attachment per program). Program performance evaluation information is due by **Friday, August 15**. Please do not hesitate to contact your GEFP analyst if you have any questions regarding the completion of the program performance evaluation spreadsheet.

V. SPECIAL INITIATIVES (New/Expanded Services)

If any new or expanded services or initiatives are to be included in the budget request for an agency or institution whose agency head is appointed by the Governor or Lieutenant Governor, these initiatives must be pre-approved by the Budget Agency. The Budget Agency will be contacting you to discuss all proposed Special Initiatives.

For all other state agencies and institutions, any new special initiatives should be described in enough detail so that the importance of the new initiative to the State is easily understood.

Note: Any approved Special Initiatives will need to be submitted in the budget using the New Services Change Package process. Please rank all New Services Change Packages starting with 1 as your highest priority.

Each request for expanded or new services must include in the narrative portion of the Change Package an overview that includes:

1. The agency's statutory authority (state and/or federal) to implement the program or services (or a statement that legislation will be proposed)
2. A statement as to how the program or services will help the agency accomplish its mission
3. A thorough explanation of the need for the expansion or new service, including a discussion of who, if anybody, provides these services today (e.g., federal government, local government, private sector, non-profit, etc.)
4. The number and profile of the population to be served
5. Evidence and research that the new or expanded program is likely to achieve important outcomes (this should include information from other states or jurisdictions, where applicable)
6. Specific goals, benefits, and performance measurements (approved by GEFP)
7. A timetable for reporting success
8. For requests to expand existing services, results of outcome-based performance measures approved by GEFP for at least the past two (2) years
9. Possible funds for the expanded or new service

As mentioned previously, the information above should also be included in your Agency Overview to be submitted by Friday, August 15.

Note: A new Position Control Record (PCR) must be established for any new positions requested due to new programs. Remember, when developing the budgets for Special Initiatives, new position requests should be budgeted at the middle of the established salary level currently in effect. Please work directly with your Budget Analyst if you have questions about what level to fund new positions classified as Executive Broadband. Fringe benefit amounts will be calculated automatically for you. Requests for new positions will be closely scrutinized.

For your information the Fringe Benefits are calculated as follows:

	FY 2015	Base	FY 2016	FY 2017
The following are calculated as a percentage of salary:				
Life Insurance	0.15%	0.15%	0.15%	0.15%
Social Security	7.65%	7.65%	7.65%	7.65%
PERF-State Share	11.20%	11.20%	11.20%	11.20%
PERF-Employee Share Paid by State	3.00%	3.00%	3.00%	3.00%
Disability Insurance	1.75%	1.75%	1.75%	1.75%

Total % of Payroll	23.75%	23.75%	23.75%	23.75%
Full-Time Employees	23.75%	23.75%	23.75%	23.75%
Part-Time Employees	21.85%	21.85%	21.85%	21.85%
Intermittent Employees	7.65%	7.65%	7.65%	7.65%

The following are calculated as a flat dollar amount per employee:

Health, Dental, Vision – Single	\$5,927	\$5,927	\$5,927	\$5,927
Health, Dental, Vision – Family	\$16,461	\$16,461	\$16,461	\$16,461
Health, Dental, Vision – Blended	\$12,204	\$12,204	\$12,204	\$12,204
Deferred Comp - State Match	\$242	\$242	\$242	\$242

Note: Part-time employees are not eligible for health, dental, vision, life or disability insurance. In addition, Hyperion uses the blended rate as the default in the fringe benefits calculations. There is the option to use the single or family rate for individual PCRs.

VI. FEDERAL FUNDS

Agencies should keep in mind that in circumstances where federal funding for regulatory mandates is being reduced or terminated by the federal government, it should not be assumed that the State will be able to replace the lost federal funds or reinstate terminated federal programs. Agencies should document the fiscal impact and service reductions resulting from the federal funding cutbacks. Agencies that distribute federal funds to local municipalities or other local entities will also need to assess the impact of federal revenue reductions and describe them in the account narrative.

Agencies should provide details if federal funding has decreased or is expected to decrease in future biennia. Specific figures for future biennia should be provided if available.

Note: Be sure to update anticipated budgets for all federal funds (and projects).

VII. FUND NARRATIVES

The Fund Narrative is an overview or summary of each budgeted fund. It is an important part of the budget request for each fund and presents key information that decision-makers use in determining the importance of the budget request. Like the Agency Overview, Fund Narratives should be developed as Word documents and e-mailed to your Budget Analyst by **Friday, August 15**.

Provide the following information for each Fund:

1. A summary of the program(s) or purpose of the fund
2. Specific statutory authority for the program(s)
3. Number and profile of the population served

4. Specific performance measures and goals for the new biennium (agreed upon with GEFP)
5. Major changes in the scope of the program(s)
6. New initiatives
7. Other relevant information

VIII. REVENUE ESTIMATES

It is important that agencies provide revenue estimates for the next biennium when the budget request is submitted. **Any outside revenue sources need to be reported. These revenues may be derived from fines, fees, settlements, grants, or interest earned.** In this context, “outside” includes transfers from other legal funds, such as the General Fund, as well as federal receipts. Most agencies receive revenue of some kind.

Agencies that collect fees that are deposited in the General Fund must provide a revenue estimate for FY 2015, FY 2016, and FY 2017.

Agencies are also required to provide revenue estimates for each of their dedicated funds. Revenue estimates must include fee revenue and interest earned, as well as federal and general fund amounts transferred in to support expenditures from the dedicated fund. The redemption of investments should NOT be included in your revenue estimates. These assets were included in the beginning balance.

Current and future federal fund receipts must also be estimated and entered. And, like dedicated funds, any general fund or dedicated fund dollars transferred in to federal fund budgets (such as from multiple funding sources) must also be recorded.

IX. DEDICATED FUNDS

Programs funded partially with General Fund and other dedicated funds must demonstrate that they are using their dedicated funding sources to the fullest extent while maintaining the integrity of the legal fund. Please contact your Budget Analyst if you have questions regarding your legal fund balances.

X. BUDGET SUBMISSION

Your budget must be electronically submitted by **Friday, August 29**. An electronic copy of the Agency Overview letter, Fund Narratives, and Performance Metrics information should also have been submitted prior to this date to your Budget Analyst.

Key Deadlines for Operating Budgets:

Deadline	Task	Format/Method
Monday, June 30	Establish agreed-upon FY 2015 spending plan with your Budget Analyst	E-mail confirmation from SBA on agreed-upon spending plan
Friday, July 11	Establish agreed-upon CYE and Base with your Budget Analyst	E-mail confirmation from SBA on agreed-upon CYE and Base
Friday, July 25	Submit Fleet Needs Assessment to IDOA	Excel document
Friday, August 15	Submit Program Performance Evaluation information to your GEFP analyst	Excel document
Friday, August 15	Submit Agency Overview and Fund Narratives to your Budget Analyst	Word document
Friday, August 29	Electronic submission of FY 2016 and FY 2017 agency budgets	Hyperion

1. Program Overview

a. Agency Name: *Enter the name of your agency.*

b. Agency Mission Statement: *Provide the mission statement for your agency.*

c. Program Name: *Provide the name of your program.*

d. Statutory Authority: *List creation date and creation method of the program*

e. Program Director: *Provide the senior staff member responsible for results.*

f. Program Purpose: *Provide a clear, concise statement justifying the reason for the program's existence.*

g. Program Strategy: *Define the individual goals and implementation plan that the program believes will help to achieve the program's purpose.*

h. Program Activities: *List all activities, conferences, technology projects, marketing efforts, etc. associated with the program to help achieve its goals.*

i. Program Duplication: *Identify if the program is designed so that it is not redundant or duplicative of other state, federal, local or private efforts.*

j. Service Alternatives: *Identify why the government is uniquely qualified to administer this program in comparison to the private sector.*

k. Efficiency Efforts: *Note all current projects that are designed to more effectively and efficiently administer the program.*

l. Program Priority Rank: out of total agency programs

2. Roadmap Goals

a. Which goal from the Governor's Roadmap does this program address:

- Increasing private sector employment
- Attracting new investment in Indiana, with emphasis on manufacturing, agriculture, life science, and logistics
- Improving the math and reading skills of elementary students
- Increasing graduation rates
- Improving the quality of the hoosier workforce
- Improving the health, safety, and well-being of hoosier families, especially children

b. Please expand on your selections:

Explain why you believe that the program is helping the Governor to achieve the above roadmap goals.

3. Good to Great

a. Program Importance to Good to Great Plan Success (5 being the greatest):

5 4 3 2 1

b. Please explain your selection above:

Justify your response as to why or why not this program helps to achieve the goals laid out in the agency good to great plan.

4. Budget Overview

a. PeopleSoft Funds:

Fund ID	Project ID

b. Appropriations:

	FY 11	FY 12	FY 13	FY 14	FY 15
General Fund Appropriation:					
Dedicated Fund Appropriation:					
Federal Funding:					
Revenue Generated:					
Total Funding:					

c. Annual Expenditures:

--	--	--	--	--	--

d. Full-time Equivalents:

--	--	--	--	--	--

e. Contract Employees:

--	--	--	--	--	--

f. Funding Implications:

Note if current funding levels are adequate to achieve the program purpose. Identify how an increased, status quo, reduced, and eliminated budget would effect the program.

Program Performance Evaluation Help Text:

1. Program Overview:

- a. **Agency Name:** Enter the name of your agency in full as well as any divisions you may be associated with.
- b. **Agency Mission Statement:** Every agency has a mission statement. If you are unsure of what this may be, please refer to your executive staff for clarification.
- c. **Program Name:** Your agency should have an organized list of programs being performed internally. OMB defines program as "an organized set of activities directed toward a common purpose or goal that an agency undertakes or proposes to carry out its responsibilities."
- d. **Statutory Authority:** Identify when and how the program was created. Was the program created through federal grant funding, an act of the general assembly, an executive order, or some other option. Please cite any major legislative changes to the program.
- e. **Program Director:** Let us know who the senior staff member associated with this program is.
- f. **Program Purpose:** Justify the existence of the program. In what way does this program benefit the citizens of Indiana? What was the program originally designed to address? Who are the primary customers and stakeholders?
- g. **Program Strategy:** The program should have a series of objectives, strategies, and action plans that it intends to utilize in order to have a positive effect on the program purpose. What are those objectives, strategies, and action plans?
- h. **Program Activities:** The program should be completing a series of activities such as conferences, marketing activities, granting, daily operations, etc. that are attempting to have a positive effect on the program goals. What are the primary activities of this program?
- i. **Program Duplication:** Program duplication is another program that is similar in nature and may be performing series of tasks in order to achieve the same outcomes to the same stakeholders. Are there any programs in the federal government, state government, local government, or the private sector that are currently duplicating the efforts of the program?
- j. **Service Alternatives:** Discuss the feasibility of alternative methods of accomplishing the program's mission, goals, and objectives, such as competitive contracting, public/private partnerships, consolidation with other programs or consideration of other innovative approaches.
- k. **Efficiency efforts:** Discuss any proposed modifications to the program to improve efficiency and effectiveness (e.g., proposed consolidation, contracting, etc.).
- l. **Program Priority Rank:** The agency should have created a priority listing of all agency programs. Please identify where this program ranks in regards to the number of programs identified within the agency.

2. Roadmap Goals

- a. **Governor's Roadmap goals addressed:** The Governor in his 2014 Roadmap for Indiana has tasked all of us to achieve the 6 roadmap goals. Which of those goals does this program fit into? If it does not fit into one, please leave blank.
- b. Not all programs may be related to a roadmap goal. If no goals were selected, please identify why you believe it is not currently helping to achieve one of these goals, and how in the future, the program may be able to help affect one of the goals.

3. Good to Great

- a. **Good to Great Importance:** The agency should have completed a Good to Great plan for the Governor. How strongly does the program fit into the agency priorities set in the Good to Great plan?
- 5 – The Good to Great plan cannot be achieved without the program.
 - 4 – The Good to Great plan is positively affected by the program.
 - 3 – The Good to Great plan is moderately affected by the program.
 - 2 – The program is not in the scope of the Good to Great plan.
 - 1 – The program has a negative effect on the Good to Great plan.
- b. Justify your Good to Great selection/s.

4. Budget Overview:

- a. **PeopleSoft Funds:** Identify all funding sources for the program by listing the PeopleSoft fund ID used by SBA. If the PeopleSoft fund is a federal fund, please provide the PeopleSoft project ID too (15 digits).
- b. **Appropriations:** For FY 11-15, identify all general fund, dedicated fund, federal fund, and generated revenue by the program that contributed to funding the activities of the program. Please note only dollar figures associated with this program should be identified. If a fund was split between different programs, only the dollars used for this program should be for the appropriation.
- c. **Expenditures:** For FY 11-15, identify the dollars spent by the program during the fiscal year.
- d. **Full-time Equivalents:** Identify the number of full time equivalent state employees dedicated to this program. If an employee spends 25% time on this program and 75% on another, this would be .25 FTEs not 1.
- e. **Contractors:** Identify the number of full-time equivalent contractors dedicated to this program. This would include contractors hired through both temporary staffing agencies and personal service agreements.
- f. **Funding Implications:** Are current funding resources inadequate, adequate or excessive to achieve the program's mission? Please identify what the program would change if funding were increased, decreased, or eliminated. If eliminated or reduced, would the program have other sources of funding?

5. Performance Measure Overview:

- a. **Person Responsible for Monitoring Results:** Who within the program is responsible for calculating the results?
- b. **Email Address:** Email of individual responsible for reporting.
- c. **Phone Number:** Phone number of individual responsible for reporting.
- d. **Data Systems Used:** Please list all technology used to collect data and calculate the program measurement. This could be a specifically designed data system, Microsoft Excel, piece of paper, etc.
- e. **Measure:** Identify the measure title. If an OMB reported measure, please use exact language as seen on the transparency portal. results.in.gov
- f. **Program Measure Status:** Let us know if the measure provides an accurate assessment of the program's performance.
- g. If you answer "no", please clarify why the program feels this measure is not a good indicator of program performance and propose a measure that you feel would be a good indicator of program performance.
- h. **Type of Measure:** Identify if a measure is an efficiency (cost/person), input (conferences attended), output (people served), or outcome based measure (Indiana smoking rate). *Please see below for more detail about measure types.*

- i. **Measure Calculations:** Identify how the measure is calculated by providing a detailed mathematic calculation of what periods and units are being measured.
- j. **Current Targets:** List your exceeding expectation target (green) and your meets expectation target (yellow). If an OMB measure, OMB will complete this for the agency.
- k. **Benchmark Performance:** Identify all sources of information that were used to research your targets. Please cite specific examples. OMB often uses national or regional averages to benchmark performance.
- l. **Target Rationale:** Based on the research, please explain why you chose the targets that you did.
- m. **Historical Data:** OMB will enter all historical information currently reported for measures reported to OMB. If there are any gaps in the historical information, please provide the results (if possible). You can search for gaps on the OMB transparency portal. results.in.gov
- n. **Future Anticipated Results:** This is an opportunity for the program to reveal the long term expectations. OMB is asking the program to assess itself and set expectations for themselves through the year 2020. Where does the program see itself going? If the measure is calculated quarterly or semi-annually, please give an estimation of the expectation for the final quarter of the calendar year.
- o. **Opportunities and Threats:** Identify any factors which could affect future program performance (e.g. expected changes in customers, proposed changes in federal or state laws that may impact performance, other key trends that may affect the program, etc.). Also, provide a summary of strategic issues, opportunities, and threats that have been identified.

Types of Performance Measures:

Efficiency	Efficiency measures are the amount of output or outcome achieved in terms of input, such as cost per participant in welfare-to-work programs, or cost per student.
Input	Inputs are human or material resources used, such as number of staff hours or classroom space used to conduct welfare-to-work programs.
Output	Outputs are the amount of service, effort, or activity produced or delivered, such as number of clients receiving job training or number of students in AP courses.
Outcome	Outcomes are results or the effectiveness of a service or effort, such as the number of clients employed for at least half time within six months of job training or the percentage of students who graduate from high school.

Source: Hill, Carolyn J., and Laurence E. Lynn, Jr. Public Management: A Three-dimensional Approach. Washington, D.C.: CQ, 2009. Print.