



PRIORITIZED PROGRAM BUDGET

GENERAL POLICY GUIDELINES AND PREPARATION PROCEDURES

**AMENDED FISCAL YEAR 2008
FISCAL YEAR 2009**

Sonny Perdue, Governor

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Office of Planning and Budget**

www.opb.state.ga.us

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I. INTRODUCTION

A. Prioritized Program Budgeting

With the advent of program budgeting, Governor Perdue directed a culture change in the state budgeting process so that it is more effective and efficient, results-oriented, and customer-focused. All future budgets are now predicated on programs that support departmental business plans.

State government will continue to manage its resources through a Prioritized Program Budget (PPB) process. State agencies will identify their core businesses and customers, prioritize their programs, and establish performance measures. This process continues for developing the FY 2009 budget. Instead of focusing on how agencies are organized and how much money is needed to maintain continuation budgets, budgets now identify programs and priorities that support agency business plans. The new structure assists agency heads in tracking program performance and expenditures at program levels.

The purpose of the prioritized budgeting process is to bring state spending into alignment with policy priorities. In addition, prioritized program budgeting:

- Focuses state agencies on how they do business;
- Provides for performance measures to track program effectiveness and efficiency; and
- Provides for results measures to track the impact of programs statewide.

Measuring results affords the opportunity to identify programs that work and programs that need to be improved or even discontinued. Through performance comparisons and performance data, strategies can be identified to make programs more effective.

Program budgeting incorporates strategic planning and performance measures in the annual budget development cycle. Budget requests should be supported by performance measures that indicate how efficiently a program is operated, how well customers are served, and whether the program achieved its intended outcomes.

Revenue growth for FY 2009 will likely be modest compared to growth in key state services such as education, healthcare, and public safety. As such, Governor Perdue will employ a fiscally conservative approach to the FY 2009 budget focused on the State's most critical needs. This approach requires a delicate balance among policy priorities and a hard look at programs that are underperforming. OPB will continue to examine opportunities for reductions as we seek to target our limited resources to the most effective and efficient programs.

During this budget cycle, agencies must identify a minimum of 2% of their state general funds budget for reduction. In addition, agencies may request up to a 2% budget

enhancement of their state general funds budget. Agencies must demonstrate that the requested enhancement is necessary for the program to achieve its goals and objectives and enables the agency to better achieve its overall mission.

a. Zero-Based Budgeting Philosophy

As we enter the fourth year of program-based budgeting, agencies should reexamine and reorder the program priorities before submitting their budget request. Consider whether or not programs are still needed to fulfill the mission of the department. Each program should be assessed for cost, effectiveness and relevance to long-term goals and objectives. Rather than simply requesting incremental changes to the agency's base budget, program re-ranking and redistribution plans require agencies to allocate existing funds according to the highest priorities of each agency. Your annual business plan for FY 2009 combined with your FY 2009 budget redirection plan should reflect the culmination of this examination of your base budget.

When developing your agency's budget, the following steps are suggested to develop a request:

- Examine your agency's strategic plan. Assess agency priorities, program priorities, and the correlation with funding requests. Ensure that your agency's budget submission can be defended in the context of the strategic plan.
- Re-rank all departmental programs to reflect agency priorities. Agencies should assess their programs from a zero-base. Validate that the highest ranked program is the most essential program needed to carry out the agency's mission.
- Determine the extent to which redirection of funding for lower priority programs can accommodate demand for higher priority programs.

While re-assessing and re-ranking programs, the following questions should be addressed:

- What is the purpose of the program and how effective has the program been in achieving its outcomes, goals, and objectives?
- Does the program serve an existing need?
- Has the program had a positive effect on the customers it was designed to serve?
- What are the current program priorities of the agency? Are agency operations, programs, and services focused on those priorities?
- Could programs be eliminated because other state agencies, local governments, or private entities provide similar services?
- Could a program or service be privatized? Will this privatization improve service delivery and save money?

Program ranking assists in an assessment of how existing funds are allocated and whether they are consistent with the highest priorities of each agency. Agencies should examine their existing programs to determine if current needs are more urgent than continuation of funding for existing programs. Performance measures and supporting data will be used to analyze agencies' budget from a zero-base philosophy and to analyze requests for

additional funding. Detailed program evaluations will be completed on select programs to help in the budget decision process.

B. Budget Laws

Title 45-12-78 of the Official Code of Georgia Annotated provides that *no later than* September 1 of each year, the head of each budget unit, with the exception of the General Assembly and the Judiciary, shall submit to the Office of Planning and Budget (OPB) estimates of the financial requirements of the budget unit for the next fiscal year, on the forms and in the manner prescribed by OPB, with such explanatory data as is required by OPB. The submission shall utilize programs and budget classes and be within expenditure parameters as established by the Governor. The head of a budget unit also may submit additional supporting data as necessary. The estimates submitted must bear the approval of the board or commission of each budget unit for which a board or commission is constituted.

This procedure manual contains instructions designed to assist managers in meeting submission requirements of the Budget Laws, the Prioritized Program Budgeting process, and strategic and business plan requirements.

Agency budget submissions and annual business plans are due to OPB via BudgetNet and COBS no later than **September 4, 2007**.

SB 335 - Budget Accountability and Planning Act of 1993 : Fair and Open Grants Act

Title 28-5-120 requires a process of identification and filing with the Office of Secretary of State information about grant availability, grant awards, and disbursements. The information should be filed before any state agency may make any grant of public funds or of funds otherwise within its power of disposition. Before December 31 of each calendar year, state agencies must also compile and file with the Office of Secretary of State a list of grants awarded and disbursed in the prior fiscal year. For further information, please contact Coral White of the Office of Secretary of State at (404) 656 - 2885.

Budgetary Control Language in the Appropriations Bill – Section 55 of HB 95

Agencies seeking to transfer an amount in excess of 50% of the stated amount of an appropriated federal fund source should request the transfer in the Amended FY 2008 Budget.

C. Checklist of Key Components and Contacts

<u>Key Components</u>	<u>Contacts</u>
Strategic Plan and Annual Business Plans	Assigned OPB Analyst
Performance Measures	Richard.Young@opb.state.ga.us
Base Budget (AOB /Cut-off)	Assigned OPB Analyst
FY 2009 Adjusted Base Budget	Assigned OPB Analyst
Other Adjustments	Assigned OPB Analyst
Capital Outlay Budget System (COBS)	Ron.Nawrocki@opb.state.ga.us
Information Technology (IT) Budgets	Jacqueline Dennis jedennis@gtg.ga.gov
Customer Service Measures	Agency Customer Service Champion or Sandra Smith

II. GUIDELINES FOR STRATEGIC PLANS, BUSINESS PLANS AND PERFORMANCE MEASURES

Governor Perdue has charged state decision makers with developing a rational, integrated, data-driven planning and budgeting system in which policy determines budget priorities instead of one in which budget constraints determine state policy. Governor Perdue's Planning and Budgeting for Results model establishes a framework for Georgia government that builds on traditional strategic planning, and then moves agencies into an annual business planning cycle. Agencies will use this process to report data on results and to measure performance. Program data will be used to determine whether base funding should be continued for programs.

These requirements apply to ALL agencies, including authorities, and to all programs, including those not receiving a direct appropriation of state funds.

There are two major components of the FY 2009 Planning Requirements:

- a. Four-year Strategic Plan
- b. Annual Business Plan with Associated Performance Measures

State of Georgia agencies have responded for the past 16 years to a legislative mandate requiring an agency strategic plan, complemented by performance measures. Governor Perdue expanded those requirements, moving agency leaders toward implementation of strategic goals and objectives. With the introduction of program budgeting, agencies cascaded their strategic goals down into their organizations, specifying goals and measures for each set of coherent activities.

Submission Information

Agencies will enter strategic and business plans in BudgetNet. The Technical Manual to be released in mid-July will provide detailed submission instructions. All components are due **September 4, 2007**.

A. Four-Year Strategic Plan

Agencies are **NOT** required to submit a new strategic plan this year, since the current strategic plan spans a four-year period. Agencies submitting a strategic plan for the first time or updating a current plan are advised to include at least the following components:

- Mission
- Vision
- Core business(es)
- Strategic Goals, including Strategic Outcomes, Critical Success Factors, and Success Inhibitors
- Strategic Objectives

Agencies are encouraged to continue their environmental scanning process throughout the year, reviewing key external and internal factors that affect the environment in which the organization operates. This scan examines these factors and their impact on Georgia citizens, state agencies, and the services they provide.

If some agencies have experienced changes in leadership, core businesses, or organizational structure, submit an updated strategic plan. The agency should review the current plan and adapt it according to the agency's change in focus.

B. Business Plans and Performance Measures

The business plan provides the basis for the agency's budget request and is organized by program. The business plan delineates the reason each program was created, program goals, and program results and performance data and the ongoing need for the program. It represents the agency's priorities in a zero-based context. Continuation of funding for each program will be considered in light of its objectives and measures. Agencies will use the business plan to report data on results, to measure performance and to rank programs. This information provides a current assessment of existing programs, their link to agency priorities, and a mechanism to assess whether funding should be continued.

Program measures and data submitted as a part of the agency's FY 2008 Budget request will be reflected in BudgetNet where no program structure changes have occurred. Agencies with changes to their program structure for the FY 2008 AOB will need to re-enter or create measures for their revised or new programs.

Each state agency will prepare an annual business plan and rank programs, articulating the agency's core business, programs, program purpose, goals, and performance/results measures. As with the strategic plan, agencies are required to enter their business plan information through BudgetNet.

Changes for FY 2009

There are two significant changes for the FY 2009 Budget submission:

1. **Sub-programs will be merged with their parent program.** The existing sub-program goal and measures data will roll up to the parent program. The sub-program goals will be displayed as goals of the parent program, and the sub-program measures will be updated through that goal. The merging of sub-programs with programs only impacts the ranking of programs and identifying performance measures.
2. **All program priority ranks should be reviewed and revised to reflect changing priorities and the merging of sub-programs with their parent program.** The program ranking has been removed from BudgetNet, and agencies should review their programs and update the program ranks to reflect any changes in program priority or focus and the merger of sub-programs into the parent program.

Agencies will enter the following information in BudgetNet using the program structure of their FY 2008 budget:

- a. Purpose
- b. Goals
- c. Program Priority Rank
- d. Measures

At least one performance measure **and** one results measure are **required** for every program submitted as approved in the FY 2008 AOB.

- **Performance measures** may include unit cost, program completion rates, workload ratios, customer satisfaction indices.
- **Results measures** are based on past trend data and show whether program outcomes for clients are improving, declining, or stabilizing. Such measures may also compare program client outcomes to a national benchmark or to other clients who do not receive program services.
- **Customer service measures** are a set of measurements that the 49 agencies engaged in the Governor's Customer Service Improvement Program are expected to report on at least annually (see appendix for more detail).
- **Mandatory data disclosure** explains the time period covered by the data, key data definitions, data collection methodology, data limitations, data corrections, changes in calibration, and the person responsible for reporting and explaining the data.

Agencies should determine if measures;

- a. accurately measure the amount of work being performed;
- b. reflect how well your agency performed the task;
- c. indicate whether the service or program had a positive impact on its intended outcome or goal; and
- d. articulate the continued need for funding of the program at its current FY08 AOB level.

FY 2007 Actual Data and FY 2009 Projected Data are **required** for all performance and results measures for all programs by September 4th. Agencies should use their FY 2008 base program amounts as the basis for their FY 2009 projections.

Agencies unable to determine the FY 2007 actual data by September 4th should enter their estimates for FY 2007. When FY 2007 actual data becomes available these agencies may request access to BudgetNet to update their data.

The measures and data entered into the BudgetNet database will be considered in developing the Governor's budget recommendation. Since the text and data will be displayed as entered by your agency, agency should ensure their data is valid, accurate, and complete.

Agency performance data is subject to periodic reviews for completeness and data quality. Consequently, agencies need to keep all details of surveys and other data collection techniques for at least five years.

Additional guidance regarding performance measures is available on the OPB website. Please contact Richard Young at richard.young@opb.state.ga.us if you need additional assistance.

III. GUIDELINES FOR BUDGET DEVELOPMENT

A. Requirements for Financial Submission

A Technical Manual will be available July 16 at www.opb.state.ga.us with detailed instructions regarding data entry and submission requirements through BudgetNet.

Agency fiscal officers should notify their OPB analysts as to the base budget that will be used for the Amended FY 2008 budget and the FY 2009 budget. The base budget must be the same when requesting funds for either fiscal year.

Amended FY 2008

Agencies should manage to the annual budget provided in HB 95. Enhancements will be considered for expenses related to emergencies that agencies can not absorb in their existing budget. Agencies are directed to identify existing resources within their current budget to address additional expenditure needs for FY 2008. These changes could be accomplished through a redistribution plan submitted in BudgetNet. Agencies will identify either the AOB or the cut-off amendment to be used as the base budget when requesting funds in the Amended FY 2008 budget.

Redistribution among object classes and among sub-programs within a program can occur with OPB approval via an amendment and should **NOT** be included as part of the agency's Amended FY 2008 budget request. However, requests for redistribution of funds between programs must be submitted via BudgetNet as part of the Amended FY 2008 request.

FY 2009

The agency's FY 2008 AOB or cut-off amendment will become the base budget for requesting funds in the FY 2009 Budget. The OPB analyst will ensure BudgetNet reflects the appropriate base budget for these requests.

The budget submission process consists of the following components:

- a. Adjusted Base Budget (pre-approved by OPB)
- b. Redistribution
- c. 2% Reduction
- d. 2% Enhancement
- e. Pay Raise Annualizer
- f. Other Adjustments
- g. Capital Outlay (optional)

Adjusted Base Budget

To establish the Adjusted Base Budget for the 2% requirement, subtract the following from the FY 2008 AOB or cut-off amendment:

- Non-recurring items of expenditure that are considered one-time purchases; and

- Any items exempted by OPB and communicated to agencies prior to budget submission.

Redistribution

As part of the FY 2009 budget request, agencies have the opportunity to shift funds among programs to meet the needs and align anticipated expenditures with program priorities. Using the adjusted base budget as a starting point, agencies should redistribute resources to fund higher priority programs that may need additional funding to meet the agency's mission, goals, and objectives.

The total of all redistributions must net to zero for this category. Positions and motor vehicles redistributed from one program to another should be reflected in the position and motor vehicle counts for the programs affected.

2% State General Funds Reduction

Agencies are required to identify at least two percent (2%) of their state general fund budget for reduction. This reduction need not apply to every program. The 2% should be calculated on the state general funds budget after the base adjustments and redistributions.

Complete the "Impact of Budget Reductions" form included as an Attachment at the end of these instructions for each reduction in your submission. Enter the required information listed at the top of the form. Provide a narrative explaining the impact of all budget reductions on the service delivery and performance of the program. Use as many pages as necessary to explain the reduction.

2% State General Funds Enhancement

Agencies may only request two percent (2%) of the state general fund budget for an enhancement. The 2% should be calculated on the agency's state general funds after the base adjustments and redistributions. A detailed justification of each enhancement request must be provided on the "Enhancement Justification" form included as an Attachment at the end of these instructions. Use as many pages as necessary to justify the enhancements.

The enhancement justification provides the analyst basic information about the request, including prioritization of the request. It:

- Frames the enhancement requested in context of the larger issue or performance trend;
- Explains the request and the performance expectations related to the requested changes; and
- Explains the relationship to the agency strategic plan.

Submission of Impact of Budget Reductions and Enhancement Justification

Forms are included as "Word" document files. Tables are used to enter the required data at the top of the schedule. Check the appropriate box for the request, "Enhancement" or

“Other Adjustment”. The bottom section of the schedule is used to enter a narrative explaining the impact of reductions and justifying enhancements to support your requests. These forms are due in electronic format to your OPB analyst along with your budget submission in BudgetNet. The schedules are included at the end of these instructions as Attachments.

Pay Raise Annualizer

The Pay Raise Annualizer is the cost of 6 months of personal service funds related to the payraise effective January 1, 2008 as authorized in HB 95. Agencies will request this as part of the FY 2009 budget submission.

Other Adjustments

Other adjustments include requests for additional funds over the current FY 2008 budget. These increases are limited to the following:

- Expenses associated with a federal or state legislative mandate; and
- Workload and enrollment changes in programs identified by OPB.

Other adjustments DO NOT include cost increases associated with utility expenses (electricity, natural gas, etc.), travel expenses, motor vehicle purchases, per diem rates for employees or board members, information technology contracts or upgrades, rates charged by other state agencies, pay raises provided outside the increases authorized by HB 95. Agencies are encouraged to manage these cost increases in the redistribution plan or as part of the 2% enhancement request.

Agencies must discuss the need to request funds that fall within this category with their OPB analyst prior to submission of the FY 2009 budget request. A detailed explanation for each request must be provided on the “Enhancement Justification” form included as an Attachment at the end of these instructions.

Capital Outlay Requests

For the fifth consecutive year agencies will submit their Capital Outlay requests and out-year projections to OPB using the web-based **Capital Outlay Budget System (COBS)**. The COBS home page is www.opb.state.ga.us/applications/COBS/Main.asp

BudgetNet or COBS

Due to their relatively high cost and long service lives, the vast majority of Capital Outlay requests are funded by the authorization of General Obligation Bonds (Bonds), and funding the debt using state appropriations. The state may also choose to directly fund smaller capital requests using state general funds (Cash) appropriated in the operating budget.

Agencies should follow this general guidance in preparing and submitting capital funding requests:

- **BudgetNet** – Agencies should submit to OPB on **BudgetNet** generally lower cost items (≤\$100,000) with useful service lives of less than five years. This

includes those capital items traditionally funded in cash such as routine vehicle and equipment replacements.

- **COBS** – Agencies should submit to OPB on **COBS** generally higher cost capital projects (\geq \$100,000) having useful service lives of five years or more. This includes requests for annual funding allocations for facility related major repairs and renovations.
- **Submit the request once, using one system** – OPB will make the necessary modifications to handle a project if the recommended funding differs from that submitted; do not submit duplicate requests for the same item.

Priority Considerations

This budget cycle OPB will be expanding the use of funding priorities and considerations. In addition to the previously used agency identified sequential priority designation and demonstration that the requested project has merit, agencies must also document why the project should be recommended for funding relative to OPB's evaluation of requests in the larger context of other competing agency and state needs. Also, agencies must ensure that the full range of their critical capital needs are being identified and addressed in developing their budget submittals. These priority considerations will use several dimensions and factors such as:

- Urgency – Urgent, Necessary, Desired
- Operational Importance - Continuation, Enhancement, New/Initiate
- Extent & Magnitude of Expected Impact/Benefit – Statewide, Regional, Local
- Leveraging of State Funding – Associated Non-State Project Funding

Additional guidance related to priority considerations is shown on the COBS web site.

FY2009 Bond Planning Amounts

For those agencies with ongoing capital programs and requesting capital projects each year, bond planning amounts have been established for many (but not all) agencies. The planning amounts will be communicated directly to agencies via correspondence from OPB. These planning amounts are being established so agencies can better plan their priority funding requests to fit within these identified amounts and for the state to continue to follow its strong debt management plan and continue to receive the highest possible bond ratings and realize the lowest possible debt payments.

The planning amounts were established after careful review of recent appropriations, agency plans, programs and projects underway and proposed, and the currently expected overall financial resources of the state. ***The planning amounts per agency are not to be considered guaranteed, nor are they to be considered absolute maximum amounts.*** Comprehensive evaluation of all funding requests will continue to be conducted. ***Agencies are strongly encouraged to identify and address all critical capital needs and prioritize accordingly within their planning amounts.*** Agencies may also identify exceptional needs above the planning amounts, however, these will only be considered on a priority basis with other exceptional need requests from other agencies within the overall state's financial resources.

For those agencies that have smaller and/or infrequent capital project requests, agencies will be contacted that planning amounts were not established and specific capital requests from the agency will continue to be evaluated on a project by project basis.

Use of COBS

Capital outlay requests and funding actions from the four previous budget cycles (FY2005 through FY2008) are archived on COBS, and agencies can “retain” and use their FY2008 project information as a starting point to develop this year's submittals. Agencies may update project information in COBS for their FY 2008 partially or unfunded projects, and may also enter new projects for consideration as appropriate.

Once project information is entered into COBS for all requested and projected projects, the agency “submits” the projects to OPB. Agencies will be able to begin their FY 2009 Capital Outlay request data entry about mid-July, and must submit their completed project information to OPB by September 4, 2007.

OPB will provide a brief training session for new COBS agency users (also useful as a refresher) and can provide tailored training and guidance to agencies on a requested basis. An updated COBS User Guide will be available on the COBS homepage by mid-July. Agencies should contact Ron Nawrocki, OPB Capital Budgeting, at (404) 656-6364 if they have any questions regarding capital outlay requests and projections, or the COBS web-based system and submittal process.

Examples of Priority Considerations for Funding

Consideration	Description of Consideration	Examples of Projects	
A. Urgency [Timing]	Urgent	<ul style="list-style-type: none"> - Essential to be funded this budget cycle - Time critical - Window of opportunity - Date certain mandate - Unacceptable existing condition 	<ul style="list-style-type: none"> - Legislative mandate - Potential loss of accreditation - Repair fire/storm damaged facility - Correct substantial life/safety or health deficiency
	Necessary	<ul style="list-style-type: none"> - Needed to meet program goals and objectives in conjunction with other approved actions - Complete partially funded underway project 	<ul style="list-style-type: none"> - Replace facility roof at end of its service life and causing interior damage after repeated repair attempts - Program objectives can not be realized without an additional regional office
	Desired	<ul style="list-style-type: none"> - Should be funded this budget cycle if funds available - Deferral has no immediate adverse impact 	<ul style="list-style-type: none"> - Replace facility roof nearing end of its service life
B. Operational / Service Importance	Continuation	<ul style="list-style-type: none"> - Support productive needed long term capital assets to operate at acceptable service levels and achieve expected service lives - Address occupant health, safety, and accessibility, and building systems repair and replacement needs based on relative and absolute asset condition measures 	<ul style="list-style-type: none"> - Replace facility roof at end of its service life - Replace HVAC system
	Enhancement/Growth	<ul style="list-style-type: none"> - Improves existing capital assets to increase capacity, capability, and/or functionality - Improves existing capital assets to increase operational effectiveness or efficiency - Addresses documented growth in key programs 	<ul style="list-style-type: none"> - Add emergency power generator at facility - Facility renovation to convert building to new functional use - Harbor deepening to handle new generation of ships - Documented actual and projected client population shows clear overcrowding
	New / Initiate	<ul style="list-style-type: none"> - Provides a new operational capability not currently existing 	<ul style="list-style-type: none"> - First time state facility to support new research program
C. Extent / Magnitude of Impact / Benefit	Statewide	<ul style="list-style-type: none"> - Sole location providing that service or capability - Meets a statewide need, independent of its specific location 	<ul style="list-style-type: none"> - First time state facility to support new research program - Addition of required prison bed space
	Regional	<ul style="list-style-type: none"> - Has impact within the regional service area 	<ul style="list-style-type: none"> - Addition of a new regional lab to support local communities
	Local	<ul style="list-style-type: none"> - Impact within immediate local area, campus, or facility 	<ul style="list-style-type: none"> - Replace a building's HVAC system - Adding a new classroom building at a college
D. Leveraging State Funding [\$]	Federal / Other funding is primary	<ul style="list-style-type: none"> - Non-state Funding \geq half of Total Project Cost 	<ul style="list-style-type: none"> - Federal Gov't funding 80% of project cost
	Federal / Other funding is secondary	<ul style="list-style-type: none"> - Non-state Funding < half of Total Project Cost 	<ul style="list-style-type: none"> - Foundation is contributing 20% of the construction cost
	Entirely state funded	<ul style="list-style-type: none"> - State funds all of the total project costs 	<ul style="list-style-type: none"> - Project is entirely G.O. Bond funded

B. Requirements for Information Technology (IT) Budgets

Requirements for IT Initiatives

The Office of Planning and Budget (OPB), the Department of Administrative Services (DOAS), and the Georgia Technology Authority (GTA) have joined together to jointly issue the Technology Review Policy. For this year's budget submission, the following parameters are to be followed for submitting the Agency Project Request (APR):

- APR's for budget submission enhancement requests and/or redistributions for IT projects exceeding \$100,000 and any proposed IT projects using base funds over \$300,000 are due with the Amended FY 2008 and FY 2009 budget submissions. APR's for both of these items are due no later than September 4, 2007. Requests should be sent to apr@gta.ga.gov.
- Agencies are reminded that any IT request over \$100,000 that is to be initiated during the year requires GTA approval. Any remaining FY 2009 IT requests not meeting the thresholds listed above (and not due during the budget process) are due to GTA no later than June 16, 2008.

Agency IT Coordinator

The agency head will designate an IT Coordinator for the agency who may be the agency CIO, IT Director or other responsible party familiar with information technology to be the single point of contact for IT reviews. The IT Coordinator will become familiar with and monitor the most current GTA IT requirements, including but not limited to GTA Enterprise Policies and Standards. The responsibilities of the IT Coordinator are to review agency IT needs and assure and document the agency's compliance with the GTA Enterprise Policies and Standards. The IT Coordinator must maintain files by project, which may be audited by GTA.

IT Hardware, Software, System Development, Enhancement or Modifications less than \$100,000

GTA delegates approval authority to the IT Coordinator for IT hardware, software, system development, enhancement or modifications costing less than \$100,000. These IT initiatives must comply with the GTA Enterprise Policies and Standards (<http://gta.georgia.gov>)

GTA Review Criteria

- Is consistent with state's and agency's business objectives
- Is consistent with state's and agency's architecture
- Is signed by authorized representatives of **all** impacted agencies
- Meets GTA technical and security standards
- Meets GTA project management standards
- Supports GTA procurement desired practices
- Includes realistic cost projections
- Meets criteria in APR review checklist

GTA Review Exemptions

Initiatives costing \$100,000 or more involving acquisition of the following items may be exempt from technology review by GTA. GTA encourages agencies to request certification for such exemption prior to completing an APR form. Certification can be obtained by sending a Request for IT Project Review Exemption Form to apr@gtga.ga.gov. This request form can be found under "Related Links" at http://gtga.georgia.gov/00/channel_title/0,2094,1070969_40397818,00.html

In order to procure exempted items through DOAS, an agency must include the GTA exemption certification letter along with its acquisition request.

a. System Maintenance/Modification

This exemption covers routine maintenance and routine software modifications of existing systems.

b. Miscellaneous

Exempted items (with GTA approval) are:

- building control systems and maintenance
- closed circuit TV systems and maintenance
- computer controlled industrial equipment and maintenance
- consumable IT supplies (media, toner, ink, etc)
- stand-alone/non-networked digital copiers and maintenance
- stand-alone/non-networked facsimile machines
- instructional equipment and maintenance
- laboratory equipment and maintenance
- life support and monitoring equipment and maintenance
- mailing equipment/systems and maintenance
- scientific equipment and maintenance

The Technology Review Policy is published on the OPB and GTA websites. Additionally, GTA's APR form, instructions and checklists are available on the GTA website.

Agency staff with particular questions in regards to the GTA review of IT projects should contact Jacqueline Dennis, GTA Enterprise Portfolio Management, 404-463-4414 or jedennis@gtga.ga.gov.

Completed Agency Project Requests (APRs) for all qualified IT requests must be submitted electronically to apr@gtga.ga.gov. Exemption forms may be sent to the same address. The APRs will be reviewed jointly by GTA and your OPB analyst.

IMPACT OF BUDGET REDUCTIONS

Fiscal Year: **FY**

Department: **Department of**

Program:

Priority Rank:

BudgetNet Keyword:

State Funds Amount:

Other Funds Amount:

Federal Funds Amount:

Answer the following questions in the box below. Use as many pages as necessary.

EXPLANATION:

Describe the budget reduction. What is the impact on the service delivery and performance of the program?
What is the impact by customer and location on the service delivery of the program?

ENHANCEMENT AND OTHER ADJUSTMENTS JUSTIFICATION

ENHANCEMENT

OTHER ADJUSTMENT

Fiscal Year:

FY 2009

Department:

Program:

Priority Rank:

BudgetNet Keyword:

State Funds Amount:

Other Funds Amount:

Federal Funds Amount:

Answer the following questions in the box below. Use as many pages as necessary.

EXPLANATION:

Describe the issue to be addressed or problem that needs to be solved and show relevant trend data or performance measures for the request. How will funding improve performance of the program or change the trend data shown?

ON-GOING COST:

Explain if this is a one-time project or will there be future costs associated with the request.

CUSTOMERS:

Who benefits from this by customer and location? Who has a role to play in the performance of this enhancement?

STRATEGIC PLAN:

How does this request relate to the agency strategic plan?

Appendix A

Agency Customer Service Measures

For each key program* identified in the FY08 Agency Customer Service Improvement Plan where there is a corresponding program in BudgetNet, agencies should specify two or three customer service metrics. Identify these metrics by preceding them with “CS –“.

Include one Customer Service metric for each of these dimensions:

- Faster: measuring process improvements
- Friendlier: measuring people related improvements
- Easier: measuring improvements to call handling and contact management

If the key program is not supported by a Call Center, agencies are only required to report two metrics – one for faster and one for friendlier.

Explanation of these measures:

1. Faster metric – an example is the process cycle time measure (stated in hours, days, months). Agencies are asked to report their baseline, improvement goal and current results.

2. Friendlier metric – an example is results of the Georgia Service Quality Index (GSQI) and/or the Workplace Satisfaction Survey results. Agencies are asked to report their baseline, improvement goal and current results.

3. Easier metric – an example is call center metrics. Agencies are asked to report their baseline, improvement goal and current results, for the following measures:

- average speed to answer calls
- per cent of calls abandoned
- call center agent utilization and
- call volume

If you have questions, see your Agency Customer Service Champion. If additional clarification is needed, please contact Sandra Smith of the Governor’s Office of Customer Service at 404-463-8793.

* *Key Program* as defined by Office of Customer Service = a significant area of the business; functional area of your agency such as a division, department, or service serving a key customer group which is external to the reporting Agency.