

BUDGET REQUEST BEST PRACTICES

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GENERAL TIPS

(REQUESTS & PRESENTATIONS)

- Remember your audience; don't assume they know your program or immediately understand why it matters
- Keep the message simple and straightforward (particularly with presentations)
- Don't use acronyms or internal department names
- Use bullets with brief points
- Provide statistics and data to support your request; use graphs and photos where appropriate

GENERAL QUESTIONS

(additional questions/discussion at the end)

HOW SHOULD AN AGENCY PROJECT OVERALL COSTS REGARDING A SPECIFIC ASK?

IF WE ARE ASKING FOR AN FTE WHAT IS THE BEST WAY TO PROJECT THE COSTS (SALARY, FRINGE, RENT, IT, EQUIPMENT, TRAVEL, TRAINING, AND OTHER COSTS.)



- Do you have any similar programs/positions?
- Pull state comparison data, talk to other agencies, look at state contract rates
 - For consistency, DHEC requests all positions at midpoint
- What supplies/training are required for the position? What level of travel is involved?
 - DHEC includes a standard \$1500/employee operating cost, then considers computers and specialty requirements for the position(s)
- What is the fringe like for your agency? Is it SCRS or PORS?
- Use a template for consistency (can also use for fiscal impact statements)

FOR WHICH CONDITIONS/SCENARIOS DO WE NEED TO REQUEST ADDITIONAL FEDERAL/OTHER FUNDS AS A PART OF THE ANNUAL BUDGET PROCESS?

- Compare recurring budget to projected expenses
 - New programs?
 - New fee or revenue stream?
 - New/anticipated grants or projects?
 - Salary increases?
- Midyear budget increases via BD100
 - Statewide salary increases
 - Unanticipated aid
 - Make sure to follow-up with permanent requests in the next FY



HOW TO BUDGET FOR A FEDERAL PROGRAM THAT COVERS MULTIPLE YEARS, WHEN OUTLAY OF FUNDS IS UNKNOWN UNTIL PAYMENT HISTORY IS ESTABLISHED AND OR MORE THAN EXPECTED? (I.E., ADDITIONAL AWARDS HAPPEN AFTER THE BUDGET IS SET TWO YEARS PRIOR)

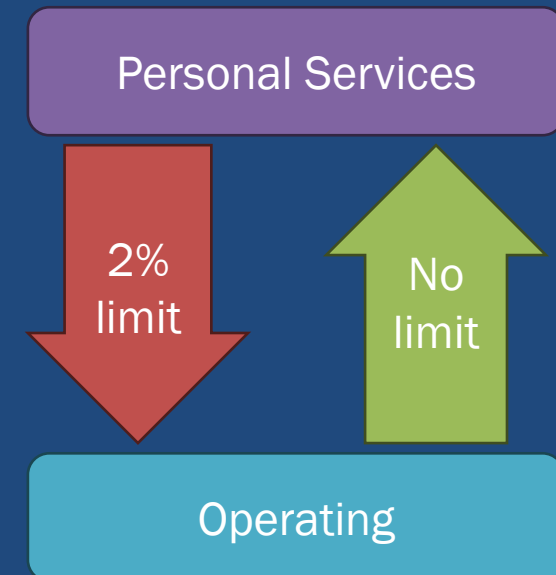
- Start with what you know
- Consider requesting at least enough to cover annual amount, assuming even spending
 - Example - \$5M grant over 5 years; request \$1M in authority to start
- BD100 process to request midyear increase followed by a budget request in the next fiscal year if needed



PLEASE MENTION MOVING FUNDS FROM OPERATING TO PERSONAL SERVICES AND EMPLOYER CONTRIBUTIONS.

Day to Day Management

- You cannot move operating out of special funded programs (those with an X) except in extraordinary situations and with the approval via proviso.
- You can move operating to personnel lines with an FMBB.
 - 2% or \$100,000 (whichever is greater) limit on transfers out of personal services into operating.
 - No limit on transfers from operating into personal services.
 - Check how much you have used via FMAVCR01, change fiscal year, and set control ledger to ZJ.



PLEASE MENTION MOVING FUNDS FROM OPERATING TO PERSONAL SERVICES AND EMPLOYER CONTRIBUTIONS.

Budget Request Realignment

- If you are asking for an increase in operating lines in your budget request and simultaneously looking to move operating budget to personnel in your realignment (or vice versa) that is generally not a good idea.
- Assess your budget transfers for the prior fiscal years and realign transfers you make repeatedly to match agency actual spending patterns (run FMEDDW fill in FY, Entry Doc Type and Funds Center- move to excel). Check this against your budget request new budget asks.

ARE THERE RECOMMENDATIONS ON THE NUMBER OF B1 OR B2 REQUESTS SUBMITTED? HOW DO AGENCIES GET FEEDBACK ON REQUESTS SUBMITTED?

- Number of requests based on need
- If you're asking for a large B1 with personnel, make sure you consider lapsing personnel costs; you may not need a related B2
- Request process should be a back and forth. Feedback is a part of that process. You can always ask for feedback.
- Good working relationships are critical to the process.



PREPARING REQUESTS

A Look at Small vs Large Agency

SMALL AGENCY PROCESS EXAMPLE



FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY 1

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

Criminal Justice Instructor Step Increase

Provide a brief, descriptive title for this request.

AMOUNT

General: \$70,825

Federal:

Other:

Total:

What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

0

Please provide the total number of new positions needed for this request.

SMALL AGENCY PROCESS EXAMPLE



RECIPIENTS OF FUNDS

Criminal Justice Instructors at the South Carolina Criminal Justice Academy.

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

The South Carolina Criminal Justice Academy was included in the FY2023-24 Law Enforcement Pay Plan, which established step increases based on years of experience for Criminal Justice Instructors. This request is to fund step increases for the instructors who are eligible for the next step in the plan in FY2024-25.

Salary: \$50,953.29 + Fringe (39%) \$19,781.78 = **\$70,825.08**

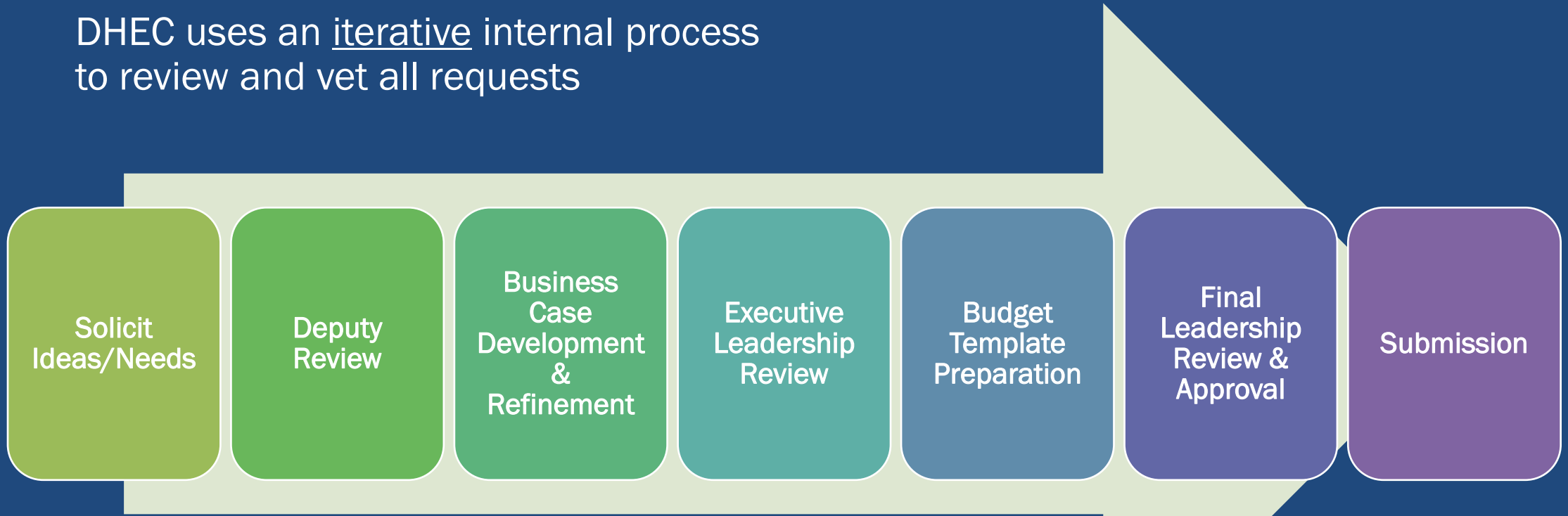
Step Plan:

Title	Service	Salary/Increase
Criminal Justice Instructor Trainee	No certifications	\$55,500
Criminal Justice Instructor I		4.50%
Criminal Justice Instructor I	3 Years	5.00%
Criminal Justice Instructor I	5 Years	5.00%
Criminal Justice Instructor II	7 Years	6.00%
Criminal Justice Instructor II	10 years	6.00%
Criminal Justice Instructor II	15 Years	6.00%

LARGE AGENCY PROCESS EXAMPLE



DHEC uses an iterative internal process to review and vet all requests



DHEC's Summarized Process

WHY SO MANY STEPS?!

- Ensures that we're asking for only what we truly need
- Aligns the request with Agency priorities and **focuses on what's most important**
- Helps us identify funding issues that we can solve with existing resources
- Provides leadership with lots of opportunities for involvement and input
- Allows us to get all necessary data and to develop a simple, clear message for each request



WHY BUSINESS CASES

Engages critical
thinking

Promotes
logic/reason
over emotion

Allows idea
vetting and
refinement

Ensures only
true needs
move forward

Helps us
identify the
“hook”

Receive positive
feedback on
our request

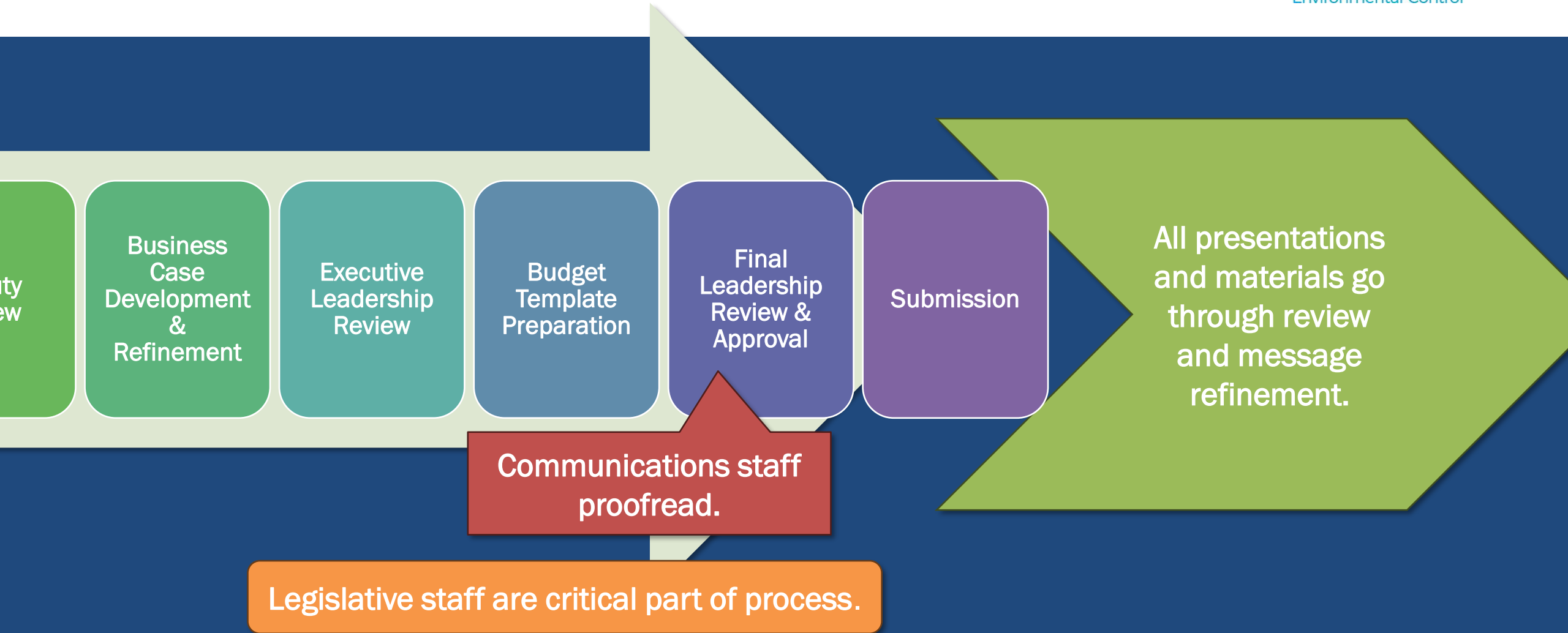
The reasons and benefits of your funding request may seem perfectly obvious to you, but to stakeholders and decision makers it may not be so obvious.

BUSINESS CASE ELEMENTS

- Context – What’s changed? Why now? Are we being asked to do this? (By whom?) How long has this been going on?
- Options to solve problem – Explain what happens if we do nothing; options should include financial comparison and level of effort
- Recommended option and WHY
 - Mathematically justify new positions
- Review of funding options
- High-level summary (problem/solution)
- Excel budget template



EXTRA STEPS FOR SUCCESS



BOTTOM LINE

(It's a lot of work!)

For any request that leaves DHEC, we are sure that:

- We can't cover the cost any other way
- We have the data to back up our numbers
- We can clearly explain the problem, the solution and their impacts
- We can explain why the request matters in simple, relatable terms





QUESTIONS?

Do you have a potential request idea that you'd like feedback on? Share it!

BUDGET PLANNING DOCUMENTS



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