

Rep. Grove's General Budget Questions for Agencies

1. Program Performance

- a. Please provide the Key Performance Indicators (KPI) your agency used to determine each increase or decrease of each line item. Please provide an overview of how your agency's KPI were used to determine funding levels.
- b. Please provide a list of programs which have met their KPI last fiscal year.
- c. Please provide a list of programs which have not met their KPI at least once for the past 2 fiscal years.
- d. Please provide a list of programs that do not use KPI to determine funding levels.
- e. What are the primary cost drivers of your agency's budget?

2. New Programs/Initiatives

- a. Please provide a cost-benefit analysis for each new or expanded program or initiative. Please provide the KPI used to warrant the expansion of the program.
- b. Please provide the KPI used to warrant a new program.

3. Agency Line Item Review

- a. Please provide an overview of your agency's line items which have increased above the previous year.
- b. Please detail the specific reasons the costs associated with the line item are increasing, i.e. the specific policy, statute, court case, federal mandate, contract, contract amendment or internal agency decision that is driving those cost increases.
- c. Please provide recommendations to mitigate each cost increase.
- d. Please provide a list of expenditures for each of the agency's line items of the past three months of the past 2 fiscal years.
- e. Please provide a detailed overview on the past 2 fiscal years on the historical levels of each line item as of June 30, including the appropriated amount, expended funds and the disposition of unspent appropriations as of June 30 per line item.
- f. Please provide your agency's full financial reconciliation of appropriations from the 2015-2016 fiscal year and 2016-2017 fiscal year including the disposition of Act 146 waivers and committed funds.
- g. Over the past 2 fiscal years and for this fiscal year, please provide a comprehensive list of your agency's use of the ledger 5/non-budgeted ledger and include reasons for the use of ledger 5/non-budgeted ledger. This list should also specify line items/programs

Rep. Grove's General Budget Questions for Agencies

which were charged against ledger 5/non-budgeted ledger and how your agency reconciled those expenditures for each year requested.

- h. Please provide a monthly cash flow chart for each line item for the past 2 fiscal years.
 - i. Please provide an overview of your estimated balances for each account under your agency's jurisdiction for June 30, 2017 and financial documentation backing up the overview.
 - j. Please provide a list of purchases, cost of purchases, and reason for purchase for the last 3 months of each of the past 2 fiscal years.
4. GO TIME (Continuous Improvement/Lean Government)
 - a. Please provide a list of all GO TIME savings over the past 2 fiscal years and what specific line items were associated with these savings.
 - b. If the savings were expended by the agency, please provide how they were expended and specific line items they were used for.
 5. Federal Funds
 - a. Please provide an overview of federal funds used by your agency including but not limited to any and all state matching funds.
 - b. Please provide the total expenditure of federal funds and state matching funds over the past 2 fiscal years.
 - c. Please provide please provide federal requirements attached to each of the federal funds.
 - d. Please provide the costs associated to comply with federal requirements.
 - e. Please provide recommendations how your agency can provide the same services we use federal funds for but at a lower cost to the state.
 6. Contract & Contract Amendments (Non Personnel)
 - a. Please provide an overview of contracts and contract amendments your agency has approved over the past 2 fiscal years.
 - b. This overview should include what line items are associated with the contracts and contract amendments, and any cost increase or decrease resulting from each contract or contract amendment.
 7. Lapsed Funds (Including Encumbrances and Committed Funded)

Rep. Grove's General Budget Questions for Agencies

- a. Please provide potential Act 146 waivers your agency will apply for including specific amounts, line items the funding comes from along with financial verification for the why the waiver is needed.
 - b. Please provide a detailed overview of the disposition of all the Act 146 waivers your agency has requested for the past 2 fiscal years including financial documentation for the need of those waivers.
 - c. Please provide a detailed report on your agency's projected encumbrances, including specific line items along with financial documentation for the need of the encumbrances.
 - d. What funds does your department anticipate will exceed this fiscal year? Please provide reasons why, documentation to verify, and line items associated with the expenditure
 - e. As of June 30th, 2016, please provide an overview of unspent dollars, by account, your agency controls including the year of the initial appropriation, why there are still appropriated funds in the account, and balance of each account.
8. Regulations
- a. Please provide a detailed overview of regulations your agency will be pursuing over the remainder of this fiscal year and the following fiscal year.
 - b. Please provide the statutory authority your agency is using for each regulation.
 - c. Please include what line items the regulations will funded through, cost to state government for the implementation of the regulations and economic impact to Pennsylvania.
 - d. Please provide a detailed overview of regulations your agency has promulgated over the past 2 fiscal years including the cost increase or decrease of the regulations and what line items those regulations were funded through.
 - e. Please provide the KPI your agency has on whether or not these regulations are meeting their policy objectives.
9. Augmentations
- a. Please provide a detailed overview of your agency's augmented funds for the past 2 fiscal years include in this overview where your agency received the augmented funds how your agency spent their augmented funds.

Rep. Grove's General Budget Questions for Agencies

- b. What potential augmentations is your agency currently attempting to implement to increase state revenues? Please detail any costs of implementation, estimates of revenue generation, and KPI.

10. Fines/Settlements/Litigation

- a. Please provide an overview of fines and settlements collected by your agency for the past 2 fiscal years how those proceeds were spent, including specific line items.
- b. Please provide an overview of ongoing litigation your agency is involved in and status of the litigation including potential costs or awards from the litigation.

11. Information Technology (IT) Modernization/Contracts

- a. Please provide an overview of your agency's IT modernization efforts including total cost to date, estimated potential costs and estimated time of completion.
- b. Please provide the KPI on all your current IT modernization contracts.
- c. Please provide documentation of why your agency is seeking to upgrade its IT services and when the last IT upgrade occurred.
- d. What precautions is your agency taking to ensure IT contracts are not exceeding their initial projected costs? Please provide documentation to verify your IT contracts are not exceeding their original costs.
- e. What efforts has your agency taken to consolidate your IT services and potential cost savings due to consolidation?