Format for Presentations to Subcommittees
Joint Committee on Ways and Means
(For Large/Complex Agencies)

I. Orientation and Background - (Legislative Fiscal Office (LFO) Analyst)

The LFO presentation is brief and at a high level, designed to provide background and resource information and materials that will set the stage for the hearing(s) and make the following presentations more understandable. The analyst will explain the overview graphs and other handouts, but will not go over them in detail.

A. Do not describe the Governor’s budget at this point, but provide members with:
   1. A graphic display of relevant summary information, including agency purpose, size of budget, revenue sources, and factors driving costs.
   2. The LFO analysis of the Governor’s budget for this agency.
   3. Budget notes from the last session. (The agency will describe how it has responded to the notes at the appropriate time in its program discussion.)
   4. A list of audit reports completed within the past two years by Secretary of State and Joint Legislative Audit Committee. (The agency will discuss these at the appropriate time and will provide copies as requested.)
   5. A list of interim reports and studies. (The agency will discuss relevant reports and studies during its presentation and will provide copies as requested.)

B. Relay any special information, such as:
   1. Fee adjustments that have taken place during the interim or are anticipated in the Governor’s budget.
   2. Significant policy or oversight issues considered by the Emergency Board or interim committees (including special session actions).
   3. Any other relevant issues, trends, special challenges, and/or problems that will help members better understand the more detailed agency discussion to follow.

II. Agency Overview - (Agency Head)

This is also a high level overview designed to acquaint members with agency services and how they are delivered. It is more detailed than the LFO introduction, but still is designed to provide background for the even more detailed budget and program discussions to follow. The purpose is to provide specific information—not promotion of the agency’s programs or budget. As is the case with Section IV below, agencies are to prepare and present the information in this order. Subcommittee members are encouraged to hold off on asking detailed questions about the budget until the program discussion, which follows the DAS analyst’s explanation of the Governor’s budget (Section III). The focus of questions would be on agency organization, policies and goals.

A. Identify the agency’s statutory mission and goals.
B. Identify the agency’s programs and activities not specifically linked to the statutory mission and goals.
C. Provide a brief, agency-wide overview of the performance measures reported on the “Links to Oregon Benchmarks” form and discuss the review provided by the DAS Performance Measure Review Committee. Also discuss the agency’s program evaluation processes and any pertinent general findings. (More detail will be provided at the program discussion level.)
D. Provide current and proposed organization charts, including FTE. Explain how the agency is organized (major programs, divisions, etc.) and how this operational organization relates to the way the budget is developed, organized, and presented.

E. Briefly summarize programs and services and identify any major budgetary issues, including, for agencies that own or manage facilities, issues associated with maintaining property. (More detail will be provided at the program discussion level.)

F. Outline the agency’s strategic/business plan.

G. Describe any major program changes or reorganizations within the past ten years, including those resulting from major budget reductions.

H. Describe:
   1. Steps taken to control costs, emphasizing actions taken to implement efficiencies.
   2. Steps taken to coordinate with related programs in other agencies for the purpose of avoiding duplication and minimizing costs.
   3. Activities this agency includes in administrative costs, including:
      a) Current and historical ratios of administrative to program costs and staff; and
      b) Any special circumstances that would make the ratio unusually high or low.

I. Describe the agency’s information technology systems, including: (Detail on information technology budget issues [policy packages, reductions, etc.] will be discussed at the appropriate program level.)
   1. How information technology (IT) helps the agency achieve its goals.
   2. How the agency’s IT interfaces with related agencies, local governments (where appropriate), and among agency departments.
   3. Whether there is one system or an amalgamation of systems.
   4. If the agency is upgrading, the end goal for the system, and how it will save the state money or provide better service.
   5. How the agency monitors and reviews the contracts.
   6. Services that are delivered on-line.

J. Identify budget related policy legislation.

K. Summarize the agency’s Affirmative Action Report.

L. Attach Appendices.

III. **Summary of Governor’s Proposed Budget** - (Department of Administrative Services [DAS] Analyst)

   *This is a summary explaining the major issues and decisions leading to the Governor’s proposed funding level. At this agency-wide level, there is no distinction among programs. A uniform format/document is used.*

A. Explain the Governor’s budget for this agency.

B. Summarize the development of the budget from the current biennium legislatively adopted budget (LAB) to the Governor’s budget.
   1. Keep it at a very high level.
   2. Include significant Emergency Board and other interim issues (including special session actions).
   3. Explain reductions and enhancements, including rollup costs/savings.
   4. Note if there are fee increases and whether the expenditure level in the Governor’s budget counts on the additional revenue. Identify related fee bills.
   5. Explain any proposed revisions to the Governor’s printed budget.
IV. Detailed Discussion of Budget Units (Programs and Services) - (Division Director, Program Staff, DAS Analyst, LFO Analyst)

This is the core of the budget discussion. The base budget, essential packages, policy packages and reduction options are reviewed in detail for each division, budget unit, or program.

Program Overview – (Division Director)
A. For each division or budget unit:
   1. Describe the programs and services of the division.
   2. Identify the mission, goals and statutory authority for each program.
   3. Provide current and proposed organization charts, including FTE.
   4. Explain how services are delivered and to whom.
   5. Describe any division-wide performance measures that will not be addressed in the detailed program discussion. If the description occurs at this point, use the approach required under the detailed budget unit/program discussion guideline below.
   6. Describe factors affecting services, including recent and projected actions at the federal level.
   7. Identify activities this division includes in administrative costs, including:
      a) Current and historical ratios of administrative to program costs and staff; and
      b) Any special circumstances that would make the ratio unusually high or low.
   8. Identify involvement in interagency and intergovernmental programs.
   9. Describe:
      a) Steps taken to control costs, emphasizing actions taken to implement efficiencies; and
      b) Steps taken to coordinate with related programs in other agencies for the purpose of avoiding duplication and minimizing costs.

Summary of the Governor’s Proposed Budget – (DAS Analyst)

This is a summary explanation of the major issues and decisions leading to the Governor’s proposed funding level for this program. Generally, there is no distinction among sub-programs. A uniform format/document is used.

A. Explain the Governor’s budget for this division or budget unit.
B. Summarize the development of the budget from the current biennium LAB to the Governor’s budget.
   1. Keep it at a high, division-wide level.
   2. Include significant Emergency Board and other interim issues.
   3. Explain reductions and enhancements, including rollup costs/savings.
   4. Note where fee increases are assumed in the Governor’s budget and identify related fee bills.
   5. Explain any proposed revisions to the Governor’s printed budget for this division.

Detailed Budget Unit/Program Discussion – (Division Director and Program Staff)
A. For each budget unit or program in the division, describe program growth or reduction, including:
   1. the historical context for the growth/reduction;
   2. factors that drive program costs;
   3. a comparison of program growth to that of the general population and inflation, or some other relevant comparator; and
   4. per-unit cost comparisons, where relevant, with similar programs.
B. For each program discuss program performance measures included on the “Links to Oregon Benchmarks” form. Address the review provided by the DAS Performance Measure Review Committee. Performance measure discussion should include measure data, an explanation of data trends, how the measure relates to the program, and the measure’s target.
C. Describe each of the program’s essential packages.
1. Explain what was accomplished with funding provided for this program in the last legislative session.
2. Describe the programmatic consequences of not funding the essential packages.

D. Describe the Governor’s budget reductions for the division:
   1. How they will affect operations and/or services; and
   2. Reduction options submitted to the Governor but not included in the proposed budget.

E. Describe enhancement program packages, including:
   1. Agency goals or state benchmarks the division is working toward with these packages; and
   2. Performance measures, preferably outcome measures, that will be used to monitor progress toward the goals identified above.

F. For divisions that own or manage facilities, provide:
   1. A description of the properties;
   2. A description of the condition of the properties;
   3. A summary of the agency’s six year capital management plan; and
   4. A listing of capital improvements/construction projects in the Governor’s budget.

G. Describe:
   1. How the agency addressed any budget notes from the last session.
   2. The results of any financial and/or performance audits completed in the past two years, or in progress.

H. Attach Appendices

V. Work Session - (LFO Analyst)
   A. Review major issues discussed in the budget hearings for this agency/division, including any other legislation approved earlier in the session or pending that will affect the budget.
   B. Present agency’s performance measures, including any changes made during the budget hearings, for official adoption by the Subcommittee.
   C. Explain the Governor’s budget, including a discussion of essential and policy packages (reductions and enhancements). *(This will only be necessary if significant time has elapsed between the hearing(s) and the work session.)*
   D. Outline decisions to be made by the Subcommittee.
   E. Present analysis and recommendations concerning each phase of the budget (essential packages, policy packages, and reduction options). Identify recommendations that are part of a legislative leadership plan. Identify any Subcommittee expectations of agency/program accomplishment to be achieved with the recommended funding. Where applicable, include information about rollup costs in the following biennium. *(Templates have been developed to assure consistency in presentation format.)*