

Department of Finance's Expectations of Departments

All Departments

Communication

- Proactively work with the Department of Finance to avoid or resolve problems and issues and discuss potential solutions.
- Clearly define and document any need or problem.
- Provide analysis of problem or proposal and offer a recommendation and viable alternatives.
- Clearly state assumptions and methodology.
- Be creative in proposing the solution. Be prepared to provide data and other evidence that illustrates the problem and supports the solution.
- Be clear and succinct.
- Target material to appropriate audience.
- Appropriately involve parties other than Department of Finance in communication (e.g., control agencies, potentially impacted departments).
- Keep Finance informed of changes, including those which could commit the state to a higher level of expenditure or to a major change in program.
- Be timely and ensure quality, completeness, and accuracy for all information, materials, reports, etc.
- Provide Finance an opportunity to review proposed responses to external budget related questions (especially LAO and legislative staff) before they are provided.

Budget Planning and Preparation

- Understand statewide fiscal constraints and submit only the proposals that fit within guidance provided by the Department of Finance. Provide all potential fiscal impacts for critical proposals, including state operations and local assistance, including multi-year projections for outyear expenditures.
- Subscribe to [Department of Finance Mailing Lists](#): Budget Operations, Fiscal Training, FI\$Cal Resources for Accounting, Office of State Audits and Evaluations, State Leadership Accountability Act, and Statewide Cost Allocation.
- Follow all instructions, including those provided through Budget Letters and email instructions sent by Finance Budget Analysts.
- Strive to meet deadlines. Inform and work with your Finance Budget analyst in advance when a deadline is likely to slip for due cause and as a unique exception.
- Coordinate with staff from departmental programs, accounting, budgeting, and other units within your department (as necessary) to ensure accuracy and accountability.
- Coordinate with other departments (when applicable).
- Maintain confidentiality of budget discussions and decisions until budget or other product is released.

Fiscal (Budgeting and Accounting)

- Establish proper fiscal internal controls including a system of policies and procedures adequate to provide compliance with applicable laws, criteria, standards, and other requirements.
- Ensure that fiscal staff are involved in decision-making with fiscal impacts.
- Staff fiscal offices (budgeting and accounting offices) with qualified personnel.
- Ensure fiscal staff receive adequate training. The Department of Finance offers training for various budgeting and accounting processes which may be found on Finance's website.
- Fulfill fund administrator's and fund user's responsibilities.
- Prepare timely, accurate, and complete financial reports.
- Review and reconcile budget documents with accounting's year-end financial reports submitted to the State Controller's Office.

Program Oversight and Implementation

- Implement programs in the most fiscally efficient and effective manner.
- Collaborate with other entities to achieve maximum results with limited resources.
- Administer budget in accordance with all laws, budget control provisions, statewide policies in the State Administrative Manual, and the Governor's policies.
- Make available qualified managers and staff who can represent the department officially (make commitments, testify in front of the Legislature during hearings) and can answer Finance questions (know the program and numbers).

Departments within the Administration

- Comply with and advocate for the Administration's mission, decisions, and policies.
- Work as a team and prevent wasteful duplication and maximize efficiencies among departments.
- Work with Agency before communicating with Finance (when appropriate).
- Don't work with legislative staff on budget related matters independent of Agency and Finance.
- Make sure to keep Agency and Finance representatives involved in any discussions with the federal government that have fiscal ramifications.