MINUTES OF THE HOUSE APPROPRIATIONS SUBCOMMITTEE ON EDUCATION January 4, 1983

The House Appropriations Subcommittee on Education met at 9:00 a.m. on Tuesday, January 4, 1983 in Room 104 of the State Capitol, with Chairperson Rep. Esther Bengtson presiding. All members were present. The purpose of the meeting, in addition to being organizational, was to introduce the various principals who would be involved in the subcommittee's work in the coming weeks.

Each Committee member introduced him/herself and gave a brief background of his/her experience in the field of education.

Chairman Bengtson announced that hearings would begin on Monday, January 10, 1983, with the supplemental budget requests being heard first.

The principals that would be involved with the budgets were then introduced to the Committee members, beginning with Curt Nichols from the Legislative Fiscal Analyst's office. He stressed that their staff was geared to provide the Committee members with unbiased information, either on a group or an individual basis. The other two LFA staff members who would be working with the Committee were introduced: Pamela Joehler and Bill Sykes.

Tom Crosser, Executive Budget Office, introduced himself. His primary responsibilities are with the Foundation Program, higher education, and long-range building. Francis Olson, also from the Executive Budget Office, will be dealing with vocational education and the Office of Public Instruction.

Maynard Olson, Deputy Superintendent of the Office of Public Instruction, introduced himself. Judy Johnson, Assistant Superintendent for Special Services and Federal Funds, and Gene Christiansen, Assistant Superintendent for Vocational Services, introduced themselves. Also present from the OPI were Rick Bartos, Gary Stuerwald, and Rod Svee.

Jack Noble, Deputy Commissioner of Higher Education for Management and Fiscal Affairs, and Alice Stanley, a Legislative Intern from MSU, introduced themselves as representatives of the University System.

Bunny Albers introduced herself as the Legislative Intern who would be working for Chairman Bengtson.

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Chairman Bengtson then went over the general format for Committee meetings. She expressed hope that all the Committee members would take an active part in the Committee business and would feel free to ask questions. Hearings will be structured as follows: First, the Fiscal Analyst and the Governor's Office will give a briefing, after which the actual hearing will take place. Following this will be the work session. There was general agreement that this format was acceptable.

Curt Nichols then distributed a tentative meeting schedule for the Committee and other information; see Exhibits "A" and "B." He stated that a summary sheet would be drawn up which would show the dollar differences between the various budgets, and this would be prepared by the LFA and the Committee secretary.

There was general agreement that only a short briefing would be needed for the January 10 hearing.

The Chairman requested input from the Committee members regarding travel by the Committee. She stated that visiting some of the places the Committee would be discussing could be a useful tool.

A collection was taken for the coffee fund; \$16 was donated.

Curt Nichols then went over the material presented in an informational document prepared by his office; see Exhibit "C." He stated that there would be a change in the fund structure beginning July 1, 1983, but that it would be technical in nature.

The meeting was adjourned at 9:50 a.m.

VISITORS' REGISTER

HOUSE Appropriations Subcommittee COMMITTEE ON Education Date JAN. 4 1783

| BILL | | Date JAW. | 1, 1183 | |
|--------------------------------|-----------|--------------|---------------------------------------|-------------|
| SPONSOR | | | | |
| NAME | RESIDENCE | REPRESENTING | SUP- PORT | OP- POSE |
| Tom Crosser | Hulenn | OBPP | | |
| FRANCISCHSON | E. Holend | OBPR | | |
| Hice Stanley | Helena | Univ. System | | |
| JACK NOBLE | HELENA | UNIU SYCTEM | : | |
| Gang Stevens | w Helena | OPI | | |
| Juny Johnson | HELEUA | OPI | | |
| MaynordA 11/500 | Helena | OPT | · · · · · · · · · · · · · · · · · · · | |
| Ann Vondrak | Helena | Intern | · | |
| RICK BANIOS | Hebra | OPI | | |
| Gene Christiagnsen Rod Svee | Helena | OPL | | + |
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IF YOU CARE TO WRITE COMMENTS, ASK SECRETARY FOR LONGER FORM.

PLEASE LEAVE PREPARED STATEMENT WITH SECRETARY.

EDUCATION SUBCOMMITTEE

ORGANIZATIONAL MEETING AGENDA

Introduction of committee members, executive budget office staff, committee secretary, secretary, commissioner of higher education, office of public instruction, and legislative fiscal analyst staff.

Senators

Representatives

Swede Hammond, Vice Chairman Judy Jacobson Jack Haffey Larry Tveit Esther Bengtson, Chairman Ray Peck Gene Donaldson Gene Ernst

Committee Secretary - Debbie Andrus
Executive Budget Office Staff - Tom Crosser, Francis Olson
Commissioner of Higher Education - Erving Dayton, Jack Noble
Legislative Fiscal Analyst Staff - Pamela Joehler, Bill Sykes, Curt
Nichols
Office of Public Instruction - Ed Argenbrite, Gary Stuerwald

Setting committee meeting time and days.

Adopting Tentative hearing schedule.

Discussion of subcommittee rules and procedures.

Discussion of budget information and resources available to subcommittee by committee LFA staff.

APPROPRIATIONS - FINANCE AND CLAIMS JOINT SUBCOMMITTEES

EDUCATION - Room 104

Chairman Representative Bengtson (D)

Representative Peck (D)

Representative Donaldson (R)

Representative Gene Ernst (R)

Senator Hammond (R)

Senator Jacobson (D) Senator Haffey (D)

Senator Larry Tveit (R)

Debbie Andrus

Secretary

Vice Chairman

Board of Public Education Office of Public Instruction

Operations
Foundation
School Lunch
Transportation
Adult Education

Five Vo-Tech Centers

Secondary Vocational Education

Advisory Council for Vo-Ed

Library Commission Historical Society

Arts Council

School for Deaf and Blind

Community Colleges

Commissioner of Higher Education

Bureau of Mines

Agricultural Experiment Station Cooperative Extension Service Forestry Experiment Station

Board of Regents

University of Montana

Montana State University

Eastern Montana College

Western Montana College

Northern Montana College

Montana College of Mineral Science & Technology

LFA STAFF

Curt Nichols Pamela Joehler Bill Sykes

TOTAL SUPPLEMENTALS

| | | | AMOUNT | |
|----------------|--|------------|----------|--|
| | • | | | |
| | Consumer Council - Major Cases | \$ | 100,000 | |
| | Public Service Commission - Lawsuits and Reorganization Contest | | 20,000 | |
| 米 | Office of Public Instruction - Transportation | | 350,000 | |
| * | School For Deaf and Blind - Utility Costs | | 30,000 | |
| * | Higher Education - Enrollment Increases | 1 | ,898,752 | |
| | Dept. of Justice - County Attorneys and Transportation Prisoners | | 68,000 | |
| | Department of State Lands - Fire Suppression | | 797,355 | |
| | Department of Revenue - Vehicle Fee Reimbursement | | 350,000 | |
| | Total in Supplemental Bill | <u>\$3</u> | ,614,107 | |
| | | | | |
| | • | | | |
| SEPERATE BILLS | | | | |
| | | | | |
| | Department of SRS - Grants in Aid | 4 | ,000,000 | |
| | Department of SRS- LIEAP/Social Services Block | 1 | ,700,000 | |
| | Department of Health - Subdivisions Bailout | | 50,000 | |
| | | | | |

160.,000

\$5,910.000

\$9.524.107

TROY1:0/1

Governor's Office - Legal Jurisdiction

Total Separate Bills

TOTAL

EXHIBIT "B"

EDUCATION SUBCOMMITTEE TENTATIVE MEETING SCHEDULE

| Week Day | Legislative | Date | Subject |
|-------------|-------------|------------------|------------------------------------|
| Week Day | <u>Day</u> | <u>Date</u> | <u>Subject</u> |
| T | 2 | Jan 4 | Introductions |
| ₩ | -3 | Jan 5 | Organizational Meeting |
| I.h | 4 | Jan 6 | General Policy Meeting |
| M | 7 | Jan 10 | Agency Supplementals |
| (T | 8 | Jan 11 | Work Session |
| W . | 9 | Jan 12 | Arts Council |
| \ Th | 10 | Jan 13 | Board of Public Education, Fire |
| | | | Services Training School, Advisory |
| \ _ | | | Council for Vocation Education |
| \F S | 11 | Jan 14 | School for Deaf and Blind |
| S | 12 | Jan 15 | Work Session |
| M | 13 | Jan 17 | Work Session |
| T | 14 | Jan 18 | Historical Society |
| <u>W</u> . | 15 | Jan 19 | Work Session |
| Th | 16 | Jan 20 | State Library |
| F | 17 | Jan 21 | Work Session |
| S | 18 | Jan 22 | Work Session |
| M | 19 | Jan 24 | Vocational Technical Centers |
| T | 20 | Jan 25 | Work Session |
| <u>W</u> | 21 | Jan 26 | Office of Public Instruction |
| Th | 2 2 | Jan 27 | School Lunch, Transportation, |
| | | | Traffic Education, Adult Basic |
| | | | Education, Secondary Vocational |
| _ | 00 | | Education |
| F | 23 | Jan 28 | Work Session |
| S | 24 | Jan 29 | |
| М | 25 | Jan 31 | Public Schools including Special |
| | 20 | 5 .6.4 | Education |
| T | 26 | Feb 1 | Work Session |
| <u>w</u> . | 27 | Feb 2 | Work Session |
| Th | 28 | Feb 3 | Bureau of Mines |
| F | 29 | Feb 4 | Forestry Experiment Station |
| S | 30 | Feb 5 | Work Session |
| M | 31 | Feb 7 | Board of Regents, Work Session |
| T | 32 | Feb 8 | Agriculture Experiment Station |
| W | 33 | Feb 9 | Cooperative Extension Service |
| Th F | 34 | Feb 10 | Work Session |
| S | 35 36 | Feb 11 | Commissioner of Higher Education |
| M | 36 37 | Feb 12 | Work Session |
| | | Feb 14 | Work Session |
| T | 38 | Feb 15 | Community Colleges |
| W | 39 | Feb 16 | Work Session |
| Th | 40 | Feb 17 | Colleges and Universities |
| F | 41 | Feb 18 | Colleges and Universities |
| S | 42 | Feb 19 | Colleges and Universities |

EDUCATION SUBCOMMITTEE TENTATIVE MEETING SCHEDULE (cont.)

| Week Day | Legislative <u>Day</u> | Date | Subject |
|----------|---------------------------|--------|---------------------------|
| M | 43 | Feb 21 | Colleges and Universities |
| Т | 44 | Feb 22 | Work Session |
| W | 45 | Feb 23 | Work Session |
| Th | 46 | Feb 24 | Work Session |
| F | 47 | Feb 25 | Subcommittee Wrap-up |
| S | 48 | Feb 26 | Subcommittee Wrap-up |
| M | 49 | Feb 28 | Final Subcommittee Day |

BUDGET REQUESTS

Three types of budget requests are:

1. Current Level Request - Reflects usual expenditures for normal operations. Also referred to as the agency's "base", which is determined by adjusting out all one-time or non-reoccurring expenses from the 1982 fiscal year.

A current level base for operating expenses for 1984-'85 is determined by applying inflation factors to each expenditure. Our personal service base is the 1983 pay matrix.

2. <u>Budget Modification Request</u> - Reflects an expanded level of service or the addition of a new service.

Sufficient justification should be submitted with each request.

3. Supplemental Request - Increases the current year appropriation when 1) a portion of that year's appropriation was shifted to the previous year to pay for expenses in excess of the appropriation in fiscal 1982 or 2) the current year expenditures are anticipated to be in excess of the appropriation; 3) some revenues are less than anticipated and must be made up by general fund to achieve current year expenditures.

BUDGET STRUCTURE

Each budget includes three major components:

Personal Services Operating Expenses Equipment

Personal Services

1. Salaries - Based on the grade and step of each FTE.

FTE (or full-time equivalent):
1.00 FTE equals 2080 hours or one full year of compensation for a full-time employee.

2. Benefits

- a. Longevity All employees with five or more years of service receive this benefit.
- b. Health \$960 per year for each employee is the amount of health insurance paid per employee in fiscal 1983.
- 3. Overtime This expense is zero-based in our personal service recommendation unless sufficient justification has been submitted.
- 4. Other Compensation Includes per diem payments to board members, when statutorily required.

<u>Vacancy savings</u> - Identifies what percentage of the personal service budget will not be expended due to staff turnover.

Operating Expenses

1. <u>Contracted Services</u> - Includes services provided under contractural agreement with an independent contractor or services provided by one state agency to another for a fee.

Contracted services include:

- A. Professional services provided by an independent contractor, such as
 - 1. Consulting Services
 - 2. Educational Services
 - 3. Legal Services
- B. Printing Services
- C. Insurance Coverage

These expenses should be carefully evaluated to determine:

- A. What benefits the state receives from such services.
- B. Is the cost of such expenses appropriate, and if not, could such services eliminated or made to be provided more cost effectively.
- C. Can such services be justified for the coming biennium?

2. Supplies and Materials include:

- A. Office
- B. Printing
- C. Educational
- D. Vehicular
- E. Gasoline

3. Communications includes:

- A. Telephone expenses
- B. Advertising
- C. Postage and mailing
- D. Data transmission lines

4. Travel includes:

- A. Personal car mileage
- B. State motor pool
- C. Commercial transportation
- D. Meals and lodging

5. Rent includes:

- A. Buildings
- B. Office and other equipment

6. Utilities includes:

- A. Electricity
- B. Heating fuel

(This expense is covered in rent charge for all agencies maintained in the capitol complex).

7. Repair and Maintenance includes:

- A. Buildings and grounds
- B. Office equipment
- C. Vehicular

8. Other Expenses includes:

- A. Organizational dues
- B. Subscription
- C. Registration fees
- D. Relocation costs

9. Goods Purchased for Resale includes:

- A. Merchandise
- B. Freight-in
- C. Raw materials

Equipment

This expenditure category includes all purchases of fixed assets, i.e., those assets which are not consumable within a year. This category includes:

- 1. Office equipment
- 2. Data processing equipment
- 3. Vehicles
- 4. Library books

This expenditure is zero-based; therefore, only recommended purchases are included in our budget recommendation.

Non-Operating Expenses

This expenditure category reflects disbursements of moneys by the agency. These disbursements are not considered part of the agency's operational expenses since they are not an actual cost of providing a service.

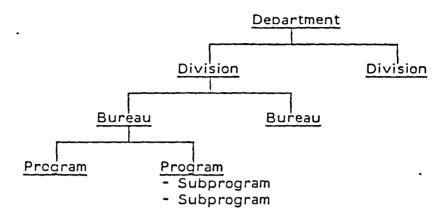
This category includes disbursements of grants, benefits and claims, and fund transfers.

Debt service expenses, including bond and loan payments, are also expensed here.

Property purchased for highway right of way is expensed to this category.

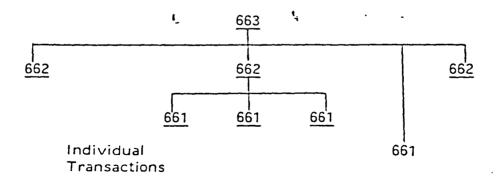
BUDGETARY VOCABULARY

1. <u>Departmental organizations</u> - Most of the departments are made up of the components as shown below:



- 2. Statewide Budgeting and Accounting System (SBAS) The accounting system used by all state government entities which tracks all financial transactions. The SBAS units most frequently used are presented here:
 - -Financial transactions are grouped into <u>responsibility centers</u> (SBAS #661). These responsibility centers are established by the department and may or <u>may not</u> correspond to organizational components (i.e, programs, bureaus, etc.).
 - -Most responsibility centers are combined into reporting centers (SBAS #662). Some are combined directly into a 663--see below.
 - -All reporting and responsibility centers roll up into the highest group, SBAS 663's.

SBAS - GENERAL LAYOUT



- 3. Spending: The amount that can legally be spent by any department is limited by:
 - 1. General funds appropriated by the legislature, and
 - 2. Other funds appropriated by the legislature to allow expenditure of federal revenues, earmarked revenues, and revolving account revenues.
 - 3. During the interim, the executive can approve expenditures from a non-general fund source that was not considered by the legislature through the <u>budget amendment</u> process. The amounts added by this process are not considered part of a <u>budgetary</u> base.

If spending exceeds or will exceed by fiscal year end the limits appropriated or budget amended, the department is in a supplemental situation.

4. Definitions:

FTE - Full time equivalent employees. This reflects the number of actual full time positions authorized by the legislature. However, an agency may have more individual employees because some work part time.

Vacancy savings - The amount of savings realized by staff turnover. The positions may remain vacant or a replacement is hired at a lower grade and/or step than the agency was budgeted for.

<u>Fiscal year</u> - The state fiscal year is July 1 - June 30. The standard federal fiscal year is October 1 - September 30. Certain federal grants may have different fiscal years, based on the date of the grant award.

Indirect costs - The overhead cost of administering federal grants or programs incurred by the state. These costs are reimbursed by the federal government at a pre-negotiated rate.

Matching ratio - Many federal programs require the state to pay a percentage of a program in order to receive federal funds. For example, a 25 percent match means one-fourth of the program is state supported.

Maintenance of effort - Some federal programs require the state to maintain a previous year's level of state spending to receive federal funds. This requirement does not state that federal funds must increase. Federal funds can decrease, yet the state spending cannot.

Accrual - Recording unpaid obligations as expenses at fiscal year end.

Operational plan - An operational plan is a financial outline of how the program intends to spend the appropriated amount. Broken into detailed expenditure categories, this plan should reflect legislative intent.

VOCABULARY

Compensation - This is the total of salaries and benefits and therefore, includes employer contributions for health insurance, social security, and retirement.

Student Contact Hours -Enrollment X instructional hours per day X instructional days per quarter.

Student Credit Hour - The classes that one student takes to earn one academic credit. Typically this is one class per week for a 12-week quarter. In laboratory classes it usually represents more than one hour per week.

Fiscal Year Full-Time Equivalent Student (FY FTE) - Forty-five student credit hours equals one FY FTE. This could be the result of one student carrying 15 credit hours in any quarter or any other combination generating 45 student credit hours. In graduate courses 36 student credit hours represent one FY FTE. In vocational-technical centers 1000 contact hours represent a FY FTE.

Current Funds - Those funds that are spent for day to day operations of the school.

Current Unrestricted - Funds for the general operation and maintenance of the school, not restricted for a particular purpose by those supplying the funds. These are primarily the funds appropriated by the Legislature.

Current Restricted - Funds restricted for a particular use by the source. The restriction must be made by some body external to the university. The typical example of these funds is a federal or private grant to carry out a particular research project.

Current Designated - Funds designated for a specific use by the university. These are usually similar to revolving accounts and are used to defray reimbursable expenditures. College motor pools are an example.

Current Auxiliary - Funds to operate auxiliary enterprises such as dormitories, food services and the like.

Community Services - Community service courses are those courses offered at the community college that typically generate no credit hours toward the students' graduation and/or the college's calculation of full-time equivalent enrollment. These courses are generally recreational in nature (i.e. fly-tying, gardening, infant swimming, underwater basket weaving).

<u>Program transfer</u> - Funds can be transferred between programs as long as amounts transferred are within the same appropriation line item.

Operational plan amendments - During the year, monies are often transferred between expenditure categories within a program. Such transfers occur to cover shortages or to utilize surpluses.

<u>Line item</u> - Amounts for specific purposes can be line itemed to assure proper expenditure.

<u>Fund balance</u> - The difference between an accounting entity's assets and liabilities equals the fund balance.

BUDGET AMENDMENTS

During the interim between sessions, an agency may receive additional spending authority from the budget office. Budget additions are not allowed for general fund spending, however. General fund budget additions are authorized only as supplementals, which must be approved by the legislature.

HB 500, the 1981 appropriation bill, defines the following criteria by which a budget amendment may be authorized:

"The approving authority may approve a budget amendment to spend funds that were not available for consideration by the legislature but have become available from a source other than the state's general fund or earmarked revenue fund and other than receipts to the state from the United States government made available under provision of P.L. 94-488, the federal Revenue Sharing Extension Act or any extension or modification of that act.

A budget amendment may be approved to spend money in the earmarked revenue fund only if the approving authority certifies that an emergency justifies the expenditure.

A budget amendment may be approved for a time period greater than one fiscal year but not to exceed the biennium ending June 30, 1983. Budget amendments for greater than one fiscal year shall itemize planned expenditures by fiscal year.

In approving a budget amendment, the approving authority shall:

- (a) certify specific additional services to be provided as a result of a higher expenditure level;
- (b) certify that no other alternative is available to provide the additional services;
- (c) certify that the additional proposed services have not been considered and rejected by the legislature;
- (d) certify that no commitment, implied or otherwise, is made for increased future general fund support;
- (e) specify criteria for evaluating the effectiveness of the additional services provided.

The additional funds are appropriated contingent upon total compliance with all budget amendment procedures."

CURRENT FUND STRUCTURE

(until July 1, 1983)

*General Fund (01): Consists of all moneys deposited in the state treasury which are available to defray the general costs of state government and which do not fall into the following categories.

*Earmarked Revenue Fund (02): Consists of moneys from state sources deposited in the state treasury which are specifically earmarked by the law for the purpose of defraying the costs of a particular agency, program, or function of state government.

Sinking Fund (03): Consists of moneys deposited in the state treasury for the payment of principal and interest and the accumulation of reserves for bonded or other indebtedness.

*Federal and Private Revenue Fund (04) (FPRF): Consists of all expendable moneys deposited in the state treasury from federal or private sources, including trust income, which are to be used for the operation of state government.

Federal and Private Grant Clearance Fund (05): Consists of all expendable moneys deposited in the state treasury from federal or private sources, including trust income, which the state disburses to persons, associations or units of local government.

Bond Proceeds and Insurance Clearance Fund (06): Consists of moneys deposited in the state treasury obtained from the sale of bonds, certificates of indebtedness and moneys indemnifying the state for loss or damage of property.

*Revolving Fund (07): Consists of moneys used to defray reimbursable expenditures and supply working capital for enterprise-type operations.

Trust and Legacy Fund (08): Consists of moneys deposited in the state treasury which the state administers as a trustee pursuant to a law or a trust agreement restricting the use of the money for a specified purpose and prohibiting the expenditure of the principal for a period of at least five years.

Agency Fund (09): Consists of moneys deposited in the state treasury which are held and disbursed by the state as a custodian or agent, and includes, but not limited to moneys held for the purpose of paying insurance or retirement benefits, moneys arising from lost or unclaimed property, and other moneys of a similar nature.

Each of the above funds, with the exception of the general fund, are made up of accounting entities. An accounting entity is an individually numbered account which collects specific revenue and to which specific expenditures are charged.

*The most commonl referred to accounts within the budgeting process.

FUND STRUCTURE

(Effective July 1, 1983)

(a) Governmental funds, which include:

- (i) the general fund, which accounts for all financial resources except those required to be accounted for in another fund;
- (ii) the special revenue funds, which account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes;
- (iii) the capital projects funds, which account for financial resources to be used for the acquisition or construction of major capital facilities, other than those financed by proprietary funds or trust funds; and
- (iv) the debt service funds, which account for the accumulation of resources for and the payment of general long-term debt principal and interest:

(b) Proprietary funds, which include:

- (i) the enterprise funds, which account for operations:
- (A) that are financed and operated in a manner similar to private business enterprises whenever the intent of the legislature is that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis are to be financed or recovered primarily through user charges; or
- (B) whenever the legislature has decided that periodic determination of revenue earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes; and
- (ii) the internal service funds, which account for the financing of goods or services provided by one department or agency to other departments or agencies of state government or to other governmental entities on a cost-reimbursed basis;
- (c) Fiduciary funds, which include trust and agency funds used to account for assets held by state government in a trustee capacity or as an agent for individuals, private organizations, other governmental entities, or other funds. These include:
 - (i) expendable trust funds;
 - (ii) nonexpendable trust funds;
 - (iii) pension trust funds; and
 - (iv) agency funds.

FUND STRUCTURE CHANGES

OLD TO NEW

Old New

General Fund General Fund

Earmarked Revenue Fund State Special Revenue Fund

Federal and Private Revenue Fund Federal and Private Special Revenue Fund

Federal and Private Grant Clearance Fund

Sinking Fund Debt Service Fund

Bond Proceeds and Insurance Clearance Capital Projects Fund

Revolving Fund Proprietary Fund

Trust Fund Fiduciary Fund

Agency Fund Fiduciary Fund Weaknesses of Revolving (Proprietary) Funds or University Designated Funds

- 1. Spending authority is frequently increased through budget amendment.
- 2. Higher than necessary fees allow the agency to:
 - (a) increase the operating base of all agencies receiving the reimbursable service.
 - (b) accumulate reserve funds in the revolving account.
- 3. Reserve funds are frequently used to expand existing services or add new services.

EXPENDITURE ACCRUAL ACCOUNTING

The state of Montana uses the modified accrual basis of accounting which means that at year end, obligations incurred but not paid are accounted for as expenditures or withdrawals but cash is accounted for as revenue or income only when received.

Criteria for determining valid obligations include the following:

- 1. Payroll costs should be accrued in the fiscal year they are earned. However, vacation and sick leave should be expensed when they are paid, not when they are earned.
- 2. Services should be accrued in the same fiscal year that they are rendered. However, service contracts and systems development contracts that extend into the next fiscal year may be accrued in the previous fiscal year.
- 3. Equipment is accrued in the same fiscal year that the purchase order is issued.
- 4. Supplies and materials may be accrued in the same fiscal year that the purchase order is written. However, agencies are encouraged to expense these items in the year the goods are received.

A major weakness in the accrual process is the tendency to accrue year end surplus funds for additional expenditures which otherwise might not occur. For instance, the agency might make an accrual for additional equipment which otherwise would not be purchased had the surplus not occurred. This practice increases state spending.