

Budget Survey Report

FY 2015



Multnomah County,
Oregon

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Introduction

Every year, the Budget Office surveys participants in the budget process to see how satisfied they were with the previous year and to elicit recommendations to improve the process. The Fiscal Year (FY) 2015 budget was adopted on May 29, 2014. The annual budget survey was launched on July 9, 2014 and was open to responses for 2.5 weeks. Data analysis and reporting were done by the Budget Office.

The FY 2015 budget process was unique in many ways. Due to unexpected changes in leadership the process was led by an interim chair and included one interim commissioner. For the first time in several years the county was able to plan for current service levels, and was even able to make some additional strategic investments. Lastly, during the FY 2015 budget process the county transitioned to a new web-based budgeting system, called TeamBudget, which required process changes and a substantial amount of staff training across the county.

The FY 2015 budget survey was longer than previous years, for several reasons. We expanded questions on Internal Service Allocations in order to get more detailed and actionable information in that area.

We also used the FY 2015 budget survey as a tool to evaluate the launch of TeamBudget, including questions on training and the functionality of the system compared to past budget tools. Finally, we redesigned the survey to better differentiate between department and countywide budget processes. In the past, interpretation of budget survey results has been hampered by an inability to differentiate between departmental and countywide budget processes when evaluating responses. This year, we designed the survey to better differentiate between the two. Questions regarding timelines and policy direction were asked separately for departments and the county overall. Although this allowed us to observe some differences between the two processes, the survey responses also show that the two processes are highly interdependent.

Most survey questions asked respondents to rate their agreement with statements on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree). Questions were judged both on the percent of people agreeing with the statements and on an “average response rate,” calculated as the average response to the question on a range of 1 - 4.

Executive Summary

- *Strong Response Rate:* There were 199 responses out of 332 people surveyed, for a response rate of 60%. Last year's response rate was 38% (90 out of 236 people). This is a large increase in both number of people surveyed and percent of people responding. The large increase in people surveyed is due in some part to the large number of TeamBudget users, most of whom were included in the survey sample. The increase in response rate could be due to the timing of the survey - for the first time in several years the budget office was able to get the survey out close to the end of the budget process, which may have boosted the response rate.
- *County Leadership:* Over 90% of all respondents agreed that priorities, policy directions and communication from county elected leadership were clear and consistent.
- *Department:* Over 90% of respondents agreed that their departments' timelines and priorities were clear and that program offers and performance measures were of high quality. Department budget priorities and deadlines were viewed as very important to building a quality budget.
- *Overall Satisfaction with Department and Countywide Budget Processes:* Respondents were slightly more satisfied with department budget processes than the countywide budget process. On a scale of 1 (extremely dissatisfied) to 10 (extremely satisfied), the score for department budget processes was 7.46, while the score for the countywide process was 7.40. Respondents from General Government had significantly higher scores than respondents from Health and Human Services.
- *Improvement from previous years:* Thirty-seven percent of respondents felt that both department and countywide budget processes were better than the previous year. For contrast, in the FY 2014 survey only 14% of respondents felt that the budget process had improved from the previous year.
- *Budget Office Performance:* Over 90% of respondents felt that the Budget Office's efforts were either good or excellent. Respondents were happiest with the professionalism, cooperation, and advice received from the Budget Office, with over 60% of respondents rating those elements as excellent. Cooperation from the Budget Office was also rated as one of the most important elements to building a quality budget. Budget Office performance improved over the previous year in all areas.

- *TeamBudget*: Sixty-one percent of respondents felt that TeamBudget was better overall when compared to past budget systems, while 9% felt that it was worse and 30% felt that it was “about the same.” Respondents said that TeamBudget had particularly improved reporting, with 54% saying that TeamBudget was better than past systems. However, respondents struggled with budgeting positions in TeamBudget and identified issues with rounding. Only 25% of respondents noted that they used a secondary system other than SAP or TeamBudget to build their budgets, with Excel being the most popular secondary system.
- *Internal Service Allocations*: Although they were rated as very important to building the budget, Internal Service Allocations (ISAs) received the lowest satisfaction rating of all budget elements. Thirty-one percent of respondents did not understand how their ISAs were calculated, and almost a quarter said that their ISAs were not accurate. However, almost 80% of respondents said that any questions with their ISAs were resolved in a timely matter.

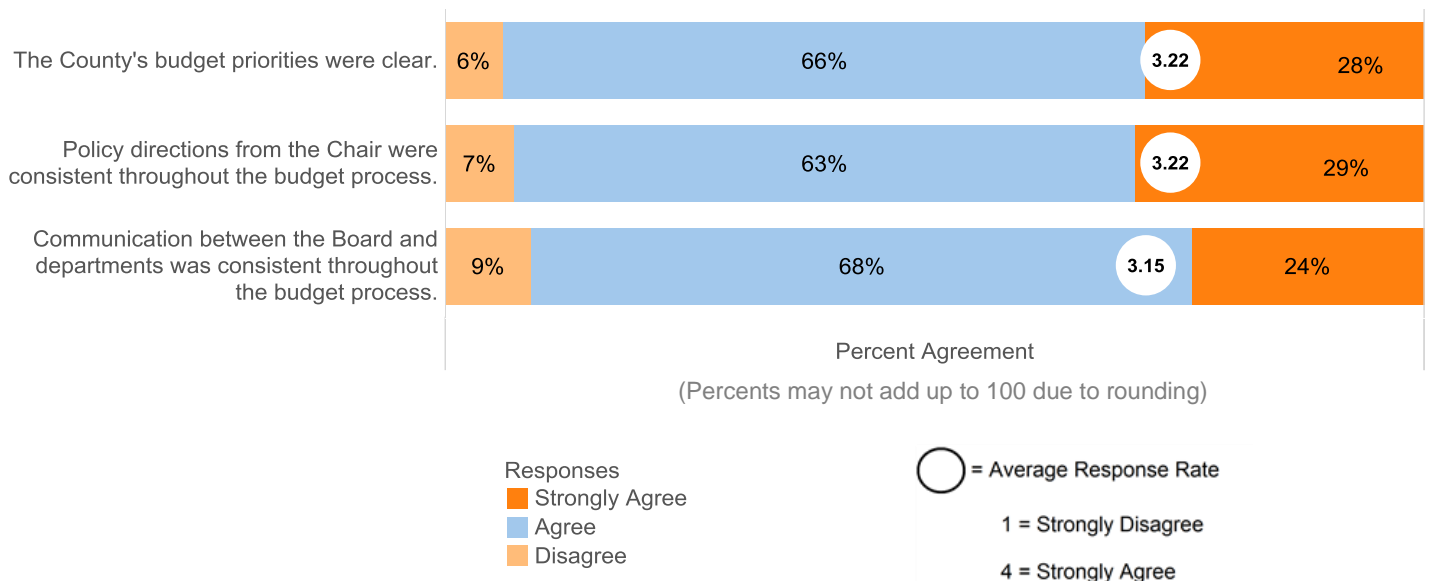
Policy Direction

Multnomah County's budget process is led by the County Chair and the Board of County Commissioners. This year the survey included questions on overall policy direction for the budget. As shown in Figure 1, over 90% of all respondents agreed that priorities, policy directions, and communication from county leadership were clear and consistent. Below are results in terms of percent agreement and average score.

Comments

Although communication from leadership scored highly, comments regarding policy direction focused on a need for better communication between departments and County leadership. One commenter noted that “there were several programs and budget notes developed without enough coordination with the departments.” Another comment said that “there were a few moments during the budget process when commitment to a clear and principled policy would have spared some rapid turnarounds.”

Figure 1: Policy Direction



Internal Service Allocations

Each department has to budget for Internal Service Allocations (ISAs) to help cover the cost of Information Technology, Facilities, and other internal services. Before developing their budgets, departments receive estimates from the Department of County Assets on their total ISAs for the upcoming budget year. Our survey asked a series of questions on ISAs. Below are results for each question in terms of percent agreement and average score.

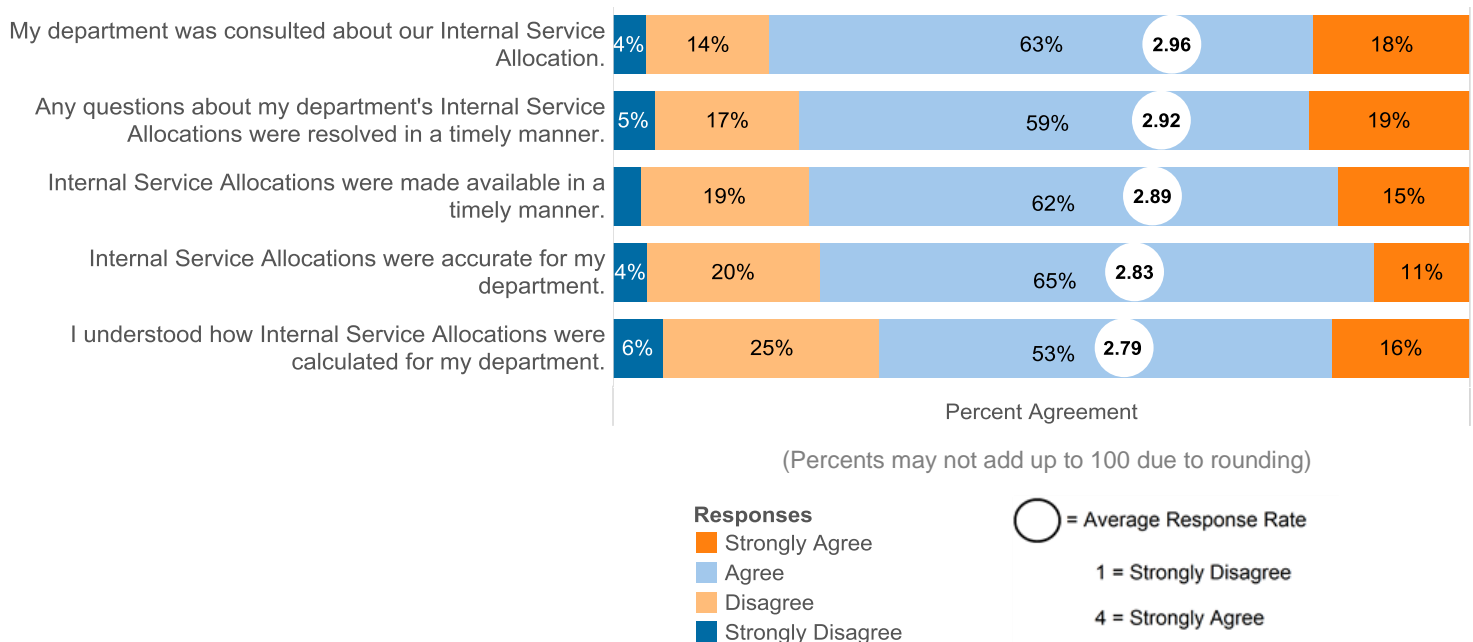
ISA questions received the lowest response rates of all of the questions in the survey, although all of the rates were close to 3, or just below “Agree.” The lower response rate indicates higher percentages of people disagreeing with the statements, as shown in Figure 2. Thirty-one percent of respondents did not understand how their

ISAs were calculated, and almost a quarter said that their ISAs were not accurate. However, almost 80% said that any questions with their ISAs were resolved in a timely manner. While people tended to agree that their departments were consulted about ISAs, many still did not understand how their ISAs were calculated.

Comments

Comments on Internal Service Allocations focused on problems with accuracy, communication, timeliness, and transparency. Respondents said that it was difficult to know if rates were accurate and that it was hard to get issues with accuracy. There was a concern about disconnects between HUB finance staff and the actual Internal Service units. Some comments mentioned similar issues arising year after year. The comments did include suggestions for improvements, primarily more communication with departments earlier in the process to determine the type and format of information needed by departments.

Figure 2: Internal Service Allocations

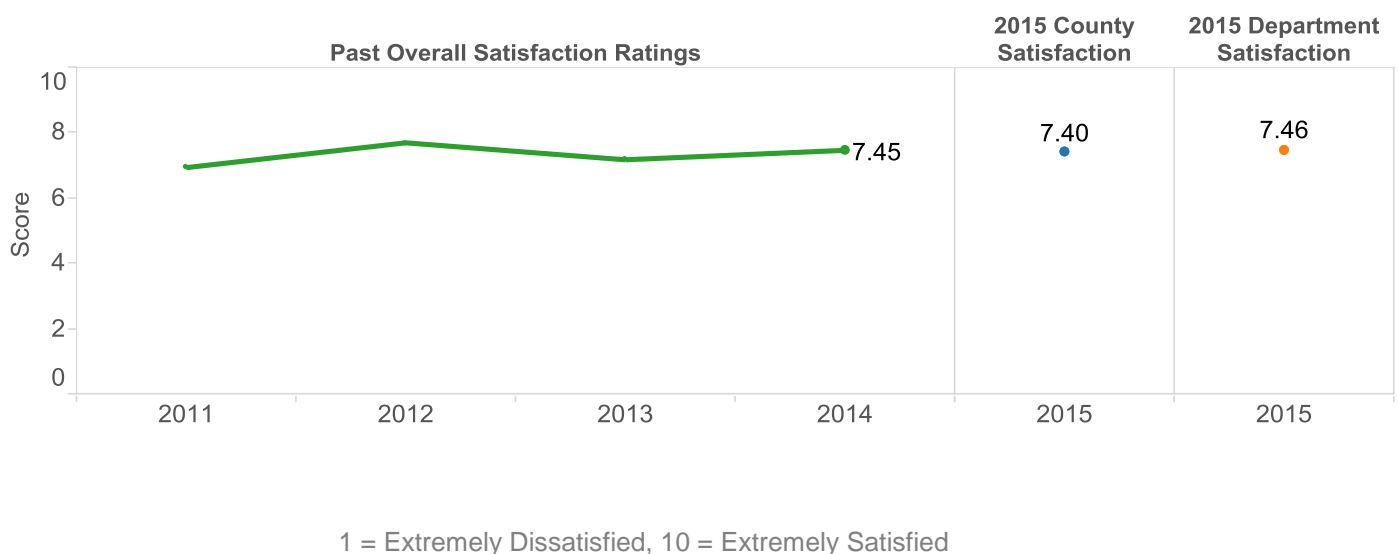


Overall Satisfaction with the Budget Process

The County's budget is developed along two overlapping processes. First, each department develops a budget that includes the programs they would like funded in the upcoming fiscal year. This is called the "submitted budget." To develop this "submitted budget" each department has its own policies, processes, and internal deadlines. In addition to departments' internal processes, there is also a countywide budget process, which is facilitated by the Central Budget Office. This process has its own timelines and processes that intersect with department processes. For example, departments turn in their submitted budgets to the Central Budget Office on a date established by the Central Budget Office as a part of the countywide budget calendar.

In the past, the budget survey asked respondents about their satisfaction with the overall budget process in one question. For the FY 2015 budget survey, we included separate questions on satisfaction with departments' budget processes and with the countywide budget process. The question asked people to rate their overall satisfaction with each process on a scale of one to ten, from extremely dissatisfied to extremely satisfied. The results are listed below, next to the results from previous surveys. As shown in Figure 3, average satisfaction for the un-differentiated countywide process for FY 2014 was 7.45. This year, satisfaction with the countywide budget process was slightly lower, at 7.40, while satisfaction with the department budget process was slightly higher, at 7.46.

Figure 3: Satisfaction with Department and Countywide Budget Processes

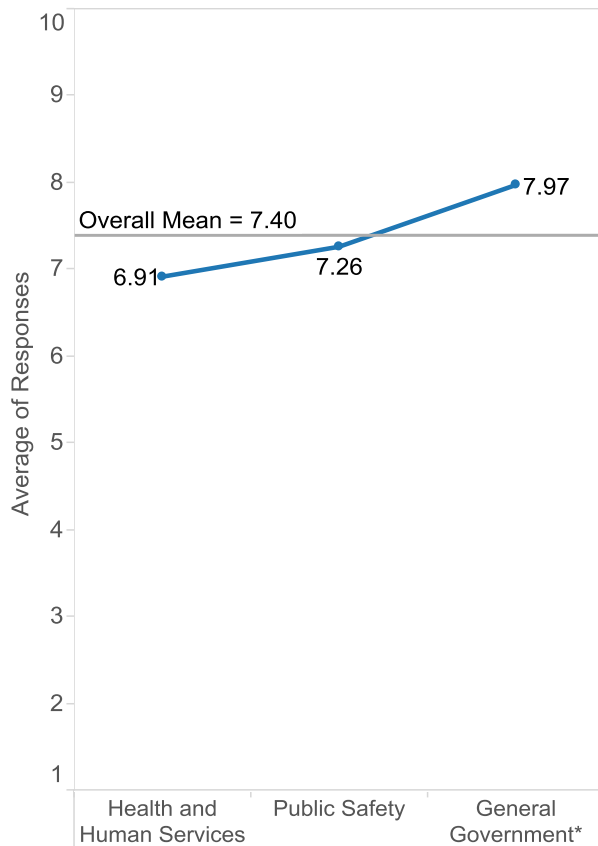


Respondents to the survey also identified their role in the budget process (program manager, department director, etc) and their functional area in the county (Health and Human Service, Public Safety, General Government). We analyzed overall satisfaction with department and countywide budget processes by both budget role and functional area. There was no significant variation by budget role.

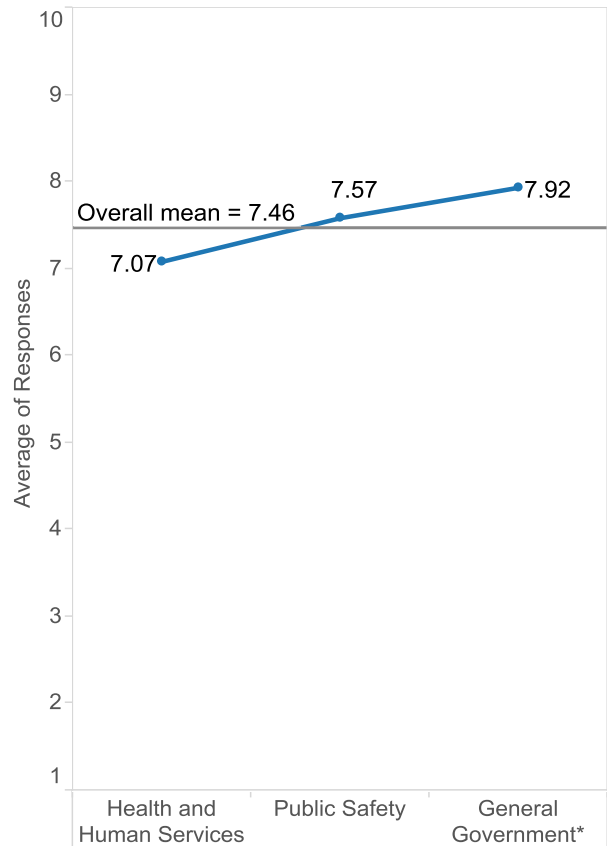
However, as shown in Figure 4, respondents from General Government were more satisfied than respondents from Health and Human Services for both the department and countywide budget processes. Health and Human Services had the lowest satisfaction for both department and countywide budget processes.

Figure 4: Overall Satisfaction

Overall Satisfaction with Countywide Budget Process



Overall Satisfaction with Department Budget Process



1 = Extremely Dissatisfied, 10 = Extremely Satisfied

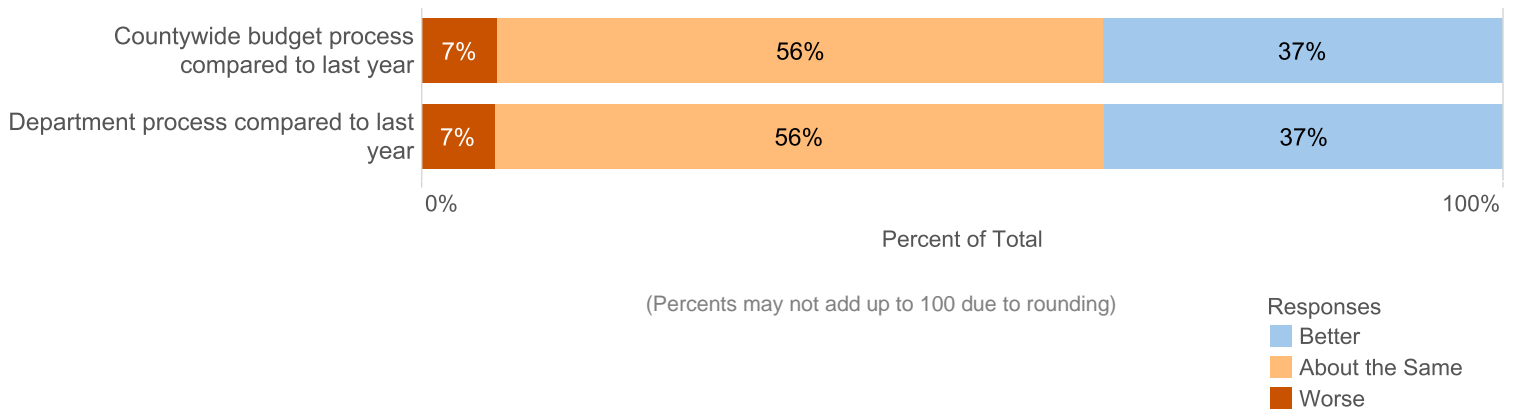
*Result is significantly different from the Health and Human Services result

Although the overall mean for countywide satisfaction is lower than last year, when asked to directly compare their experience many people felt that the FY 2015 budget process was improved over the previous year. Respondents were asked whether the county and department budget processes were better, worse, or no different than the previous year, and almost 40% said that both processes had improved (see Figure 5). For reference, only 14% of respondents to the FY 2014 survey felt that the process had improved over the previous year.

Figure 5 tells us two things. First, it is a strong indication that people were more satisfied than the previous year, which is highly notable in a year with both an interim chair and a new countywide budget system.

Second, it is clear that the Better/Worse results for departments and the county processes are highly connected. Respondents were asked the questions shown in Figure 5 in separate sections of the survey, on separate pages, yet the aggregate responses fall into exactly the same percentages. The homogeneity of responses demonstrates that the two processes are inter-dependent and therefore difficult to differentiate in the minds of budget participants.

Figure 5: Budget Processes compared to previous year



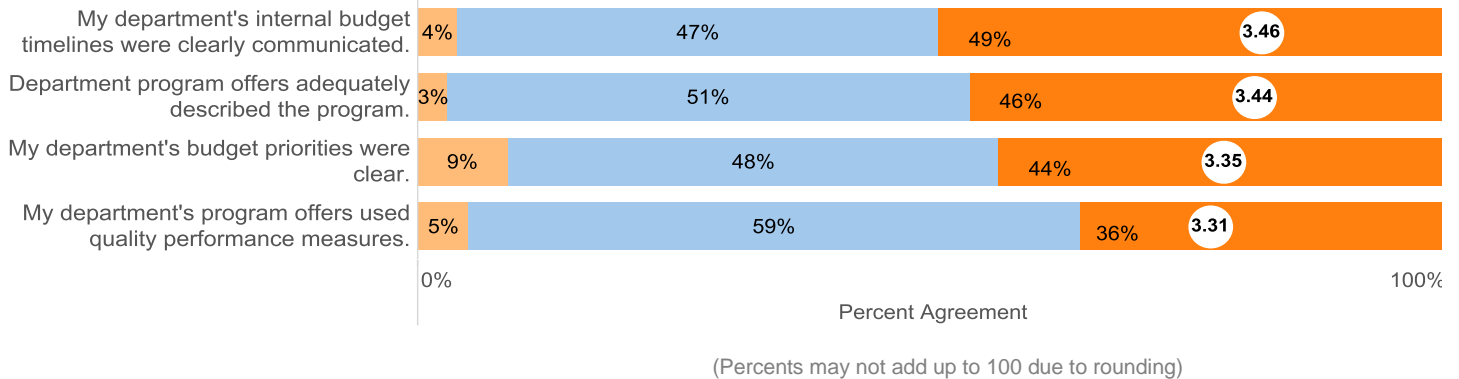
Comments

Open-ended comments comparing the countywide budget process with the previous year were split fairly evenly between positive and negative comments, with many comments about TeamBudget. Some people felt that TeamBudget improved the budget process while others felt that it was a detriment. Comments about TeamBudget will be discussed in detail in the TeamBudget section of this

report. The other common theme was communication. Some comments noted that communication and organization from the budget office was better, with more communication individualized to the departments. However, multiple comments noted that communication and directions from the board and commissioners were problematic.

Individual Aspects of Departments' Budget Processes

Figure 6: Department Budget Process



Responses
 Strongly Agree
 Agree
 Disagree

○ = Average Response Rate
 1 = Strongly Disagree
 4 = Strongly Agree

The survey asked people to rate specific aspects of their department's budget process, including timelines, priorities, and the quality of program offers. Results are shown in Figure 6.

Respondents were generally happy with communication of their departments' timelines and the quality of their departments' program offers. Overall, over 90% of respondents agreed that their departments' timelines and priorities were clear and that program offers and performance measures were of high quality.

Comments

Comments regarding the department process also focused on communication and TeamBudget, with both positive and

negative opinions in both areas. Positive comments mentioned starting budget discussions earlier, clearly communicating the department budget process, and addressing past process concerns as successes. Delayed decisions and unclear communication from division and department leaders were noted as negatives by some respondents. A particularly positive comment noted that, "The process was very professionally done. Everyone treated each other with great respect regardless of roles and positions. All ideas and feedback was accepted and heard respectfully." Since we did not collect information on specific department we cannot identify which departments had positive or negative comments. Comments about TeamBudget will be discussed in detail in the TeamBudget section of the report.

Budget Office Performance

As in previous years, the survey asked several questions about the performance of the Central Budget Office. In order to increase question integrity, for the FY 2015 survey we changed the scale of the questions on Budget Office performance from a three-point scale (Needs Improvement, Satisfactory, Excellent) to a four-point scale (Poor, Fair, Good, Excellent). Results are reported on the four-point scale unless otherwise indicated.

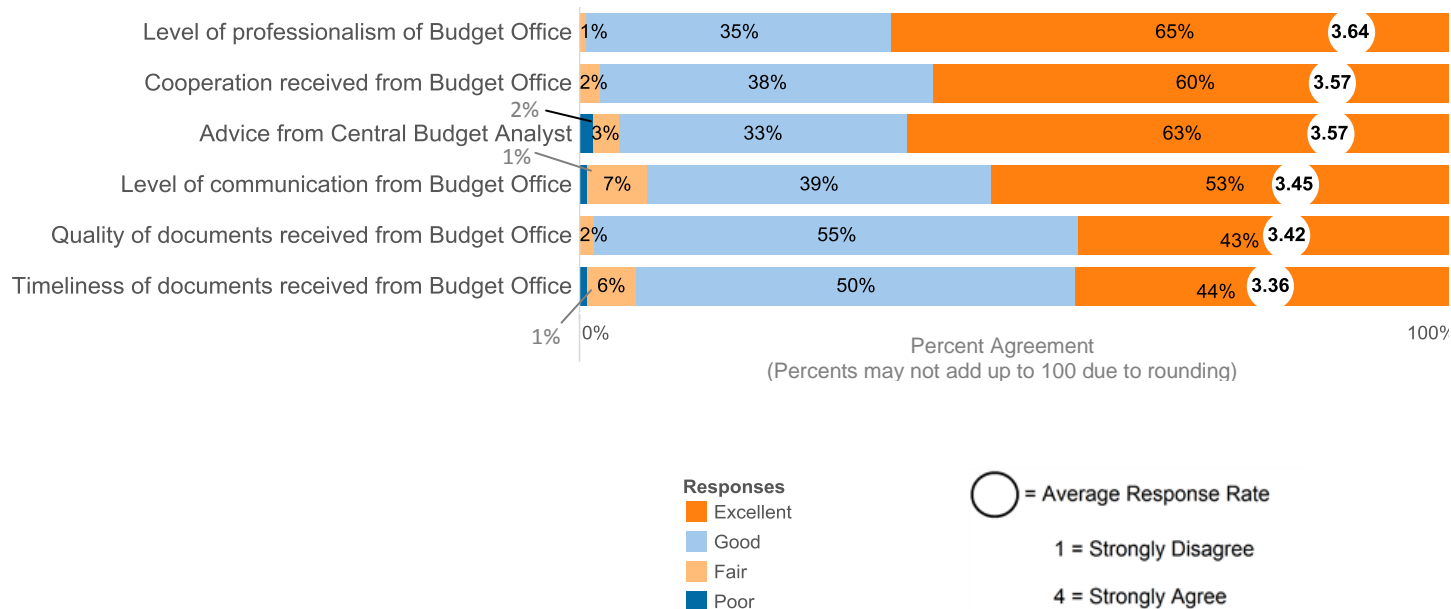
As shown in Figure 7, respondents were happiest with the professionalism, cooperation, and advice received from the budget office, with over 60% of respondents rating those elements as excellent. The mean for professionalism was 3.64, a strong response on a scale of 1 - 4. Respondents were less satisfied with the timeliness and quality of documents

received from the budget office, although 90% of respondents still rated these efforts as either good or excellent.

Comments

Comments regarding the Budget Office's efforts were largely positive, with a few critiques. There was one comment that communication was "inconsistent and lacking," two comments that mentioned occasional errors by analysts, and two comments that said information on TeamBudget was sometimes delayed. However, the majority of the comments were positive, with multiple respondents noting that Budget Office analysts were knowledgeable and responsive, and provided consistently good service and support to the departments.

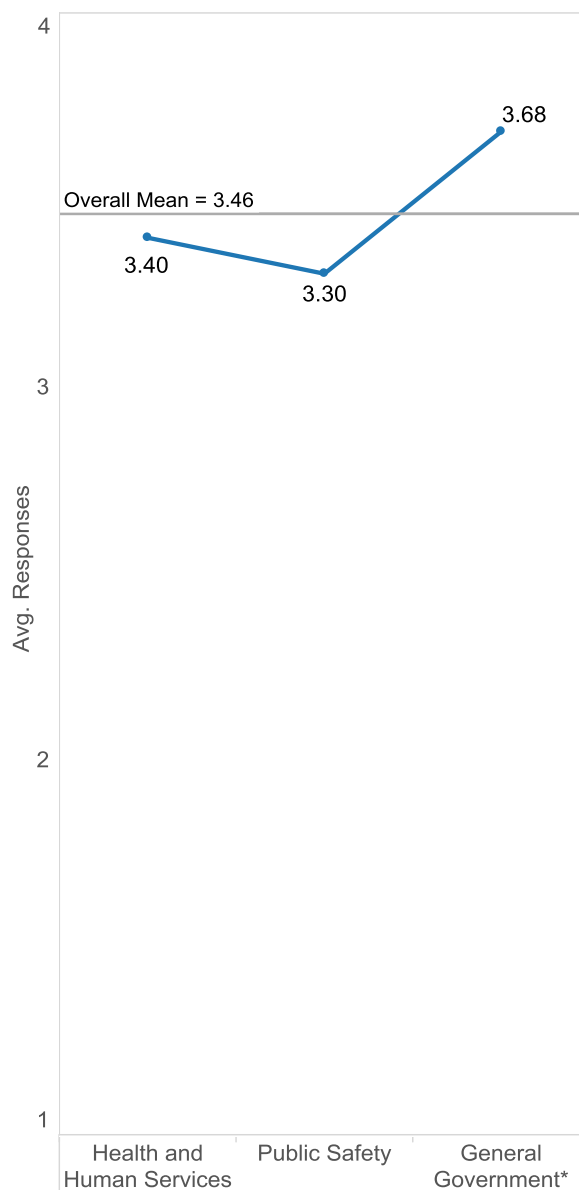
Figure 7: Budget Office Performance for FY 2015 Budget Process



We calculated an overall scale for satisfaction with the Budget Office's efforts, computed as the overall average of all of the questions included in Figure 7. The overall score for the Budget Office was 3.46 (on a scale of 1 - 4, see Figure 8). Respondents in General Government had a significantly higher score than both Public Safety and Health and Human Services. There was not a significant difference in this score according to role in the budget process.

Figure 9 demonstrates the Budget Office's performance over the past several years. For this graphic, the four-point scale used in the most recent survey was transformed back into a three-point scale in order to facilitate comparison between years. The graphic highlights two important trends. First, the graphic shows that each performance element has improved since the previous year. Second, comparing each element over time demonstrates long-term patterns in Budget Office strengths and weaknesses. As shown in the figure, professionalism and cooperation have typically been higher scoring elements. Document timeliness has tended to have a lower score than other elements, but has increased steadily over the past several years. The graphic also shows that FY 2012 and FY 2013 were low points for satisfaction with Budget Office efforts. Both FY 2012 and FY 2013 were times of particular economic uncertainty for the county.

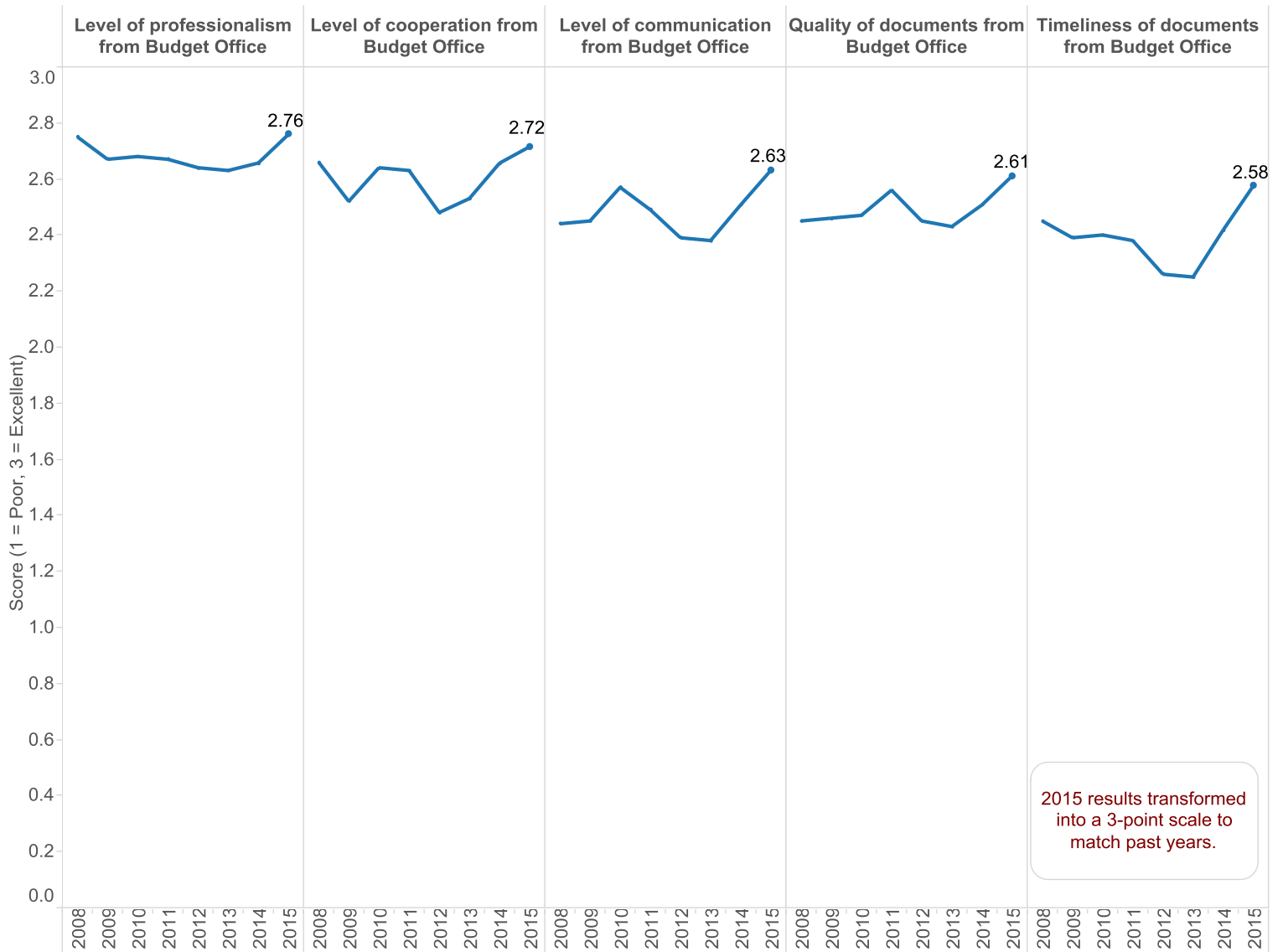
Figure 8: Budget Office Efforts by Functional Area



Scale of 1 – 4

*Result is significantly different than the two other areas

Figure 9: Budget Office Efforts over time



Use of Budget Resources

The 2015 survey asked respondents about their use of different resources for budget preparation. As shown in Figures 10 and 11, TeamBudget Handouts and Trainings were some of the most frequently used resources, and they also had some of the highest helpfulness scores (3.14 and 3.12, respectively). The Budget Manual had the highest helpfulness score, with a mean of 3.17 and 46% of people users saying that it was very helpful. However, almost a quarter of respondents said they did not

use the Budget Manual at all. Both Budget Rodeos and Presentations to Department Leadership had low use rates; these resources are delivered to a much smaller group of budget participants. Budget Rodeos had the lowest usefulness score among those people who used the resource. The budget website also had a lower usefulness score, with only 33% of people who used the site thinking that it was very helpful.

Figure 10: Use of Budget Resources
(Percent of respondents using this resource)

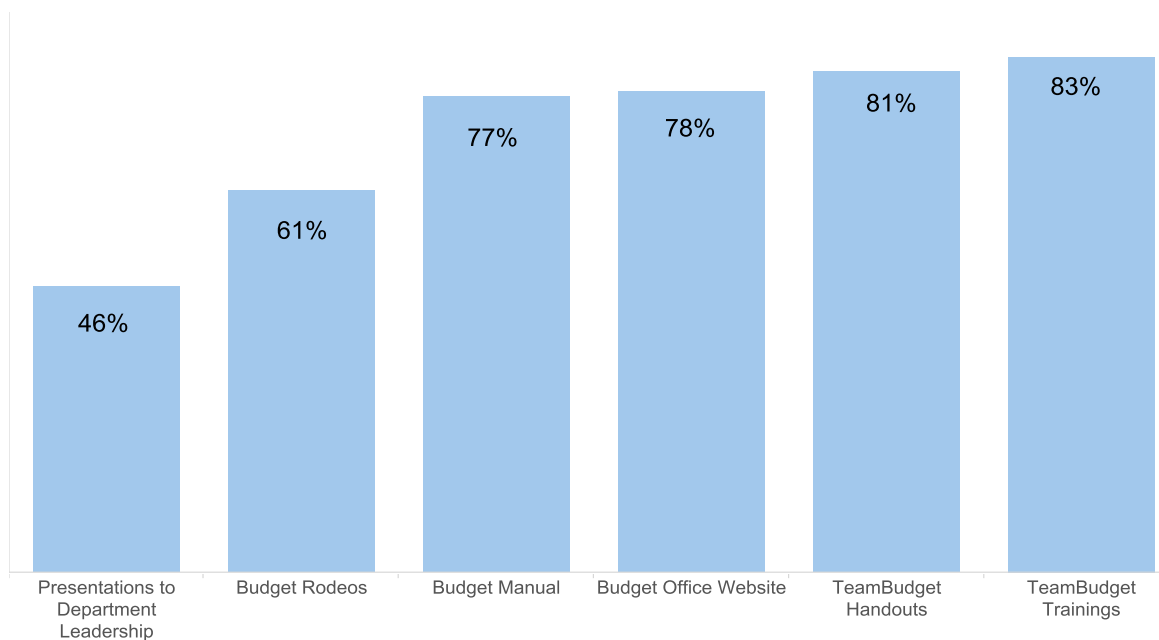
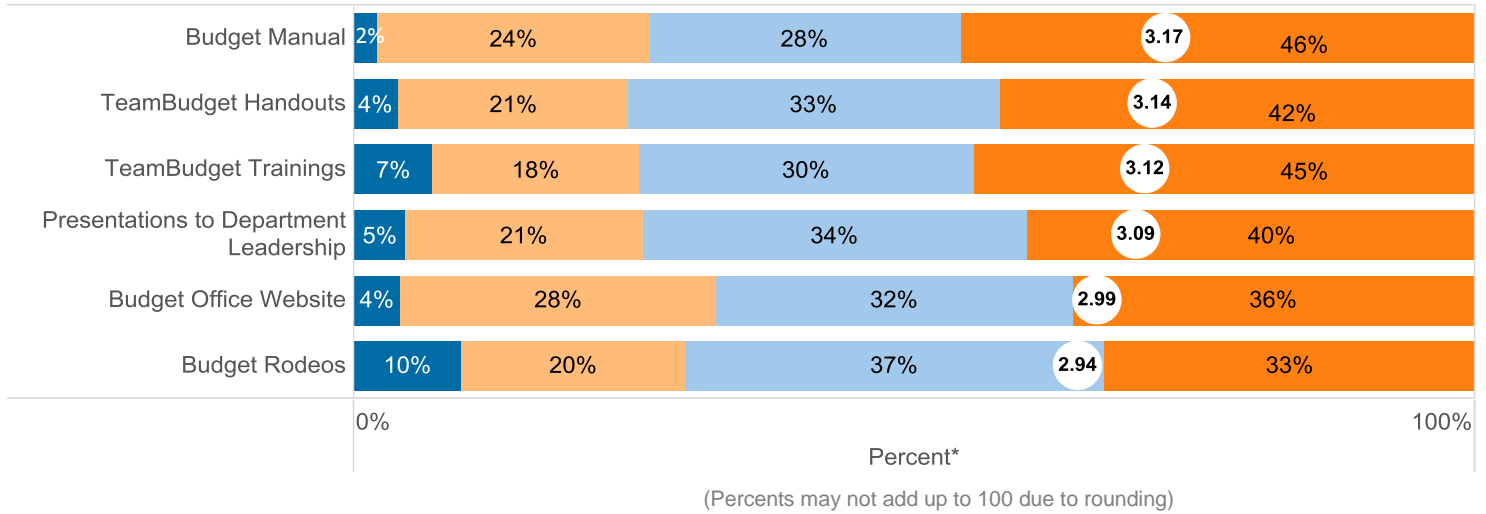


Figure 11: Utility of Budget Resources



*Respondents who stated they did not use a resource were excluded from the percentage calculation.

Responses
■ Very helpful
■ Moderately helpful
■ Somewhat helpful
■ Not helpful

○ = Average Response Rate
 1 = Not helpful
 4 = Very helpful

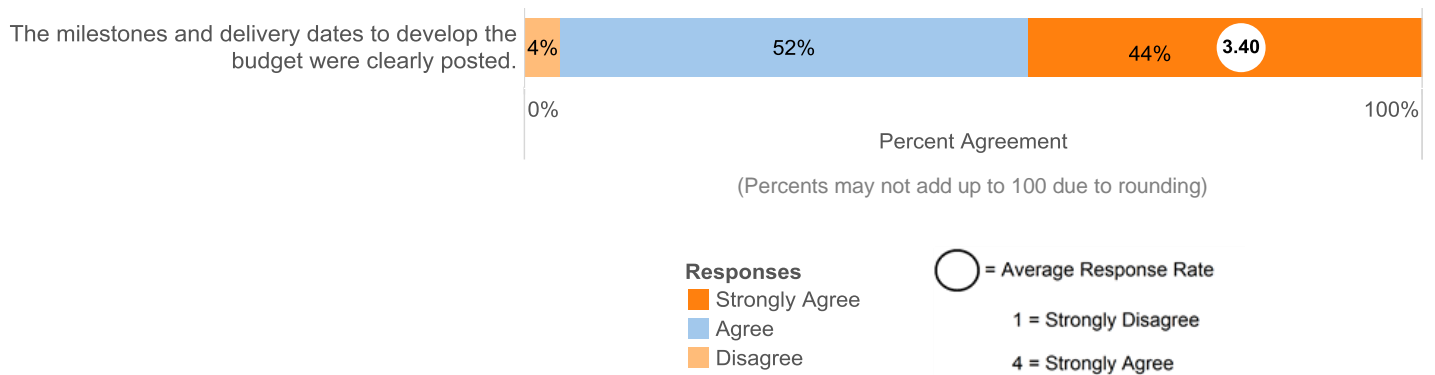
Comments

Comments about the Budget Manual and other resources were split evenly between positive and negative. Several people noted that the budget manual contains important information. Some respondents felt the manual could be shortened or re-organized while others liked that it could be used as either a quick reference or a full explanation of the budget process.

Other comments appreciated the presentations at Operations Council, and one person noted that the website could use re-organization. One comment also noted that one-to-one discussions with Budget Office staff were the most useful “resource.”

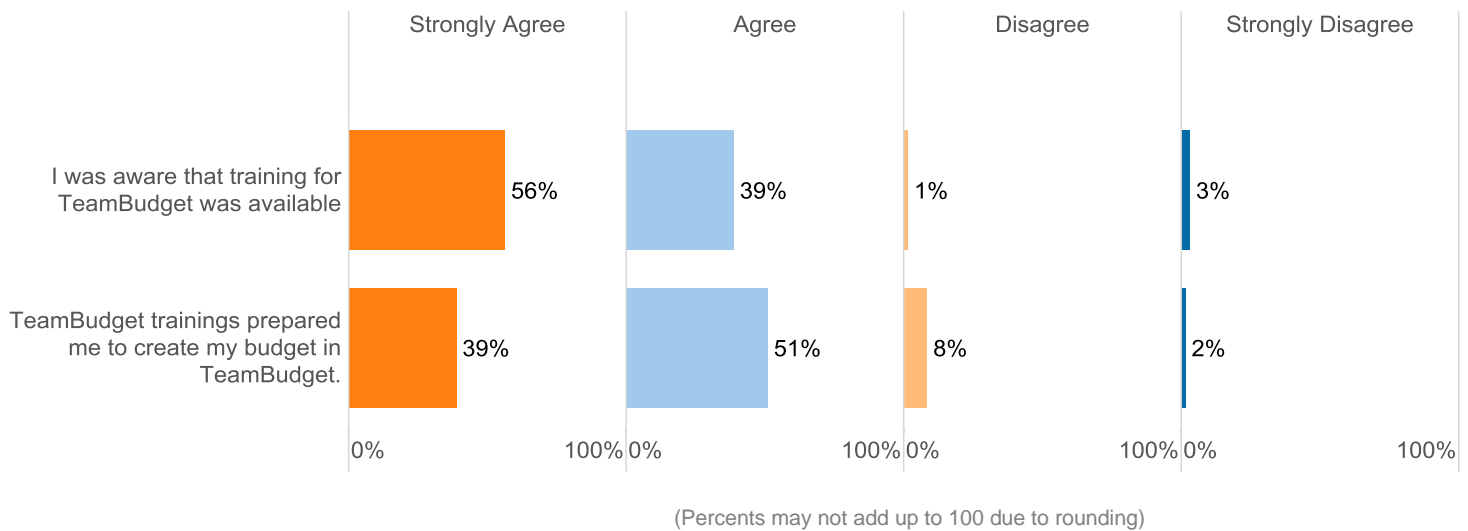
As in previous years, most respondents felt that the countywide timelines were clearly posted.

Figure 12: Countywide Budget Milestones



TeamBudget

Figure 13: TeamBudget Trainings



During the FY 2015 budget cycle Multnomah County launched their new countywide budget system, called TeamBudget. With the help of IT, the Central Budget Office was responsible for the development and launch of this system, and offered numerous trainings and resources for county employees as they learned the system and used it to develop their budgets. To help evaluate the launch of this new system, the FY 2015 budget survey asked questions on TeamBudget trainings and the overall functionality of the system.

As shown in Figure 13, at least 90% of people were aware that TeamBudget trainings were available and felt that the trainings adequately prepared them to use the system for budget development.

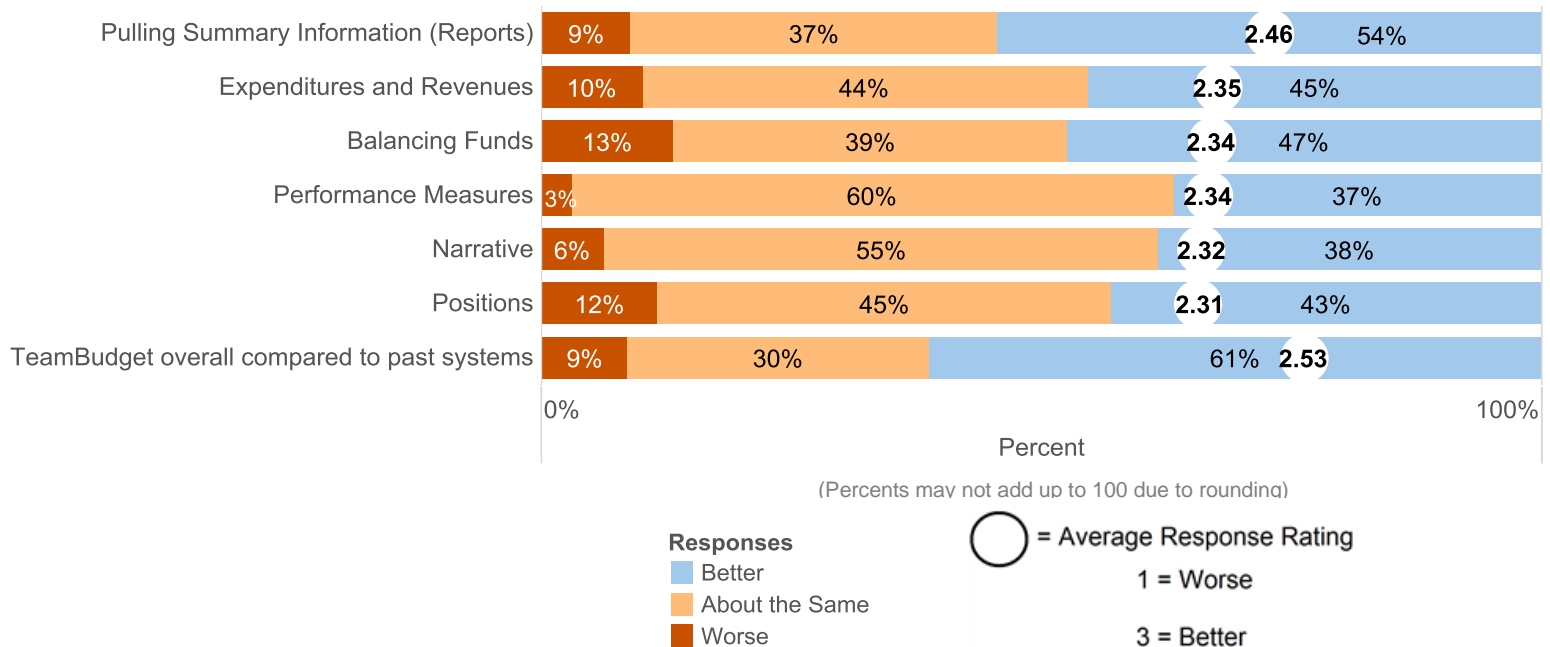
The goal of implementing TeamBudget was to replace aging and duplicative budget databases, decrease the use of shadow systems, and enhance both reporting and position information without deteriorating the experience of budget developers across the county. To gauge progress towards these goals, the budget survey asked respondents about the use of shadow systems and their experience in TeamBudget compared to the old budget-building systems.

As shown in Figure 14, 61% of respondents felt that TeamBudget was better overall when compared to past budget development systems. In fact, for each element of a Program Offer, more people felt that TeamBudget was better than felt it was worse. Respondents felt that TeamBudget has particularly improved reporting, with 54% saying that TeamBudget was better than past systems. However, respondents felt that their experience with Performance Measures and Narrative was largely the same as with previous systems. Allowing people to view authorized positions in the budget was one

goal of TeamBudget, but the score for the “positions” program offer element was lower than the other program offer elements. Positions had one of the largest percentages (12%) of people feeling that their experience was worse, while 45% felt that it was the same and 43% felt that working with positions was improved. Notably, the process for entering and viewing positions in TeamBudget was one of the biggest process changes from previous systems. The lower score for positions could be partially explained by the steeper learning curve for that particular aspect of the new system.

Figure 14: TeamBudget Usefulness

Question: For the following program offer sections, please note whether your experience in TeamBudget was better, worse, or about the same as your experience building a program offer with past systems (the Webtool, Excel, etc.)



Use of Shadow Systems

Only 25% of respondents (45 people) said that they used a system other than SAP or TeamBudget to build their budget. Excel was by far the most popular secondary system (see Figure 15).

Figure 15: Use of “Shadow Systems”

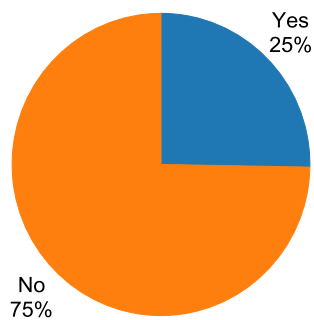


Table 1: Use of Secondary Systems

System	Number	Percent
Excel	21	60%
Department Budget Tool	6	17%
Other Database	2	6%
Other/Unclear	6	17%
Total	35*	100

*Not all people using a secondary system responded to the question on system-type

Comments on TeamBudget

The survey solicited specific comments on various aspects of TeamBudget and, as noted earlier, respondents also left comments about TeamBudget in other sections of the survey. A summary of the comments in each area is below.

TeamBudget Training

Comments on TeamBudget training veered towards the critical, with half of the comments raising critiques and 30% positive comments (some comments were neutral or on other topics). On the critical end, some respondents felt that the trainings went too quickly. Some felt that the time between trainings and when they used TeamBudget was too long, causing them to forget what they had learned. However, other people felt that timing trainings to be concurrent with budget development states was helpful. Other respondents said that the trainings were helpful and that Budget Staff were well-prepared for the trainings. Most respondents noted that the training handouts were a useful resource.

Building a Program Offer in TeamBudget: Better or Worse than Previous Systems?

Comments on building the different program offer elements in TeamBudget were split fairly evenly between positive and negative comments. Critiques focused on difficulty balancing positions, issues

with rounding, and comments that the process for entering revenues and expenditures was “cumbersome.” There was also concern that the smaller amount of narrative allowed in each program offer did a disservice to county residents by cutting down on the ability to describe programs. On the positive end, respondents noted that TeamBudget was better overall than past systems, provided easier access to reports, and was “faster and cleaner.” One respondent said they were able to get rid of at least one shadow system because of TeamBudget.

TeamBudget overall compared to past budget systems

Almost half of the comments about TeamBudget’s overall functionality compared to past systems were positive (47%). Critiques of TeamBudget were similar to the critiques mentioned about particular program offer elements; some respondents felt that the system was burdensome, making the process more difficult for departments without adding requisite value. One comment suggested that building a budget system around cost objects instead of program offers would be more appropriate. However, positive comments noted that the process was easier with TeamBudget, errors were decreased, information access was better due to reports and the consolidation of information in one place, and it was easier to review the budget for accuracy.

Importance v. Satisfaction

In addition to asking about satisfaction with the budget process, the survey asked respondents to rate the overall importance of each element of the budget process. Analyzing the relationship between importance and satisfaction can help leadership, departments and the Budget Office identify areas for improvement as well as strengths.

Below is a graph plotting importance versus satisfaction for each of the budget survey questions. Ideally, elements with high importance would also have high satisfaction, placing them in the upper right-hand quadrant of the graph. As shown in Figure 16, all of the budget elements fall within the upper right-hand quadrant. This shows that everything mentioned in the survey is fairly important, and respondents are reasonably satisfied with each of these elements. In of itself, having all elements in the upper right-hand quadrant is a positive result.

Within the quadrant, questions regarding ISAs are shown to have high importance but relatively low satisfaction. We saw earlier that satisfaction was lower for ISAs. Figure 16 confirms this, while also showing that ISAs are very important to budget development. This indicates that ISAs are a possible area for improvement.

The bullet with highest importance is “clear budget deadlines,” which also has relatively high satisfaction. Some of the questions regarding Budget Office efforts are clustered at relatively high importance and satisfaction, implying that Budget Office efforts are meeting expectations.

Figure 16: Importance v. Satisfaction

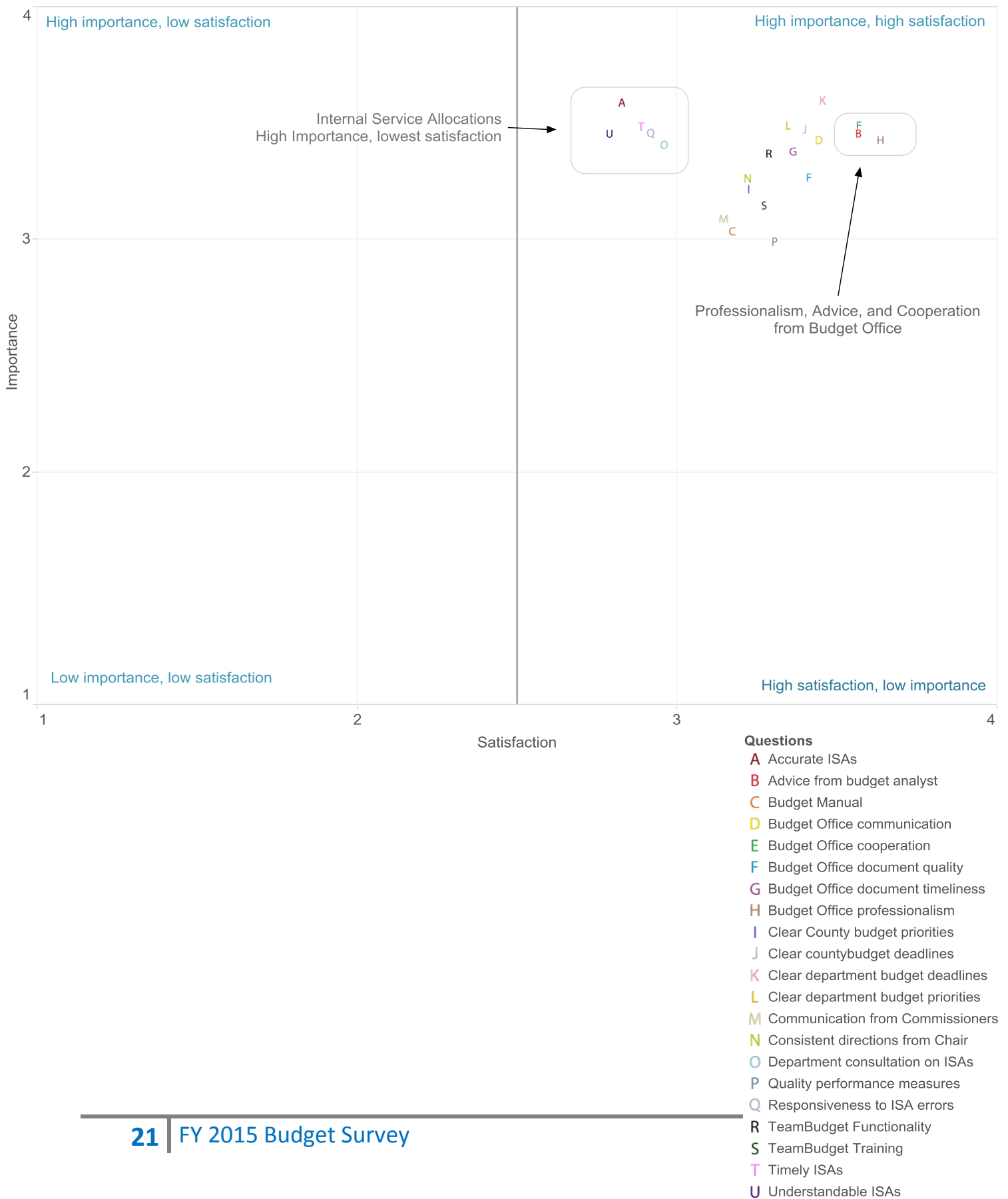
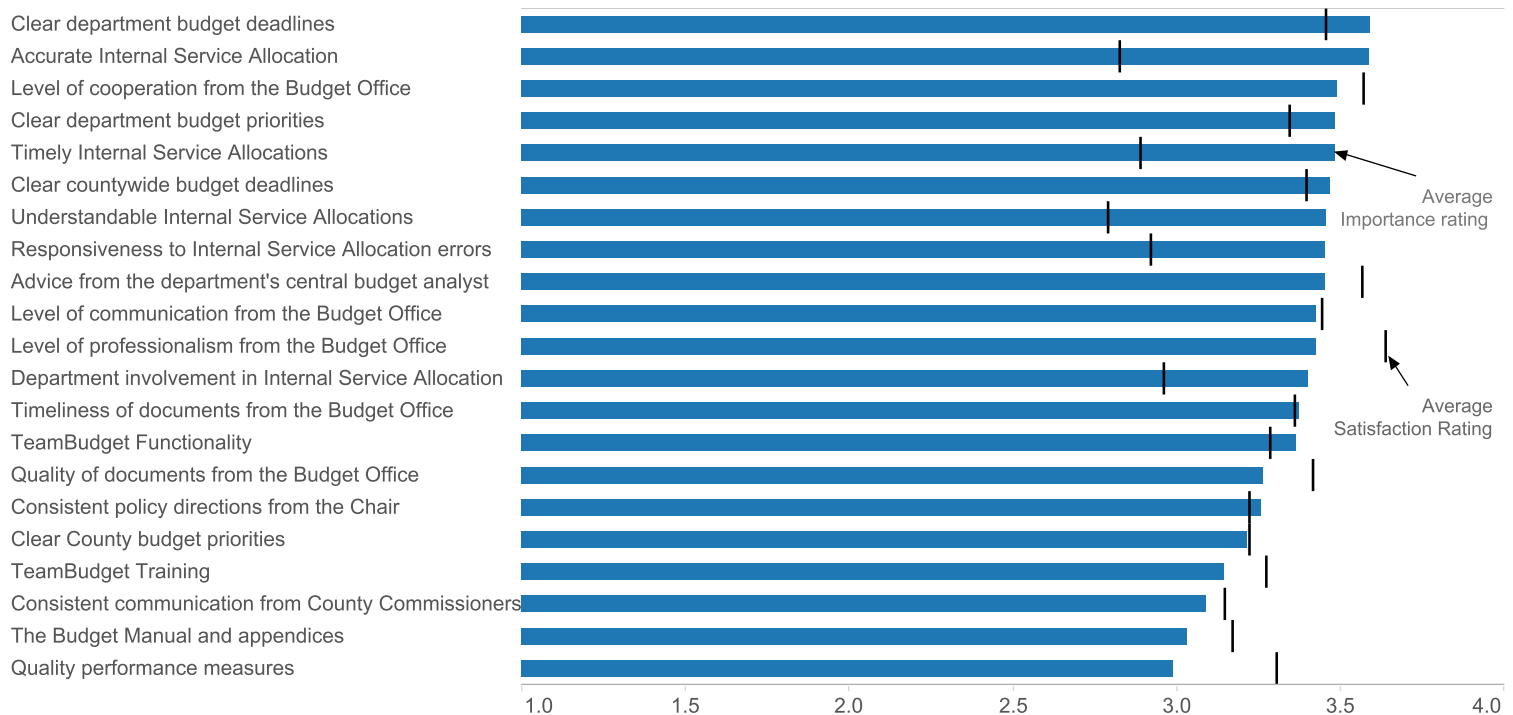


Figure 17 provides another view of importance versus satisfaction, highlighting the “gaps” between importance and satisfaction for each budget element. Satisfaction and importance were both measured using a four-point scale, and averages for both satisfaction and importance were calculated using these scales. Ideally, scores for satisfaction and importance would be relatively equal.

With the exception of “cooperation from the budget office,” the top five most important budget elements all have satisfaction “gaps.” This indicates that emphasis should continue to be made in these areas. Conversely, the five elements with lowest importance have satisfaction “surpluses,” where satisfaction with that element outweighs the importance of that element. While a satisfaction surplus could be interpreted as exceeding expectations in those areas, it could also indicate elements that are a low priority for improvement efforts.

Figure 17: Importance and Satisfaction Gaps



Importance Scale: 1 = Not Important, 4 = Very Important

Satisfaction Scale calculated based on level of agreement to statements regarding each budget element, with a scale of 1 = Strongly Disagree to 4 = Strongly Agree.

Conclusion

Despite a unique budget year, with changing leadership and a new budget system, responses to the FY 2015 Budget Survey were primarily positive. Many people felt that both department and countywide processes had improved over the previous year, 60% of respondents felt that TeamBudget was an improvement over past systems, and over 90% of respondents felt that the Budget Offices efforts were either good or excellent. However, some improvements to Internal Service Allocations and TeamBudget may be warranted over the next year.

Methodology

The annual budget survey was launched on July 9, 2014 and was open to responses for 2.5 weeks. Data analysis and reporting was done by the Budget Office. There were 199 responses out of 332 people surveyed, for a response rate of 60%.

Several changes were made to the FY 2015 survey. The survey was redesigned so that the questions followed the flow of the actual budget processes in Multnomah County, starting with a new section on policy direction from county leadership. In consultation with the Department of County Assets, we edited and expanded questions on Internal Service Allocations in order to get more actionable feedback. We then added a survey section on department budget processes, and asked about overall satisfaction with the budget process separately for the department process and the countywide process. Two questions on Budget Office Efforts that were determined to be redundant were removed. A FY 2014 question on the clarity of the budget manual was expanded to include other budget resources and evaluate both the rate of use and the quality of each resource. We also added a section on TeamBudget training and

functionality. Finally, respondents were asked to rate the relative importance of each element of the budget mentioned in the survey, on a scale of 1 (Not Important) to 4 (Very Important). A full set of questions is available in the appendix.

The sections on Policy Direction, Internal Service Allocations, and Budget Office efforts were analyzed both by individual question and by a calculated scale. Scales for each section were created by taking the mean of all responses to all questions in that section, excluding non-responses. All three of the calculated scales and the two satisfaction measures were tested for difference by functional area and role in the budget process, using One-Way Analysis of Variance (ANOVA) test at a 95% confidence level. For this testing, responses to the question on “role in the budget process” were grouped as shown in Table 1 in order to create large enough groups for analysis. For both budget role and functional area, some responses in the “Other, please specify” category were moved into the appropriate demographic group by the analyst.

There was no significant difference in any score by role in the budget process.

Table 1: Demographic Groupings

Option listed in Survey	Group used for Analysis
<ul style="list-style-type: none">• Board Member or Board Staff• Other Elected Official or Department, Agency or Division Direction	County Leadership
<ul style="list-style-type: none">• Budget/Finance Manager• Budget/Finance Analyst	Department Budget or Finance Staff
<ul style="list-style-type: none">• Program Manager or Line Staff	Program Managers or Line Staff
<ul style="list-style-type: none">• Other, Please specify	Other (Some responses sorted into other areas Other group too small to analyze).

Appendix A: Questions (in survey order)

Policy Direction (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree)			
Question	N (number of responses)	Number of N/A Responses	Mean
The County's budget priorities were clear.	198	27	3.22
Policy directions from the Chair were consistent throughout the budget process.	199	42	3.22
Communication between the Board and departments was consistent throughout the budget process.	198	49	3.15
Please tell us any additional comments about policy direction from the Chair or the Board	16	—	—
Internal Service Allocation (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree)			
Question	N (number of responses)	Number of N/A Responses	Mean
My department was consulted about our Internal Service Allocation.	195	90	2.96
I understood how Internal Service Allocations were calculated for my department.	196	75	2.79
Internal Service Allocations were made available in a timely manner.	195	76	2.89
Internal Service Rates were accurate for my department.	193	93	2.83
Any questions about my department's Internal Service Allocation were addressed in a timely manner.	195	93	2.92
Please tell us any additional comments about Internal Service Allocations	30	—	—

Department Budget Preparation (1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree)			
Question	N (number of responses)	Number of N/A Responses	Mean
My department's internal budget timelines were clearly communicated.	196	10	3.46
My department's budget priorities were clear.	196	13	3.35
My department's program offers adequately described the essential components of the program.	196	15	3.44
My department's program offers used quality performance measures.	196	15	3.31
On a scale of 1 to 10, please rate how satisfied you are with your department's overall FY 2015 budgeting process. <i>(1 = Extremely Dissatisfied, 10 = Extremely Satisfied)</i>	190	-	7.46
Compared with last year, my department's budget process was: <i>(Better, Worse, About the Same)</i>	196	31	-
<ul style="list-style-type: none"> If different or worse, please tell us why: 	29	-	-
Countywide Budget Process			
Question	N (number of responses)	Number of N/A Responses	Mean
The milestones and delivery dates to develop the budget were clearly posted. <i>(1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree)</i>	195	20	3.40
How Helpful are the following Resources <i>(1 = Not Helpful, 2 = Somewhat Helpful, 3 = Moderately Helpful, 4 = Very Helpful, 0 = I did not use this resource)</i>			
<ul style="list-style-type: none"> Budget Manual and appendices 	190	45	3.17
<ul style="list-style-type: none"> Budget Office website 	189	44	2.99
<ul style="list-style-type: none"> TeamBudget Trainings 	191	35	3.12
<ul style="list-style-type: none"> TeamBudget Handouts 	189	36	3.14
<ul style="list-style-type: none"> Department "Budget Rodeos" 	189	73	2.94
<ul style="list-style-type: none"> Presentations to department leadership teams/Operations Council 	186	100	3.09

Please tell us any additional comments about the Budget Manual or other resources	16	-	-
Please Rate the Budget Office's Efforts on the following statements (1 = Poor, 2 = Fair, 3 = Good, 4 = Excellent)			
• The quality of the documents you received from the Budget Office.	193	67	3.42
• The timeliness of the documents you received from the Budget Office.	193	68	3.36
• The level of communication you received from the Budget Office.	193	60	3.45
• The level of professionalism you received from the Budget Office.	193	62	3.64
• The level of cooperation you received from the Budget Office.	193	68	3.57
• The advice you received from your department's central budget analyst.	191	55	3.57
Please tell us any additional comments about the performance of the Central Budget Office	21	-	-
On a scale of 1 to 10, please rate how satisfied you are with the overall FY 2015 countywide budget process. (1 = <i>Extremely Dissatisfied</i> , 10 = <i>Extremely Satisfied</i>)	185	-	7.40
Compared with last year, the County's budget process was: (<i>Better, Worse, About the Same</i>)	193	34	-
TeamBudget			
Question	N (number of responses)	Number of N/A Responses	Mean
I was aware that training for TeamBudget was available. (1 = <i>Strongly Disagree</i> , 2 = <i>Disagree</i> , 3 = <i>Agree</i> , 4 = <i>Strongly Agree</i>)	168	17	3.48
TeamBudget trainings prepared me to create my budget in TeamBudget. (1 = <i>Strongly Disagree</i> , 2 = <i>Disagree</i> , 3 = <i>Agree</i> , 4 = <i>Strongly Agree</i>)	186	54	3.27

For the following program offer sections, please note whether your experience in TeamBudget was better, worse, or about the same as your experience building a program offer with past systems (the Webtool, Excel, etc.) (Better, Worse, About the Same)			
• Narrative	193	63	2.32
• Performance Measures	193	67	2.34
• Expenditures and Revenues	191	102	2.35
• Balancing Funds	192	115	2.34
• Positions	193	105	2.31
• Pulling summary information (TeamBudget Reports)	191	100	2.46
If different (better or worse), please tell us why:	30	-	-
Overall, compared to the old budget systems (Webtool, Excel, etc.) TeamBudget is: (Better, Worse, About the Same)	189	49	-
Did you use a system other than SAP or TeamBudget to build your budget? (Yes/No)	179	-	-
Importance (1 = Not Important, 2 = Somewhat Important, 3 = Very Important, 4 = Essential)			
Question	N (number of responses)	Number of N/A Responses	Mean
Clear County Budget Priorities	188	27	3.21
Consistent policy directions from the Chair	188	31	3.26
Consistent communication from County Commissioners	187	38	3.09
Department involvement in Internal Service Allocation	187	62	3.40
Timely Internal Service Allocations	187	60	3.48
Understandable Internal Service Allocations	188	53	3.46
Accurate Internal Service Allocation	188	54	3.59
Responsiveness to Internal Service Allocation errors	186	59	3.45
Clear department budget deadlines	186	15	3.59
Clear department budget priorities	188	19	3.49
Quality performance measures	187	19	2.99
Clear countywide budget deadlines	188	15	3.47
The Budget Manual and appendices	187	27	3.03
Quality of documents from the Budget Office	187	29	3.26

Timeliness of documents from the Budget Office	187	29	3.38
Level of communication from the Budget Office	186	32	3.42
Level of professionalism from the Budget Office	186	32	3.42
Level of cooperation from the Budget Office	186	31	3.49
Advice from the department's central budget analyst	186	29	3.45
TeamBudget Training	186	26	3.15
TeamBudget Functionality	186	26	3.37
Demographic Questions			
Please identify the functional area which most accurately encompasses your work	182	—	—
<ul style="list-style-type: none"> • Health and Human Services • Public Safety • General Government • Other, please specify 	-	-	-
Please identify the role which most accurately describes your responsibilities	185	-	-
<ul style="list-style-type: none"> • Board Member or Board Staff • Other Elected Official or Department, Agency, or Division Director • Budget/Finance Manager • Budget/Finance Analyst • Program Manager or Line Staff • Other, please specify 	-	-	-