

Budget
Preparation
Manual

FY
2019

December 15, 2017
Version 1.0

Multnomah County
Budget Office

Budget Office Staff:

Jackie Arbour

Adam Brown

Shannon Gutierrez

Ching Hay

Mike Jaspin

Dianna Kaady

Ashlye Manning

Mike Paruszkiewicz

Jeff Renfro

Chris Yager

Table of Contents

Section 1: Budget Overview and Resources

Introduction	1
Financial Context for Budget Policy Decisions	1
Policy Direction from the Chair’s Office	2
Department General Fund Allocations	4
State Starting Point	4
What's New	5
Key Reminders	6
Multnomah County Budget Process	8
How to Use This Manual	9
Budget Process and Questica Documents	10
Budget Calendars	11
Budget Trainings	12
Budget Office Contacts	12
Indirect Rates	13
Internal Service Allocations	13
Budget Submission Checklist	14

Section 2: Department Requested Budget Part A: Budgeting in Questica

Introduction	16
Program Offers 101	16
What Makes a Good Program Offer?	16
Scaling Programs	17
Program Offer Creation in Questica	18
Starting Point	18
Finding a Program Offer Document	18
Preparing Program Offer Documents	20
General Document Information	20
Program Offer Name and Number	20
Documents	20
Notes	21
Program Offer Details	21
Program Contact	21
Program Offer Types	22
Related Program Offers	23
Program Characteristics	24
Executive Summary	28
Program Description	29
Legal and Contractual Obligations	29
Explanation of Revenues	30
Last Year this Program Was	31
Significant Program Changes	32
Performance Measures	33
Entering Performance Measures	33
Performance Measure Types	34

Table of Contents

Performance Measure – Description	35
Performance Measure Reporting	36
Reviewing Program Offers	37
Budget Detail: Expenditures, Revenue, and Position Allocations.....	40
Entering Expenditures and Revenues.....	40
Entering Multiple Lines of Data	43
Importing and Exporting Expenditures and Revenues	43
Contracted Services.....	43
Contracted Services Report.....	44
Costing and Allocating Positions	45
Authorized Positions	45
Position Costing	45
Assumptions behind Position Costs	46
Types of Positions	47
Update or Change Positions	47
Allocating Positions to Program Offers	48
Position List Report.	49
Where are Position Costs?	50
Allocating Positions to Multiple Cost Objects or Program Offers.....	50
Under/Over Allocated Positions	51
Vacant Positions and Manual Adjustments to Position Costs.....	52

Section 3: Department Requested Budget Part B: Accompanying Documents

Budget Submission Documents	54
Department Narratives	54
Department Overview	54
Budget Overview.....	55
Successes and Challenges	55
Diversity and Equity.....	55
Budget by Division Table.....	55
Division Narrative.....	56
Current Year Estimate (CYE).....	56
History Crosswalk.....	58
Department Director’s Transmittal Letter	59
Bed Inventory.....	60

Section 4: Preparing the Proposed Budget: Budget Adjustments

Budget Adjustments.....	63
Budget Adjustment Documents Overview	63
Preparing Budget Adjustment Documents	64
General	64
Documents and Notes	64
Adjustment Description	64
Expenditures and Revenues	65
Adding Indirect, Risk Fund, and Internal Services.....	66

Table of Contents

Contracted Services.....	66
Position Allocations.....	66
Editing Narrative and Performance Measures	67
Adding a New Program Offer.....	68
Adding a Program Offer that was Created but Never Submitted.....	68
Remove a Program Offer	69
Budget Adjustment Reporting	69
Include Department Submit Parameter	70

Section 5: Preparing the Adopted Budget: Budget Amendments

Budget Amendments	72
10% Rule	72
Amendment Types	72
Board Amendments	72
Program Amendments.....	73
Technical Amendments	73
Staffing Amendments.....	73
Revenue Amendments	74
Carryover Amendments.....	74
Budget Amendment Documents Overview	74
Preparing Budget Amendment Documents.....	75
General Information.....	75
Program Offer Amendment Section.....	75
Expenditures and Revenues	76
Adding Indirect, Risk Fund, and Internal Services.....	77
Contracted Services.....	77
Position Allocations.....	77
Editing Narrative and Performance Measures	77
Adding a New Program Offer	78
Adding a Program Offer that was Created but Never Submitted.....	78
Remove a Program Offer	79
Amendment Reporting	79
Include Department Submit.....	80

Section 6: Changes after Adoption: Budget Modifications

Formal Budget Modifications (Budmods).....	82
Internal Budget Modifications	83
Contingency Requests.....	83
Notices of Intent (NOI) to Apply for Grants.....	83
Supplemental Budget.....	83

Appendix A: Cost Element Definitions

Expenditures	85
Personnel Costs.....	85
Direct Materials & Services.....	91

Table of Contents

Internal Service Reimbursements & Cash Transfers.....	100
Table of Commonly Used ISR Cost Elements	100
Revenues	105
Restricted or Program Revenues: Grants & Contributions.....	105
Restricted or Program Revenues: Fees & Charges for Services.....	108
Unrestricted or General Revenues: Taxes	111
Other Revenues.....	113

Appendix B: Performance Measurement

Introduction to Performance Measurement	117
Developing Performance Measures.....	118
Performance Measurement Challenges	119

Appendix C: Style Guide

Style Guide	123
Multnomah County Specific Guidelines.....	123
General Style Guidelines	123

Appendix D: Questica Reports

Reports in Questica	128
Aggregate Reports.....	128
Contract Services Report	128
Exp/Rev Detail for Excel – All Stages	128
Exp/Rev Detail for Excel – Current State	128
Position Allocations by Program Offer for Excel – Current State	129
Position List	129
Performance Measures by Program Offer	129
Position Over/Under Allocation.....	129
Program Offer Report – Multiple Officers	129
Individual Document Reports.....	130
BudMod APR.....	130
BudMod Exp/Rev/FTE.....	130
Budget Adjustment Detail Report – Contextual	130
Amendment Detail Report	130
Program Offer Report Contextual.....	130

Section 1

**FY 2019 Budget Overview and
Resources**

Introduction

The Budget Manual is a guide to assist Multnomah County departments with budget development. It provides important budget policy information and step-by-step instructions on how to build and submit a department budget in Questica, the County's budgeting software.

Please remember that updates and changes may occur during the budget process. In order to keep departments informed of any changes, the Budget Office uses email communications, website updates (www.multco.us/budget), and direct person-to-person communication.

Financial Context for Budget Policy Decisions

While the Portland metropolitan area economy continues to be robust and local employment is at record levels, the County will be unable to cover the cost of current General Fund services in the coming years. This long anticipated situation results from faster labor cost growth and slower revenue growth due to the structure of our property tax system.

Specifically, for FY 2019, the County should be able to just cover current service levels. However, costs will outpace revenues by \$5-\$10 million a year in the following years. As a result of this structural deficit, over the next 5 years, \$25-\$30 million in new revenues will need to be found, ongoing program reductions will need to be made, or there will need to be some combination of the two.

The County's labor cost growth is driven by higher inflation/COLA adjustments, higher PERS costs, modest medical/dental cost increases, and labor contracts settling above the status quo. On the revenue side, constitutional property tax limits, "bottomed-out" property tax compression, and the plateauing of our economically sensitive revenues (business income taxes and motor vehicle rental taxes) result in slower, but steady revenue growth.

The result is that the County will be unable to sustain any additional or expanded programs in FY 2019 and will be working to position itself as best as possible to address forecasted budgeted deficits.

As usual, there are a number of uncertainties. The County has open labor contracts with roughly 82% of the County's workforce. At the State level, funding should be stable in FY 2019 because we are mid-biennium, but measures on the January ballot, including Measure 101, could significantly impact the County and the people it serves.

At the Federal level, there is also uncertainty. The significant tax policy changes working their way through Congress and the various policy,

FY 2019 Budget Overview and Resources

Policy Direction from the Chair's Office

regulatory, funding, or legal changes coming from the current Administration and Congress could all affect County funding.

The challenge for the County in preparing its FY 2019 budget will be to provide for services today and address the usual uncertainty at the State and Federal levels, all while maintaining financial resiliency in preparation for budget shortfalls and for the next recession.

To provide the Chair with flexibility and options, departments will be asked to submit General Fund budgets that reflect a 2% reduction from current service levels as a starting point. Departments should also expect significantly less one-time-only funds and that those funds will be directed towards capital needs and reducing future operating costs.

For reference, the full FY 2019 General Fund forecast can be found at <https://multco.us/budget/economic-forecasts-and-revenue-information>.

General Fund Allocation – The Chair is asking *all* departments and offices to submit General Fund budgets that reflect a **2% reduction** from current service level budgets as a starting point.

Additional, New, Ongoing Funds and Backfill of Grants – Departments should focus on accomplishing their goals with existing resources or by reallocating within existing resources. Potential requests should be limited and discussed with the Chair's Office and the Budget Office at the January check-in. *These instructions also apply to backfilling grant funds with General Fund.*

Department-requested Internal Service Additions – Departmental requests to add additional internal services from DCA will be treated similarly to requests for additional General Fund resources. These items, and plans to financially support them, should be included in discussions with the Chair's Office.

One-Time-Only Requests – Requests for one-time-only General Fund resources should be limited and discussed with the Chair's Office and Budget Office at the January check-in or sooner. Departments should clearly identify all ongoing costs, including costs for maintenance, staff, and licenses. These items, and plans to financially support them, should be included in discussions with the Chair's Office.

Restoration of Proposed Reductions – Departments may request restoration of reductions made in order to meet the 2% constraint. These

FY 2019 Budget Overview and Resources

requests should be in scaled program offers that are separate from the main program offer and marked out-of-target (page 17).

(Note: Departments are not required to provide scaled offers for every reduction, but will be asked as part of the January check-in how the 2% General Fund reduction was met.)

All of the above should be documented in the department's transmittal letter (page 59).

COLA for General Fund Human Services Contractors – 3.5% for FY 2019

This COLA is included in the materials and supplies inflation rate in the General Fund constraint.

Department General Fund Allocations

The Budget Office provides General Fund Allocations to departments on December 15, 2017 as part of the “Big Release,” when budget submission materials are made available to departments.

General Fund Allocations

Departments are being asked to reduce their General Fund budgets (including Video Lottery funds) by 2% for FY 2019. Below are some general principles to keep in mind when developing the budget:

1. Preserve direct services.
2. Re-examine what programs do in light of the County’s core mission and the County’s financial outlook.
3. Look for innovative ways to do business.
4. Avoid changes that reduce revenues.
5. Resist the temptation to be overly optimistic about revenues.
6. Avoid one-time-only solutions to bridge into the next year.
7. Consider the effect of budget decisions on workforce, morale, safety, and recruitment/retention.
8. Consider collaboration with other departments.

Reductions may not be taken in:

- Internal services: Internal services often change when programs change (e.g. if an office closes, facility expenses are reduced). Coordinate changes with Internal Service providers and the Budget Office.
- Calculated personnel costs: Labor agreements govern employee salary and benefits and cannot be changed. FTE counts may be increased or decreased.

State Starting Point

Use the current State budget as a starting point for budgeting state-funded programs. Because we are at a midpoint in the biennium, minimal changes are expected to current funding levels. If you believe a different baseline is more appropriate, please discuss with the Budget Office.

A few notes about State funding:

- **Be pragmatic about revenues.** For information on the State’s economic condition, read their blog oregoneconomicanalysis.com/ or forecast site www.oregon.gov/DAS/OEA/pages/forecastcorev.aspx.
- **Document assumptions.** Explain the assumptions used for major revenue sources (page 30) and include a description of assumptions in the department transmittal letter (page 59).

What's New

- **Document significant changes.** Explain major changes in State funding and how they impact program operations and outcomes. Include this information in the department transmittal letter (page 59).

Ongoing Labor Contract Negotiations – Negotiations are ongoing with labor unions representing roughly 82% of the County's workforce, which invariably creates some uncertainty about final personnel costing for FY 2019, but also FY 2018. Open or unratified labor contracts include:

- AFSCME Local 88
- Corrections Deputy Association (MCCDA) – Tentative Agreement
- Oregon Nurses Association (ONA) – Market Adjustment Settled
- Federation of Oregon Parole and Probation Officers (FOPPO)
- Deputy Sheriff's Association (MCDSA)
- Prosecuting Attorney's Association (MCPAA)

The FY 2019 labor costing in Questica includes an assumed 3.5% COLA across all bargaining units, unless an agreement has been reached otherwise. (Questica has been updated to reflect all contract terms settled as of December 15, 2017.) If contract negotiations result in significant deviations from assumed costing, the Budget Office will facilitate a process to address impacts.

Multco Align/Workday – Implementation of Workday and the other components of Multco Align continues with a planned Workday go-live date of July 1, 2018. Despite the upcoming transition from SAP, departments should prepare budgets based on our current accounting structure, with the exception of any department-level cleanup that is underway or already implemented. Following the adoption of the FY 2019 budget and Workday go-live, the Budget Office will work with departments to "crosswalk" and upload budgets into Workday. Departments should not make any assumptions about Workday-related changes to accounting structures and/or attempt to build budgets based on such assumptions.

Multco Align/Workday Rate "Credit" – The FY 2018 Multco Align cost allocation was based on a full year of debt payments. However, due to the timing of bond issuance, the County will only make a partial-year debt payment. The resulting FY 2018 "savings" of \$1.6 million will be credited back to departments as a reduction in FY 2019 internal service costs at \$329 per FTE (based on the same FTE count used for the FY 2018 charge). Departments should use this one-time-only savings to fund Workday implementation support costs, such as temporary or limited duration staffing, and include these plans in discussions with the Chair's Office. (See the Budget Office website for the total credit by department.)

FY 2019 Budget Overview and Resources

Budget Kick Off – Join us on December 15th at 1:30 pm in Multnomah Building Room 126 for the FY 2019 Budget Kick-Off. This meeting is your chance to learn about financial context for the upcoming budget year, hear about new items for FY 2019, and ask any budget-related questions.

COLA and Contracted Services – Department General Fund allocations include an assumption of a 3.5% COLA increase for contracted services. For consistency across the County, departments should pass this amount onto contractors as applicable. However, the County is ultimately buying services, and the cost of those services may increase at a faster or slower rate than the COLA. When departments plan increases, they should focus on paying a fair price for services and understanding what the County is buying. Lastly, the COLA is only an estimate for budgeting purposes. The final COLA given to contractors may need to be adjusted based on the actual CPI/COLA.

New Cost Elements – General Ledger added new cost elements for budgeting interfund loan expense and revenue:

- **50325 – Internal Loan Proceeds (Revenue)** – Use this cost element to record initial Board approved internal loans between funds, for the fund **receiving** the loan at origination (page 115).
- **60565 – Internal Loan Remittances (Expenditures)** – Use this cost element to record initial Board approved internal loans between funds, for the fund **providing** the loan at origination (page 104).

Key Reminders

Style Guide – This year the Budget Manual includes a new appendix with a list of some common style formats to use when writing program offers and other budget documents (page 123).

Scaling program offers – When submitting program offers as out-of-target, please ensure that the program offer is “stand-alone,” meaning that no other programs will be affected if the program is not selected. For example, do not split FTE across in target and out of target program offers.

Calculating Indirect – In 2017, the County began charging indirect rates only on personnel related expenditures. Materials and Services will not be charged an indirect rate. If a grantor agency only allows a fixed amount or a maximum percentage indirect cost rate, departments should split the recoverable amount equally between central and departmental indirect. (This reflects an anticipated change to the County Budget and Financial Policies based on Workday functionality).

FY 2019 Budget Overview and Resources

Using the “Description” field in Questica – There are multiple ways to document budget details, assumptions, notes, and reminders in Questica. The easiest and most visible is the “Description” field located in the Operating Changes grid. This is a required field for:

- Contracted services (page 43)
- Budgeting for other internal services (page 103)
- Budgeting for cash transfers (page 104)
- Manual adjustments to position costs (page 52)

The description field is also recommended for:

- Delineating costs for distribution and records in cost center 60460 (page 103).
- Enhanced Services for Facilities (page 102).

The Fee Schedule – The fee schedule is a comprehensive list and description of the fees charged in the County (note: some exceptions may occur, e.g. the Health Department’s clinical fees for service). The final fee schedule is posted at multco.us/budget. **The Budget Office will send out due dates and templates for the fee schedule in January 2018.**

The Budget and Workday – As with SAP, there are two key areas where the budget and Workday will intersect:

- **Workday Upload** – After the budget has been adopted by the Board, it will be uploaded by the Budget Office and maintained as the legal budget in Workday. Please note that the FY 2019 upload will require coordination between departments and the Budget Office to “crosswalk” budgets to the Workday accounting structure.
- **Downloading Actuals from Workday to Questica** – Actuals are imported to Questica on a regular basis. When importing actuals, any cost objects not in Questica will be created by the Budget Office. Actuals are imported by cost object/cost element at the summary level.

The Budget Office is here to help! If you have a question, please don’t hesitate to call. <https://multco.us/budget/contact-us>

Multnomah County Budget Process

Multnomah County's Board of Commissioners adopts an annual budget to plan for the effective delivery of services to its citizens and to responsibly manage the public resources that support these services. The Multnomah County budget process has five major stages:

Phase I – Department Requested (Mid-December to Mid-February)

Departments prepare and submit budget requests.

Phase II – Chair's Proposed (Mid-February to Mid-March)

The Chair reviews department budgets and develops the Chair's Proposed budget.

Phase III – Approved (March to May/June)

The Board of Commissioners approves the Chair's Proposed budget. (Approval is necessary for discussion on the budget to begin).

Phase IV – Adopted budget (May/June)

After deliberation, work sessions and public hearings, the Board adopts the budget. During deliberation of the budget, the Board can request changes through budget amendments. The Board can also request budget notes, which document policy discussions and decisions during work sessions. Budget notes are published as part of the Adopted budget document.

Phase V – Revised budget (July 1st to June 30th)

As soon as the budget is adopted, any changes to the budget must be approved by the Board using the budget modification process.

How to Use This Manual

Note: Department budget submissions are due in February. The budget submission has two components – building the budget in Questica and completing accompanying documents.

The budget is a plan for how departments anticipate spending funds in the upcoming fiscal year. This document provides guidance for preparing the necessary parts for each stage of the budget process. For questions regarding this manual or preparing your budget, please contact your budget analyst (page 12).

This document is split into six sections: an overview, policy and resources section and five sections that correspond with the phases of the County budget process.

Section 1: Budget Overview and Resources – Provides an overview of the budget process and key policy information – this section changes from year to year and provides important deadline information (current section).

Section 2: Preparing the Department Requested Budget Part A: Budgeting in Questica – Instructions for entering expenditures, revenues, and position allocations into Questica and submitting documents to assist with building the narrative portions of the budget book (page 15).

Section 3: Preparing the Department Requested Budget Part B: Accompanying Materials - Instructions on creating non-Questica related materials needed to finish a department budget submission. Documents include department narratives, current spending year estimates, budget history crosswalk, director’s transmittal letter, and bed inventory (page 53).

Section 4: Preparing the Proposed Budget – Instructions for using budget adjustments to create the Proposed budget (page 62).

Section 5: Preparing the Adopted Budget – Instructions for using budget amendments to create the Adopted budget (page 71).

Section 6: Changes after Adoption – Instructions for using budget modifications to update the budget after adoption (page 81).

FY 2019 Budget Overview and Resources

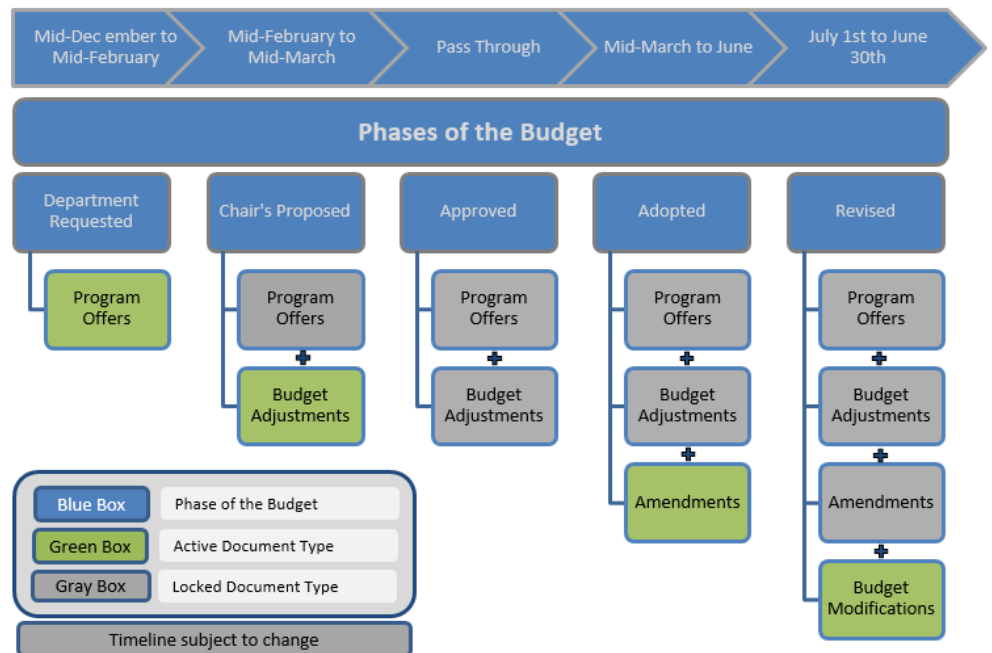
Budget Process and Questica Documents

The County uses Questica budgeting software to prepare the budget. Each phase of the budget includes a corresponding “document” in Questica that we use to enter budget information.



This is a program offer document in Questica. Other Questica documents include budget adjustments, amendments, and modifications.

The first budget phase is built by departments using program offer documents. As we move through each stage of the process, the County makes changes to the budget that must be approved by the Chair and/or the Board of County Commissioners. When a change is needed, departments create new Questica documents to combine with the documents from previous stages; this is how the budget is built and how we maintain a record of what changes have happened during the process.



Details on how to create each of these Questica documents are in sections 2 through 6.

FY 2019 Budget Overview and Resources

Budget Calendars

Budget creation is a combination of many interdependent processes, from Board work sessions to each department’s internal procedures and timelines. The calendars below describe major budget milestones, budget process technical tasks, and Board work sessions. All the dates shown are subject to change, so please check the Budget Office website for updates.

Major Milestones

- November 9 General Fund Forecast
- December 15 “Big Release” of Budget Materials
- February 16 Department Submitted Budget Due
- April 26 Chair’s Executive/Proposed Budget Released
- May 23 Tax Supervising & Conservation Commission Hearing
- May 31 Budget Adopted

Budget Process Technical Calendar *(subject to change)*

Month	Date	Description
November	9	General Fund Forecast
December	15	Big Release
	15	Budget Kickoff Presentation
	12/18-1/08	Questica Training
January	1/22-2/2	Chair Meetings with Departments #1
February	5	History Crosswalk Files Due to Budget Office
	16	Departments Submitted Budgets Due
	23	Program Offers Posted to Web
March	5-9	Chair Meetings with Departments #2
	5	Budget Adjustments Open in Questica
	13	General Fund Forecast Update
	16-21	Chair Meetings with Departments #3
	23	Chair Decisions Finalized
April	30	Budget Adjustments/Program Offer Narratives Due
	6	Department/Division Narratives Due
	26	Chair’s Proposed Budget Released
	30	Budget Amendments Open in Questica
May	11	Department Only Amendments Due
	22	Department Amendments Presented to Board
	23	TSCC Hearing
	31	Budget Adoption
June	8	Technical Cleanup/Program Offer Narratives Due
	15	Department/Division Narratives Due
	30	Budget Document Complete/Workday upload TBD

FY 2019 Budget Overview and Resources

Budget Work Sessions and Hearings

Four to six weeks of budget work sessions and public hearings are scheduled prior to adopting the budget. Work sessions are open to the public but no public testimony is taken. Public hearings are open to the public and testimony is taken.

Work sessions are typically designed around three service areas: General Government, Public Safety, and Health and Human Services. Work sessions are scheduled by the Board Clerk; details available online at http://multnomah.granicus.com/ViewPublisher.php?view_id=3.

During work sessions, Board members can introduce budget amendments (page 72) and budget notes (page 8). For more information on these parts of the budget process, please contact your budget analyst (see below).

Google Calendar

The Budget Office maintains a countywide Google Calendar for budget milestones and tasks: multco.us/budget/calendar.

Budget Trainings

Narrative and Performance Measures – learn to create program offer narrative and performance measures, bookmark program offers, and run reports.

Budget Analyst Refresher – training for users familiar with Questica, which offers a refresher on entering expenditures, revenues, and position allocations.

More information available at: <https://multco.us/budget/fy-2019-questica-training-registration-and-resources>.

Individual assistance is always available from the budget office analysts.

Budget Office Contacts

Each County department has a Central Budget Office analyst who is responsible for helping departmental staff prepare department budgets and analyzing departmental budgets for the Chair and Commissioners. Analysts can assist with questions about the budget process or Questica.

Budget Office Assignments multco.us/budget/contact-us

<u>Name</u>	<u>Title</u>	<u>Assignment</u>	<u>Ext.</u>
Mike Jaspin	Budget Director		87696
Adam Brown	Sr. Budget Analyst	DA, Non-D, Budget Production	87987
Ashlye Manning	Sr. Budget Analyst	MCSO, Questica	88283
Ching Hay	Sr. Budget Analyst	DCA, DCM	87988
Chris Yager	Sr. Budget Analyst	DCJ, DCS, Budget System, Special Projects	87581
Dianna Kaady	Admin Analyst	Admin Services and Public Notices	87967
Jackie Arbour	Sr. Budget Analyst	DCHS, Joint Office	80583
Jeff Renfro	Principal Analyst	Library, Forecasting	89788
Mike Paruszkiewicz	Sr. Budget Analyst	Health, Questica	87951
Shannon Gutierrez	Principal Analyst	Questica, Workday, Operations	87989

FY 2019 Budget Overview and Resources

Indirect Rates

Rates are available here: <https://commons.multco.us/general-ledger/fy19-indirect-cost-rates-and-countywide-cost-allocation-plan>. For more information, see multco.us/finance/cost-allocation-plans. The full indirect cost allocation plan will be published near the end of December.

Internal Service Allocations

Internal service allocations will be published on December 15, 2017 at <https://multco.us/budget/fy-2019-county-assets-cost-allocations>.

Internal services [Fleet, Facilities and Property Management, Records, Distribution, and Information Technology (including Telecommunications)] are funded through service reimbursement revenue credited to Internal Service Funds. The Department of County Assets prepares internal service allocations for departments and County departments and agencies use these allocations in creating their budgets.

Internal service providers are responsible for meeting with departments to discuss levels of service, the department's needs for the upcoming year, and how costs are allocated to departments. If departments budget an internal service in an amount that is different than the allocation sheets provided by Internal Service providers, document the differences and discuss them with the providers and the budget analyst.

There is only one publication date for internal service allocations. However, in some situations there may be additional changes during the Chair's Proposed budget development.

Cost element descriptions in **Appendix A** (page 100) provide extended detail on where to budget for Internal Service costs.

For questions regarding Internal Services, email dca.budget@multco.us.

Budget Submission Checklist

In addition to building the budget in Questica (page 16), each department will submit a package of documents via email to their budget analyst. See below for the complete list of materials necessary for budget submission.

Budget Submission Checklist

By February 5, 2018

- Final History Crosswalk for program offers – p. 58

By February 16, 2018

- Department Director's Transmittal Letter (Word or PDF) – p. 59
- Program offers promoted to Budget Office Review (Questica) – p. 52
- Department/Division Narratives (fillable PDF forms) – p. 54
- List of program offers by division (Excel or Word) – p. 55
- Verify vendor names – Contracted Services report (Questica) – p. 43
- Verify descriptions for Other ISR's (Questica) – p. 103
- Verify descriptions for Cash Transfers (Questica) – p. 104
- FY 2018 Current Year Spending Estimates (Excel) – p. 56
- FY 2019 Bed Inventory (Excel)¹ – p. 60

¹ The Chair's Office requested information on the beds the County is proposing to provide in FY 2019. At this time, only the Health department, Community Justice, the Sheriff's Office and County Human Services need to include a bed inventory.

Section 2

Department Requested Budget Part A: Budgeting in Questica

Dept. Requested Budget Part A: Budgeting in Questica

Introduction

Department budget submissions are due in February. The budget submission has two components: a) entering expenditures, revenues, and position allocations in Questica and b) submitting documents to assist with building the narrative portions of the budget book. This section provides instructions for assembling department budget submissions in Questica.

Please contact your budget analyst (page 12) with any questions. For Questica technical support and training handouts or resources, please go to <https://multco.us/budget/training-materials>.

Program Offers 101

All County functions—from operating programs to the General Fund contingency account—request funding through a program offer. Program offers combine information on program descriptions, budgets, and performance data for a given set of services. The Chair and the Board use this information to build the County’s budget.

What Makes a Good Program Offer?

Conceptually, a good program offer is easy to understand. It should show the relationship between the program and the results it produces for the community. To do that well, program offers should:

- Be unique from other program offers.
- Include a clear, concise description of the program in the narrative.
- Describe desired outcomes.
- Show specific results for specific customers (for example, separate program offers for adult and child services).
- Be a manageable size for decision-makers by having a General Fund cost of less than **\$3.5 million.**² (Internal Service program offers should have a cost of less than **\$5 million.**)
- Demonstrate the value provided for the cost.
- Use performance measures that accurately monitor the program’s outcomes.
- Describe the link to existing county/departmental policy.
- Cite research, experience, logic, or other data that support the program.

² Program offers for programs operating in large single-purpose facilities that cost more than \$3.5 million to the General Fund (e.g. jail facilities) are acceptable. Contact the Budget Office for further instructions if this applies to the department. Additionally, see the next page for scaling options and for assembling program offers.

Scaling Programs

Scaling programs by creating separate program offers for different levels of service provides transparency and allows decision makers to choose a particular level of service. Scaled program offers are typically used to:

- Budget for large facilities, such as jails.
- Specify that General Fund was used to backfill other funds (page 26).
- Expand services beyond their existing current service level.
- Provide levels of services for a program.

For example: An Alcohol and Drug (A&D) Treatment program could be scaled to offer 100, 150, or 200 slots.

To propose a scaled program offer:

1. Determine the base level of service. In the example above, the base level of service is 100 A&D slots. Assemble a program offer for this base level of service.
2. Determine incremental levels of service. In the A&D treatment example, one increment is 50 additional beds, and another, separate increment is 100 additional beds, giving decision-makers a choice between adding either 50 or 100 beds. Assemble individual program offers for each discrete increment.
3. Services must be scaled in increments small enough to allow choice but large enough to keep the number of offers at a reasonable level. In the A&D treatment example, 10 offers of 50 beds is probably too small but one offer with 500 beds does not provide any choice. Contact your analyst for guidance.

Naming Scaled Offers: Scaled offers have a letter at the end of their program offer numbers (e.g. 60035**A**-18 and 60035**B**-18). Department business managers determine when a program should be scaled or combined and work with the Budget Office to achieve these changes.

Dept. Requested Budget Part A: Budgeting in Questica

Program Offer Creation in Questica

The County uses Questica, a web-based budgeting program, to assemble the components of the budget. Narrative, expenditures, revenues, position costs, and performance measures are all entered in Questica.

In general, the process to build a program offer is as follows:

1. Find the program offer in Questica (see below).
2. If needed, update the program offer name in the General tab (page 20).
3. Update/populate the “Program Offer Details” section of the program offer document (page 28).
4. Update/populate the “Operating Changes” section of the program offer document (page 40).

The following sections walk through each step in building a program offer. The sections follow the left hand menu in Questica from top to bottom and include screen shots.³

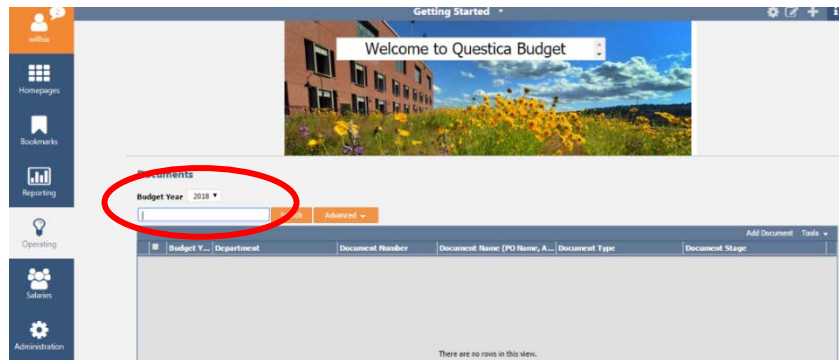
Starting Point

Department business managers determine what information from the previous budget year is copied to FY 2019 program offers (e.g. narrative, performance measures, revenues, expenditures, and positions) and create the initial program offer structure. Direct questions on starting point to the department’s business manager.

Individual departments determine who has access to the program offers; contact the department business manager for questions.

Finding a Program Offer Document

To locate a program offer document, log in to Questica and:



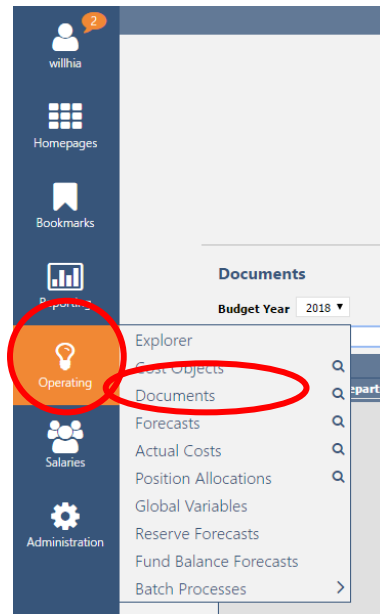
1. Select the budget year with the drop down menu.
2. Type a search term such as the program offer number, name, or key word into the box.
3. Click search.

³ Screenshots may be from previous fiscal years for expediency.

Dept. Requested Budget Part A: Budgeting in Questica

Alternatively,

1. Click on the operating icon on the left hand toolbar and select “Documents”.
2. Type a search term such as the program offer number, name, or key word into the box.
3. Click search.



To open a program offer, double click anywhere on the row.

The screenshot shows the 'Documents' table in Questica. The 'Budget Year' is set to 2017. A search box contains the text 'dca'. The table has columns for Budget Year, Department, Document Number, Document Name (PO Num...), Document Type, Document Stage, and Lock Stat... The first row of data is circled in red, and a red circle highlights the entire row.

Budget Year	Department	Document Number	Document Name (PO Num...)	Document Type	Document Stage	Lock Stat...
2017	78 - County Assets	78000-17	DCA Director's Office	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78100-17	Administrative Hub Budget & Plan Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78101-17	Administrative Hub Procurement Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78102-17	Administrative Hub Finance	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78103-17	Administrative Hub Human Resol Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78207-17	Facilities Building Materials and SI Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78301-17	IT Innovation & Investment Proj Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78311-17	IT General Government Applicati Program Offer	Program Offer	[Program Offer] Department Sai Unlocked	
2017	78 - County Assets	78405-17	Countwide Strategic Sourcing	Program Offer	[Program Offer] Department Sai Unlocked	

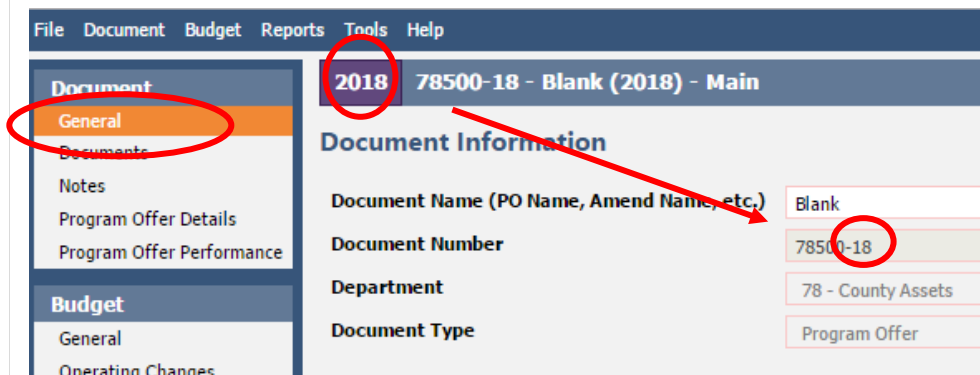
Dept. Requested Budget Part A: Budgeting in Questica

Preparing Program Offer Documents

The following sections walk through each step in building a program offer, following the left hand menu in Questica from top to bottom.

Once you have a program offer open, select “General” in the program offer document menu (found in the “Document” menu on the left side of the screen). Program offer numbers and names are unique to each program and from year to year. You will see the following screen:

General Document Information

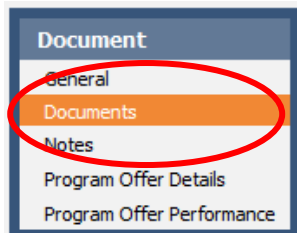


Program Offer Name and Number

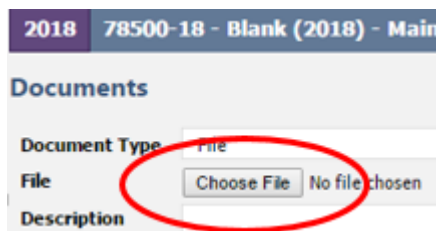
Fields in Questica:

- **Document Name** – enter or edit the program offer name.
- **Document Number** – Informational only. Program numbers start with the department’s two digit SAP number (e.g. 72 = Department of County Management). The “-18” indicates the fiscal year. This text box is not editable; contact business manager for changes.
- **Department** – Informational only. This is the department SAP number.
- **Document Types** – Informational only. Indicates if document is a program offer, adjustment, amendment or budget modification (see page 10 for more details on Questica documents). If there is an error please contact your business manager.

Documents

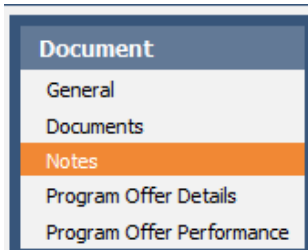


This section is not required, but departments can use it for internal purposes. Departments can attach documents (Word, Excel, PDF, JPEG) related to the program offer by clicking on “Choose File.” (Attached documents will not be published as part of the final budget and will remain internal.)



Dept. Requested Budget Part A: Budgeting in Questica

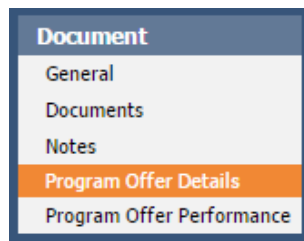
Notes



This section is not required, but departments can use it for internal purposes. Only those with access to the program offers in Questica can view notes.



Program Offer Details



Departments enter program offer narrative information in the "Program Offer Details" section of Questica. The narrative information will be published in the budget book.

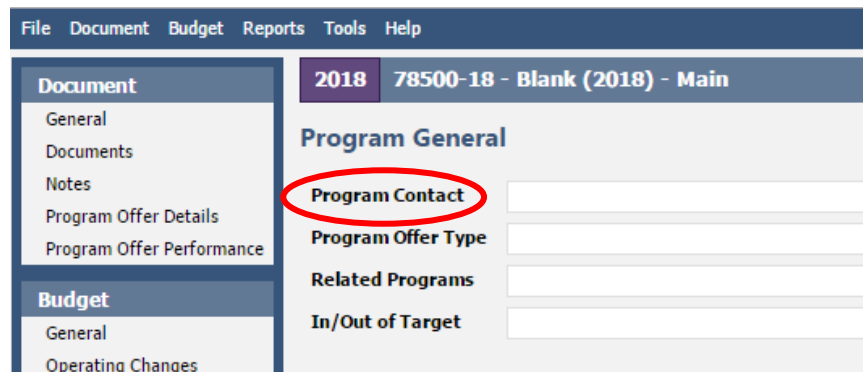
The following paragraphs correspond with the fillable fields in the "Program Offer Details" section of the program offer document:

Program Contact

The "Program Contact" field indicates someone with direct responsibility for the program who can answer program specific questions.

To add/change a program contact:

1. Select the "Program Offer Details" tab.
2. Use the drop-down box under "Program Contact" to type in the program contact name and search (list is preloaded and sorted alphabetically by first name. If a name is missing, contact your business manager).
3. Click on the desired contact name.

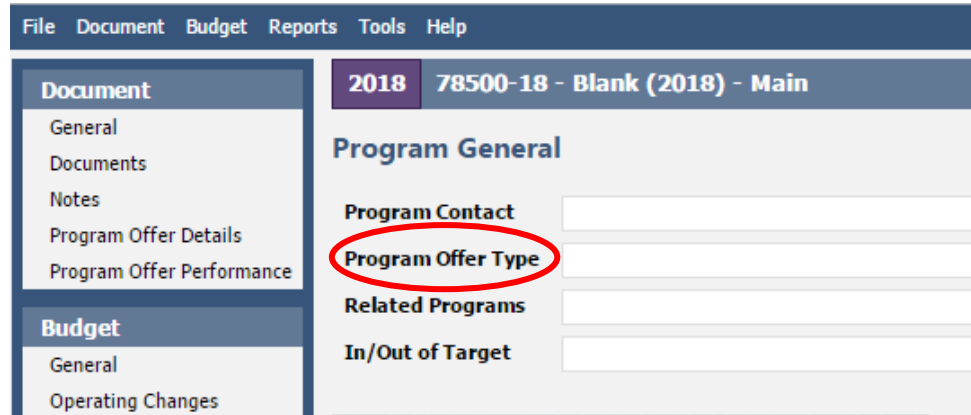


NOTE: User names followed by "(disabled)" are displayed at the bottom of the program contact list. These are users are no longer with the County or assigned to program areas and should not be selected.

Dept. Requested Budget Part A: Budgeting in Questica

Program Offer Types

There are seven types of program offers used by the County. The most commonly used are Operating and Administration. To select a type, use the drop-down menu. Typically, this field will be selected by a department's business manager.



Administration

Administration program offers cover department or division-level administration/management and related expenses (e.g. office space, supplies, telephones, etc.).

Note: Direct program supervision **is not** considered to be administration.

Support

Support program offers provide services directly to some or all operating programs within a department. Examples include the Health department's pharmacy, which supports the various health clinics, or a department's Human Resources unit.

Existing Operating Program

Existing Operating programs are "on the ground" activities that directly serve members of the public, including supervisors or program managers with specific responsibilities for operating programs. Consider a program existing if it was funded as ongoing in the previous fiscal year.

Innovative/New Program

Innovative/New Programs are either operational, administrative, or support activities that the County currently does not do. This includes requests for expansions of service that would significantly change the size or scope of the existing program.

IMPORTANT: Departments should focus on accomplishing their goals within existing resources and internal reallocations whenever possible. Any potential new or ongoing request(s) should be discussed with the Chair's Office and Budget Office at the January check-in with the Chair's Office (page 1).

Dept. Requested Budget Part A: Budgeting in Questica

Program Alternative/Reconstruction

Program Alternative/Reconstruction programs are current or former programs that a department is proposing to operate in a different way, using different providers, or with a different business model. Alternative program offers must:

- Be feasible in the (relatively) short term; meaning alternatives must be implemented at the start of the fiscal year, and be operational within three months.
- Document all new or enhanced revenue estimates or sources.
- **NOT** make changes that require negotiating labor contracts. In most cases, labor agreements limit the County from outsourcing services currently performed in-house. If departments are considering this option, contact Steve Herron in Labor Relations at ext. 84333.

Internal Service

Internal Service programs belong only to the Department of County Assets and include Fleet, Information Technology, Facilities, and Distribution Funds.

Revenue/Fund Level/Tech

Revenue/Fund Level/Tech programs are generally only for Budget Office use. These programs are used to budget discretionary (primarily General Fund) revenues at the fund level.

Related Program Offers

Programs inside or outside a department can be related. Related programs should:

- Have an *important operational link* that is *not intuitive or obvious*, for instance linking the Corrections Health programs in the Health Department to the jail programs in the Sheriff's Office.
- Not be programs that are in the same division.

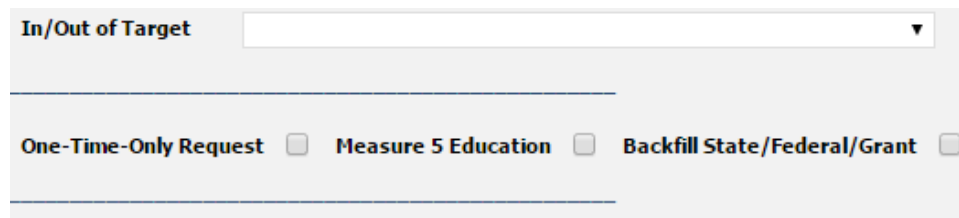
The screenshot shows the Questica software interface. At the top, there is a menu bar with 'File', 'Document', 'Budget', 'Reports', 'Tools', and 'Help'. Below the menu bar, there is a header area with '2018' and '78500-18 - Blank (2018) - Main'. The main content area is divided into two sections: 'Document' and 'Budget'. The 'Document' section has a sub-menu with 'General', 'Documents', 'Notes', 'Program Offer Details', and 'Program Offer Performance'. The 'Budget' section has a sub-menu with 'General' and 'Operating Changes'. The 'Program General' form is displayed, with fields for 'Program Contact', 'Program Offer Type', 'Related Programs', and 'In/Out of Target'. The 'Related Programs' field is circled in red.

TIP: To enter a related program, enter the five digit number of the program in the text box (only the number, **not** the name) and do not include the fiscal year suffix. When using more than one program offer number, separate them by commas (e.g. 72001, 72002).

Dept. Requested Budget Part A: Budgeting in Questica

Program Characteristics

There are five program characteristics that are used to refine and define program offers (see screenshot below). They are a quick signal to the audience about what to expect from the program or the status of the program. (A program can have more than one characteristic.)



The screenshot shows a form with a dropdown menu labeled "In/Out of Target" and three checkboxes: "One-Time-Only Request", "Measure 5 Education", and "Backfill State/Federal/Grant".

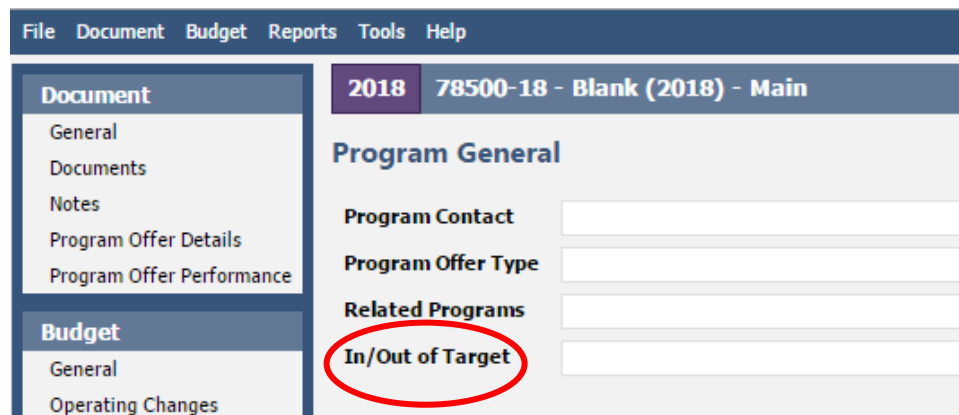
In/Out Target

In/Out of Target identifies if a program offer is within a department's General Fund allocation (page 4). If a program is not funded within a department's allocation, discuss with the Chair's Office and Budget Office prior to submittal.

- **In target** program offers are **funded** within the department's General Fund allocation (or by Other Funds).
- **Out of target** program offers are **not funded** within the department's General Fund allocation. These might include new or expanded programs or proposed program reductions (page 1).

To select "In/Out of Target", click the drop down box and choose an option.

Reminder: This is a required field; all program offers must be marked as either in or out of target.



The screenshot shows the Questica software interface. The top menu bar includes "File", "Document", "Budget", "Reports", "Tools", and "Help". The main window title is "2018 78500-18 - Blank (2018) - Main". The left sidebar has a "Document" section with options: "General", "Documents", "Notes", "Program Offer Details", and "Program Offer Performance". Below that is a "Budget" section with "General" and "Operating Changes". The main content area is titled "Program General" and contains fields for "Program Contact", "Program Offer Type", and "Related Programs". The "In/Out of Target" field is circled in red.

Note: Program offers can be scaled so that the base offer (offer A) is in target and additional offers (B-Z) are out of target (page 17).

Dept. Requested Budget Part A: Budgeting in Questica

One-Time-Only (OTO)

One-time-only (OTO) refers to expenditures that only require funding for a single fiscal year. Indicate one-time-only by marking the checkbox.

The screenshot shows the 'Program General' section of the Questica budgeting interface. At the top, there is a header bar with '2018 78500-18 - Blank (2018) - Main' on the left and 'Document Stage: Department Sandbox' on the right. Below the header, the 'Program General' section contains several dropdown menus: 'Program Contact', 'Program Offer Type', 'Related Programs', and 'In/Out of Target'. At the bottom of this section, there are three checkboxes: 'One-Time-Only Request', 'Measure 5 Education', and 'Backfill State/Federal/Grant'. The 'One-Time-Only Request' checkbox is circled in red.

IMPORTANT: Requests for one-time-only General Fund should be limited and discussed with the Chair's Office and Budget Office at the January check-in or sooner (page 1).

One-time-only programs must describe the following in the program offer:

- Funding: Source of dollars for the request.
- Description of project and goals: Is this a new process/project or an improvement to a current process? How is it different?
- Start-up costs: What is the initial cost required prior to the project becoming fully operational (e.g. capital, licenses, training, installation, additional staff, etc.)?
- Timeline: How soon before the project is fully operational? How certain is the timeline?
- Ongoing costs: What is the ongoing cost? Ongoing costs continue after the project is fully operational – maintenance, ongoing staff, licenses, etc. How certain are these costs? How will these costs be paid for in the future?
- Potential savings: Description of the amount saved as a result of funding this project. When will the benefits be realized?
- Performance benefits: Is this a cost removal, cost avoidance, or performance improvement proposal? Any benefits derived from efficiency gains, productivity improvements, risk reduction, increased convenience for employees and customers, revenue generation, etc? How certain are the benefits and when will they happen?
- Performance measures for expected program benefits (Appendix B).

Dept. Requested Budget Part A: Budgeting in Questica

Backfill State/Federal/ Grant

Backfill refers to using discretionary dollars (General Fund) to fund a program formerly funded by grant, State, Federal, or other outside funds. Indicate backfill using the checkbox.

The screenshot shows the 'Program General' section of the Questica budgeting interface. At the top, there is a header bar with '2018 78500-18 - Blank (2018) - Main' on the left and 'Document Stage: Department Sandbox' on the right. Below the header, the 'Program General' section contains four dropdown menus: 'Program Contact', 'Program Offer Type', 'Related Programs', and 'In/Out of Target'. At the bottom of this section, there are three checkboxes: 'One-Time-Only Request', 'Measure 5 Education', and 'Backfill State/Federal/Grant'. The 'Backfill State/Federal/Grant' checkbox is circled in red.

Reminder: Any potential backfill requests should be discussed with the Chair’s Office and Budget Office at the January check-in with the Chair’s Office (page 1).

Some possible backfill scenarios are:

- If the grant goes away entirely and the department proposes continuing the program with General Fund, check the “Backfill State/Federal/Grant”. Also indicated in or out of target as well.
- If only a portion of the grant goes away, and the department proposes continuing the program at the same level by supplementing with General Fund dollars, scale the program (page 17). The base program offer (A) should be funded by the grant. This is not backfill. The second program offer (B)—the General Fund portion—is backfill.

Backfill is **not** used to propose an **increase** to a General Fund program. Please contact the Budget Office with questions about whether a program includes General Fund backfill or needs to be scaled for backfill.

Dept. Requested Budget Part A: Budgeting in Questica

Measure 5 Education

Questica has a checkbox to demonstrate the County's compliance with the constitutional limitation on spending for educational services. This box will only apply to departments that provide services that could be seen as educational service. Co-curricular activities conducted in school should be considered educational services for this purpose.

The screenshot shows a web interface for budgeting. At the top, there is a header with '2018' on the left, '78500-18 - Blank (2018) - Main' in the center, and 'Document Stage: Department Sandbox' on the right. Below this is a section titled 'Program General' containing several dropdown menus: 'Program Contact', 'Program Offer Type', 'Related Programs', and 'In/Out of Target'. At the bottom of the form, there are three checkboxes: 'One-Time-Only Request', 'Measure 5 Education', and 'Backfill State/Federal/Grant'. The 'Measure 5 Education' checkbox is circled in red.

Educational services include:

- Establishment and maintenance of schools.
- Support services such as clerical, administrative, professional and managerial services.
- Property maintenance.
- Transportation.
- Counseling.
- Training.
- Any other services performed in connection with the delivery of educational services.

Educational services **do not** include:

- Community recreation programs.
- Civic activities.
- Public libraries.
- Programs for custody or care of children.
- Community welfare activities if those programs are provided to the general public and not for the benefit of students.

Dept. Requested Budget Part A: Budgeting in Questica

Executive Summary

In 50 words or less, write a clear and concise description of the program offer. Imagine having a few minutes to explain this activity to a neighbor.

2018 78500-18 - Blank (2018) - Main Document Stage: Department Sandbox

Program General

Program Contact

Program Offer Type

Related Programs

In/Out of Target

One-Time-Only Request Measure 5 Education Backfill State/Federal/Grant

Program Details

Executive Summary

Tip: Questica displays a character count for all the narrative sections (20/∞). Questica will allow you to enter unlimited text, but only a limited amount of text is visible in the printed program offers. The box on your screen is a rough guide to how much space is available for each section.

In order to accurately view the text, view the PDF version of the program offer and confirm that the text fits (instructions on page 37).

Dept. Requested Budget Part A: Budgeting in Questica

Program Description

The screenshot shows a form titled "Program Details". It has two main input areas: "Executive Summary" and "Program Description". The "Program Description" label is circled in red. The "Executive Summary" field is empty, and the "Program Description" field is also empty.

The “Program Description” text box is used to briefly and clearly describe the activity or set of activities in a program offer.

Tips:

- Describe how the offer supports department strategies for achieving results in the community.
- Use language that is understandable for the layperson.
- Indicate partnerships with other departments or organizations.
- Describe changes in current practice (reorganization, staffing levels, service hours, etc.) and the nature of the change.
- If proposing new services, briefly describe how cost estimates were determined (e.g. historical costs, conversations with other jurisdictions or departments, or some other methodology).
- Cite research, experience, logic, or other evidence for the program.
- If the program offer supports a department-specific strategic plan, such as the Emergency Management Plan, Health Insurance Portability and Accountability Act (HIPAA), the Facilities Disposition Plan, the Climate Action Plan, the Five Year Capital Plan, or the Asset Preservation Plan, note the linkage.

Legal and Contractual Obligations

The screenshot shows a form titled "Program Details- Page 2". It has one main input area: "Legal/Contractual Obligations". This label is circled in red. The input area is empty.

If a program offer is affected by a legal or contractual mandate, note the mandate and its authorizing document (statute, a contract, etc.). Consider grantor requirements, State legislation or rules, charter requirements, and other requirements. Explain **only** those things the County Commissioners must comply with and describe the consequences of failure to comply.

Reminder: Not all program offers have legal or contractual obligations.

Dept. Requested Budget Part A: Budgeting in Questica

Explanation of Revenues

The screenshot shows a web form titled "Program Details- Page 2". It has two main sections: "Legal/Contractual Obligations" and "Explanation of Revenues". The "Explanation of Revenues" section is highlighted with a red oval. The form contains two large text input areas, one under each section header.

Use this section to describe in detail how revenues were estimated and how they support the program. For your own reference, we would also recommend including a note in the description field for any revenue line items you enter in the operating changes grid (page 40).

In the “Explanation of Revenues” box, for any grants, fees, or other non-General Fund revenues, describe how estimates were prepared, including a description of any assumptions behind State revenue estimates. For example:

- Estimated number of client visits multiplied by funding rate per client (\$X/client rate).
- Estimated caseload for the upcoming year and how the grantor apportions funding to the estimated caseload.
- Description of biennial split for State funding, e.g. what percent of the funding is budgeted in this fiscal year.
- Size of the grant award and length of award and/or the percentage of the grant to be received in the current fiscal year.
- State share of tax revenue (e.g. the County receives 22% of the State Department of Corrections funding which equals \$X).

Be sure the description includes ALL non-General Fund revenues supporting the program by totaling numbers in the “Explanation of Revenues” description to ensure it matches the total in the revenue/expense detail.

If the program uses both General Fund and other revenue sources, describe how funding sources work together. For example:

- General Fund dollars are included because the State matches those two-for-one.

Dept. Requested Budget Part A: Budgeting in Questica

- Program outcomes are strengthened by County funding of “wrap-around” services supporting a State-funded program.
- The program is a joint effort between the County and another jurisdiction, which provides a percentage of the program’s funding.
- Grant funding enhances a General Fund service or obligation.

QUESTICA TIP: You can save revenue detail (Excel, Word, PDF) in the “Documents” tab (page 20). (The explanation of revenues section must still be filled out). Any attached documents in this section will **not** print with the program offer; this is supplemental information for departments to use internally.

Last Year this Program Was

Program Details- Page 2

Legal/Contractual Obligations

Explanation of Revenues

Last year this program was:

Program has Significantly Changed

Significant Program Changes

Questica links program offers from one year to the next using a drop-down menu with the previous year’s Adopted program offers in numerical order. If a program offer is missing, contact your central budget analyst.

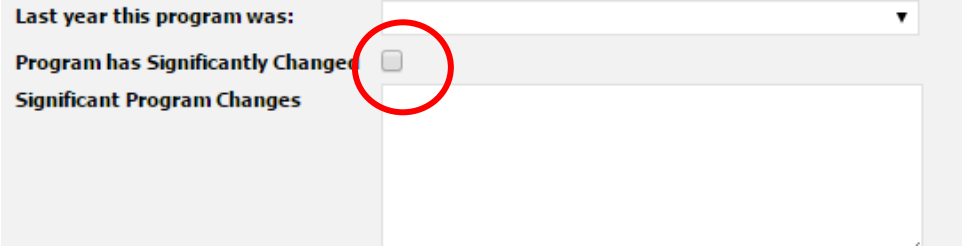
Reminder:

- Program offer numbering can change between fiscal years.
- New program offers should not have a link to a previous year program offer and should be left blank.

When a new program offer is a combination of two previous program offers, choose the previous year’s program offer that best represents the current year program. Reference the other offer(s) in the “Significant Program Changes” text box.

Dept. Requested Budget Part A: Budgeting in Questica

Significant Program Changes

A screenshot of a web form titled "Significant Program Changes". The form has a light gray background. At the top, there is a dropdown menu labeled "Last year this program was:" with a downward arrow. Below this is a checkbox labeled "Program has Significantly Changed" which is currently unchecked. A red circle is drawn around this checkbox. Below the checkbox is a text input field with the placeholder text "Significant Program Changes".

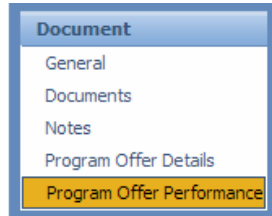
Use this section to explain significant programmatic changes that affect the program. Mark the check box if the program has significantly changed in your opinion. Please discuss with your central budget analyst if you are uncertain if a change qualifies as “significant.”

Include the following information:

- Increases or decreases in the scope or level of services.
- Increases or decreases in net position resources (FTE).
- Revenue increases or decreases.
- How this change affects other departments and/or service delivery.
- Departmental or program offer reorganizations resulting in consolidation or splitting of program offers.

Note: Division narratives (page 54) also have a significant changes section to provide an overview of all significant changes in a particular division.

Performance Measures



Performance data is entered in the “Program Offer Performance” tab. Performance measurement involves developing meaningful and objective indicators which are systematically monitored to assess progress made in achieving predetermined goals. Performance measures explain how a program is producing its intended outcomes and desired results.

Entering Performance Measures

At a minimum, each program offer is **required** to have one output and one outcome measure (see next page for definitions). Departments have the discretion to use two additional measures. Information on drafting performance measures is in Appendix B (page 117).

The following describes performance measure components that departments enter in Questica:

Measure Type – Select the measure type with the drop down (definitions on next page). Options for measure type include: input, output, outcome, efficiency, and quality indicators.

Measure – Provide a clear and simple performance measure definition. Avoid technical language, acronyms, and jargon.

Performance Data – Performance measurement numbers.

- Enter performance data for the following fields: Previous Year Actual (actual output/outcome for last fiscal year), Current Year Purchased (output/outcome included in the current fiscal year), Current Year Estimate (estimate of actual output/outcome for the current fiscal year), Next Year Offer (planned output/outcome for coming fiscal year).
- All fields should be filled in for existing programs. For new or substantially redesigned programs, some performance measure fields can be left blank.
- Use % or \$ symbols for each number and consistent number formatting (e.g. the same number of decimal places).
- Use commas to separate thousands (e.g. \$1,000,000 and \$5,000).
- Enter FTE to the second decimal place (e.g. 1.00 or 0.50).

Note on Scaled Offers – Each scaled offer’s performance measures should report only services that the scaled offer supports. For example, if the base offer is for 10 residential treatment beds, the performance measure must reflect only those 10 beds. If the second scaled offer is for an

Dept. Requested Budget Part A: Budgeting in Questica

Performance Measure Types

additional 10 residential beds, additional performance measures must reflect only those additional 10 beds, and not the combined 20 beds. Performance measure types include input, output, outcome, efficiency, and quality indicators. Each of these describes a different aspect of the service being delivered. A good performance measurement system should include a combination of some or all of these measures. For performance measure training, please contact the Budget Office.

Input Indicators

Input indicators describe available resources for a specific service or program. Revenue/expense and FTE detail are reported in other sections of the program offer, so input indicators should cover other program resources that are managed or consumed. Input measures illustrate scope of work, not actual activities performed. Data are typically reported as numbers and not percentages.

Examples of Input Indicators

- Square feet of building space
- Number of computer workstations
- Number of clinics

Output Indicators (Required Measure)

Output indicators report the number of units produced or services provided and describe activities a program has completed. Programs often have more than one output indicator. Data are typically reported as numbers and not percentages.

Examples of Output Indicators

- Number of treatment episodes delivered
- Number of purchase orders issued
- Number of vaccinations given to children

Outcome Indicators (Required Measure)

Outcome indicators report the results of providing a service. Types include short-term (e.g. percent of enrollees completing treatment), intermediate (e.g. percent of completions remaining drug free at six months), or long-term (e.g. percent of completions remaining drug free at one year). Outputs and outcomes should logically connect and be meaningful. They can be reported as numbers, percentages or rates.

Examples of Outcome Indicators

- Percent reduction of juvenile recidivism
- Reduction in incidence of disease (rates)
- Reduction in repeat calls for service

Dept. Requested Budget Part A: Budgeting in Questica

Efficiency Indicators The two types of efficiency indicators examine how effectively a program is performing by measuring resources consumed per unit of output.

- Simple efficiency indicators focus on the ratio of outputs to the dollar cost of output production. For example, “cost per vehicle repair”.
- Productivity measures focus on rate of output per unit of input. For example, “vehicles repaired per labor hour”.

Good efficiency measures incorporate efficiency and productivity; for example “labor hours per successful vehicle repair.” This measure includes the costs (labor-hours) of all vehicle repairs, including faulty repairs, in the numerator, but only successful repairs are counted in the denominator. Comparing total cost to number of successful repairs encourages both efficiency and outcomes.

Examples of Efficiency Indicators

- Cost per jail bed day
- Labor-hours per successful vehicle repair
- Cost per completed assessment

Quality Indicators

Quality indicators measure effectiveness in meeting the expectations of customers and stakeholders. Measures of quality include reliability, timeliness, safety, accuracy, courtesy, accessibility, responsiveness, and completeness associated with the product or service. Lack of quality can also be measured, e.g. percent of jobs requiring rework, error rates, or number of complaints per total service provided.

Examples of Quality Indicators

- Percent of reports that are error free
- Percent of records entered accurately in a data system
- Percent of customers that rank service as exceeding their expectation

Performance Measure – Description

This text box describes the performance measure. If performance measures have changed, explain the new measure and why it is being changed. Also report data on any previous year’s measures that are no longer used.

Dept. Requested Budget Part A: Budgeting in Questica

Performance Measure Reporting

The Questica report titled 'Performance Measures by Program Offer' provides users with a quick look at all of a department's performance measures.

The screenshot shows the Questica Report Center interface. On the left is a navigation sidebar with icons for 'elkinc', 'Homepages', 'Bookmarks', 'Reporting', 'Operating', and 'Salaries'. The main content area is titled 'Report Center' and includes a filter bar with 'All Reports', 'Popular', 'Recent', 'My Reports', and 'Disabled Reports'. Below this is a search bar containing 'performance measures' and a dropdown for 'All Report Categories'. A 'Measure Summary' section shows a bar chart icon and text: 'Shows the key fields from a Measure, with a detailed table of Measure Periods listing targets, Performance'. The main report preview is titled 'Performance Measures by Program Offer' and includes a bar chart icon, the report title, categories, context ('Report Center'), creator ('Questica'), and last changed date ('1/28/2015 2:00:29 PM'). A 'Run Report' button is visible at the bottom right of the preview.

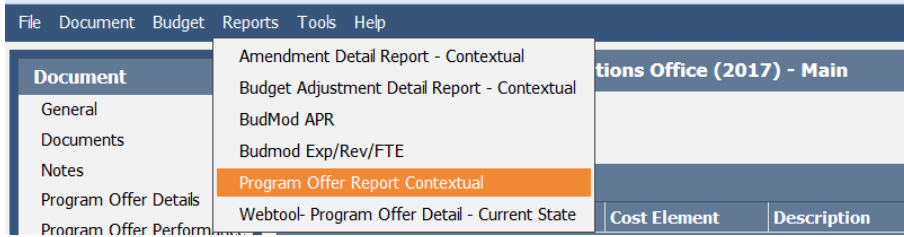
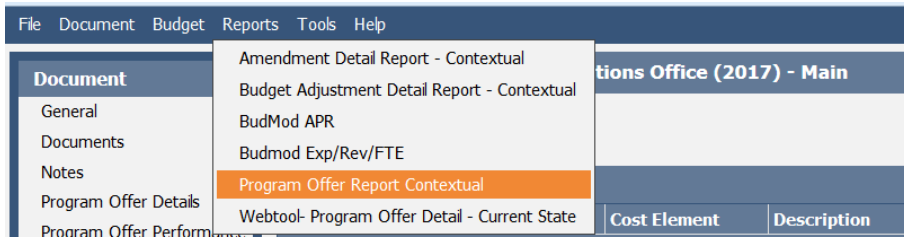
Screenshot of "Performance Measures by Program Offer" report exported to Excel.

Department	Stage	Program Offer	Measure Number	Measure Type	Measure	PYActual	CYPrevious	CYEstimat	NYOffer	Description
40-Health Department	Revised	40000-17 - Health Department Director's Office		1 Output	Increased access to Health Dept. services as measured by # of clients served.	161,016	166,210	163,592	166,210	Including Me increase in S
40-Health Department	Revised	40000-17 - Health Department Director's Office		2 Outcome	Annual Federal and State resources leveraged for services (expressed in millions.)	5102 mil	5234 mil	5111 mil	5234 mil	
40-Health Department	Revised	40000-17 - Health Department Director's Office		3 Output	# of times MCHD is in local and national news media	63	50	50	50	
40-Health Department	Revised	40001-17 - Public Health Administration and Quality Management		1 Output	Number of Multnomah County Public Health Advisory Board meetings.	NA	NA	50	52	1) New meas documents a achievement
40-Health Department	Revised	40001-17 - Public Health Administration and Quality Management		2 Outcome	Number of required products completed for Public Health Accreditation across 12 service domains.	130	NA	500	500	
40-Health Department	Revised	40002-17 - Tri-County Health Officer		1 Output	Contract deliverables are met by the end of fiscal year.	50%	50%	50%	50%	2) measured program stat delivery, pro Contract del
40-Health Department	Revised	40002-17 - Tri-County Health Officer		2 Outcome	County stakeholders express satisfaction in program delivery and results.	50%	100%	100%	100%	These will or

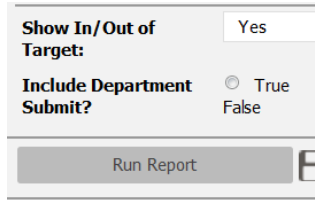
Dept. Requested Budget Part A: Budgeting in Questica

Reviewing Program Offers

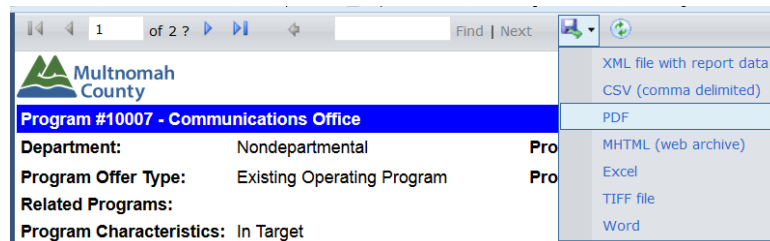
To preview the program offer, use the top tool bar in the program offer document and select “Reports” → “Program Offer Report Contextual”.



Show In/Out of Target – You can display program offers with or without the In/Out of Target designation (page 24). Changing the designation on the report does not change the program⁴.



Include Department Submit – Click “False”⁵.



Preview as a PDF – To ensure the narrative fits and the document is correctly formatted, view the PDF version of the program offer by clicking the disk with the green arrow icon and selecting PDF.

A sample program offer is shown on the next two pages.

⁴ This function is for the Budget Office—when the submitted programs are published to the County’s website the In/Out of target is displayed.

⁵ This is immaterial until later in the budget process. See Budget Adjustment section (page 57).

Dept. Requested Budget Part A: Budgeting in Questica



Program #72001 - Budget Office 7/21/2015

Department: County Management **Program Contact:** Karyne Kieta

Program Offer Type: Existing Operating Program **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics:

Executive Summary

The Budget Office guides the development of the County's Budget Process, prepares the annual budget and supports the Chair and the Board of County Commissioners with their budgeting decisions by helping align the County's annual spending plan with the priorities. It also serves as a liaison between departments, elected officials and the community in communicating policy direction and program priorities, coordinating strategic planning and providing technical expertise, training, program, and management analysis.

Program Summary

The Budget Office leads the countywide budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources.

The Budget Office does the following:

- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget revenue/expenditure projections;
- Ad hoc analysis for County Management and the Chair's Office;
- Countywide research and evaluation and cost control analyses;
- Prepares the supplemental budget;
- Maintains the legal budget throughout the course of the year; and
- Provides budget support to the Department of County Management and Nondepartmental Offices.

Staff also assist departments in measuring performance of County programs; providing information and training on financial management, planning, budgets, and expenditure and revenue forecasting. Budget staff serve on countywide task forces related to budget, finance and other policy or fiscal matters; identify and resolve problems; and support County Labor Relations in collective bargaining research and detailed cost analysis.

The Budget Office continues to engage in expanding countywide research and evaluation. Potential projects for FY 2016 include: continued analysis of workforce analytics for County Management (DCM), County Assets (DCA) and Central Human Resources; Home for Everyone Housing Initiative; Central Human Services metrics and tracking; the Chair's Office dashboard; and other statistical analysis or research as assigned.

Over the past 13 years, the County has received the Government Finance Officers Association's (GFOA) Distinguished Budget Annual Award. The award represents a significant achievement by the County. It reflects the commitment of Multnomah County's governing body and staff to meet the highest principles of governmental budgeting.

Performance Measures

Measure Type	Primary Measure	FY14 Actual	FY15 Purchased	FY15 Estimate	FY16 Offer
Output	Number of budget modifications processed (includes internal)	182	150	180	180
Outcome	% of budget modifications entered into SAP within 4 weeks of Board approval	94%	90%	95%	95%
Quality	Percent error in General Fund Revenue Forecast	0.50%	2.0%	2.2%	2.0%
Quality	% of customers rating Budget Office efforts as either "good" or "excellent"	97%	95%	96%	96%

Performance Measures Descriptions

*Because the budget process ends prior to the beginning of the fiscal year, the FY 2015 estimate is the "actual" customer satisfaction rating. Prior to FY 2015, Budget Office efforts were rated on a three-point scale (Poor, Satisfactory, Excellent) and percent satisfied included ratings of satisfactory or excellent. Beginning with FY 2015 efforts are rated on a four-point scale (Poor, Fair, Good, Excellent).

Dept. Requested Budget Part A: Budgeting in Questica

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law, ORS Chapter 294 & sections of ORS Chapters 280 & 310 related to filing and ballot title wording. The office is responsible for producing a financially sound budget that complies with the law and communicating the outcome from public funds entrusted to the County.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2015	2015	2016	2016
Personnel	\$1,486,801	\$0	\$1,729,145	\$0
Contractual Services	\$10,000	\$0	\$26,000	\$0
Materials & Supplies	\$88,900	\$0	\$74,000	\$0
Internal Services	\$190,167	\$0	\$311,528	\$0
Total GF/non-GF	\$1,775,868	\$0	\$2,140,673	\$0
Program Total:	\$1,775,868		\$2,140,673	
Program FTE	11.00	0.00	12.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: [FY 2015: 72001 Budget Office](#)

Responsibility for budget support for the Department of County Management and Nondepartmental Offices is being transferred from the DCA Hub to the Budget Office. An increase of 1.00 FTE Budget Analyst Principal will add capacity for overall budget support.

The Budget Office has increased Professional Services for TeamBudget training and continuing technical improvements, reports, and contracting to enhance the system. The Department of County Assets changed the drivers and methodology for allocating Information Technology charges, which resulted in a \$120,000 increase to the Budget Office internal service line item.

Dept. Requested Budget Part A: Budgeting in Questica

Budget Detail: Expenditures, Revenue, and Position Allocations

Entering Expenditures and Revenues

The County’s budget is comprised of expenditures and revenues.

Expenditures are what the County spends to provide services to the community. Expenditure categories include personnel, materials and supplies, internal services, contracted services, and capital.

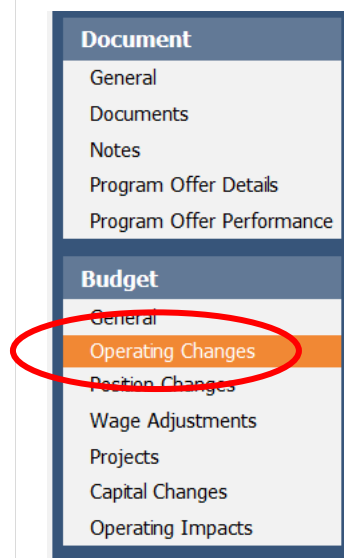
Revenues are tax and non-tax generated resources that are used to pay for services.

Expenditures and revenues are further categorized by cost elements used to organize costs and revenues into general categories. For a complete list of cost elements and descriptions, see Appendix A (page 85). The

County uses cost objects (WBS elements and cost centers) to organize revenues and expenditures in further detail.

Cost objects and cost elements are used to track all expenditures and revenues. All expenditure and revenue line items entered in Questica are required to have a cost object, cost element and 2019 budget amount.

Note: Prior to releasing Questica, department business managers determined what revenue and expenditure information was copied from the previous year’s Adopted budget; please contact your business manager for details.



Enter expenditures and revenues by selecting the “Operating Changes” grid located in the “Budget” side menu of the program offer document. The following briefly describes the operating changes grid (additional training documents are available at <https://multco.us/file/7786/download>).

IMPORTANT: DO NOT enter personnel costs for positions (cost elements 60000, 60130, 60140) directly in the operating changes grid. These costs are auto-generated by Questica when you allocate a position in the position changes grid (page 48). Manual adjustments are used in limited circumstances (page 52).

Dept. Requested Budget Part A: Budgeting in Questica

2018 78500-18 - Blank (2018) - Main	
Operating Budget	
Fund Descri...	Cost Object
	709105 - DCA IT Budget Finance Procurement

Fund Description – Auto generated field in Questica that gives the name and number of the fund associated with the cost object you enter. If incorrect, please contact your central budget analyst. If a new five digit fund is needed, request online at multco.us/budget/questica-formerly-teambudget-support-page.

Cost Objects – Type the cost object (cost center or WBS element) name or number and a dropdown selection list appears – click on the desired cost object to select it. When finished, use the “Tab” key to move to the next field (“Cost Element”).

Notes:

- Cost objects are updated at the request of departments. If data is missing or you need a new cost object, request online at multco.us/budget/questica-formerly-teambudget-support-page.
- We recommend using individual cost centers for each program offer (except for scaled program offers).
- Departments can request new cost centers or WBS elements as needed to maintain a one-to-one relationship between cost objects and program offers.
- You can create WBS elements/cost centers for new programs as placeholders in Questica before creating the cost object in SAP.

Cost Element – To enter the correct cost element, use the same method as above and enter data in the operating changes grid.

Position – Auto-generated field. Questica will populate this field when you allocate a position in the position changes grid (page 48).

Vendor # - Vendor Name – For use with contracted services. See page 43 for details.

Dept. Requested Budget Part A: Budgeting in Questica

Description – there are multiple ways to document budget details, assumptions, notes, reminders etc. in Questica. The easiest and most visible is the “Description” field located in the grid.

This is a required field for:

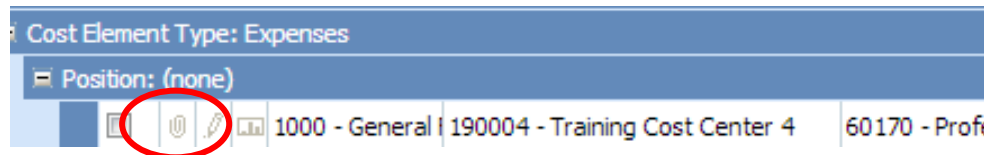
- Contracted services (page 43)
- Budgeting for other internal services (page 103)
- Budgeting for cash transfers (page 104)
- Manual adjustments to position costs (page 52)

The description field is also recommended for:

- Delineating costs for distribution and records in cost center 60460 (page 103).
- Enhanced Services for Facilities (page 102).

2019 Budget Amounts – Enter the expenditure and revenue budget amounts. All expenditures and revenues are entered as **positive** amounts. Questica does not calculate beyond the decimal point so please enter whole numbers.

Questica Tip – Text notes and documents can be added directly to the expenditure or revenue line item by clicking the paper clip (attach a document) or pencil (text note) symbols next to the line item. **Note:** this field is not published.



Note on Saving Data – Select the Shift + Enter keys or tab one additional time to save the data into the Operating Changes grid.

Dept. Requested Budget Part A: Budgeting in Questica

Entering Multiple Lines of Data

Multiple lines of data can be entered for the same cost object/cost element in a program offer. In the example below, cost object 70100 has three separate contracts. Each contract is entered as an individual line. Questica aggregates cost elements into the correct expenditure and revenue amounts on the program offer report (page 37).

Cost Element	Vendor# - Vend...	Description	2018
60170 - Professional Svcs	00001 - Vendor A	Training Contract	10,000
60170 - Professional Svcs	00002 - Vendor B	100 Outpatient Treatment Beds	100,000
60170 - Professional Svcs	00003 - Vendor C	Client Job Training	50,000
			(160,000)
			(160,000)

Tip: You can enter multiple contracts from a single vendor as a single line when program offer, cost object, cost element and description are the same.

Importing and Exporting Expenditures and Revenues

You can enter data directly into Questica, but users often prepare budget data in Excel first and then upload it to Questica. Due to strict data formatting requirements, you cannot directly upload a spreadsheet you prepared yourself. You must first download a spreadsheet from Questica, paste in the Excel data, and upload the spreadsheet back to Questica.

The Budget Office developed an Excel add-in (“Upload Helper Tool”) to assist users in validating data. Contact the Budget Office for installation.

Contracted Services

The County budgets contracted services in cost elements 60150 (County Match and Revenue Sharing), 60155 (Direct Client Assistance), 60160 (Pass-Through and Program Support) and 60170 (Professional Services). As part of the budget submission process, the Board of County Commissioners receive a list of all contracted services included in the budget. Questica generates a list of contracted services from expenditure information entered in the cost elements above. In order to meet the reporting requirement for the Board, it is important to include complete information on all budgeted contract services.

The following fields are required to populate the report:

Vendor#-Vendor Name – Enter in the same format as the column title, including the dash, “-” (e.g. 12345-contractor). If you haven’t identified a vendor, used TBD.

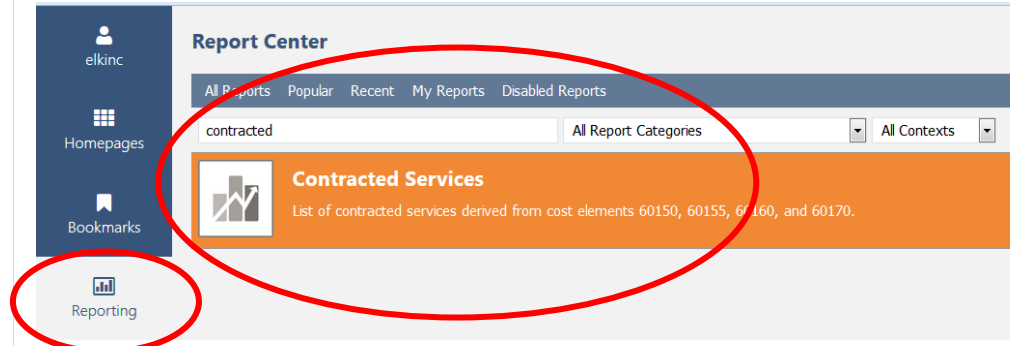
Description – Enter a meaningful description of the provided service (e.g. 100 A&D residential treatment beds). Do not include the information from the vendor column.

Dept. Requested Budget Part A: Budgeting in Questica

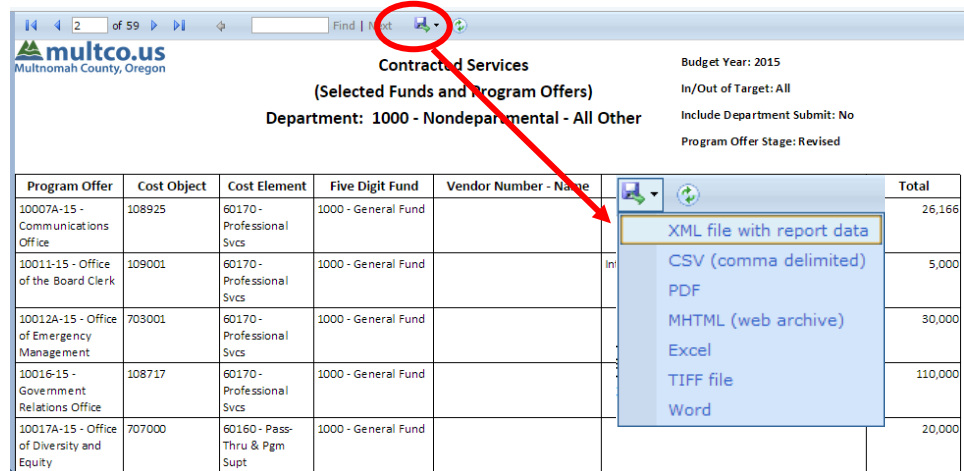
Contracted Services Report

This report provides a summarized list of a department's contracted services. Departments submit this report as part of the budget submission.

Select "Reporting" on the left hand menu of the main Questica screen and then select Contracted Services → Run Report.



Export and save the report by selecting the disk with the green arrow icon and select the format.

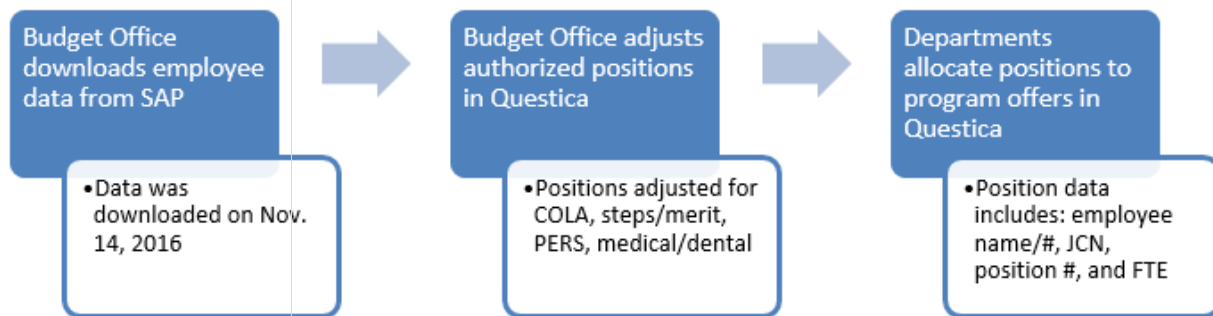


Dept. Requested Budget Part A: Budgeting in Questica

Costing and Allocating Positions

Countywide, total personnel costs accounted for over \$613 million⁶ and 5,079 FTE in the FY 2018 Adopted budget, making them one of the largest and most complicated aspects of the budget.

Budgeting for position costs has two components: 1) The Budget Office setting up position costs in Questica, including Permanent Pay (60000), Salary Related Expenses (60130), and Insurance Benefits (60140), and 2) Departments allocating positions to a program offers. The flow chart below details the process.



Authorized Positions

In FY 2018, the Board approved or “authorized” a list of positions when they formally adopted the budget. Through formal budget modifications passed Board approval, departments update and maintain the list of authorized positions. In FY 2019, the budget process will use that authorized position list as a starting point for the budget. The employees assigned to the authorized positions are based on November 20th SAP payroll data and include vacant positions⁷.

Position Costing

Position costing is an estimate that starts with the current Board authorized positions. The Budget Office adds employee information from SAP to the authorized positions in Questica once a year in the fall.

Note on Work Out of Class positions: Please check Questica costing for all work out of class employees. Employees working out of class may have incorrect costing in Questica because the SAP attributes will update but not the position. Departments can make manual adjustments to accurately budget for the position (page 47); please contact your central budget analyst with questions.

Reminder: Questica is not an HR system; employee information is available to provide better costing for positions and for planning purposes but will not always be an exact match with SAP.

⁶ Includes cost elements 60000-60145.

⁷ On-call, limited duration, or temporary are NOT included in the upload. See Appendix A (page 73).

Dept. Requested Budget Part A: Budgeting in Questica

Assumptions behind Position Costs

Below are the assumptions used for position planning. The full rate tables for Salary Related Expenses (60130) and Insurance Benefits (60140) are in Appendix A (page 85).

60000 (Permanent Pay)

Represented Employee Position Costs: The Budget Office builds wage scales using calculated base pay for FY 2019. Base pay includes: step/merit pay increases, any recently added/adjusted steps, and briefing pay adjustments. The wage scale assumes 2,080 hours for hourly positions. Cost of living adjustment (COLA) increases were calculated at 3.5%.

Notes:

- *Corrections Deputy Association:* Wage scale costs are based on the current average wage of employees for that step. Wage scale also assumes 2.8% Security Briefing pay adjustment.
- *Deputy Sherriff's Association:* Wage scale assumptions are based on the current average wage of employees for that step.

Non-represented/Management Position Costs: Wage scales built assuming merit increases and a 3.5% COLA increase.

60130 (Salary Related)

The following groups receive VEBA:

- Deputy Sheriff's 1%
- FOPPO 1%
- Non-represented 1%
- Electricians Local 48 3%
- HVAC Engineers Local 701 3%
- Physicians Local 88-4 1%

60140 (Insurance Benefits)

The County estimates total countywide benefit costs and then uses a flat composite (average) rate per employee for budgeting purposes. Annual medical/dental insurance (60140) flat amounts are as follows:

- \$16,614 per full-time employees
- \$12,461 per Local 88 three-quarter-time employees
- \$9,483 per half-time employees.

Note: Position cost numbers are assumptions based on the best information available in December; numbers are subject to change.

Dept. Requested Budget Part A: Budgeting in Questica

Types of Positions

Permanent Full-Time: Any employee working 32 hours per week or more on a regular basis. Full time employees are entitled to full benefits.

Permanent Three-Quarter Time (Local 88 ONLY): Any employee working 30 hours per week on a regular basis. Three-Quarter Time employees are entitled to three-quarter benefits for health and dental insurance, and full life insurance.

Permanent Part-Time (EXCEPT Local 88): Any employee working 20 to 32 hours per week on a regular basis. Entitlement to step increases may vary by bargaining unit; check the appropriate contract. Permanent part-time employees are entitled to half-time benefits for health, dental, and full life insurance; the Questica system will calculate this as part of the position costing.

Temporary: Any employee working less than 20 hours per week or working full-time for less than half the year. Also includes the salary related expenses (60130) associated with FICA, Tri-Met tax, workers' compensation, and unemployment.

Limited Duration Employees: Any employee assigned for a defined period of time for a special project, a grant, or to perform duties that have other limited funding.

Update or Change Positions

Departments can request changes to positions by using electronic forms: multco.us/budget/questica-formerly-teambudget-support-page. The form types are as follows:

- **Adjusting FTE:** To change a position's FTE (up or down), use the "Request a JCN (Reclass) or FTE Change to a Position."
- **Add a Position:** To request a NEW position, use the "Request a New Position."
- **Reclassify Positions:** To change a position's JCN, use the "Request a JCN (Reclass) or FTE Change to a Position."

DO NOT budget for salary savings. If there is a need to reduce position costs to balance the budget, positions should be reduced or eliminated.

Dept. Requested Budget Part A: Budgeting in Questica

Allocating Positions to Program Offers

“Allocation” – the act of assigning a percent of a position to a program offer.

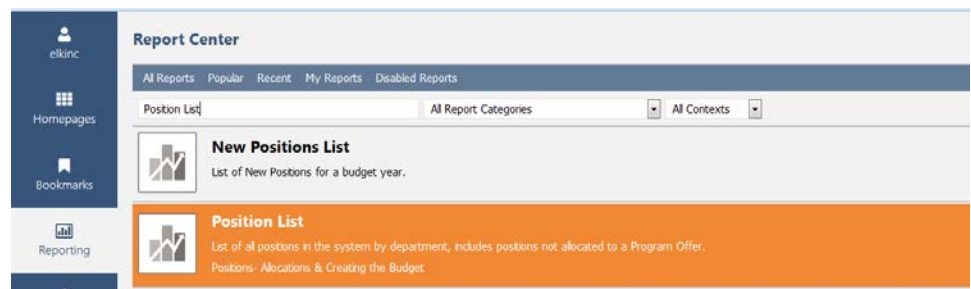
Position List Report

Questica does all position cost planning. In general, position costs are **not** manually entered in the operating grid. Departments “allocate positions” (i.e. assign a percent of the position cost) to a program offer or offers. Questica auto-calculates the cost and adds it to the operating changes grid.

The following provides instructions on how to allocate positions to program offers, starting with how to identify a list of all available positions in the Questica system.

Step 1: Position List Report

This report allows users to see a list of all the positions assigned to the department. Select “Reporting” from the left hand menu, select the “Position List” report, and click run report.



The default report parameters displays positions, FTE, JCN, position allocations, and position costs for the department. Vacant positions are included. A sample is shown below.

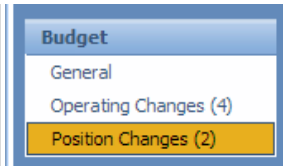
2 of 4 Find | Next

multco.us
Multnomah County, Oregon

Position List Budget Year: 2015
(Totals for Selected Bargaining Units, JCNs and Position Types) Filled/Vacant Status: Vacant
Department: 60 - Sheriff Allocation Status: All

Number	Status	Bargaining Unit	JCN	Employee Name (Number)	Start Date	End Date	Document Allocations	FTE
700174	Existing	04 - Corr Officers Assoc	2029 - Corrections Officer	VACANT	7/1/2014	None	60041G-15, Revised, 601422, 16%; 60041H-15, Revised, 601422, 84%	1.00
700338	Existing	04 - Corr Officers Assoc	2029 - Corrections Officer	VACANT	7/1/2014	None	60040E-15, Revised, 601410, 100%	1.00
700342	Existing	04 - Corr Officers Assoc	2029 - Corrections Officer	VACANT	7/1/2014	None	60033A-15, Revised, 601450, 100%	1.00

Dept. Requested Budget Part A: Budgeting in Questica



Step 2: Allocate Positions to Program Offers –

Within the program offer document select the “Position Changes” tab on the Budget side menu. The entry grid for position data looks similar to the expenditure/revenue grid.

Fund Description	Cost Object	Position	Allocation	Allocated FTE
3505 - Facilities Maint Fund	902050 - DCA FPM Fiscal	78 - 6026-BUDGET ANALYST (703908)	100	1

Complete the following fields:

Cost Object – Begin typing the cost object name or number to view the dropdown list and select a cost object (page 41)

Position – Type the position number.

Allocation – This is the **percent** of the position budgeted to the cost object. **ALL** positions included in the budget must be allocated at 100% but can be split across multiple program offers (page 50).

Description – Optional field.

FTE – Questica automatically calculates this field based on the allocation percentage and the FTE linked to the position. For example, allocating 50% of a position with a 0.80 FTE results in 0.40 FTE.

Saving Data – Select the “Shift” + “Enter” keys or tab one additional time.

Importing and Exporting Data – Use this function to upload position data into Questica using Excel spreadsheets. Details on the import/export feature are on page 43.

Reminder: Allocation does not equal FTE. Questica calculates FTE based on the allocation percentage.

Dept. Requested Budget Part A: Budgeting in Questica

Where are Position Costs?



After positions are allocated in the position changes grid, they automatically populate the operating changes grid with Permanent Pay (60000), Salary Related Expenses (60130), and Insurance Benefits (60140). Additionally, the FTE totals are automatically filled in the expenditure/revenue detail (on page 2 of the program offer report, see page 38 for more details).

9730-Budget Analyst, Senior (704705)					
@	/	📄	701000 - DCM Budget	60000 - Permanent	57,815
@	/	📄	701000 - DCM Budget	60140 - Insurance Benefits	19,193
@	/	📄	701000 - DCM Budget	60130 - Salary Related Expns	18,333
					(95,341)

Why can't I edit position costs?

Allocating a position on the position changes grid automatically generates the costs of the positions on the operating grid. Position costs can only be changed by:

- Adjusting a position allocation.
- Changing position attributes (through a reclassification action or FTE change, page 47)
- Adding manual adjustments (page 52).

Allocating Positions to Multiple Cost Objects or Program Offers

When allocating a position to more than one cost object, determine the percent to allocate (e.g. 50% to cost object #1 and 50% to cost object #2) in order to allocate the position at 100%. The same principle applies for a position with less than 1.00 FTE. All positions, regardless of FTE amount, must be allocated at 100%.

TIP: You can split positions across more than one program offer. **DO NOT** budget position splits smaller than 0.10 FTE.

Dept. Requested Budget Part A: Budgeting in Questica

Under/Over Allocated Positions

Once positions are allocated, use the “Position Under/Over Allocation” report to confirm that every position is allocated at 100%.

The screenshot shows the Questica Report Center interface. On the left is a navigation sidebar with options like 'elkinc', 'Homepages', 'Bookmarks', 'Reporting', and 'Operations'. The main area is titled 'Report Center' and contains a filter bar with 'All Reports', 'Popular', 'Recent', 'My Reports', and 'Disabled Reports'. Below this is a search bar for 'Position under' and a dropdown for 'All Report Categories'. The report title is 'Position Under/Over Allocation'. A description states: 'Position allocation by program offer with allocations over or under 100% highlighted. Categories: Positions- Allocations & Creating the Budget. Context: Report Center. Created by: Questica. Last Changed On: 1/26/2015 6:59:42 AM'. A 'Run Report' button is visible at the bottom right.

Use the Allocation % column to identify under/over allocated positions.

The screenshot shows the report output table. The browser address bar indicates 'multco.us Multnomah County, Oregon'. The report title is 'Position Under/Over Allocation'. Metadata includes 'Budget Year: 2016', 'Department: 78 - County Assets', 'Program Offer Stage: Department Sandbox', and 'Include Department Submit: No'. The table has the following columns: Position Number, JCN, Position FTE, Program Offer Number, Document Number, Cost Object, Allocation %, and Allocated FTE. The 'Allocation %' column is circled in red. The data rows are as follows:

Position Number	JCN	Position FTE	Program Offer Number	Document Number	Cost Object	Allocation %	Allocated FTE
700003	6015-Contract Specialist	1.00			Position Total:	100 %	1.00
700009	6456-Data Analyst/Sr	1.00			Position Total:	100 %	1.00
700110	9748-Human Resources Analyst, Senior	1.00			Position Total:	100 %	1.00
700146	6016-Facilities	1.00			Position Total:	100 %	1.00

Dept. Requested Budget Part A: Budgeting in Questica

Vacant Positions and Manual Adjustments to Position Costs

There are **limited** instances in which manual adjustments are made to position costs outside of allocating a position. Manual adjustments are entered directly in the operating changes grid. Some examples include:

Vacant Positions: Vacant positions have no employee attributes (e.g. PERS tiers, seniority, or wage); therefore, **all vacant positions are costed at the bottom of the salary range and at PERS Tier 3**. If a position will be hired higher than the bottom of the range, a manual adjustment to increase 60000 (Permanent), 60130 (Salary Related Expenses), and 60140 (Insurance Benefits) is appropriate (see Appendix A page 85).

Overtime (60110) and Premium/Lead Pay (60120): When budgeting overtime, premium, and lead pay for permanent positions, users manually calculate and budget for 60130 (Salary Related Expense) and 60140 (Insurance Benefits) (see Appendix A page 85).

Limited Duration Positions: Limited Duration positions are temporary assignments. Costs are budgeted in temporary cost elements, and are not allocated as a permanent position or counted in the department's FTE.

Manual Adjustments to Positions: For any manual adjustments enter the position number and reason in the Description field. For example, *"increases vacant position 123456 to step 6"*.

Exception: Adjustments to a large group of positions can be entered as one line item with a brief description. (No need for individual position numbers.)

IMPORTANT: Manual adjustments **are not** shown in any of the position reports because they are not associated with positions. This information is only available in the in the expenditure detail reports.

Promoting/ Demoting Program Offers

When the department budget documents are complete, business managers will promote the program offers from the "Department Sandbox" stage to "Budget Office Review". Please contact your central budget analyst or review Questica training materials at <https://multco.us/budget/training-materials> for further details on promoting or demoting program offers.⁸

⁸ Questica uses document "stages" to distinguish between the different versions of the budget, including drafts of the budget (i.e. Department Sandbox stage). Typically business managers manage the promotion and demotion of program offers and other Questica budget documents (e.g. budget adjustments, amendments, and modifications), although in some cases other employees may use the Dept. Submit stage as part of their workflow as well.

Section 3

Department Requested Budget Part B: Accompanying Documents

Dept. Submitted Budget Part B: Accompanying Documents

Budget Submission Documents

There are two parts to budget submission – first, the submission of budget documents through Questica described on the preceding pages, and second, the creation of documents to email to the Budget Office.

The following pages describe how to create the submission documents, including department narrative, current year spending estimates, the budget history crosswalk, Director’s transmittal letter, and the bed inventory.

Department Narratives

Department narratives provide overviews of department activities and budget. The department narrative provides readers the following:

- Mission, vision, and values that guide the department’s work,
- The department’s budget,
- The past year’s successes and the upcoming year’s challenges, and
- The department’s diversity and equity activities.

Departments submit narratives using fillable PDF forms located at <https://multco.us/budget/fy-2019-budget-manuals-forms-calendars-and-other-resources>.

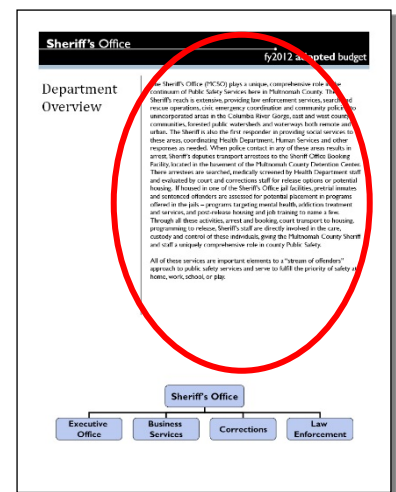
NOTE: Save the forms to the desktop **BEFORE** entering text, if text is entered before saving the document it **will not** save. All of the narrative forms text boxes are locked in all aspects (length, font size, and margins) for consistency.

Department Overview

The department overview introduces the department and should include the following:

- the main work of the department,
- its role at the County, and
- goals and objectives, as well as any strategic plan.

Relate your department’s goals and objectives/strategic plan to the County’s overall Mission, Vision, and Values (MVV), found at multco.us/board/mission-vision-values-statement. Identify which areas of the MVV are relevant to the department and demonstrate how the department’s activities contribute to those areas.



The department overview is limited to the white space shown in the circle. The organization chart at the bottom of the page is submitted via your Department Director’s transmittal letter.

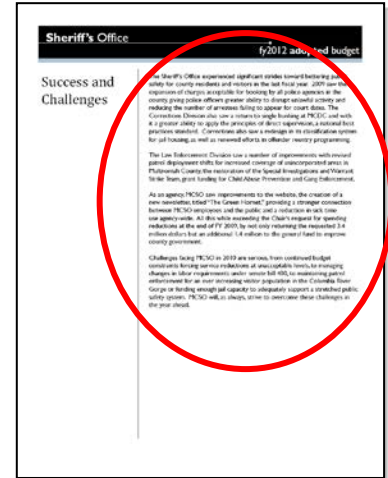
Dept. Submitted Budget Part B: Accompanying Documents

Budget Overview

The budget overview is prepared by the Budget Office. It summarizes the department’s policy decisions and budget. The summary is written after the Chair’s decisions are finalized and updated again for the Adopted budget. Departments have the opportunity to review this section before it is published.

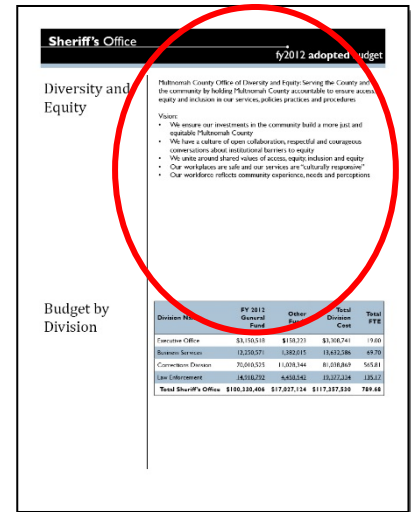
Successes and Challenges

This section identifies key successes of the previous fiscal year as well as any anticipated challenges in the upcoming fiscal year.



Diversity and Equity

This section explains how the department’s programs contribute to the County’s diversity and equity goals of *“Ensuring that Multnomah County’s internal operations support and build the diversity of our workforce”* and *“ensuring that our investments in the community build a more just and equitable Multnomah County.”* More information can be found at multco.us/diversity-equity.



Please contact Ben Duncan at 503.988.9090 for any questions.

Budget by Division Table

Departments should provide an Excel spreadsheet that provides a list of program offers organized by division. The Budget Office will use this information to populate the “Budget by Division” table in the budget book.

Dept. Submitted Budget Part B: Accompanying Documents

Division Narrative

This section describes how the department's programs are organized operationally. Download the template

<https://multco.us/budget/fy-2019-budget-manuals-forms-calendars-and-other-resources> and save a copy for each division. Enter the name of the division in the space shown in the red circle.

The division narratives should describe:

- The division's strategic plan.
- The division's work.
- The community need or problem the division addresses.
- The division's clients.
- The division's successes.

The **significant changes** section is a place to note operational changes at the division level:

- Reorganizations.
- Service delivery model changes.
- New programs.
- Programs that were eliminated.

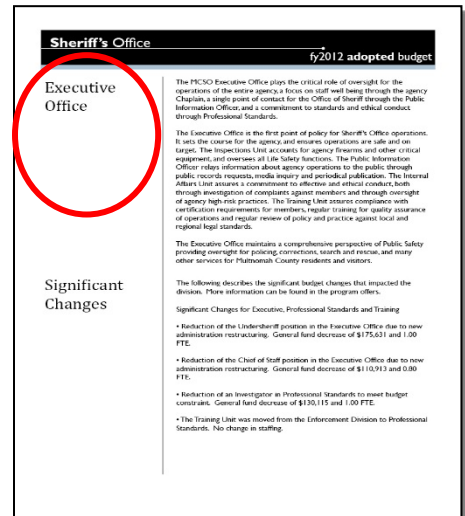
Note: Please include a reference to related program offers so readers can find additional information about the changes.

Current Year Estimate (CYE)

The budget is a plan for how the department anticipates spending funds. Budgets set financial goals and current year spending estimates allow users to review actual performance against these goals.

Departments submit the current year spending estimates as part of the budget submission (page 14). Due to variation among departments, funding sources and lines of business, there is no "one size fits all" template. Some general guidelines:

- The CYE should compare the department's current year budget to current year spending and identify changes, making special note where revenues or expenditures vary by more than 10% from budget (minimum difference of \$25,000).
- Substantive differences between budget and actuals should have explanations included.



Dept. Submitted Budget Part B: Accompanying Documents

CYEs are required for expenditures, revenues, and FTE – see next page for examples.

Expenditure CYE – categorize by fund and division for the following categories: personnel services, contractual services, materials and supplies, capital outlay, and internal services.

Example

Expenditures

	Fund	Expenditures	Budget	CYE	\$ Change	% Change
Division A	1000	Personnel	18,712,398	18,900,000	187,602	1%
		Contractual Services	341,590	302,703	(38,887)	-11%
		Materials/Supplies	811,651	783,883	(27,768)	-3%
		Internal Services	1,752,565	1,752,565	0	0%
		Capital Outlay	0	0	0	0%
	1505	Personnel	4,929,539	4,823,543	(105,996)	-2%
		Contractual Services	673,228	663,833	(9,395)	-1%
		Materials/Supplies	61,912	4,196	(57,716)	-93%
		Internal Services	515,602	515,602	0	0%
		Capital Outlay	0	0	0	0%
Division A Total			27,798,485	27,746,325	(52,160)	0%
Division B	1505	Personnel	4,929,539	4,823,543	(105,996)	-2%
		Contractual Services	673,228	663,833	(9,395)	-1%
		Materials/Supplies	61,912	4,196	(57,716)	-93%
		Internal Services	515,602	515,602	0	0%
		Capital Outlay	0	0	0	0%
	1516	Personnel	233,650	175,933	(57,716)	-25%
		Contractual Services	1,342,910	1,342,910	0	0%
		Materials/Supplies	885,012	945,782	60,770	7%
		Internal Services	2,268,167	2,268,167	0	0%
		Capital Outlay	4,929,539	4,823,543	(105,996)	-2%
Division B Total			15,839,559	15,563,508	(276,051)	-2%
Grand Total			43,638,043	43,309,832	(328,211)	-1%

Revenue CYE – categorize by fund, division, and revenue source.

Note: If you expect revenue change of more than 10% (minimum difference of \$25,000) from budget, please provide a brief explanation.

Example

	Fund	Revenue Source	Budget	CYE	\$ Change	% Change
Division A	1000	Inspection Fees	442,936	442,936	0	0%
		Permits	212,634	212,634	0	0%
	1505	State Medicaid	171,738	171,738	0	0%
Division A Total			827,308	827,308	0	0%
Division B	1505	State Medicare	885,012	945,782	60,770	7%
		Parental Rights	1,256,896	1,238,447	(18,449)	-1%
		Transportation	192,907	220,592	27,685	14%
		Veteran's Services	285,703	276,404	(9,299)	-3%
	1516	Tri-Met	2,015,900	1,977,699	(38,201)	-2%
Division B Total			4,636,419	4,658,924	22,505	0%
Grand Total			5,463,726	5,486,232	22,505	0%

Dept. Submitted Budget Part B: Accompanying Documents

History Crosswalk

FTE CYE – Provide the current year FTE using the Revised budget amount (e.g. Adopted FTE plus any changes made through budget modifications as of December 31st of the current year).

The history crosswalk is an Excel spreadsheet edited by departments to reflect accurate budget history for program offers. The Budget Office uses the crosswalk to populate the prior year Adopted budget columns in program offers. Typically, the previous fiscal year’s entire budget is crosswalked to the current year program offers with some noted exceptions:

- One-time-only programs.
- New programs.
- Program offers proposed to be cut.

Revenue/Expense Detail					
	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds	
	2015	2015	2016	2016	
Program Expenses					
Personnel	\$391,235	\$0	\$556,233	\$0	
Contractual Services	\$50,000	\$0	\$50,000	\$0	
Materials & Supplies	\$25,646	\$0	\$10,500	\$0	
Internal Services	\$182,496	\$0	\$36,713	\$0	
Total GF/non-GF	\$649,377	\$0	\$653,446	\$0	
Program Total:	\$649,377		\$653,446		
Program FTE	2.00	0.00	3.00	0.00	
Program Revenues					
Other / Miscellaneous	\$646,932	\$0	\$646,932	\$0	
Total Revenue	\$646,932	\$0	\$646,932	\$0	

The Budget Office will load history into Questica for program offers. In late January, the Budget Office will send the business managers detailed crosswalk files and instructions. The crosswalk is due on **February 5, 2018**.

Dept. Submitted Budget Part B: Accompanying Documents

Department Director's Transmittal Letter

The Department Director's transmittal letter formally conveys the department's budget proposal to the County Chair. See <https://multco.us/budget/fy-2019-questica-training-registration-and-resources> for a recommended outline. The transmittal letter should:

- 1. Give the strategic context for the department's budget submission.**
 - Explain how programs and services help the department reach long-range goals, and note issues that have gained importance over time.
 - Explain how the department aligns with the County's Mission, Vision, and Values located at multco.us/news/board-adopts-mission-vision-values-statement.
 - Explain how the department met its General Fund allocation target. At a high level, describe the department's assumptions and impacts related to State/Federal funding and large grants.
- 2. Describe major program changes.**
 - Explain the rationale behind new, innovative, or alternative program offers.
 - Identify one-time-only or backfill programs.
 - Describe any reallocation of resources among program offers or due to reorganization of services.
- 3. Report on program reductions.** Identify and explain any programs that are not offered and identify funding reductions.
- 4. Describe changes in organizational structure and management.** Include an organization chart down to the division level. (The Budget Office will include the chart in the published budget).
- 5. Describe the department's equity efforts.** Describe how the department enhances diversity and equity in the County. More information can be found at multco.us/diversity-equity.
- 6. Provide span of control ratio for the department.** Discuss any changes from last year. Instructions on how to calculate the span of control are at multco.us/file/33777/download.
- 7. State Funding.** Explain any major changes to State funding. Explain impacts to program operations and outcomes.

Dept. Submitted Budget Part B: Accompanying Documents

Bed Inventory

At the request of the Chair's Office, the Budget Office collects the data necessary to quantify the number and type of proposed beds provided by the County or third-party contractors funded through the County. Please use the template at <https://multco.us/budget/fy-2019-bed-inventory> to prepare the data. The spreadsheet is due with the departmental budget submission on February 16, 2018.

Definition of Beds:

- Beds provided directly by department if it is available for use for the full year, unless otherwise noted. Examples include beds in warming shelters, beds in jails, beds in rehabilitation facilities, etc.
- Beds provided by third party contractors funded through Multnomah County. Only include beds paid for through the County, not the total number of beds provided by the contractor.
- For funds provided directly to target population, only beds resulting from funds intended to be spent directly on beds should be counted. As an example, if a renter received rental assistance the beds in their apartment would count. If a renter received utility bill assistance, the beds in their apartment would not count.

Calculating Rent Assistance:

A simple count of beds is not relevant for programs serving families and individuals through rent assistance. To address this, we have developed a new way to account for rent assistance.

- This year, please calculate the number of individuals proposed to be served with rent assistance annually (rather than an average daily capacity).
- To estimate number of individuals served annually, please use one of the following tactics:
 - If your program is maintaining current service level, you may report the actual utilization (i.e. individuals served) in the previous year.
 - If you are increasing or reducing your program in a way that makes using previous outcomes inaccurate, please estimate the number of individuals to be served using the calculation method provided on the instructions found here: <https://multco.us/budget/fy-2019-bed-inventory>.
- If your program reports households instead of individuals:
 - Determine your program's average household size and multiply the number of households served by average household size. Report this number as individuals

Dept. Submitted Budget Part B: Accompanying Documents

served annually and note the average household size in the “notes” field.

- If you need to use a different calculation to estimate costs and individuals served please contact the Central Budget Office
- As with beds, for funds provided directly to target population, only rent assistance that directly pays for rent, deposit, or move-in costs should be counted. If a renter received utility bill assistance, this funding *would not* count.

Data Entry Notes:

- Data is organized by type of bed.
- Make multiple entries for the program offer, using a separate row, if the portion of the program offer dedicated to providing beds uses more than one of any of the following:
 1. Revenue source other than General Fund,
 2. Cost object,
 3. Bed/Facility type, or
 4. Expected third party vendor providing beds.
- For revenue sources other than General Fund, please specify if the funding is Federal, State, local, or other and specify the program providing funding if available.
- If the daily bed capacity fluctuates, report an annual daily average.
- Under population served, please make entries only if the program offer directly targets certain populations. The spreadsheet gives help in defining target populations.
- If the program offer provides beds to multiple, discrete groups, please list the groups with entries separated by a comma (e.g. low-income families, homeless adults).
- If the program offer specifically targets an underserved population, list it in the “Underserved Populations...” column.

For questions or assistance, please contact Jackie Arbour in the Budget Office at ext. 80583 or Anna Plumb at ext. 85836.

Section 4

Preparing the Proposed Budget Budget Adjustments

Preparing the Proposed Budget – Budget Adjustments

Budget Adjustments

After departments submit their budgets, work begins on the Chair’s Proposed budget. The Chair’s Proposed budget is the budget the Chair produces based on department submissions. The County makes changes in this phase through budget adjustment documents in Questica. Budget adjustment documents alter the program offer documents submitted in the Department Requested budget as needed to update the budget to reflect Chair changes. Changes include updating, adding, or removing expenditures, revenues, and position allocations.

Budget adjustments are typically limited to Chair-directed decisions or technical issues identified by the Budget Office. All budget adjustments are approved by the Budget Office and the Chair’s Office.

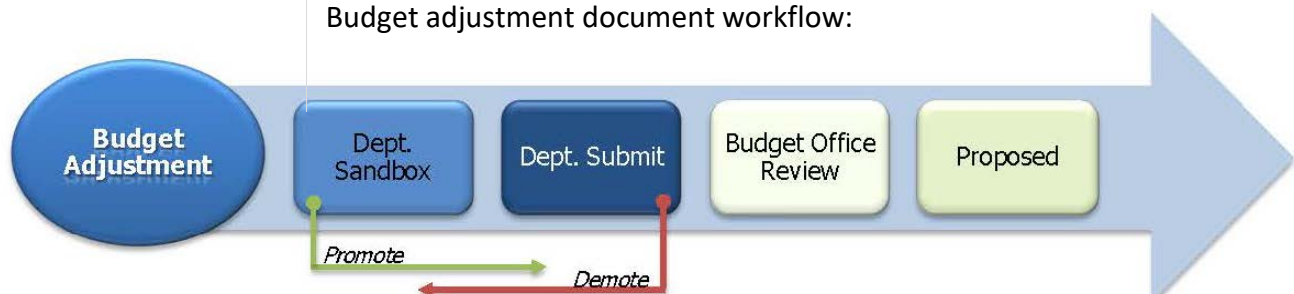
Budget Adjustment Documents Overview

Budget adjustment documents are similar to program offer documents:

- Same structure.
- Same technical process to add/change/delete revenues, expenditures and positions.
- Similar workflow to promote/demote program offers (page 52).

There is one key difference in workflow for promotion and demotion – for budget adjustments, departments have two Questica stages to promote and demote between to help manage internal workflow (Department Sandbox and Department Submit). Some departments use these stages to manage internal workflow; for example, a department budget analyst might build the budget adjustment in the Dept. Sandbox and then promote to Dept. Submit for business manager approval. When finalized, the department’s business manager promotes the document to the Budget Office Review stage. Unlike program offers, budget adjustments can be demoted back to departments by the Budget Office if additional updates are necessary.

Budget adjustment document workflow:



Preparing the Proposed Budget – Budget Adjustments

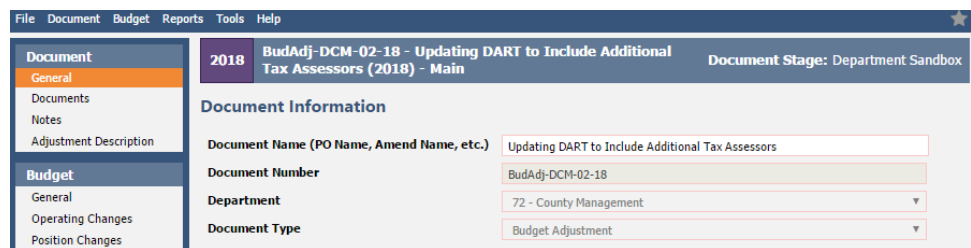
Preparing Budget Adjustment Documents

This section provides instructions for assembling budget adjustment documents in Questica. Headings in the sidebar of this section of the manual correspond to sections in Questica; the process for completing a budget adjustment is very similar to completing a program offer.

Tip: You can use budget adjustments to change multiple program offers. Group changes into amendments in a logical way (unrelated changes should not be all in one adjustment).

General

To begin filling out an adjustment document, start in the “Document” side menu of the adjustment document screen. The “Document” menu (includes General, Documents, Notes, and Adjustment Description) allows users to add and edit description and narrative language for the adjustment. In the General section (below), users can enter or edit the name of the budget adjustment.



The screenshot shows the 'Document Information' section of the Questica interface. At the top, there is a navigation bar with 'File', 'Document', 'Budget', 'Reports', 'Tools', and 'Help'. Below this, a sidebar on the left contains a 'Document' menu with options: 'General' (highlighted), 'Documents', 'Notes', and 'Adjustment Description'. The main content area is titled '2018 BudAdj-DCM-02-18 - Updating DART to Include Additional Tax Assessors (2018) - Main' and 'Document Stage: Department Sandbox'. The 'Document Information' section includes the following fields: 'Document Name (PO Name, Amend Name, etc.)' with the value 'Updating DART to Include Additional Tax Assessors'; 'Document Number' with the value 'BudAdj-DCM-02-18'; 'Department' with a dropdown menu showing '72 - County Management'; and 'Document Type' with a dropdown menu showing 'Budget Adjustment'.

Choose a document name that describes what the budget adjustment will accomplish and enter it in the “Document Name” box.

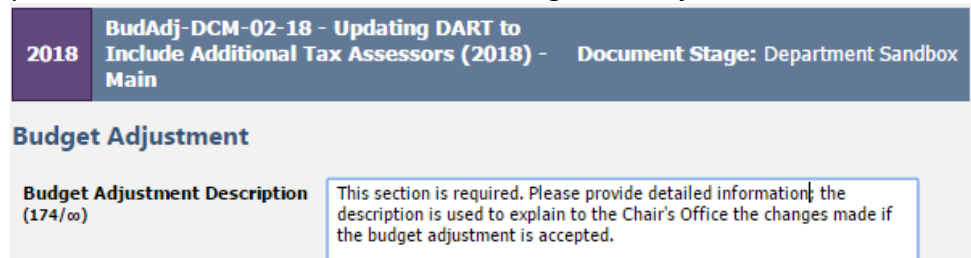
Budget adjustment numbering convention: BudAdj-Dept Abbreviation-Budget Adjustment Number-Fiscal Year, e.g. BudAdj-NOND-01-18.

The documents and notes sections are used at the department’s discretion for attaching relevant documents or recording notes.

Documents and Notes

Adjustment Description

Use the adjustment description to explain changes that will occur if the budget adjustment is accepted. Descriptions are not printed as part of the budget document but are released to the Chair’s Office and so should provide detailed information on the changes the adjustment makes.



The screenshot shows the 'Budget Adjustment Description' section of the Questica interface. At the top, there is a navigation bar with 'File', 'Document', 'Budget', 'Reports', 'Tools', and 'Help'. Below this, a sidebar on the left contains a 'Document' menu with options: 'General', 'Documents', 'Notes', and 'Adjustment Description' (highlighted). The main content area is titled '2018 BudAdj-DCM-02-18 - Updating DART to Include Additional Tax Assessors (2018) - Main' and 'Document Stage: Department Sandbox'. The 'Budget Adjustment Description' section includes a text area with the value 'Updating DART to Include Additional Tax Assessors' and a note: 'This section is required. Please provide detailed information; the description is used to explain to the Chair's Office the changes made if the budget adjustment is accepted.'

Preparing the Proposed Budget – Budget Adjustments

Expenditures and Revenues

Important: Include a program offer for each expenditure/revenue line.

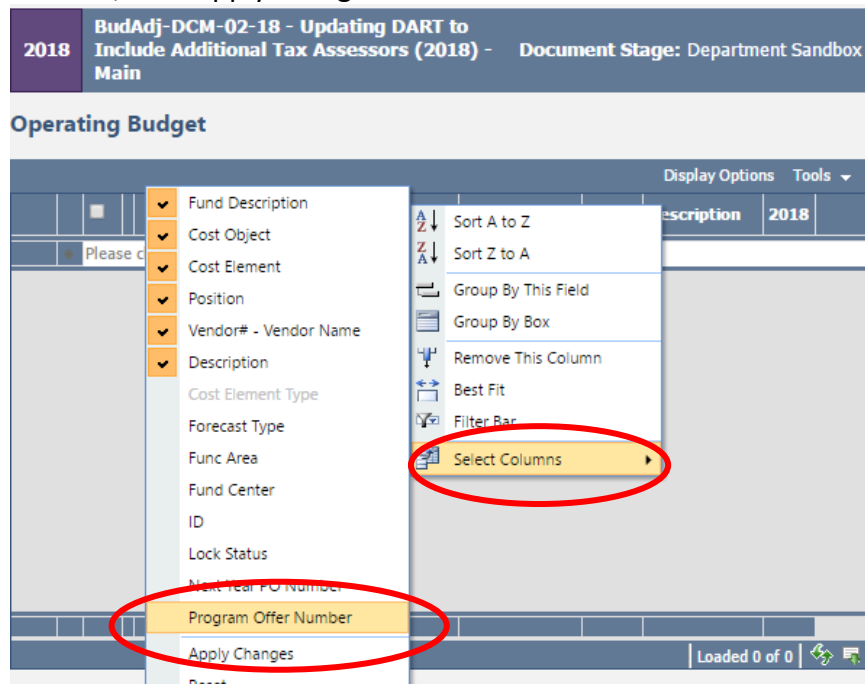
Expenditures and revenues are entered in the operating changes grid (page 40), identical to the process used for program offers with one notable exception, which is that **you must include a program offer for each expenditure/revenue line.**

Examples of common expenditure/revenue changes executed through budget adjustments:

- Changing a Cost Object/Cost Element – Move budgets from one cost object or cost element to another. Generally only for policy impacts, not to fix technical errors. (Technical errors can be remedied post adoption with an internal budget modification.)
- Increase or Decrease General Fund Expenditures – Make changes to General Fund expenditures. Note: similar to contingency requests, balancing this transaction requires a corresponding offset to expenditures in the General Fund Contingency cost element (60470).
- Increase or Decrease Revenues/Expenditures in Other Funds – A similar process to adding a grant during the year, you can increase or decrease revenues and corresponding expenditures.

Use the dropdown field in the program offer number column to assign a program offer. Make sure to select the program number with the correct fiscal year (e.g. for FY 2019 select the program offer ending in -19).

Tip: If the program offer number column is not displayed, right click on any of the column headers, select columns, and click program offer number, then apply changes.



Preparing the Proposed Budget – Budget Adjustments

Adding Indirect, Risk Fund, and Internal Services

Like budget modifications, budget adjustments can affect indirect, the Risk Fund, or Internal Services, requiring corresponding expenditures and revenues to be included in the transaction. The Budget Office will provide a “cheat sheet” for the service area, program offer number, and cost center data needed to enter transactions for indirect and risk funds (‘FY 2019 Cheat Sheet Related Documents’). This will be available at multco.us/budget/training-materials under the Chair’s Proposed Phase section after the budgets have been submitted.

Contracted Services

Budget adjustments that include cost elements 60150, 60155, 60160 and 60170 **require** information in the columns titled Vendor#–Vendor Name and Description. For more information see (page 43).

Balanced Transactions

From a technical perspective, budget adjustments work like budget modifications, meaning departments balance all expenditures and revenues at the fund level and include changes to indirect and internal services. Please consult with the Budget Office if a document is purposefully unbalanced.

Position Allocations

Departments can remove, add, or update positions from the Department Submitted budget through budget adjustments.

Examples of common position changes executed through budget adjustments:

- **Allocate a Position or Create a New Position** – If the position exists in Questica but was not allocated to a program offer in the Submitted Budget, allocate the position in the budget adjustment.
- **Remove or Unallocate a Position** – To remove a position allocated in a submitted program offer, duplicate the allocation using a negative percentage to remove the position (e.g. -100%).

This screenshot shows a user removing a budget analyst senior position from program offer 78100-18 and adding a program manager 1 position.

Fund Description	Cost Object	Position	Description?	Allocation	Allocated FTE	Program Offer Number
1000 - General Fund	709101 - DCA Budget	78 - 9730-Budget Analyst, Senior (702857)		-100	-1	78100-18 - Administrative H
1000 - General Fund	709101 - DCA Budget	78 - 9615-Program Manager 1 (716677): Ale		100	1	78100-18 - Administrative H

Preparing the Proposed Budget – Budget Adjustments

- **Reclassify a Position or Change an FTE** – Request a reclassification using the online forms (page 47). The Budget Office will create a position record using R#[original position record] indicating that the original position record is retired. The original number for the position record will have the updated JCN or FTE. In the budget adjustment, unallocate the retired position record from the program offer and allocate the position record with the updated JCN or FTE.

Positions are allocated to budget adjustments in the position changes grid, just as with program offers. For more information on position allocations, see page 48. To request a new record or change to a position record, use the same forms as during the Department Submitted phase (page 47).

REMEMBER:

- View the original allocation of a position in the Position Allocation for Excel report to ensure changes to a position are occurring in the correct cost objects. This is especially important for positions split across multiple cost objects or program offers.
- All positions are allocated at 100% or 0% total. Use the “Position Under/Over report” and the “Include Department Submit” parameter to validate that all positions are correctly allocated prior to submitting budget adjustments (page 48).
- If manual adjustments were made to a position they may need updating. Review the original program offer for any manual adjustments.

All narrative changes as a result of budget adjustments are done directly in the submitted program offers.

To edit narrative and performance measures, departments request that their Budget Office analyst promote the offer to the Dept. Edit Proposed stage. The Department Edit Proposed stage only allows a user to make edits to narrative and performance measures. Changes to expenditures, revenues, or positions are done in a budget adjustment document.

Editing Narrative and Performance Measures



Preparing the Proposed Budget – Budget Adjustments

Adding a New Program Offer



Adding a Program Offer that was Created but Never Submitted

NOTE: Users who had narrative editing rights during the Department Submit phase will continue to have editing rights on program offers while they are in the Department Edit Proposed stage, unless otherwise indicated by the department’s business manager.

Some changes require a new program offer document. The process to add a new program offer in the Chair’s Proposed phase is as follows:

1. Department requests a new program offer through the Budget Office.
2. Budget Office creates a program offer document (that will start in the Dept Edit Proposed stage) and a corresponding budget adjustment document (that begins in Dept Sandbox).
3. Department adds *only* the narrative and performance measures to the program offer document.
4. Department adds expenditures, revenues, and positions in the budget adjustment document.
5. Department promotes both documents to the same stage (Department Submit or Budget Office Review). When in the same stage, Questica combines the narrative and budget in the program offer report (see next page).

In some instances, departments create a program offer but do not promote it as part of their Submitted Budget. To promote a program offer from the sandbox to Budget Office Review stage, do the following:

1. Department notifies the Budget Office that it will be including the program offer in the Proposed budget.
2. Budget Office creates a budget adjustment that corresponds to the program offer.
3. Departments subtract expenditures, revenues, and positions from the original program offer and add them to the budget adjustment document.
4. Budget Office verifies there are no expenditures, revenues, or position allocations and promotes the program offer document to the Department Edit Proposed stage.
5. Departments make any necessary narrative changes in the program offer document.
6. When finished, departments promote the program offer document from Department Edit Proposed to Budget Office Edit Proposed and the budget adjustment to Budget Office Review.

Preparing the Proposed Budget – Budget Adjustments

Remove a Program Offer

If a program offer is not included in the Chair’s Proposed Budget, the program will stay in the Budget Office Review stage; **it does not need to be deleted.**

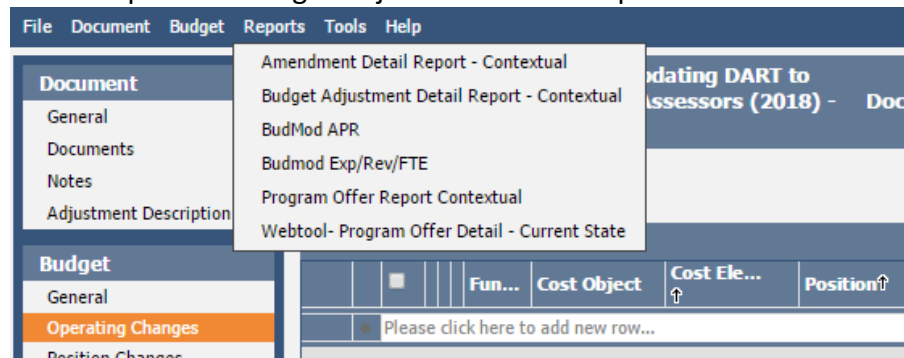
Budget Adjustment Reporting

Budget Adjustment Detail Report

The budget adjustment report allows you to review a summary document including all the details of the budget adjustment. The report is generated from within the budget adjustment document. The report includes three pages:

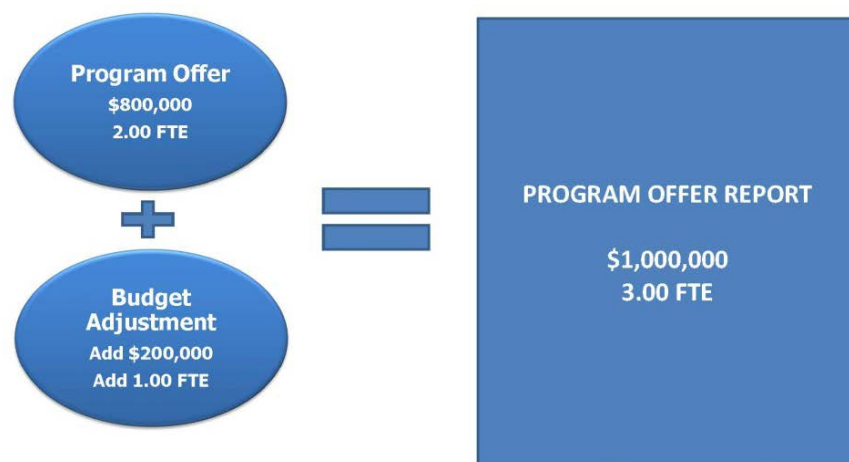
- Page 1 is a summary of the general information and description.
- Page 2 provides the expenditure/revenue changes.
- Page 3 is a list of the position changes.

To see the detail of your budget adjustment, go to the top tool bar and select Reports → Budget Adjustment Detail Report.



Changes to Program Offer Reports due to Budget Adjustments

When a budget adjustment document and a program offer document are in the same stage, the program offer report combines information in the program offer document and changes in the budget adjustment document in the program offer report.



Preparing the Proposed Budget – Budget Adjustments

Include Department Submit Parameter

“Include Department Submit” Parameter to Review Adjustment Impact

To view the impact of a budget adjustment on a program offer before submitting to the Budget Office for review, use the “Include Department Submit” parameter. This parameter pulls in any related documents, such as budget adjustments, to merge with the original program offer. If this parameter is not selected the reports will only display documents in the current stage, that is, only the original program offer. To use this parameter, set the parameter to “True” on the report.

How to Use the “Include Department Submit”

1. Make sure the budget adjustment is in the Department Submit stage.
2. Go to the program offer. From the top menu select Reports → Program Offer Report Contextual.
3. When asked whether to ‘Include Department Submit’ select True. This will combine the information from the budget adjustment document with the program offer document.

Other Related Reports

Budget Adjustment List Report

This report provides a list and summary of all the department’s budget adjustments entered in Questica.

Expenditure Revenue Detail for Excel - Current State and Position Allocations by Program Offer for Excel - Current State

Both of these reports contain the line item detail for all amendment documents that correspond to the selected program offer stage. These reports allow you to see the detail of the Adopted budget once all documents are in the Adopted stage or later stages. Again, departments can use the ‘Include Department’ submit parameter to override the stage logic and include related documents in the Department Submit stage.

Section 5

Preparing the Adopted Budget: Budget Amendments

Preparing the Adopted Budget – Budget Amendments

Budget Amendments

Each year, the County makes changes to the budget after it has been approved but before it is adopted. These changes are made through two categories of budget amendments that the Board votes on during the budget adoption process:

- **Board amendments:** must be sponsored and presented by a Commissioner during budget work sessions.
- **Department amendments:** subcategories include program, technical, staffing, revenue, and carryover.

All amendments require a majority vote of the Board during budget adoption.

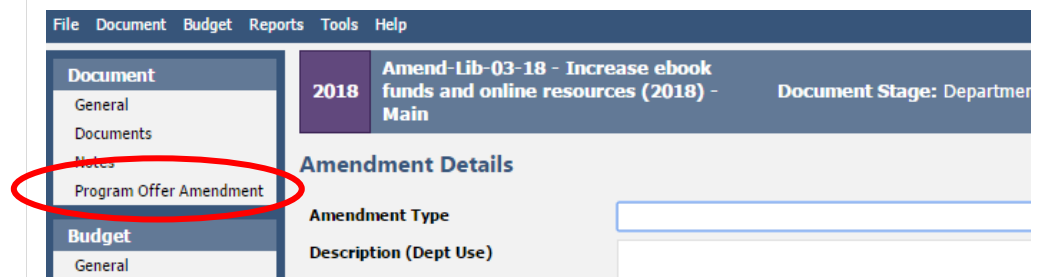
The primary purpose of the amendment process is for the Board to make changes to the Approved budget. All budget amendments must be presented and explained to the Board; please prepare department amendments for clear and simple presentation.

10% Rule

The sum of all departments' amendments approved by the Board cannot increase a fund by more than ten percent (10%) from the Approved budget. Changes that increase a fund by more than 10% must be implemented via a supplemental budget after the Board adopts the budget (page 83).

Amendment Types

The County uses six types of budget amendments. In the amendment document, use the "Document" side menu to navigate to the "Program Offer Amendment" screen. Select the type from the dropdown options.



Board Amendments

Members of the Board can sponsor an amendment to a department's budget up until the final vote to adopt the budget. In practice, Board members work with departments to propose changes. Departments are responsible for entering the technical detail for a Board Amendment.

Preparing the Adopted Budget – Budget Amendments

Program Amendments

Program amendments make a programmatic or policy-driven change. For example:

- Changing a service delivery model from in-house to contracted services.
- Adding a new school-based health center due to increased grant funds.

Program amendments also require a supplemental staff report supporting the requested change (contact the Budget Office for details).

Technical Amendments

Technical amendments make adjustments between cost object codes that do not change the bottom line in a department, fund, or staffing levels. For example, adjusting materials and services between a department's divisions in the same fund.

The Budget Office approves all technical amendments. Because the Board has limited time to review amendments, departments should consider using an internal budget modification after budget adoption in lieu of technical amendments whenever possible.

Staffing Amendments

Staffing amendments are technical amendments that only affect positions and reflect no bottom-line changes in a department's FTE count at the 4-digit fund level. In general, there are two groups of staffing amendments:

- The countywide staffing amendment implementing reclassifications already approved by the Board between budget proposal and adoption; and
- Department staffing amendments detailing changes to positions not yet approved by the Board.

In the amendment description, indicate the date the position change was approved by the Board. The Budget Office will determine if the amendment is part of the overall county staffing amendment or a department staffing amendment.

The Budget Office uses the following criteria/timelines to evaluate staffing amendment requests:

- February 16th – May 11th Board approvals can be included in the Overall Staffing Amendment.
- May 12th – June 30th Board approvals will be included as a department staffing amendment.

Preparing the Adopted Budget – Budget Amendments

Revenue Amendments

- Post June 30th – Reclassifications with no scheduled Board approval need to be approved by the Board through the regular budget modification process.

Revenue amendments recognize revenues not included in the Approved budget. For example:

- A grant awarded in April, after the department’s program offers were submitted, that does not equate to a programmatic change or increase an overall county fund by more than 10%.
- Beginning working capital in excess of the amount in the department’s submitted budget that does not equate to a programmatic change or increase an overall County fund by more than 10%.

Carryover Amendments

Carryover is a **one-time-only** re-appropriation in the new year of an expenditure authorized in the prior year. Carryover amendments are limited to the General Fund. The department’s current year ending balance (unspent appropriation) must cover the purchase in the new year.

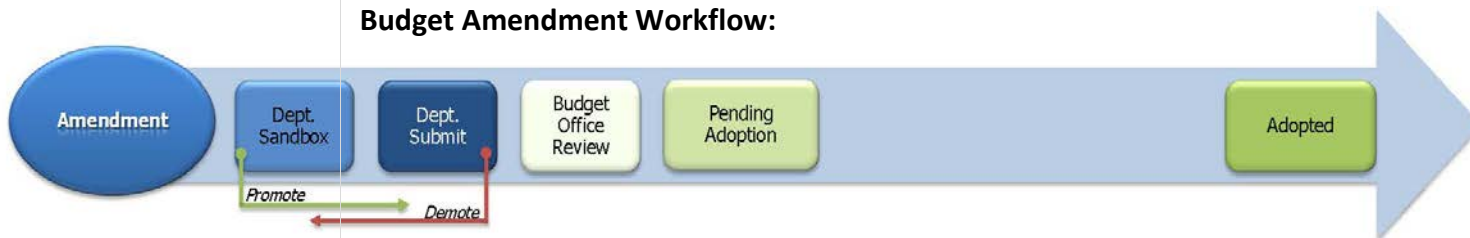
Carryover is **ONLY** accepted for items purchased but not received by June 30th. Provide your budget analyst with the SAP Purchase Order number.

Budget Amendment Documents Overview

Budget amendment documents are similar to program offer and budget adjustment documents⁹:

- Same structure.
- Same technical process to add/change/delete revenues, expenditures and positions.
- Same workflow as budget amendment documents (page 63).

Budget Amendment Workflow:



⁹ Budget adjustments, budget amendments, and budget modifications are often referred to as related documents.

Preparing the Adopted Budget – Budget Amendments

Preparing Budget Amendment Documents

General Information

Organizing Budget Amendments – You can use budget amendments to change multiple program offers or address a single policy issue. Each amendment document should correspond with the amendment being proposed to the Board. A single amendment document should not address multiple policy or programmatic changes across a variety of programs.

This section provides instructions for assembling budget amendment documents in Questica. Headings in the sidebar correspond to sections in Questica. These sections are nearly identical to program offers, with some minor changes. For information on how to find a document in Questica, refer to page 18. Budget amendment training documents are located at <https://multco.us/file/33932/download>.

In this section, users edit the document name. For a description of the remaining fields, please see page 20.

The screenshot shows the Questica interface for editing a budget amendment. On the left is a sidebar with a 'Document' section containing 'General' (highlighted), 'Documents', 'Notes', and 'Program Offer Amendment'. Below it is a 'Budget' section with 'General', 'Operating Changes', and 'Position Changes'. The main content area is titled '2018 Amend-Lib-03-18 - Increase ebook funds and online resources (2018) - Main'. Under the heading 'Document Information', there are four fields: 'Document Name (PO Name, Amend Name, etc.)' with the value 'Increase ebook funds and online resources', 'Document Number' with 'Amend-Lib-03-18', 'Department' with '1000 - Nondepartmental - All Other', and 'Document Type' with 'Amendment'.

Budget amendments use the following numbering convention: Amend-Department Abbreviation-Series Number-Fiscal Year, e.g. Amend-NOND-01-17.

Program Offer Amendment Section

Description (Dept Use): Use this field to describe the changes that will happen if the amendment is adopted. Begin the description with two or three executive-summary-style sentences (who, what, why, and how). The Budget Office will use your description when preparing the amendment for Board review.

The screenshot shows the Questica interface for editing a budget amendment, focusing on the 'Amendment Details' section. The sidebar is the same as in the previous screenshot. The main content area is titled '2018 Amend-Lib-03-18 - Increase ebook funds and online resources (2018) - Main' and includes 'Document Stage: Department Sandbox'. Under the heading 'Amendment Details', there are two fields: 'Amendment Type' with a dropdown arrow and 'Description (Dept Use)' with a large text input area. Red circles highlight the 'Program Offer Amendment' option in the sidebar and the 'Description (Dept Use)' field.

Preparing the Adopted Budget – Budget Amendments

Report Description (Bud Office Only): The Budget Office will use the department description as a basis for the Report Description (Bud Office Only) field that will be presented to the Board for review during the amendment work session.

2018 Amend-Lib-03-18 - Increase ebook funds and online resources (2018) - Main Document Stage: Department Sandbox

Amendment Details

Amendment Type [dropdown menu]

Description (Dept Use) [text area]

Report Description (Bud Office Only) [text area]

Expenditures and Revenues

Expenditures and revenues are entered in the operating changes grid, identical to the process used for budget adjustments (page 40).

From a technical perspective, budget amendments work like budget modifications. All expenditures and revenues are balanced at the fund level and include changes to indirect and internal services. Please consult with the Budget Office if a document is purposefully unbalanced.

Examples of common changes executed through budget amendments:

- **Changing a Cost Object/Cost Element** – move budgets from one cost object or cost element to another. Amendments are only for policy impacts, not to fix technical errors. You can remedy technical errors after adoption with an internal budget modification.

Preparing the Adopted Budget – Budget Amendments

- **Increase or Decrease Revenues/Expenditures in Other Funds** – similar process to adding a grant during the year, you can increase or decrease revenues and corresponding expenditures.
- **Increase or Decrease General Fund Expenditures** – similar to contingency requests, balancing this transaction requires a corresponding offset to expenditures in the General Fund Contingency cost element (60470).

Adding Indirect, Risk Fund, and Internal Services

Like budget adjustments and modifications, budget amendments can affect indirect, the Risk Fund, or Internal Services, requiring corresponding expenditures and revenues to be included in the transaction. The Budget Office will provide a “cheat sheet” for the service area, program offer number, and cost center data needed to enter transactions for indirect and risk funds (“FY 2019 Cheat Sheet Related Documents”). This will be available at multco.us/budget/training-materials under the Chair’s Proposed Phase section after the budgets have been submitted.

Contracted Services

Budget amendments that include cost elements 60150, 60155, 60160 and 60170 **require** information in the columns titled Vendor#–Vendor Name and Description. For more information, see page 43.

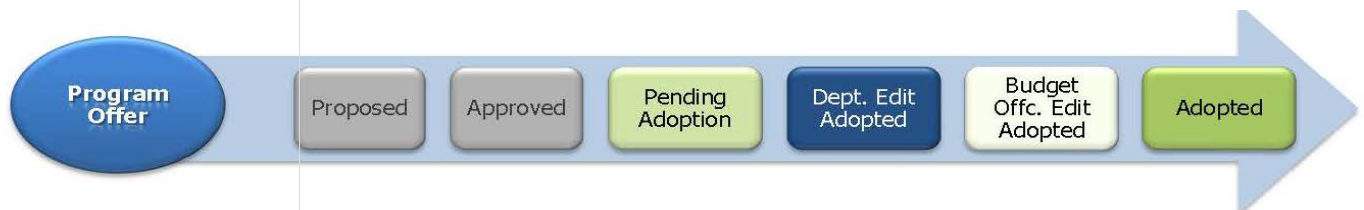
Position Allocations

Using the same process as for budget adjustments, allocate positions to program offers in the position changes grid of budget amendment documents. Positions can be removed, added, or updated from the Department Submitted budget. For more information see page 72.

Editing Narrative and Performance Measures

All narrative changes resulting from budget amendments are done directly in program offers. To edit narratives and performance measures, departments request that their budget analyst promote the offer to the **Dept. Edit Adopted** stage.

The Department Edit Adopted stage ONLY allows a user to make edits to narratives and performance measures. Changes to expenditures, revenues, or positions will be done in a budget amendment document.



Preparing the Adopted Budget – Budget Amendments

Adding a New Program Offer



Some changes, such as the addition of a new program, may require a new program offer. The process to add a new program offer in the Adopted phase is as follows:

1. Departments request a new program offer through the Budget Office.
2. Budget Office creates a program offer document (that will begin in the Dept Edit Adopted stage) and a budget amendment document (that begins in Dept Sandbox).
3. Department adds *only* the narrative and performance measures to the program offer document.
4. Department adds expenditures, revenues, and positions in the budget amendment document.

Department promotes both documents to Budget Office Edit Adopted or Budget Office Review stage where Questica combines the narrative and budget in the program offer report.

Adding a Program Offer that was Created but Never Submitted

In some instances, departments create a program offer but do not promote it as part of their Submitted budget. The process to promote the program offer from the Sandbox to the Budget Office Review stage is as follows:

1. Department notifies the Budget Office that it will be adding the program offer to the Adopted budget.
2. Budget Office creates a budget amendment that corresponds to the program offer.
3. If present, departments move expenditures, revenues, and positions from the original program offer document to the budget amendment document.
4. Budget Office verifies there are no expenditures, revenues, or position allocations and promotes the program offer document to the Department Edit Adopted stage.
5. Departments make any necessary narrative changes in the program offer document.
6. When finished, the department promotes the program offer document from Department Edit Adopted to Budget Office Edit Adopted and the budget amendment to Budget Office Review.

Preparing the Adopted Budget – Budget Amendments

Remove a Program Offer

If a program offer is not included in the Adopted budget, the program will stay in the Approved stage. **There is no need to delete the program offer.**

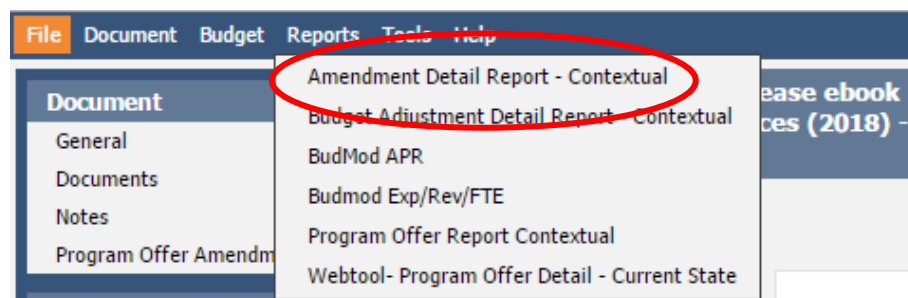
Amendment Reporting

Budget Amendment Detail Report

The report generates three pages:

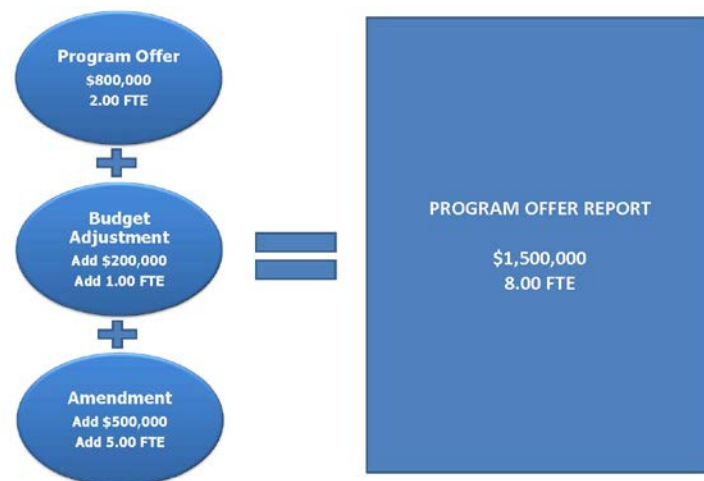
- Page 1 is a summary of the general information and description.
- Page 2 provides the expenditure/revenue changes.
- Page 3 is a list of the position changes.

To see the detail of the budget amendment, go to the top tool bar in the amendment document and select Reports → “Amendment Detail Report – Contextual”.



Viewing Amendment changes with the Program Offer Report

When a budget amendment document and a program offer document are in the same stage, Questica takes all the information in the program offer document, any changes from a budget adjustment document, along with any changes in the budget amendment document, and combines all the information together into the Program Offer Report.



Preparing the Adopted Budget – Budget Amendments

Include Department Submit Parameter

Include “Department Submit” Parameter to Review Amendment Impact

This parameter pulls in any related documents that are in the department submit stage when the parameter is set to “True” to accurately reflect the impact of an amendment. If this parameter is not selected, the reports will only display documents in the current stage, that is, only the original program offer.

To use the “Include Department Submit” parameter override:

1. Promote the budget amendment to Department Submit stage.
2. Open the program offer document. From the top menu select Reports -> Program Offer Report Contextual.
3. When asked whether to “Include Department Submit” select “True.” This will combine information from the budget amendment document with the program offer document.

Other Related Reports

Budget Amendment List Report

This report provides a list and summary of all the department’s budget amendments entered in Questica. This report is the basis for the report presented to the Board during the adoption process and is primarily used by the Budget Office.

Expenditure Revenue Detail for Excel - Current State and Position Allocations by Program Offer for Excel - Current State

Both of these reports contain the line item detail for all amendment documents that correspond to the selected program offer stage. These reports allow you to see the detail of the Adopted budget once all documents are in the Adopted stage or later stages. Again, departments can use the ‘Include Department’ submit parameter to override the stage logic and include related documents in the Department Submit stage.

Section 6

Changes after Adoption: Budget Modifications

Changes after Adoption – Budget Modifications

Formal Budget Modifications (Budmods)

Formal budget modifications (budmods) change appropriations at the department fund level and need Board approval. This includes:

- Transfers between funds.
- Transfers from contingency.
- Changes in revenues, appropriations, and FTE.
- Position reclassifications.

Budget modifications are presented to and approved by the Board of County Commissioners. See Multnomah County Administrative Procedures, BCC-1, Board Agenda Submissions and Process at commons.multco.us/administrative-procedures-and-executive-rules/multnomah-county-administrative-procedures for more information.

The Budget Office requires three days to review and approve an item before submitting it to the Board Clerk. The Budget Office submits an electronic copy of the agenda packet to the Board Clerk and the Chair’s Office by noon on Wednesday at least two weeks prior to the requested Board meeting, except for elected officials and staff, who are required to submit the agenda package one week prior to the requested Board meeting. Contact the Budget Office for more information.

The Board Clerk will not place an item on the final agenda without prior approval by the Chair’s Office.

Budmods stipulating a new revenue source, or a change of \$100,000 or greater in the existing revenue stream, must be accompanied by documentation from the revenue providing agency confirming the amount of revenue anticipated and the estimated date of receipt.

All budmods are done directly in Questica. Questica training materials are available at multco.us/budget/training-materials (see Revised Phase); Budget Modification documents follow the same general process for construction as adjustment and amendment documents (pages 63 and 72).

Departments are responsible for entering approved budmods in the CO/PS/HR modules of SAP within the financial period that they are approved by the Board. The Budget Office enters the budmods in the FM module of SAP.

Changes after Adoption – Budget Modifications

Internal Budget Modifications

Internal Budget Modifications do not change the Adopted budget appropriation and do not:

- Increase or decrease total expenditures by fund, department, or FTE.
- Reclassify any budgeted positions.

Internal budmods can be changes in cost elements (account codes), cost objects (cost centers and WBSs within the same fund), and between organizations within an appropriation unit. Internal budmods require approval from the Budget Office prior to making changes.

Contingency Requests

Contingency requests must be reviewed and approved by the Budget Office prior to submission for the Board agenda. Contingency requests must meet the required standards for a budmod. In addition, they must include a memo from the Budget Office addressing whether the request meets our Budget and Financial Policies regarding the appropriate use of contingency funds. A copy of the County's current Budget and Financial Policies is at <https://multco.us/file/63460/download>.

Notices of Intent (NOI) to Apply for Grants

The Budget Office must review and approve Notices of Intent (NOI) to apply for grants prior to submission for the Board agenda. Requests for grant renewals may be permitted, but only if the renewal date falls within the NOI timeframe originally approved by the Board. Otherwise a new NOI must be submitted for Board approval.

More information is available in Multnomah County Administrative Procedures, BCC-1, Board Agenda Submissions and Process at commons.multco.us/administrative-procedures-and-executive-rules/multnomah-county-administrative-procedures and at commons.multco.us/document/224106/download.

Supplemental Budget

A supplemental budget allows the County to make changes to the budget that are otherwise are not allowed by Oregon Budget Law. The most common changes include increases to a fund by more than 10%, adding non-grant revenues, or creating a new fund. A supplemental budget is an entire budget process in miniature, with public hearings and public notices.

The Budget Office usually sponsors one supplemental budget during the fiscal year to appropriate excess beginning working capital and make other changes. Contact your central budget analyst for more information.

Appendix A¹⁰

Cost Element Definitions Expenditures & Revenues

¹⁰ The County does not budget in all available cost elements. For questions about budgeting in cost elements other than those identified, please contact the Budget Office.

Expenditures

The following cost elements are used to budget County expenditures.

Personnel Costs

Cost elements 60000, 60110, 60120, 60130, 60140, 60100, 60135, 60145 are all used to budget for personnel expenses. Since the County’s largest expenditures and cost drivers are related to personnel, extra information has been included for these costs elements.

**60000
Permanent**

This cost element accounts for employee base pay. Questica auto calculates the base pay for a position (current, new, or vacant) by doing the following:

- **Bargaining Unit (Hourly) Employees:** Multiplies the employee’s base pay hourly rate by the total number of hours for the fiscal year. Total hours for full time are 2,080. If an employee is entitled to a step increase during the year, Questica determines how many work hours are paid at the beginning rate and how many work hours fall after the step increase. These figures added together equal the total base pay for that position.
- **Exempt Employees:** Multiplies the employee’s semi-monthly rate by 24. If an exempt employee is entitled to a merit increase, Questica applies it as of July 1st. Questica determines if an exempt employee is at the top of the range before determining whether to apply a merit increase.
- **Limited Duration Employees:** Permanent pay costs for limited duration employees should be budgeted in 60100 (Temporary Employees).

**60110
Overtime**

This cost element accounts for employee payroll overtime payments. To determine how much overtime pay to budget, do the following:

1. Evaluate the nature of the tasks that require overtime coverage and any other information that will justify the request.
2. Estimate the amount you expect to need, and document your calculation.
3. Calculate figures for Salary Related Expense and Insurance Benefits.
 - Overtime pay for permanent employees includes the same Salary Related Expense and insurance components as for permanent pay excluding medical/dental insurance. Budget these in 60130 and 60140.
 - Overtime pay for temporary employees includes the same Salary Related Expense and Insurance components as for temporary employees. Budget these in 60135 and 60145.
 - Find the appropriate rates by referring to the Salary Related Expense and Insurance rate tables on the following pages.

60120
Premium

This cost element accounts for premium pay employees receive in addition to base pay because of the type of work or hours of work involved. These categories include shift differentials, incentive pay, trainer pay, lock-up premiums, hazardous or obnoxious work, or lead work. Analysis includes:

1. Evaluating the need for this kind of pay.
 2. Computing the amount, and document your calculation. The base pay is allocated to cost element 60000 (Permanent). *Only the amount in addition to the employee's regular rate is charged to Premium.* Lead workers are no longer in a separate classification – you may list them here and budget for the premium pay.
- Some categories of work are compensated by a flat rate of premium pay. Estimate the total hours of work and multiply by the premium rate.
 - Other categories receive a premium based on a percentage of base pay. In these, cases you will need to determine how many hours will be paid the premium and then multiply by the appropriate percentage.

Don't forget to calculate salary related and insurance benefits for premium

Note: When recording lead pay under 60120 (Premium), remember to calculate figures for Salary Related Expense and Insurance Benefits based on this amount. Premium pay for permanent employees includes the same Salary Related Expense and Insurance components as for permanent pay excluding medical/dental insurance. Budget permanent related amounts in 60130 (Salary Related) and 60140 (Insurance).

Premium pay for temporary employees includes the same fringe and insurance rates for temps. Budget associated amounts for temp in 60135 (Salary Related/Fringe) and 60145 (Insurance). Find the appropriate rates in the Salary Related Expense and Insurance rate tables.

60130
Salary Related Expenses

This cost element accounts for permanent employee benefit costs, including PERS and FICA (Social Security) benefits, VEBA and the Tri-Met payroll tax. Questica auto calculates these costs, by doing the following:

1. Determines the employee’s bargaining unit and pension category (uniformed or not), and
2. Chooses which of the five rates applies from the table below.
 - **Don’t know which rates apply?** Check the employee’s labor agreement at multco.us/employee-labor-relations/labor-contracts.
 - **Does the employee get a VEBA?** Add the percent (see below).
 - 60110 (Overtime) and 60120 (Premium) pay salary related benefits for permanent positions are *manually* calculated and budgeted here.

Calculating benefits for temporary or overtime pay or for limited duration and temporary positions see 60110.

Components of Salary Related Expenses (60130)

For All Departments

	Non-Uniformed					Uniformed				
	FICA *	PERS**	PERS Bond Surcharge	Tri-Met	TOTAL 60130 PCT	FICA *	PERS**	PERS Bond Surcharge	Tri-Met	TOTAL 60130 PCT
Regular' Employees	7.65%	23.46%	7.65%	0.76%	39.52%	7.65%	29.05%	7.65%	0.76%	45.11%
OPSRP Employees	7.65%	16.74%	7.65%	0.76%	32.80%	7.65%	21.51%	7.65%	0.76%	37.57%

* FICA on first \$128,400 of salary is 0.0765; and 0.0145 for wages over \$128,400.

**Includes both the Employer cost and the 6.00% pick-up.

Certain employee groups receive a VEBA; see chart below for the rate.

Salary Related Expenses (60130) - VEBA

Deputy Sheriffs	1.00%
Federation of Oregon Parole and Probation Officers	1.00%
Non-represented	1.00%
Electricians Local 48	3.00%
HVAC Engineers Local 701	3.00%
Physicians Local 88-4	1.00%

60140
Insurance
Benefits

This cost element accounts for medical, dental, and other insurance coverage for FTE’s. Questica auto calculates insurance expense by doing the following:

1. Chooses the appropriate rates (see table below).
2. Adds an amount for medical and dental insurance. The County uses an average rate. The flat rate amounts are:
 - **\$16,614** for full-time employees
 - **\$12,461** for Local 88 three-quarter time employees
 - **\$9,483** for half-time employees.

Component Pieces of Insurance Benefits (60140) Rates

	Worker's Comp	County Attorney	Liability	Unemployment	Health/ Benefits Admin*	Retiree Medical	LTD/ STD/ Life	Total 60140 RATE
NOND**	0.50%	1.40%	0.35%	0.25%	1.10%	2.00%	0.75%	6.35%
DA	0.50%	1.40%	0.35%	0.25%	1.10%	2.00%	0.75%	6.35%
DCHS	0.50%	1.40%	0.35%	0.25%	1.10%	2.00%	0.75%	6.35%
Health	0.50%	1.40%	0.85%	0.25%	1.10%	2.00%	0.75%	6.85%
DCJ	1.00%	1.40%	0.35%	0.25%	1.10%	2.00%	0.75%	6.85%
MCSO	1.50%	1.40%	1.50%	0.25%	1.10%	2.00%	0.75%	8.50%
DCM	0.50%	1.40%	0.85%	0.25%	1.10%	2.00%	0.75%	6.85%
DCA	0.50%	1.40%	0.85%	0.25%	1.10%	2.00%	0.75%	6.85%
Library	0.50%	1.40%	0.25%	0.25%	1.10%	2.00%	0.75%	6.25%
DCS	1.00%	1.40%	0.60%	0.25%	1.10%	2.00%	0.75%	7.10%

* Includes Countywide bus pass benefit cost.

** Includes Chair's Office, Commissioner Offices, Joint Office, Auditor, Attorney, CIC, & TSCC

Notes:

- Overtime and Premium pay insurance benefits for permanent positions are *manually* calculated and budgeted here.
- As per the Prosecuting Attorneys contract, prosecuting attorneys have an additional 0.52% modifier for 60140 included in Questica’s calculations that is not included in the table above.

60100
Temporary
and Limited
Duration
Employees

This cost element is used to account for the cost of temporary AND limited duration employees. These positions are **not** auto calculated by Questica and must be manually budgeted in Questica. To estimate the amount to budget for temporary employees, do the following:

1. Document what you anticipate temporary employees will do (the nature of the work, or the project they will be working on).
2. **Document how you determined your budget.** Document your rationale if you base your budget figures on historical/projected usage rather than actual position-by-position calculations.
3. Calculate salary related expenses and insurance amounts for the temporary employees, and record them in 60135 and 60145.

60135
Non-Base
Fringe

Insurance rates for temporary employees include workers’ comp, liability and unemployment. See the [Personnel Rules](#) for more information.

Notes:

- Temporary employees working at least 600 hours per year will begin receiving retirement benefits after a six-month waiting period. If temps work less than this they are not entitled to retirement benefits.
- If a temporary employee works for another PERS employer, and the combined hours reach 600 hours per year, then both employers pay retirement benefits. If the employee is already in the PERS system, their retirement benefits begin immediately.

IMPORTANT \$15 Hour Minimum Wage: – the Chair and the Board of County Commissioners agreed to a \$15 an hour minimum wage.

This cost element accounts for fringe costs for temporary AND limited duration employees. Use 60135 to budget fringe costs for lead, premium or overtime pay for temporary or limited duration employees.

Salary Related Expense rates for temporary employees include FICA and Tri-Met payroll tax (and retirement if applicable).

FOR TEMPS: Components of Salary Related Expenses (60135)

For All Departments

	FICA *	Tri-Met	TOTAL 60135 PCT
All Employees	7.65%	0.76%	8.41%

* FICA on first \$128,400 of salary is 0.0765; and 0.0145 for wages over \$128,400.

**60145
Non-Base
Insurance**

This cost element accounts for insurance costs for temporary AND limited duration employees. *Use 60145 to budget insurance costs for lead, premium or overtime pay for temporary or limited duration employees.*

Insurance rates for temporary employees include workers’ comp, liability and unemployment (see table). Personnel Rules are found [here](#) for more information.

FOR TEMPS: Component Pieces of Insurance Benefits (60145) Rates

Rates Rounded Up for Configuration in SAP

	Worker's			60145
	Comp	Liability*	Unemployment	Rate for Temps
NOND**	0.50%	0.35%	0.25%	1.10%
DA	0.50%	0.35%	0.25%	1.10%
DCHS	0.50%	0.35%	0.25%	1.10%
Health	0.50%	0.85%	0.25%	1.60%
DCJ	1.00%	0.35%	0.25%	1.60%
MCSO	1.50%	1.50%	0.25%	3.25%
DCM	0.50%	0.85%	0.25%	1.60%
DCA	0.50%	0.85%	0.25%	1.60%
Library	0.50%	0.25%	0.25%	1.00%
DCS	1.00%	0.60%	0.25%	1.85%

* Liability rate does not include County Attorney

** Includes Chair's Office, Commissioner Offices, Joint Office, Auditor, Attorney, CIC, and TSCC

**Direct
Materials &
Services**

The following cost elements are used for the non-personnel items departments’ need: contracts, supplies, etc. Please read definitions carefully, as they may change slightly from year to year.

**60150
County Match
& Revenue
Sharing**

These are payments from funds the County is either required to make or has elected to obligate in support other jurisdictions or organization programs. For example, the County’s share of budgets for “City-County Organizations”, such as the County’s support for Regional Arts & Culture Council activities.

Questica details these payments in the Contracted Services report. Include details about who is providing the match and ratios in the Description column (page 43).

**60155
Direct Client
Assistance**

Use this cost element for services or materials purchased by the County on behalf of clients within a County program. Expenses budgeted in this cost element meet the new Federal definition (Uniform Administrative Guidance, 2 CFR, Chapters I and II, Part 200, et al) (see [omni-circular](#)) of a contractor relationship rather than a sub-recipient relationship. The intent of this cost element is to consolidate non-sub recipient client services into one account for reporting purposes. This cost element also separates client expenses from County operational expenses.

Examples include: rent assistance, food, bus passes, clothing, and prescriptions.

Note: If a gift card is a stipend or incentive, budget under supplies.

Questica details these payments in the Contracted Services report (page 43).

**60160
Pass-Through
& Program
Support**

These are funds passed through to other agencies, *via a contract or grant*. Expenses are for services and programs that meet the Uniform Administrative Guidance, 2 CFR, Chapters I and II, Part 200, et al, Federal definition of a sub-recipient, regardless of funding source (see [omni-circular](#)).

The County is responsible for ensuring the funds under the contract, grant, or program are being spent as intended by the County and the funder. Most human service contracts are budgeted in this cost element. This cost element, along with 60155 (Direct Client Assistance), separates client

60170
Professional
Services

expenses from County operational expenses. Payments budgeted here may be subject to fiscal monitoring by Central Fiscal Compliance.

Sub-recipient payments should include the vendor name, contract number, and CFDA number for Fiscal Compliance monitoring.

Questica details these payments in the Contracted Services report (page 43).

Professional Services are services provided to the County by non-County employees and/or companies. Budgets can be for almost any service, and vary widely.

Notes:

- All costs associated with any type of repair or maintenance, including equipment maintenance contracts, are budgeted under cost element 60220 (Repairs & Maintenance). See 60220 description for list.
- Food service contracts are budgeted under cost element 60250 (Food).
- Contracts with human service providers are typically budgeted for in cost element 60160 (Pass-through & Program Support).
- Advertising services are budgeted here.
- Costs associated with insurance claims paid are budgeted in 60330 (Claim Paid).
- Gift cards purchased on contract or PO are budgeted in the appropriate operational supplies cost element, i.e. 60240 (Supplies).
- Costs associated with in-house training are budgeted in 60260 (Travel & Training).

Include a description of the type of service you propose to purchase and the anticipated dollar amount by type of service in Questica. These details will appear in the “Contracted Services” report (page 43).

NEW! Department General Fund allocations include a COLA assumption for contracted services. For consistency across the County, departments should pass this amount onto contractors as applicable. However, the County is ultimately buying services, and the cost of those services may increase at a faster or slower rate than the COLA. When departments plan increases, they should focus on paying a fair price for services and understanding what the County is buying. Lastly, the COLA is only an estimate for budgeting purposes. The final COLA given to contractors may need to be adjusted based on the actual CPI/COLA.

60180
Printing

This cost element is for all printing, photocopying, binding, graphics, and photography services provided by the County’s printing contractor and other external vendors. This cost element includes leased or rented copier machines.

Note: Toner and paper for copy machines is budgeted for in cost element 60240 (Supplies), unless specifically covered in a copier contract.

60190
Utilities

Use this cost element to budget costs for electricity, water, natural gas, fuel, oil, and waste removal not paid by Facilities Management. Facilities Management will pass through the cost of most utilities and will provide estimates for budgeting these costs along with the Facilities charges for each building. Contact dca.budget@multco.us with questions about utilities estimates.

Note: Utilities paid for on behalf of others, for example by issuing utility vouchers for program clients, are budgeted in 60155 (Direct Client Assistance).

60200
Communi-
cations

Use this cost element to budget expenses for moving/adding/changing telephone services, videoconferencing stations, internet service (purchased outside the County network) and employee reimbursement for personal mobile phone usage. These discretionary items are billed directly to departments. Contact the department Telecom Liaison or IT Help Desk to obtain equipment lists, prior year long distance bills, and moves/adds/changes estimates to use for budgeting purposes.

All charges for mobile devices (cell phones, smart phones, tablets, pagers and iPads) data plan costs, and long distance charges are budgeted for in cost element 60370 (Telecom) except for reimbursements to employees, the Sheriff’s Office, and District Attorney’s Office.

Note: *Budget for most costs for telecommunications, including desktop telephones, fax services, alarm and elevator circuits, credit card terminals, videoconferencing, and long distance charges in cost element 60370 (Telecom).*

60210
Rentals

Use this cost element to budget rental/lease of space, booth or equipment from companies or individuals outside the County. Rentals with no sponsorship element should be budgeted here.

Notes:

- Budget leased or rented copying equipment in 60180 (Printing).
- Budget equipment lease to purchase agreements as a purchase in 60550 (Capital Equipment).

Notify Mark Campbell, CFO, Finance & Risk Management Division, ext. 86229 if the department plans to enter into any lease/purchase agreements. Under Federal Law, the County could be subject to IRS penalties if the total County debt issues, lease/purchase agreements, loans, long-term contract etc., is not correctly anticipated and budgeted.

60220
Repairs and
Maintenance

Use this cost element to budget for maintenance and repairs, landscaping, janitorial services, and recycling. Budget for repairs with no pre-existing maintenance agreement and for maintenance contracts or service agreements with contractors outside the County. Repairs may be to buildings, furnishings, machinery, or equipment and are not capital in nature (costs are not capitalized).

Notes:

- Expenditures that will lead to the creation of capital equipment, rather than routine repairs, should be budgeted for in 60550 (Capital Equipment).
- Software maintenance should be budgeted for in 60290 (Software, Subscription Computing, & Maintenance).

Use this cost element to budget an estimate for Facilities and Electronics Service Requests. Service requests are charged back to your department in the "95430" settlement (secondary) cost element. For help with budgeting email dca.budget@multco.us. For a detailed list of your department's service request expense history, go to the Commons to find [service request reports](#).

60230
Postage

Use this cost element to budget for mail, shipping, postage, stamps or related costs, parcel post, express mail, UPS, and FedEx. Use this cost element to budget for costs associated with shipping and mailing, such as folding pamphlets or stuffing envelopes.

Note:

- Budget Mail & Distribution internal service charges to cost element 60460 (Distribution & Records).
- Budget post office box rentals to cost element 60210 (Rentals).

60240
Supplies

Use this cost element for all supplies whose original unit cost is less than \$5,000, including such items as office supplies, janitorial supplies, operating supplies, minor equipment and tools, clothing and uniforms, repair and maintenance supplies, and computer equipment not capital. Food for County business meetings is budgeted here. Budget for client food in 60155 (Direct Client Assistance). The maximum cost per single item is \$5,000. Items that cost \$5,000 or more are capital; budget those under cost element 60550 (Capital Equipment).

Sponsorships are budgeted under supplies. Sponsorships are defined as an activity or event which has a specific and relevant benefit to the County, such as the purchase of a banquet seat or table at an awards or educational event/conference which promotes the objectives and mission of Multnomah County and/or the community we serve. Sponsorships offer corporate support which directly benefit the County with a positive and desirable image aligning our services with the needs of the community. Only County General Funds, rather than grant funding, should be used for sponsorship expenditures.

For additional information on sponsorships, see <https://commons.multco.us/accounts-payable/document/sponsorships-quick-fact-sheet/download>.

60245
Library Books
& Materials

This cost element is normally used only by the Library. This cost element includes library books, periodicals, videos, tapes, microfiche, microfilm, CD-ROMS, and other copyrighted materials used to provide library and/or information services.

60246
Medical and
Dental
Supplies

This cost element is normally used only for patient treatment.

Medical and dental supplies are limited to supplies related to or used for patient treatment or animal services. Examples include needles, syringes, cotton balls, bandages, tape, thermometer covers, gloves, normal saline, suture kits, Q-tips, etc. This category also includes durable items with unit costs of less than \$5,000, such as electronic thermometers, blood pressure cuffs, and stethoscopes. Durable items that cost \$5,000 or more per item (such as a dentist chair) are capital and are budgeted under cost element 60550, Equipment.

Note: Drugs and vaccines (including Depo-Provera, topical antibiotics, lidocaine, etc.) are budgeted under 60310 (Pharmaceuticals). Multco Marketplace purchases for medical/dental suppliers default to 60246.

60250
Food

Use this cost element to budget for food services purchased in bulk or provided by contract for County clients to sustain program operations—for example, for inmates in County detention facilities. This cost element is also used for food purchased for animal services' needs.

Notes:

- Budget food or catering supplied for County business meetings or hearings in cost element 60240 (Supplies).
- Budget food purchased for individual client assistance in 60155 (Direct Client Assistance).
- Budget per diem expenses for Travel & Training in cost element 60260 (Education & Training).

60260
Travel &
Training

Use this cost element to budget for expenses including registration and attendance at professional or trade conferences and conventions, tuition and fees, course materials, out-of-town travel, per diem, lodging, contracts for in-house training services, etc. Actual activity in this cost element must be accompanied by a travel and training form as required by Administrative Procedure FIN-2 (<https://commons.multco.us/accounts-payable/document/fin-2-travel-and-training-expenses/download>).

Reimbursements from employees for personal travel, or if an overpayment is made by the County to the traveler or a travel-related vendor, the reimbursement should be posted as an offset to the original travel and training cost element 60260, providing the reimbursement is received and recorded in the same fiscal year as the original expense. If it is a reimbursement for a prior year travel and training expense, please contact GL Help.

Note: Professional membership costs, whether paid at time of registration or not, are budgeted in cost element 60340 (Dues and Subscriptions).

60270
Local Travel
and Mileage

Use this cost element to budget for travel, parking, and mileage (not overnight) within the greater metropolitan area, including Salem. For additional information, see Administrative Procedure FIN-2 <https://commons.multco.us/accounts-payable/document/fin-2-travel-and-training-expenses/download>.

All bargaining units now use the Federal mileage reimbursement rate (<https://www.irs.gov/tax-professionals/standard-mileage-rates/>), which is **\$0.53.5 per mile** beginning January 1, 2017. *Accounts Payable will notify departments if the IRS announces a change to this rate.*

60280
Insurance

Note: County programs providing bus/train tickets to specific clients should budget these costs in cost element 60155 (Direct Client Assistance).

Use this cost element for liability insurance, fire insurance, employee bonding, and other non-personnel insurance.

Notes:

- Personnel insurance is included in cost elements 60140 and 60145 – Insurance Benefits.
- The County is self-insured. Before entering into an external insurance obligation in the areas of liability and property insurance, contact Mark Campbell, CFO, Finance & Risk Management division, ext. 86229.

60290
Software,
Subscription
Computing, &
Maintenance

This cost element is used to record the costs for all of the following:

- Software, which includes, but is not limited to, licenses (right to use), commercially available software, downloaded software/application files, and software on physical media.
- Subscription-based computing services/hosted data processing – where the County does not own or possess an asset but instead had an agreement to rent or lease a product or service for a period of time. This includes cloud-based services.
- Maintenance, which includes technical support, upgrades, and other benefits included with maintenance payments.

Notes:

- Data processing service performed under contract with non-County organizations are budgeted in 60170 (Professional Services).
- Departments should notify IT of any purchase needs applicable to this cost element.
- Budget costs for information technology services provided by the County Information Technology division in cost element 60380 (Data Processing Services).

60310
Pharma-
ceuticals

Use this cost element for all pharmaceuticals, drugs, and vaccines purchased by the County or from external sources. Includes drugs and vaccines for animal services.

Note: Budget supplies used to administer drugs (syringes, needles, etc.) under cost element 60246 (Medical & Dental Supplies).

60330
Claims Paid

This cost element is used only by Risk Management. The cost element is used to budget payment of insurance claims, whether coverage is by policy or through self-insurance. Areas of insurance include, but are not limited to: property, general liability, unemployment and workers’ compensation insurance. It is also used to budget for anticipated “money judgments” attained against Multnomah County by outside private or business parties through the court system.

60340
Dues and Subscriptions

Use this cost element to budget dues for memberships in associations, societies, or other organizations; as well as for subscriptions for newspapers, trade journals, magazines or newsletters, and electronic subscriptions. Also used for professional licenses (e.g. medical staff).

Notes:

- Memberships must not only be in the name of the employee, but should also be in the name of the County. The exception to this rule is where a membership is a requirement of employment and payment of the yearly dues has approval of the Board. (Example – Bar Association dues for attorneys.)
- Subscriptions should be delivered to a County address.
- Consult with IT for all Software As A Service (SAAS) costs.

60470
Contingency

Please consult your budget analyst for advice on how to budget for contingency in an operating fund that is shared by two or more departments.

This cost element is normally only used by the Budget Office.

A general contingency may be included in any operating fund. Per ORS 294.388, contingency is budgeted as a separate line item within an operating fund. It should be kept separate from departmental expenditures and it is considered an intrafund transfer because the Board must approve a budget modification authorizing a transfer from the Contingency line item. Per Oregon Budget Law, transfers from Contingency are limited to 15% of total appropriations authorized for the fund, so take great care estimating budgets for this line item.

Since the contingency is considered a “fund level” expenditure, any amount budgeted in this line item should be included in the overall County cost center (950000xxxx) for that fund. The contingency estimate must be reasonable and based on previous experience. Do not choose contingency instead of anticipated or necessary expenditure estimates.

60480
Unappropriat-
ed Balance

This cost element is normally only used by the Budget Office.

Only use this cost element to account for proceeds that are expected to be held in reserve for future purposes. It is not an appropriation and cannot be authorized for expenditure during the year except under extreme circumstances. An example of where Unappropriated Balance should be budgeted is the General Fund reserve, which was established to move the County toward its 10% reserve target.

Only budget Unappropriated Balance in the General Fund and the County’s bond repayment funds. Other dedicated funds may budget an Unappropriated Balance in lieu of an operating Contingency. The Fleet Management Fund is an example of an acceptable use – proceeds are used to fund future year purchases for vehicle replacement.

60490
Principal

This cost element is for principal payments on long-term debt, such as General Obligation bonds, Revenue bonds, Full Faith and Credit Obligations or Certificates of Participation. The Finance division determines amounts budgeted here. List and explain all interest payments and schedules of loans and bonds. Do not confuse this cost element with internal service reimbursement debt payments to the Capital Debt Retirement Fund (60450) in the Internal Service section.

60500
Interest

This cost element is primarily for, but not limited to, interest payments on long-term debt, such as General Obligation bonds, Revenue bonds, Full Faith and Credit Obligations or Certificates of Participation. The amounts budgeted here are determined by the Finance division. List and explain all interest payments and schedules of loans and Bonds. Do not confuse this cost element with internal service reimbursement debt payments to the Capital Debt Retirement Fund (60450).

60550
Capital
Equipment

Use this cost element to budget for the purchase of capital items that cost \$5,000 or more per item (or when multiple components < \$5,000 combine to create one item) and that have an expected useful life of more than one fiscal year. Examples include vehicles, servers, copiers, road equipment and various other types of equipment used by the County. Detailed information related to Capital Assets, thresholds, and purchases is available in [Administrative Procedure FIN-10](#).

Internal Service Reimbursements & Cash Transfers

Use internal service reimbursement cost elements to budget the costs of services provided by other County organizations. Internal service allocations are at <https://multco.us/budget/fy-2019-county-assets-cost-allocations> . Additionally, information about the Indirect Cost Allocation Plan can be found at <multco.us/finance/cost-allocation-plans>.

The following table is a quick look up for commonly asked questions about where to budget for certain internal services. **The table does not include all services.** Please refer to the cost element description for the full detail.

Internal Service Area	Cost Element
County Issued Cell Phones, iPads, etc*	60370
Desktop Phones	60370
Long Distance	60370
Internet Service (outside County network)	60220
Videoconferencing Stations	60220
Employee Cell Phones (Reimbursed)	60220
PC/Software Maintenance/Replacement	60380
Network/Data Center Services	60380
Data Processing Contracts w/Non County Vendors	60170
New Software Purchases	60290
Service Requests for Facilities	60220
Enhanced Services for Facilities	60430

*MCSO and DA budget for mobile devices in cost element 60200

60350 Indirect: Central Admin

Rates and additional information can be found at <multco.us/finance/cost-allocation-plans> contact Heather Drake in General Ledger (ext. 87972).

IMPORTANT: The County only charges indirect rates on personnel related expenditures (page 13).

Indirect revenue generated by the Central Indirect rate is recorded to the General Fund and is budgeted by the Budget Office in Cost Element 50310 (Internal Service Reimbursements). The indirect revenue covers some costs for central services such as General Ledger, Treasury, CFO, Budget, Human Resources, Purchasing, Payroll, AP, and the Auditor’s Office.

60355
Indirect:
Departmental
Admin

Use this cost element to budget that portion of Department administrative support costs. Rates and additional information can be found at multco.us/finance/cost-allocation-plans. For questions, contact Heather Drake in General Ledger (ext. 87972).

IMPORTANT: The County only charges indirect rates on personnel related expenditures (page 13).

The revenue generated by the departmental indirect rate is budgeted in the department’s General Fund and helps to cover costs for departmental administration and support functions. Budget the indirect revenue in the General Fund in 50370 (Departmental Indirect Revenue).

60360
Administrative
Hub

This cost element is only used to budget for the Administrative Hub in the Department of County Assets. The Administrative Hub provides human resources, contracting and procurement, financial planning and other administrative services to DCA, and Nondepartmental offices and agencies. The cost of administering these services for the internal service providers is recovered through internal service rates.

Questions? Email dca.budget@multco.us.

60370
Telecom

This cost element accounts for **County-supplied** telecommunications services, including desktop telephones, long distance charges, fax services, alarm and elevator circuits, and credit card terminals. Included are costs for County-issued mobile devices (cell phones, smart phones, pagers, air cards, tablets, and iPads) and associated data plans.

Note: The Sheriff’s Office and District Attorney’s Office budget for these costs in cost element 60200, Communications.

Costs for moves/adds/changes, videoconferencing stations, internet service (purchased outside the County network) and employee reimbursement for personal mobile phone usage are budgeted in 60200 (Communications). For questions about this cost element email dca.budget@multco.us.

60380
Data
Processing

This cost element accounts for all data processing or information technology services provided by the County's Information Technology division. Services include desktop and laptop computers, services, storage and related data center services, network circuits, Help Desk and network security services, SAP support, and both department-specific and enterprise-wide application development.

60410 Fleet Services

Notes on data processing:

- Budget software purchases or maintenance in 60290 (Software, Licenses & Maintenance).
- Budget telecommunications related services in 60370 (Network/Telecom).

Questions? Email dca.budget@multco.us.

This cost element accounts for the purchase, maintenance, and use of all County vehicles. First-time vehicle users should contact Garret Vanderzanden at ext. 83424 to receive an estimate for budgetary use. Agencies that anticipate the purchase of vehicles should contact Fleet, and budget the purchase here.

60430 Facilities & Property Management

This cost element accounts for charges to all programs (including all grants that require space allocations) by Facilities Management for routine building costs, including space, utilities, maintenance, lease payments, and debt service. If your program will require more/less/new space, work with Facilities Management to budget total costs.

Notes:

- Enhanced services are also included here, and will be charged to the department in cost element 95430-Settle Service Requests.
- Electronic radios and other small electronic equipment in facilities and vehicles formerly charged to 60420 are budgeted here.
- **NEW!** Shredding services are now an enhanced service. Please budget for them as you would other enhanced services.

Tip: If useful for department tracking purposes, consider budgeting enhanced services in Questica in a separate line with a description of “Enhanced Services”.

Do not budget Facilities service requests in this cost element. Service requests are charged back to the department in the “95430” settlement (secondary) cost element. Service request expenses are budgeted in 60220 (Repairs & Maintenance).

For questions about this cost element, or a detailed list of a department’s service request expense history, email dca.budget@multco.us. Information is also on the Commons [here](#).

60440
Internal
Service Other

This service reimbursement is used to pay for work done by one department for another department in a different fund. For example, the Sign Shop in the Road fund makes a sign for the Sheriff's Office.

When budgeting for this cost element include:

- Explanation of the services provided;
- Cost of the services; and
- The fund being paid.

When using this cost element:

- **Every** instance of cost element 60440 **requires** a corresponding instance of 50310 in another fund; and
- **Only** use this cost element for **interfund** transactions.

Users **MUST** document the partner who is receiving the reimbursement by department and cost object in the description field in Questica.

60450
Capital Debt
Retirement
Fund

This cost element lists payments made to the Capital Debt Retirement Fund for principal and interest payments on Certificates of Participation or bonds. *Mark Campbell, CFO, Finance & Risk Management division (ext. 86229) will contact those programs that have obligations to budget here.*

60460
Distribution &
Records

This cost element accounts for U.S. postage and mail distribution for interoffice mail and U.S. mail. It is also used for Records costs. For questions about this cost element email dca.budget@multco.us. Detail your request if it is different from the cost allocation models for distribution and/or records.

Note: Questica allows entry of multiple lines for the same cost object/element. ***Please budget separate lines for distribution and records and identify them in the description column.***

60560
Cash Transfer

Use this cost element to budget cash transfers from one fund to a different fund. For budgeting purposes, ***use of this cost element must explain which fund will be reimbursed in the Questica description field.*** The fund being paid **must** be indicated so appropriate revenue can be included for that fund. Here are two helpful tips to remember:

- **EVERY** instance of cost element 60560 requires a corresponding instance of 50320 in another fund; and
- **ONLY** use this cost element for interfund transactions.
- **Do not** use this cost element for interfund loan transactions

Questica is configured with 6056a to 6056ac, each of which represent a cash transfer to a specific fund. For example, 6056a is used to budget a cash transfer to the General Fund. If you have questions about which cash transfer number you should use, please contact your Budget Analyst. When using this cost element, document the other side of the transaction (department and cost object) in the description field in Questica.

60565
Internal Loan
Remittances

Use this cost element to record initial Board approved internal loans between funds, for the fund providing the loan at loan origination.

This cost element is also used when making all **principal** payments from the fund that received the loan and is now repaying. Use 60500 **Interest** expense, if applicable.

This cost element is used to budget loans from one fund to a different fund. For budgeting purposes, ***use of this cost element must explain which fund will be recipient of the loan in the Questica description field.*** The fund being paid **must** be indicated so appropriate revenue can be included for that fund. Here are two helpful tips to remember:

- **Every** instance of cost element 60565 requires a corresponding instance of 50325 in another fund, and
- **Only** use this cost element for interfund loans.

When using this cost element, document the other side of the transaction (department and cost object) in the description field in Questica.

Additional entries are required for accounting purposes.

Revenues

The following revenue codes distinguish between *program* and/or *restricted* revenues and *general* or *unrestricted* revenues to comply with Governmental Accounting Standards. Further distinctions include operating and capital grants, fees and charges for services, and particular types of taxes. Document all revenues in the “Explanation of Revenues” section of program offers (page 30). The exceptions to this rule are Internal Service Reimbursements (50310 thru 50321) and Miscellaneous Revenue (50360) where receipts would not total more than \$2,500 in any single cost object.

Include the following in documentation of revenue estimates:

- The origin of the revenue.
- From whom or where is the revenue received.
- Calculation used to develop the estimate.
- If the revenue is a fee or charge for service, does the County have authority to increase the rate?
- The term of the revenues. (e.g. If the revenue is a grant or contribution when will it expire?)

For questions about coding revenues to the correct cost elements, or if you have a new revenue source, please contact General Ledger at GLHelp@multco.us. For all other questions about revenues, contact Mike Jaspin in the Budget Office at ext. 87696.

Note: In the cost element definitions found on the following pages, the word “intergovernmental” is abbreviated “IG.”

Restricted or Program Revenues: Grants & Contributions

Grants are contributions or gifts of cash or other assets from another entity. A grant may be received either directly from the granting government or indirectly as a pass-through from another government.

- Capital grants are restricted by the grantor for the acquisition or construction of capital assets.
- Operating grants are such contributions to be used or expended for a specific purpose, activity, or facility.

50113 Govt-Shared: Program

Use this cost element for revenues shared with other governments – such as ODOT revenue shared by Roads and Bridges. The shared revenues recorded in this account are restricted, program shared revenues. Unrestricted shared revenues should use cost element 50112.

<p>50117 In Lieu of Tax: Program</p>	<p>Use this cost element for revenues that the County receives in lieu of local taxes. These revenues are typically restricted in use. For example, revenues received from the Federal government under the Oregon & California (O&C) Railroad Grant Lands.</p>
<p>50170 IG Direct Fed: Operations</p>	<p>Use this cost element for funds received directly from the Federal government, where use is restricted to provision of services specifically defined by a formal agreement with a Federal agency. If the agreement includes provisions for both operations and capital acquisition, all revenue is considered operations revenue under 50170.</p>
<p>50175 IG Direct Fed: Capital</p>	<p>Use this cost element for funds received directly from the Federal government. Its use is restricted to the purchase or construction of capital assets as specified in the governing grant or contract. If a grant or contract contains funding for capital acquisition and operations, the entire grant or contract should use the operations revenue cost element (in this case, 50170).</p>
<p>50180 IG Direct State: Operations</p>	<p>Use this cost element for funds received directly from the State of Oregon that do not include any funds the State passes to the County from another source. Their use is restricted to the provision of services that are specifically defined in a formal agreement with the State. If the agreement includes provisions for both operations and capital acquisition, all revenue is considered operations revenue under 50180.</p>
<p>50185 IG Fed thru State: Capital</p>	<p>Use this cost element for Federal funds received through the State of Oregon where the State is acting as a pass through agency. Its use is restricted to the purchase or construction of capital assets as specified in the governing grant or contract. If a grant or contract contains funding for both capital acquisition and operations, the entire grant or contract should use the operations cost element (in this case, 50190).</p>
<p>50190 IG Fed thru State: Operations</p>	<p>These are Federal funds passed through the State. They are restricted to services outlined in the State agreement, which in turn must meet Federal requirements. As with all operations revenues, if the agreement includes provisions for both operations and capital acquisitions, the entire agreement is treated as operational revenue.</p>

50195
IG Fed thru
Local:
Operations

These are Federal funds received from a local source. This includes local governments such as City of Portland, Washington County and others. They are restricted to services outlined in the agreement with the local agency, which in turn must satisfy Federal use requirements. As with all operations revenues, if the agreement includes provisions for both operation and capital acquisition, the entire agreement is considered operations revenue.

50200
IG Local:
Operations

These are restricted use funds received from a local government that do not include pass through funding from another source, for example the Federal government. Use is restricted to services as outlined by the governing agreement with the local agency. If the agreement includes a provision for both operations and capital acquisition, all revenue is considered operations revenue.

The Library Operating Fund (1510) records revenues from the Library District to this account.

50210
Non-govt.
Grants:
Operations

Use this cost element for restricted use funds received from a nongovernmental source such as a private foundation or a nonprofit agency. The funds must not include Federal funds the organization is passing through to the County. Use is restricted to services outlined in the governing agreement. If the agreement includes a provision for both operations and capital acquisition, all revenue is considered operations revenue.

50215
Non-govt
Grants: Capital

Use this account for funds received for capital acquisition from non-governmental sources. If the agreement includes a provision for both operations and capital acquisition, all revenue is considered operations revenue.

50300
Donations:
Operations

Use this cost element for donations where use is restricted to the provision of a stipulated service. Revenues recorded here are classified as operating grants by program/function in the financial statements.

50301
Donations:
Capital

Use this cost element for restricted use donations to be used for capital purchase or acquisition.

Restricted or Program Revenues: Fees & Charges for Services

For questions about whether or not grant awards are subject to Single Audit rules, contact General Ledger at glhelp@multco.us.

Fees and charges for services are charges for current services.

There are some Federal grant and contribution revenues that are considered to be fees or charges for services and should be coded as such. These grant revenues do not fall under the new Federal definition (2 CFR, Chapters I and II, Part 200, et al) (see [omni-circular](#)). For example, most Medicaid funds paid by the Federal government to the states are Federal financial assistance payments and are covered under the Single Audit Act. Medicaid arrangements between the State and providers, however, are contracts for services, and thus they are not considered to be Federal financial assistance subject to the Single Audit Act. Multnomah County both receives Medicaid revenue that is subject to the Single Audit Act (in Aging Services, for example), and serves as a vendor for providing Medicaid-funded services (in the Health department, for example). *The former should be recorded under “operating grants” cost elements, and the latter should be recorded under “fees for services” cost elements.*

50115 Lottery Revenues

Use this cost element for lottery revenues. These revenues are restricted program revenues from Video Lottery received from the State of Oregon. The revenues are restricted to furthering economic development per House Bill 3188.

50220 Licenses & Fees

Use this cost element for charges imposed by county ordinance for specific licenses and fees. Examples of licenses include cat, dog, food handler, marriage, restaurant, and swimming pool licenses. Examples of fees include alarm permit, cable franchise, recording, and library fees.

50221 Photocopy Charges

Use of this cost element is limited to those County programs that track revenues from copy machines used by the public. The Library and the County Attorney’s Office normally use this cost element.

50222 Printer Charges

This cost element is normally used only by the Library. It is used to track revenue from printers used by the public.

50230 Permits

Use this cost element to budget revenues earned from permits. Such permit charges include permits granted for bridge use, concealed weapons, land use planning, and rights of way.

50235
Charges for
Services

Use this cost element for charges for services that are not set by County ordinance, that are not charged to other governments, and that are not sales of goods. Examples of such charges are Facilities services fees, client fees, District Attorney discovery fees, jury duty paid to the employee is turned over to the County, medical records fees, and/or third party payers for Health department services.

50236
IG Charges for
Services

Use this cost element for charges for services to local governments. Examples of revenues to budget under this cost element include OMAP (Oregon Medical Assistance Plan [Medicaid/Title XIX]) charges to local governments.

Note: Medicaid payments to Multnomah County for providing patient care services to Medicaid-eligible individuals are not considered Federal awards expended under the new Federal definition (2 CFR, Chapters I and II, Part 200, et al) (see [omni-circular](#)). Hence Medicaid payments are recorded in this revenue account for a better audit trail and to segregate this revenue from revenue reported for Single Audit purposes.

50240
Property
Space Rentals

Use this cost element for revenue from rental of County property (buildings, offices, rooms, parking, and DCJ transitional housing).

50241
Motor Pool
Parking

This cost element is normally used only by Fleet. Use this cost element for revenue from employees (charged through payroll) for parking in Motor Pool lots.

50250
Sales to the
Public

Use this cost element to record revenues from selling goods to persons (as opposed to County clients or other governments). Examples of revenues to record here include Library sales, Assessment and Taxation information sales and copy fees, survey charges, and sales of surplus property, including vehicle auction revenues.

Note: Sales of capital items should be budgeted for in 50340 (Asset Sale Proceeds).

50260
Election
Reimburse-
ment

This cost element is normally used only by the Elections Division. Use this cost element for recovery of elections costs from State and local governmental bodies.

50280
Fines &
Forfeitures

Use this cost element to record revenue from the courts, criminal forfeitures, informal restitution, and animal control penalties.

50290
Dividends &
Rebates

Use this cost element to record revenues from insurance rebates, fuels tax refunds, and other refunds and rebates.

50291
Retiree Health
Premium

This cost element is normally used only by Risk Management. Use this cost element to record Retiree Health Benefits premiums.

50310
Internal
Service
Reimburse-
ments

This cost element is normally used only by Department of County Assets and Department of County Management. Use this cost element to record revenues received in internal service funds from service reimbursements.

Detail out the partner (department and cost object) in the description field in Questica.

**50311-50319,
50321-50322**

These cost elements are normally used only by Risk Management. Use these cost elements for service reimbursements to the Risk Fund for various insurance coverage. For questions or definitions, contact staff in the Budget Office or in General Ledger.

50322 supports the cost of the County Attorney Office via the Risk Fund. Only the County Attorney Office should use this cost element to budget revenue support. The funding is a component of the Liability rate from Insurance Benefits (60140).

50340
Asset Sale
Proceeds

Use this cost element to record revenues from the sale of capital items, such as buildings, equipment, or vehicles. This should also be used to record the trade-in value associated with capital items that are used to offset the purchase price of a new capital item.

Note: The sale or trade-in of non-capital items should be recorded in 50250 (Sales to the Public).

Unrestricted
or General
Revenues:
Taxes

Unrestricted or general revenues include taxes—property taxes levied for general purposes, business income taxes, selective excise and use taxes, and payments in lieu of taxes—as well as miscellaneous revenues, interest and investment earnings, and State-shared governmental revenues.

Grants and contributions that do not qualify as “program” revenues are considered to be unrestricted and are reported as general revenues.

For the most part, unrestricted or general revenues are budgeted at the countywide level by the Budget Office. *For questions about budgeting in the following cost elements, contact Mike Jaspin in the Budget Office at ext. 87696.*

50100
Property
Taxes: Current

Use this cost element for property tax revenue collected from the current year’s tax levy. Taxes are levied on an assessed valuation of real and/or personal property. The County’s property tax calendar is from July 1st through June 30th and revenue is recorded in the year the taxes are levied. Property tax bills are due November 15th for the same year.

50101
Property
Taxes: Prior
Year

Use this cost element for property taxes collected from the previous year’s tax levies and recorded as revenues in the current year.

50102
Property
Taxes:
Penalties

Use this cost element for those revenues derived from failure to pay or file a personal property, industrial or utility tax return on time, as opposed to actual property tax receipts above.

Note: Separate accounts are used for penalties and interest.

50103
Property
Taxes: Interest

Use this cost element for property tax interest assessed on property taxes after their due date. Interest is charged on delinquent property taxes from their due date to the date of actual payment.

Note: Separate accounts are used for penalties and interest.

50110
Tax Title

Use this cost element for revenues generated from the sale of properties foreclosed for non-payment of property taxes. There are two examples: 1) properties that have been sold on contracts by the County and payments are received monthly; and 2) properties that have been sold by the County and payment received in full. Proceeds the County receives from foreclosed property sales are unrestricted.

50112
Gov't Shared:
General

Use this cost element for general revenues (shared and unrestricted) from other governments. Examples include shared revenues from the State of Oregon for cigarette taxes, Western Oregon Forest Land and Severance (WOST) timber taxes, amusement taxes and local liquor taxes from the Oregon Liquor Control Commission. Ad valorem tax revenue is also recorded to this account.

50116
In Lieu of Tax:
General

Use this cost element for revenues the County receives in lieu of taxes. These revenues are unrestricted, and include US Forest Service reserve payments and Federal Bureau of Land Management payments in lieu of taxes. The County also has agreement in place with corporations for payments in lieu of tax. This would include payments received from the Strategic Investment Program (SIP).

Use cost element 50117 for restricted in lieu of tax payments, such as those received for the O&C Lands grant.

50120
Transient
Lodging Tax

Use this cost element for revenue generated by a tax imposed on the transient rental of lodging / hotels in Multnomah County. The City of Portland collects all taxes within the City and transfers them to the County monthly. All other hotels in Multnomah County pay directly to the County on a quarterly basis.

50130
Motor Vehicle
Rental Tax

Use this cost element for revenues generated by a tax on the rental of motor vehicles from commercial establishments doing business in Multnomah County.

50140
County Gas
Tax

Use this cost element for revenue generated from the consumption/sale of gasoline within Multnomah County. It is received monthly from the Oregon Department of Transportation.

50150
County
Marine Fuel
Tax

Use this cost element for revenue generated from the consumption of marine fuel within Multnomah County. It is received monthly from the Oregon Department of Transportation.

50160
Business
Income Taxes

Use this cost element to record revenue generated by a tax imposed on all business income within the City of Portland and Multnomah County. The tax is based on net income (gross income less certain deductions permitted by law). All businesses with gross income of \$50,000 and over must file. It is collected by the City of Portland and paid to the County.

50165
Personal
Income Taxes

Use this cost element to record revenues raised by Multnomah County's Temporary Personal Income Tax. This tax was effective January 1, 2003 and ran through the end of 2005. The tax is 1.25% of Oregon taxable income after deducting an exemption (\$5,000 for joint filers and \$2,500 for a single filer). This tax measure provided for three years of bridge funding for Multnomah County schools, senior and low-income health services and public safety needs.

**Other
Revenues**

The following are revenue cost elements that are used in limited situations for particular purposes. Please contact your budget analyst if you have questions about using these cost elements.

50000
Beginning
Working
Capital (BWC)

Beginning Working Capital (BWC) represents the difference between revenues over expenses from prior fiscal years. The account is in countywide cost centers in most funds, except where the resources are considered Restricted or Committed.

Note: Adding BWC to the budget after budget adoption is done via a supplemental budget. To avoid this time-consuming and expensive process, estimate fund ending balances as accurately as you can and include it as revenue in your program offers.

The actual amount for BWC is allocated in a journal by General Ledger and posted after the fiscal year is closed and all accounts and amounts are certain.

50270
Interest
Revenue

Use this cost element to budget for interest earned on fund balances. See multco.us/finance/investments for a discussion of the County's investment policy along with an estimate of the rate to use for budgeting purposes.

Please contact Eric Arellano, ext. 86718, for any questions related to the forecast (or the County's investment portfolio in general).

50302
Donations –
General

Use this cost element for donation revenues that do not qualify as program or capital revenues and are unrestricted in their use. They would not be capital in nature (i.e., land or buildings), nor restricted for a specific program.

50320
Cash Transfer
Revenue

Use this cost element to record scheduled cash transfers between funds.

For budgeting purposes, **explain use of this cost element, including which fund will be reimbursed**, in the Questica description field. The paying fund must be indicated so that the appropriate expense can be included for that fund. Remember the following when using this cost element:

- **Every** instance of cost element 50320 **requires** a corresponding instance of 60560 in another fund; and
- **Only** use this cost element for interfund transactions. Do not budget 50320 and its corresponding 60560 in the same fund.
- **Do not** use this cost element for interfund loan transactions

Users **MUST** document the other side of the transaction (department and cost object) in the Questica description field.

Contact Mike Jaspin at ext. 87696 with questions about budgeting cash transfers between funds.

50325
Internal Loan
Proceeds

Use this cost element to record initial Board approved internal loans between two funds, for the fund receiving the loan at loan origination.

This cost element is also used when recording all principal payments in the fund that loaned the money and is now receiving payments. Use 50270 for **Interest** revenue, if applicable.

This cost element is used to budget loans from one fund to a different fund. For budgeting purposes, **use of this cost element must explain which fund will be the recipient of the loan in the Questica description**

field. The fund being paid **must** be indicated so appropriate revenue can be included for that fund. Here are two helpful tips to remember:

- **Every** instance of cost element 60565 requires a corresponding instance of cost element 50325 in another fund, and
- **Only** use this cost element for interfund loans.

Users **MUST** document the other side of the transaction (department and cost object) in the Questica description field.

Additional entries are required for accounting purposes.

50330
Financing
Proceeds

Use this cost element to record proceeds from the issuance of debt, such as bond proceeds. Always budget the full amount of the debt issue.

50360
Miscellaneous

Use this cost element for miscellaneous revenues. Examples include reimbursements from employees and volunteers for things like personal travel, photocopies, and phone calls, petty cash, cash register, or deposit overages and shortages. Revenue transactions in the Public Guardian Trust Fund are also recorded in miscellaneous revenue. All other revenues should be budgeted for in a more specific revenue cost element.

50370
Departmental
Indirect
Revenue

Use this cost element for revenue generated by the departmental portion of the indirect cost plan. This revenue may be used for departmental administrative costs not recovered directly from grants and awards.

Appendix B

Performance Measures

Appendix B: Performance Measures

Introduction to Performance Measurement

Not unlike budgeting, performance measurement is an art unto itself. Performance measurement helps managers and decision makers understand the extent to which a program is effective in producing its intended outcomes and desired results. Performance measurement involves developing meaningful and objective indicators systematically monitored to assess progress made in achieving predetermined goals. The process requires ongoing data collection to determine if a program is implementing activities and achieving objectives. It typically measures resources, activities performed, and results over time. The data are used to determine whether programs are meeting their goals.

Why should the County measure performance?

- Performance measures show progress toward the program’s goals and objectives.
- Performance measures help decision makers refine strategies and improve results.
- Performance measures connect program offers with County goals and objectives.
- Performance measures help build community support for County programs.
- Performance measures help managers deliver expected results. *What gets measured gets managed!*

Sound performance measures are a critical component of the budget process. Departments provide performance indicators as a part of their program offers. The Board uses the information to aid in evaluating effectiveness of County programs. The Chair’s budget decisions are based on how well the program contributes to the County’s long-term strategies, and what these programs promise to deliver. Performance measures help the Chair and Board understand and evaluate what the County is “buying”. In this way, performance measures are a way to explain your program logic to the Board and demonstrate your success. A properly developed set of performance measures should be:

Meaningful: Measure the right things with the right metric. The measures should show progress toward the County’s goals and objectives in a way that is valid. It is important that the collected data accurately measures program activities and outcomes.

Consistent: The data used to generate the measurement must be consistently accurate and reliable.

Developing Performance Measures

Clear: Think about whether the measure can be understood by people who are interested in the program. A good test is whether you could explain the measure to an average person who is interested in your services.

Avoid Perverse Incentives: Could the measure lead to efforts to reduce quality or outcomes in order to make the numbers look good?

Developing meaningful performance measures depends on understanding your program's priorities. It is important to measure what matters, not simply what is convenient. This means thinking about what features of your program are important, and lead directly to your desired outcome.

Effective, meaningful performance measures report what the program is trying to accomplish and links the activities being performed to outputs and outcomes. In selecting performance measures, consider the following questions:

- What is the purpose and goal of the program? How does the program support the department's mission?
- Who are the customers or beneficiaries (internal and external) of your program?
- What national performance standards or benchmarks exist for this type of program, if any?
- What inputs and outputs are most important to achieving the desired outcomes?
- How can you measure efficiency and productivity?
- How can you explain numerically what the program accomplishes to an average person who is interested in your services?

Here are some considerations for you as you develop and choose appropriate performance measures for your program offer:

Who should be involved? The appropriate program managers and staff, budget and finance staff, and research and evaluation staff from the department should all be at the table to review and discuss the Program Offer's characteristics and how to measure performance.

What types of performance measures should be used? Identify what services will be delivered, who the primary customers/clients are, and list the program inputs, outputs, outcomes, efficiency, and quality measures.

Appendix B: Performance Measures

What inputs does the program need to function? List the program inputs such as funding, FTE, materials (PCs, fleet vehicles, buildings); they are the resources needed to accomplish the program's goals.

What are the program's activities? Review the program offer description and understand the specific service the program delivers. Think about how the program works, how the service is delivered, and briefly list the activities that lead to a product or service being delivered.

What are the program outputs? Identify program outputs and list what was or will be accomplished (e.g. PCs repaired, fleet vehicles maintained, cases managed, people served).

What are the program's results or outcomes? Identify the various outcomes (i.e. results) of the program: both the outcomes expected immediately after the service is delivered (i.e. short-term), and the intermediate and the long-term outcomes expected for the clients/customers who received service. Consider benchmarks or industry standards, if available, when considering measurement options. Outcomes should be related to the primary function of the program.

How efficient is the program in achieving its results? From the inputs, outputs, and outcomes consider efficiency indicators: how much does it cost in staff or dollars to achieve one unit of output? How long does it take (hours or days) to get an output or outcome? Are there any efficiency mandates that need to be addressed?

Performance Measurement Challenges

There are challenges in capturing and conveying information on performance measures. Sometimes direct measurement is difficult or costly. Often, however, measurement difficulties are due to unclear program outcomes. Clarifying the program results will go a long way towards developing meaningful measures. Below are several common reactions to using performance measures.

You can't measure what I do. Areas thought to be immeasurable, such as prevention, education, and even international relations, have been shown to be measurable using an innovative approach. In some cases, the outcome of a program may not be realized for many years—a problem that can be addressed by identifying meaningful output-oriented milestones that will lead to achieving the long-term outcome goal.

Appendix B: Performance Measures

The measures aren't fair because I don't have total control over the outcome or the impact. It is rare for a program to have total control over the outcome. However, you still need to know if your inputs and outputs are having an effect on outcomes. At the same time, if a program cannot demonstrate any impact on the desired result, then why should it be funded?

Often programs from various departments all contribute to achieving the same goal. The contribution of any one program may be relatively small or large. One approach to this situation is to create program specific performance goals that relate to broader, yet measureable, outcomes that are shared by a collection of programs.

It will invite unfair comparisons. Comparisons between programs happen all the time as part of the budget process, whether programs invite it or not. Articulating meaningful performance measures will ensure you're your program is judged using fair and appropriate measures. Program information is not limited to performance results: clearly articulating the program's target audience and services can limit apples-to-oranges comparisons. Consider working with other programs of similar design to use the same measures.

Performance data will be used against the program. Performance data allow program managers and county leadership to monitor whether a program is effectively contributing to the County's overall goals and objectives. This is vital for both transparency and accountability. The "Performance Measure Description" section gives program managers the opportunity to outline specific circumstances that may have affected program outcomes, and describe program changes made as a result.

Demonstrating transparency and accountability, even when the news is not so good, can inspire trust, give the program performance data credibility, and show that departments are committed to continuous improvement of their programs.

We don't have the data or we can't get the data. Considering the investment the County has made in information technology, there may be untapped data sources. Collecting it can be as simple as a desktop spreadsheet using information collected from a hard-copy log. What is important is that critical indicators of success are identified and measured consistently and conscientiously.

We don't have the staff resources to collect the data. While this may seem like the case in a given moment, dedicating a small percentage of a

Appendix B: Performance Measures

program's staff time to collecting data on thoughtful measures and using the data to manage for results will generally save more time than would be spent correcting problems down the road.

We don't know how to measure prevention. Programs with a prevention focus can be difficult to measure for a variety of reasons. Most importantly, measuring prevention requires consideration of what would happen in the absence of the program. Also, it is often difficult to isolate the impact of the individual program on behavior that may be affected by multiple other factors. If performance measures reflect a continuum from lower-level outputs to higher-level outcome measures related to the overall goal, it is important for prevention programs to choose measures that are far enough along the continuum that they tie to the department's overall priorities as well as to the program's activity. This will help ensure that the measures are both meaningful and genuinely affected by the program.

For example, a children's vaccination program might measure the number of vaccinations given compare to the number of eligible children in the County (output) or the overall rates of a specific disease in the County over a relevant time period.

There are programs where failure is not an option. For programs where failure to prevent a negative outcome would be catastrophic, such as programs to prevent terrorism or a pandemic disease outbreak, traditional outcome measurement might lead to an "all-or-nothing" goal. As long as the negative outcome is prevented, the program might be considered successful, regardless of the costs incurred in prevention or any close calls experienced. In these cases, proxy measures can be used to determine how well the deterrence process is functioning. These proxy measures should be closely tied to the outcome, and the program should be able to demonstrate how the proxies tie to the eventual outcome. Because of the risk, multiple proxy measures should be used. Failure in any one of the safeguards would be indicative of the risk of an overall failure.

Appendix C Style Guide

Appendix C: Style Guide

Style Guide

Multnomah County Specific Guidelines

Departments are responsible for writing a number of important narratives in the budget, including program offers, department narratives, and division narratives. In order to maintain consistency throughout the budget document, please use the following style guide when preparing your budget narratives.

Guidelines for budget drafting documents:

What to capitalize:

- “Multnomah County” and “County” (when referencing Multnomah County)
- “State of Oregon” and “State”
- Federal (e.g. Federal and State funding sources)
- Funds (e.g. General Fund, Video Lottery Fund)
- Divisions (e.g. Budget Office, Business Services)

What not to capitalize:

- Position titles (e.g. “budget analyst” or “parole officer”)
- “budget”
- “program offer”
- “countywide”

Number format

- For fiscal years: FY 20XX
- For FTE: X.XX - two digits after the decimal

Compound words

- Countywide, not county wide
- Healthcare, not health care

Other tips:

- Avoid we/our – instead replace with your Department name (e.g. “DCHS is introducing a new program”, not “We are introducing a new program”.)
- Make use of the oxford comma.
- Single spaces between sentences.
- When writing a program offer title, use Program Name (Program Number), e.g. Budget Office (72001).

Appendix C: Style Guide

General Style Guidelines

The following general guidelines are excerpts from a style guide provided by Emily Johnston of Editwest, the following are general instructions for style, punctuation, and grammar.

Things to avoid

- Avoid unnecessary wordiness or repetition. Be specific but brief. It doesn't sound more impressive to use more words: for example, that the administration of a division "oversees, provides guidance to, administers, and manages the division". These verbs all mean approximately the same thing, so choose one of them.
- Avoid jargon. While specialists understand the difference between emergent literacy behaviors and reading, the former phrase is ungainly and unnecessary. Generally, a simple overview is best: the program helps children learn to read. If a program is devoted solely to pre-reading skills, one can say so, of course, but it's best to do so with detail rather than jargon: for example, the program focuses on encouraging the skills that lead to reading.
- Avoid overly general phrases. For example, "promote positive change". Instead, be specific; e.g. the program offers anger management classes to offenders, or encourages children to stay in school.
- Avoid hyperbole. The County's economic troubles may have many dramatic results, but highly dramatic language is out of place in the budget. Details and facts can speak quite persuasively about the condition of the community, and are best left unembellished.

Grammar and Punctuation

All of the basic rules of grammar and punctuation are designed to make life easier for the reader. If a sentence is properly punctuated, the reader can understand what parts of it are attached to what other parts, and the whole is absorbed fairly smoothly. Punctuation can be likened to road signs; if you want to stay on Route 36 and you come to a junction of five roads, then if one has an arrow, you take it almost without thinking, but if it's not there, you are forced to stop and examine the roads to see which one is likeliest to be correct. It's this kind of confusion, however momentary, that disrupts the flow of language and obscures meaning.

Punctuation also attempts to replicate the sound of spoken language, with its almost unnoticed pauses and emphases. Often, if you hear a sentence in your head, and place commas where you hear small pauses, like these ones, you'll be on the right track. Semicolons are a bit more subtle. They often link two thoughts that could be wholly separate sentences, but that are intimately

Appendix C: Style Guide

connected; oftentimes the section after the semicolon helps to explain the one before.

Parallel Structure

When creating a list (whether bulleted or in a regular sentence), it's important for the sake of clarity and ease of reading that all parts of it have the same form. Thus, the division will work to:

- improve access to healthcare,
- provide health classes,
- turn bad guys into decent guys, and
- save the world.

This is clear, if ambitious; all the verbs have the same form.

But this is less so: The division

- improves access to healthcare;
- to provide health classes
- turning bad guys into good guys,
- is saving the world.

Check to see that each list item logically flows from the beginning of the sentence (that's the portion that begins "The division"). You may use semicolons or commas or even periods to set off list items, but you don't have to. If you do, though, you must be consistent. In the first example above, the use of commas shows clearly that this is a sentence that could appear on the page without bullets; that's why there's an and after "guys".

You could also have a bulleted list in which each bullet is a full sentence; again, the only rule is that there must be logic and consistency. Generally speaking, you should only use semicolons in a list when there are commas within the items of the list—again; this is a matter of emphasizing what goes with what.

"The division will improve access to healthcare, including dental care; provide health classes for children, families, and seniors; turn bad guys into decent guys; and save the world."

In that sentence, the commas emphasize that "including dental care" goes with improving access to healthcare, and "families, and seniors" go with the children. If there were only commas in this list, no semicolons, the reader would have to make more of an effort to distinguish the shape of the list and the meaning therein. The semicolons say helpfully here's another list item and point you back to the main road after your small detour.

Appendix C: Style Guide

Dangling and Misplaced Modifiers

For the sake of clarity, it's important to order your sentences in a way that makes clear who is doing what. "Eating the entrails of a small deer, the campers saw the lion, and ran." Well, perhaps the campers did eat a small deer, but it's unlikely. "Working with offenders to improve their job-hunting skills, the law requires that these programs be evidence-based." This sentence is even messier, because nothing acts as an anchor for working with offenders to improve their job-hunting skills (that's why this modifier would be said to be dangling); the law is clearly not what the clause modifies, but the phrase these programs seems too far away. Reworking the sentence just a little bit fixes this: "Working with offenders to improve their job-hunting skills, the staff uses evidence-based techniques that satisfy Federal law."

Appendix D

Questica Reports

Appendix D: Questica Reports

Reports in Questica

Questica reports allow users to view budget information, either in aggregate or from an individual budget document.

To access reports, click on the “Reporting” icon in the Questica left hand menu bar and then:

1. Select the desired report and click “Run Report.” This will open a new screen or browser tab with parameters to select (use the small grey arrow on the left-hand side of the screen if parameter selection options do not display).
2. Adjust the parameters if desired.
3. At the bottom of the parameters menu, click “Run Report”.
 - o The parameter tab may be collapsed when you open the report. Click the arrow in the middle of the left hand side of your screen to expand the parameter tab.

Note: Every document in Questica is assigned to a specific stage (see 10). To ensure reports correctly display data, please verify that the report parameters include the stage that the document is currently in.

Aggregate Reports

The following lists includes some of the most frequently used reports in Questica. For a full list of reports visit the Reporting Center in Questica.

Contract Services Report

Questica has a number of reports you can use to view information from multiple Questica documents (program offers, budget adjustments, budget amendments, and budget modifications):

Contract Services Report

A summary list of a department's contracted services. Organized by program offer, it provides information on the total budget, cost object, cost element, fund, vendor, and description fields for all contracted service line item expenditures (see page 43 for details).

Exp/Rev Detail for Excel – All Stages

Provides detail of all expenditure and revenue budget line items a department has created in the system regardless of submission or approval. Pulls documents for any budget stage. Provides line item detail of a department budget (all expenditures and details for your department along with Questica document numbers and types, fund, cost object, cost element, and description information).

Appendix D: Questica Reports

Exp/Rev Detail for Excel – Current State

Provides detail of all expenditure and revenue budget line items a department has created in the system regardless of submission or approval. Similar to the Exp/Rev report above, but only pulls documents for the current budget stage. Provides line item detail of a department budget (all expenditures and details for your department along with Questica document numbers and types, fund, cost object, cost element, and description information).

Position Allocations by Program Offer for Excel – Current State

This report shows all position numbers, FTE, and allocation amounts organized by program offer. Only positions allocated to a program offer will display. This report only displays information from documents in the current budget stage.

Position List

Information on all positions in Questica for your department regardless of whether they have been allocated to a program offer. Shows information on employee allocations, position costs, FTE, JCN, position number, and allocations if applicable (see page 48 for details).

Performance Measures by Program Offer

A list of all performance measures in a department's budget organized by program offer (see page 36 for details).

Position Over/Under Allocation

Report to show which positions are not allocated at 100% as all positions in the budget are required to be allocated at 100%. Use this report to verify positions are correctly budgeted (see page 51).

Program Offer Report – Multiple Offers

A report to run multiple “Program Offer Report Contextual” reports (see next page for more on “Program Offer Report Contextual” reports) at the same time. This report can be exported to PDF and Word.

Appendix D: Questica Reports

Individual Document Reports

To see data for a specific document (e.g. program offer, adjustment, amendment, or budget modification), use one of the following reports. These reports can be accessed from the reporting page or from the menu bar in the document itself.

BudMod APR

Produces the APR document (populated by departments) that is required for all budget modification requests.

BudMod Exp/Rev/FTE

Summary information on the revenue, expenditure, and position changes for the budget modification.

Budget Adjustment Detail Report – Contextual

Provides a description of changes made by the adjustment, program numbers of program offers impacted, and revenue and expenditure increases or decreases by cost object and cost element (see page 69 for more details).

Amendment Detail Report

Provides description of changes made by the amendment, program numbers of program offers impacted, and revenue and expenditure increases or decreases by cost object and cost element (see page 79 for more details).

Program Offer Report Contextual

Shows the program offer document as it will be published in the budget book. This report includes all narratives, and a summary of all General Fund revenues and expenditures by cost element in the General Fund and Other Funds. Export to PDF to ensure all text will display as expected when printed.