

Budget
Preparation
Manual

FY
2022

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Multnomah County
Budget Office

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Section 1: FY 2022 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.

How to Use This Manual

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.

This document is split into five sections: an overview, policy, and resources section and four 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](#)

Creating the Requested Budget in Questica – Instructions for entering program offer narrative, performance measures, expenditures, revenues, and position allocations into Questica and submitting request forms.

Accompanying Documents - 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, and the director's transmittal letter.

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[Section 3: Preparing the Proposed Budget](#) – Instructions for using budget adjustments to create the Proposed budget.

[Section 4: Preparing the Adopted Budget](#) – Instructions for using budget amendments to create the Adopted budget.

[Section 5: Changes after Adoption](#) – Instructions for using budget modifications to update the budget after adoption.

There are also several appendices that provide additional information:

[Appendix A: Ledger Account Definitions](#) – Definitions, details, and guidance regarding ledger accounts used to budget County expenditures and revenues.

[Appendix B: Developing and Refining Performance Measures](#) – Instructions for developing performance measures, including discussion of why they are important and challenges to performance measurement.

[Appendix C: Style Guide](#) – Guidelines for County-specific style issues, as well as a list of common writing tips to use when putting together program offers and other budget documents.

[Appendix D: Questica Reports and Key Workday Reports](#) – Descriptions of useful reports in Questica and Workday.

Financial Context for Budget Policy Decisions

The economy is recovering faster from the initial COVID-19 impacts than most economists expected. While the quick decrease in the unemployment rate is good news, it hides the inequitable nature of the economic recovery. The job losses following the outbreak were heavily concentrated in industries that tend to pay lower wages. In addition, firms that were unable to easily adapt operations to be compatible with public health restrictions continue to struggle. These variations across the economy mean that some County revenues have continued at pre-pandemic levels (property taxes and recording fees), while other revenues are severely impacted (Business Income Tax (BIT) and Motor Vehicle Rental Taxes (MVRT)).

In the near-term, the Budget Office forecasts a \$9.2 million General Fund deficit in FY 2022, before factoring in the potential costs of the ongoing COVID response. The FY 2021 Adopted Budget used \$19 million in one-time-only (OTO) resources to offset revenue shortfalls caused by the pandemic with the hope that revenues would recover by FY 2022. While revenues have started to recover, it is not expected to be enough to offset the continued shortfall. Both BIT

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and MVRT revenues are expected to remain at levels significantly below the pre-pandemic forecast. On the expense side, personnel cost increases are expected to be lower than in the last several years, due to a low cost of living adjustment (COLA) and the impacts of the State Legislature’s Public Employees’ Retirement System (PERS) reforms.

In the out years, there are increasing forecasted surpluses due to the recovery of BIT revenues (at the higher rate passed by the Board in early 2020) and MVRT revenues, along with a significant increase in ongoing property tax revenues due to the dissolution of several large local Urban Renewal Areas (URAs) under the City of Portland. In FY 2026, the additional assessed value that is returned to the tax rolls from the expiring URAs will result in \$30.3 million of new ongoing property tax revenue, resulting in a surplus of \$47.4 million (see Table 1 below for a summary).

Table 1: Forecasted Ongoing General Fund Balance

November 2020	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Revenues	560,111,683	598,552,965	632,222,153	655,784,017	680,174,784
Expenditures	575,860,775	597,682,946	618,208,493	638,155,453	663,060,876
Ongoing Surplus/(Deficit)	(15,749,093)	870,019	14,013,659	17,628,563	17,113,907
OTO BIT Spread Out to Reduce Deficit	6,600,000				
Expected AV Increase from URA Dissolution ¹		9,125,412	10,185,944	24,797,410	30,281,805
Net November Forecast	(9,149,093)	9,995,431	24,199,603	42,425,973	47,395,712
<i>Ongoing COVID-19 Related Costs (High Need)²</i>					
Mandated Ongoing COVID-19 Public Health Response	(29,629,250)	(14,814,625)	(7,407,313)		
COVID-19 Recession Economic Recovery	TBD	TBD			
November Forecast with Ongoing COVID-19 Estimates	(38,778,343)	(4,819,194)	16,792,291	42,425,973	47,395,712
<i>Ongoing COVID-19 Related Costs (Intermediate Need)²</i>					
Mandated Ongoing COVID-19 Public Health Response	(14,814,625)	(7,407,313)			
COVID-19 Recession Economic Recovery	TBD	TBD			
November Forecast with Ongoing COVID-19 Estimates	(23,963,718)	2,588,119	24,199,603	42,425,973	47,395,712

¹Estimates based on current schedule for defeasement for individual URAs. Could be impacted by amendments or decisions related to debt issuance.

²COVID-19 response activities that need to continue in FY 2022 would need to be transferred to CGF if additional Federal support is not available.

The County’s forecasted 4.27% labor cost growth for FY 2022 is driven by inflation/COLA adjustments (estimated to be 1.90%) and modest medical/dental cost increases. PERS rates are expected to increase by 0.81% (compared to the 1.00% increase assumed in the May 2020 forecast). Following full implementation of the State’s PERS Reform package and inclusion of additional County side accounts used to offset rates, the forecast assumes that PERS rates have reached their peak and will be flat for the foreseeable future, contingent on the PERS system meeting investment return targets.

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The relatively good news on the revenue side is offset by uncertainty around programmatic needs, specifically related to the County’s mandated COVID-19 Public Health response. The two ongoing COVID-19 scenarios on the bottom of Table 1 (above) assumed different levels of ongoing public health needs. In the “high need” scenario, it is assumed that all of the FY 2021 COVID-19 public health costs (\$29.6 million) continue into FY 2022. The “intermediate need” scenario assumed half those public health costs would continue into FY 2022. Neither scenario assumes any additional costs related to expanded shelters or increased need for housing and other safety net services due to the ongoing economic disruption. The Budget Office is working with departments to further refine estimates of resources needed for the ongoing COVID-19 response. Without additional Federal or State government relief, these mandated costs will quickly increase assumed County General Fund deficits. An additional source of uncertainty is the large number of County employees (72%) that will have an open labor contract in FY 2022.

The challenge for the County in preparing the FY 2022 budget will be two-fold. First, it will be difficult to close the \$9.2 million General Fund deficit while maintaining critical services for our residents. Second, the County must find resources to continue to serve as the lead public health agency in the local COVID-19 response and respond to the needs of community members impacted by the economic fallout of the pandemic.

As a starting point, departments will be asked to submit General Fund budgets that reflect a 2% reduction from current service levels to provide the Chair with decision-making flexibility and policy options. Departments can also expect fewer one-time-only funds for FY 2022 than in years past and that those funds will be directed towards offsetting the deficit.

For reference, the full FY 2022 General Fund forecast can be found at:

<https://multco.us/budget/fy-2022-economic-forecasts-and-financial-overview>.

Highlights – Policy Direction from the Chair’s Office

This year, the Chair will be sharing a memo with department leadership communicating her budget guidance for FY 2022. Below are some highlights and reminders related to that guidance.

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.

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

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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.*

Reallocations of Existing Resources: While reallocations of resources are recommended to accomplish departments' goals, departments should discuss the reallocations with the Chair's Office and the Budget Office at the January check-in. In particular, departments should explain both the service and equity impacts of the reallocations, as well as how they made their decisions.

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 associated ongoing costs, including those 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 requests should be in scaled program offers that are separate from the main program offer and marked out of target.

Note: Departments are not required to provide scaled offers for reductions they do not want restored, but will be asked at 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.

General Fund Allocations

The Budget Office provides General Fund Allocations to departments on December 11, 2020, as part of the Big Release when budget preparation materials are made available.

Departments are being asked by the Chair to reduce their General Fund budgets (including Video Lottery funds) by 2% for FY 2022.

Below are some general principles to keep in mind when developing the budget:

- Consider and actively include equity-based analysis throughout the process, leveraging existing resources when possible, such as equity managers, community budget advisory committees, and department equity committees.

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

Reductions may not be taken in:

- Internal services, except when the reductions have been agreed to by Internal Service providers and the Budget Office. 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

For consistency, please use the Governor's Budget (released in December)¹ as the baseline for State-funded programs. If you believe a different baseline is more appropriate, please discuss it with your central budget analyst. We expect the State budget to include potentially sizable cuts, but the situation remains fluid this year.

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/forecastecorev.aspx.
- **Document assumptions.** Explain the assumptions used for major revenue sources and include a description of assumptions in the department transmittal letter. For

¹ A condensed summary can be found at <https://drive.google.com/file/d/1UmXbqTjldhrXEDlxCUAbxCwRQdoN2JW7/view>, while the full budget can be found at https://www.oregon.gov/das/financial/documents/2021-23_gb.pdf.

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revenue sources that cross departments, confirm that the other departments are using the same assumptions.

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

What's New

Chair Guidance – This year, the Multnomah County Chair will be sharing a memo with department leadership communicating her budget guidance for FY 2022.

Budget Kickoff – The FY 2022 Budget Kickoff will be held online on Wednesday, December 16, at 1:30 p.m. This meeting is your chance to learn about the financial context for the upcoming budget year, hear about new items for FY 2022, and ask any budget-related questions. For those who cannot make it on that date, the meeting will be recorded and posted on the Budget Office website at <https://multco.us/budget/fy-2022-budget-preparer-information>.

Transmittal Letter – The Transmittal Letter Outline has been updated to request additional information on topics such as COVID-19 impacts and the department's internal equity process. The outline will be posted on the Budget Office website at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources>.

Program Offer Narratives and Performance Measures – For FY 2022, departments will not have the option to copy over the program offer narrative and performance measures from the preceding fiscal year. The goal with this change is for the County to be intentional about aligning our program offer language with the County's public policy development process and with the policies and priorities of the Chair, departments, and Multnomah County.

Program Offer Significant Changes & COVID-19 – If departments have COVID-19-related impacts to services within individual program offers, they will need to discuss them in the Significant Program Changes section of the program offer. To provide sufficient space for this (along with the usual changes that departments should be discussing in this section), four rows have been added to Significant Program Changes. As a consequence, four rows have been removed from Explanation of Revenues.

Department Narratives & COVID-19-related impacts – Departments will need to discuss COVID-19-related impacts in their department narratives. An additional section will be provided to accommodate this new information.

COLA for General Fund Human Services Contractors – Department General Fund allocations include an assumption of a 1.90% COLA increase for contracted services. For consistency across

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the County, departments should pass this amount on to 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 in what they pay for specific services, they should focus on understanding what the County is buying and paying a fair price for those services. 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, which will be released in early 2021.

Budget Office Staff Open Office Hours – The Budget Office will provide opportunities to schedule time with a budget analyst, to ensure all employees involved in creating the budget can get answers to their budget and Questica questions.

Program Offer General Fund Maximum: Program offers are generally required to have a General Fund cost that does not exceed \$4.0 million, which is an increase over the \$3.5 million maximum in previous budget cycles. This change acknowledges that costs are increasing, while also maintaining a manageable size for decision-makers. (See Section 2, [What Makes a Good Program Offer](#) for more details.)

FICA Calculation: Questica now takes into account the maximum amount of earnings subject to the Social Security tax when calculating the cost of positions. For more information, see Section 2, [60130 Salary Related](#).

Bed Inventory: Unlike in previous years, where the data has reflected departments' requested budgets, the bed inventory will now reflect data from the Adopted budget. As a result, the spreadsheet is due on **June 17, 2021**, shortly after Adoption.

Program Worktag has been removed from Workday – Effective October 2020, the program worktag has been removed from Workday. To learn more about this change, please review the slides and video from the October 1, 2020, Fin Champs meeting at <https://commons.multco.us/workday-resources/fin-champs>. In Questica, this will make little difference to your user experience, except that you will no longer need to enter a “Workday Program Offer” when creating a cost object. The Questica reports have not been updated to remove the “Workday Program Offer” field, so you may see either a “99999” number or a blank on your reports.

Key Reminders

Out of Target program offers must be stand-alone – When submitting program offers as out of target (i.e. outside the department's General Fund allocation), please ensure that the program offer is stand-alone, meaning that no other programs will be affected if the program is not

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selected. If you need to split an FTE across an in and out of target program offer, work with your central budget analyst.

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
- Budgeting for other internal services
- Budgeting for cash transfers
- Manual adjustments to position costs

The description field is also recommended for:

- Delineating costs for distribution, records, and shredding in ledger account 60460
- Budgeting for enhanced building services in ledger account 60432

The Fee Schedule – The fee schedule is a comprehensive list and description of the fees charged in the County (although 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 May 2021.** If the Board of County Commissioners approves changes to your fees that will take effect during the current fiscal year, please send the information to your budget analyst immediately, rather than waiting for the fee schedule template. Note: The fee schedule does not authorize fee changes. If you need to change the fees, you still need to go through the proper approval process, which is usually getting Board approval.

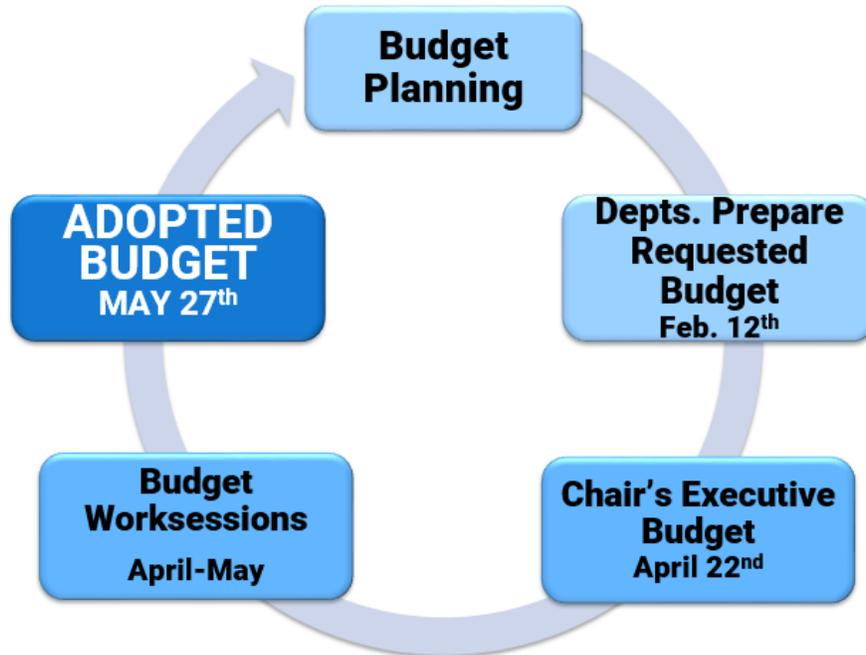
Avoid we/our – When writing text for program offers and department/division narrative, do not use “we” or “our,” but instead use your Department name (e.g. “DCHS is introducing a new program,” not “We are introducing a new program”).

Capitalize BIPOC – Capitalize Black, Indigenous, and/or People of Color.

The Budget Office is here to help! If you have a question, please don’t hesitate to call or email. <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 community and to responsibly manage the public resources that support these services. The Multnomah County budget process has several distinct stages.



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

Departments prepare and submit budget requests.

Phase II – Chair’s Proposed (Mid-February to Mid-April)

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

Phase III – Approved (Mid-April)

The Board of Commissioners approves the Chair’s Proposed budget. (This is usually only a technical step necessary for discussion on the budget to begin.)

Phase IV – Adopted budget (Mid-April to 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

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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.

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

Budget Calendars

Budget creation is a combination of many interdependent processes, from Board work sessions to each department's internal procedures and timelines. The following calendars 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 (multco.us/budget).**

Major Milestones

- November 5 General Fund Forecast
- December 11 Big Release of Budget Materials
- February 12 Department Submitted Budget Due
- April 22 Chair's Executive/Proposed Budget Released
- May 20 Tax Supervising & Conservation Commission Hearing
- May 27 Budget Adopted

The Budget Process Technical Calendar is shown on the next page.

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Budget Process Technical Calendar (Subject to Change)

Month	Date	Description
November	5	General Fund Forecast
December	11	Big Release
	11	Training Videos Available on Commons
	16	Kickoff Presentation – online (1:30 p.m.)
	Ongoing	Budget Office Open Office Hours
January	21-29	Chair Meetings with Departments #1
February	1	History Crosswalk Files Due to Budget Office
	12	Departments' Submitted Budgets and Transmittal Letters Due
	25-26	Chair Meetings with Departments #2
	26	Program Offers Posted to Web
March	1-9	Chair Meetings with Departments #2
	9	General Fund Forecast Update
	12-19	Chair Meetings with Departments #3
	23	Executive Decisions Finalized
	26	Budget Adjustments/Program Offer Narratives Due for Chair's Proposed Budget
April	2	Department/Division Narratives Due for Chair's Proposed Budget
	22	Chair's Proposed Budget Released
May	7	Department Only Amendments Due for Adopted Budget
	20	TSCC Hearing
	18	Department Amendments Presented to Board
	27	Budget Adoption
June	4	Technical Cleanup/Program Offer Narratives Due
	11	Department/Division Narratives Due for Adopted Budget
July	1	Start of Fiscal Year

Google Calendar

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

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Budget Work Sessions and Hearings

Four to six weeks of budget work sessions and public hearings are scheduled prior to adopting the budget. Board 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 are available online at http://multnomah.granicus.com/ViewPublisher.php?view_id=3.

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

Training Resources

Questa Commons Ulearn

The Questa Commons site is the primary resource for training materials and is located at: <https://commons.multco.us/questa-learning-resources>

The site contains Quick Reference Guides (QRGs) and videos providing instructions for all users of Questa. There are also videos and guides for creating performance measures as well as videos and guides for writing program offers.

If your department needs additional training, please work with your central budget analyst who will make sure you get exactly what you need.

Budget Office Staff Open Office Hours

Email multco.budget.office@multco.us to schedule time with a budget office analyst to answer your questions. This resource is available to all employees involved in creating the budget.

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Budget Office Directory

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

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Indirect Rates

The Federal government recognizes that County organizations incur identifiable overhead costs in support of grants and contracts. Costs are categorized in two ways. The first establishes support costs internal to individual departments within the County (departmental indirect) and the other identifies countywide support costs (central indirect).

Rates are available here: <https://commons.multco.us/fiscal-compliance/fy22-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 by December 31, 2020.

Internal Service Allocations

Internal service allocations will be published on December 11, 2020, at <https://multco.us/budget/fy-2022-county-assets-cost-allocations>.

Internal services (Fleet, Facilities and Property Management, Records, Distribution, and Information Technology/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, departments must document the differences and discuss them with DCA and their Budget Office 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 or Adopted budget development.

Ledger account descriptions in [Appendix A](#) 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, 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, as well as important items to verify prior to submission.

By February 1, 2021

- Final History Crosswalk for program offers (Excel)

By February 12, 2021

- Program offers promoted to Budget Office Review (Questica)

Documents to submit via email:

- Department Director's Transmittal Letter (Word or PDF)
- Department/Division Narratives (Google docs)
- List of program offers by division (Excel or Word)
- FY 2021 Current Year Spending Estimates (Excel)
- Updated General Fund Allocation (Excel) – be sure to verify that the in target General Fund budget does not exceed the General Fund allocation
- List of General Fund reductions to meet constraint (a finalized version of the Excel template shared in Chair Meeting #1 that reflects the *submitted* budget)
- List of prioritized additional General Fund requests or restorations (a finalized version of the Excel template shared in Chair Meeting #1 that reflects the *submitted* budget)

Important items to verify prior to submission:

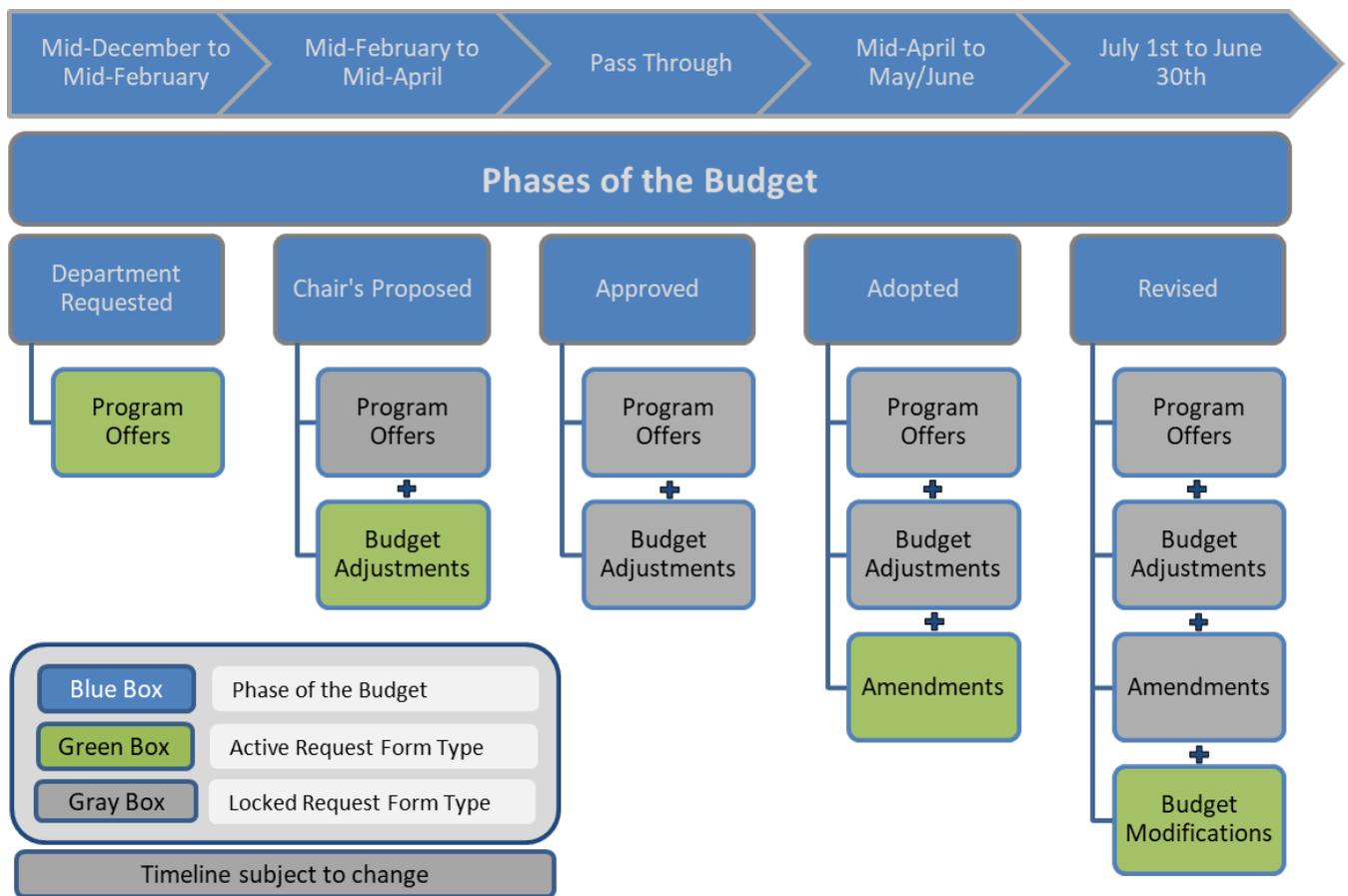
- Verify supplier names – Contracted Services report (Questica)
- Verify descriptions for Cash Transfers (Questica)
- Verify descriptions for Other ISR's (Questica)
- Verify that your budget for internal services matches the allocation sheets and that any differences are documented for your budget analyst
- Verify that you have selected a Spend/Revenue Category when budgeting in 50310 and 60350 (Questica)

Budget Process and Questica Request Forms

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

The first budget phase is built by departments using program offer request forms. 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 request forms to combine with the request forms from previous stages; this is how the budget is built and how we maintain a record of what changes occurred during the process.

The illustration below shows the relationship between budget phases and request forms.



Details on how to create each of these Questica request forms are in sections 2 through 5.

Section 2: Preparing the Department Requested Budget

Introduction

Department budget submissions are due on February 12, 2021. The budget submission has two components: 1) entering program offer narrative, expenditures, revenues, and position allocations in Questica and 2) submitting documents to assist with building the other narrative portions of the budget book. The following provides instructions for assembling department budget submissions in Questica and information on the creation of documents to email to the Budget Office.

Program Offers 101

The budget is the most important policy document that the County produces. It is the document that helps the Chair, the Board of County Commissioners, and our community understand the factors that affect the programs and services provided to the community. The decision-makers' and public's ability to read and comprehend the budget should be a primary goal when creating program offers. This level of transparency within the budget builds trust, understanding, and equity with our community. It is important to remember that the budget represents the County's investment of public funding in programs that achieve outcomes tied to community priorities.

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. The community, including departmental and central Community Budget Advisory Committees, contractors, and clients, use this information to understand and evaluate County and departmental operations.

Section 2: Preparing the Department Requested Budget

What Makes a Good Program Offer?

While the various individuals reading a department's program offers may be informed about the department's work, they will not be as familiar with a program's day-to-day activities as the department itself. A good program offer is easy to understand and will show the relationship between the program and the results it produces for the community. To do that well, a good program offer:

- Includes a clear, concise description of the program in the executive summary, with well-organized additional details in the program description. Using plain language is important.
- Is unique from other program offers.
- Shows specific results for specific customers (for example, separate program offers for adult and child services).
- Is a manageable size for decision-makers by having a General Fund cost that does not exceed \$4.0 million.² (Internal Service program offers should not exceed \$5.0 million.)
- Describes the link to the Division's, Department's, and County's mission.
- Communicates how it uses an equity lens in relation to services provided and, when the data is available, includes demographic information about the program's target population and how the program is reaching this population.
- Demonstrates the value provided for the cost.
- Describes intended outcomes.
- Uses performance measures that accurately quantify the program's outputs and monitor the program's outcomes.
- Cites research or other data that support the program's intended outcomes.

Useful Resource - Plain Language

The website <https://www.plainlanguage.gov/> is a Federal resource that can help you write plain language communications. The website includes useful "before and after" examples, a plain language checklist, and plain language style guides. (See [plainlanguage.gov/examples/before-and-after/](https://www.plainlanguage.gov/examples/before-and-after/), [plainlanguage.gov/resources/checklists/checklist/](https://www.plainlanguage.gov/resources/checklists/checklist/), and [plainlanguage.gov/resources/guides/](https://www.plainlanguage.gov/resources/guides/).)

² Program offers for programs operating in large single-purpose facilities that cost more than \$4.0 million to the General Fund (e.g. jail facilities) are acceptable. Contact the Budget Office for further instructions if this applies to your department. Additionally, see the following subsections for scaling options and for assembling program offers. Please note that this is an increase from the \$3.5 million maximum of previous fiscal years to acknowledge that costs are increasing while also maintaining a discrete size limit for program offers.

Section 2: Preparing the Department Requested Budget

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.
- Expand services beyond their existing current service level.
- Request restoration of General Fund for reductions made to meet the General Fund target allocation.
- 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 175 slots.

To propose a scaled program offer: 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.

Determine incremental levels of service. In the A&D treatment example, one increment is 50 additional beds and another separate increment is 25 additional beds, giving decision-makers a choice between adding either 50 or 75 beds. Assemble individual program offers for each discrete increment.

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. 60330A and 60330B). In the above A&D example, the base program offer would be 100 beds in the **A** offer. An additional 50 beds would be in the **B** program offer, and the final 25 beds would be in the **C** offer. If all three program offers were funded by the decision-makers, then 175 beds would be included. Department business managers determine when a program should be scaled or combined and work with the Budget Office to achieve these changes.

Section 2: Preparing the Department Requested Budget

Creating the Department Requested Budget in Questica

The County uses Questica, a web-based budgeting program, to enter all program offer narrative, expenditures, revenues, position costs, and performance measures.

In general, the process to build a program offer begins with you finding the program offer in Questica. Once you have opened the program offer request form, you will update or populate the:

1. Program offer name in the General tab (if necessary),
2. “Program Offer Details” section,
3. “Program Offer Performance” section,
4. “Operating Changes” section, and
5. “Position Changes” section.

The following pages demonstrate how to find a program offer in Questica, and then walk through each step in building a program offer, following the left hand menu in Questica from top to bottom.

Program Offer Starting Point

Program Offer request forms can only be created in Questica by the Budget Office. Please call or send an email to your analyst to request a new offer.

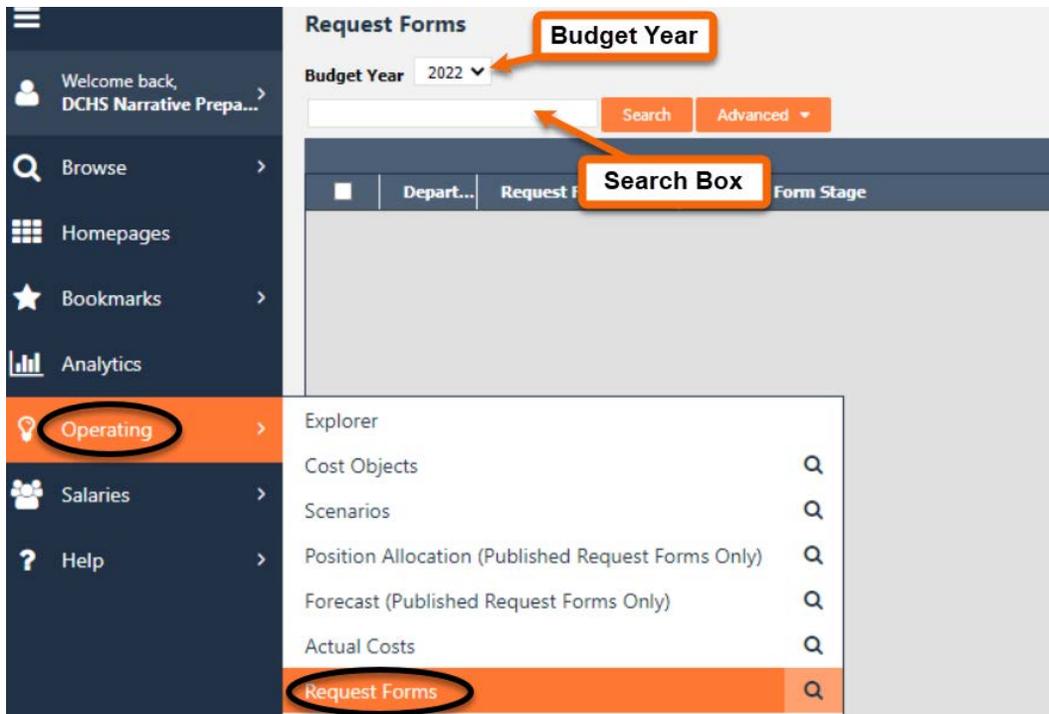
Department business managers determine what information from the previous budget year is copied to FY 2022 program offers (e.g. revenues, expenditures, and positions) and create the initial program offer structure. Copied program offers are from the prior year’s Department Requested budget; they do not include any changes made during the Proposed or Adopted stages. This is because a limitation in Questica means we can only copy program offer request forms, which only reflect the requested budget; subsequent changes are made in different request form types (budget adjustments and amendments). Positions updated after the Department Requested budget will also be omitted.

Section 2: Preparing the Department Requested Budget

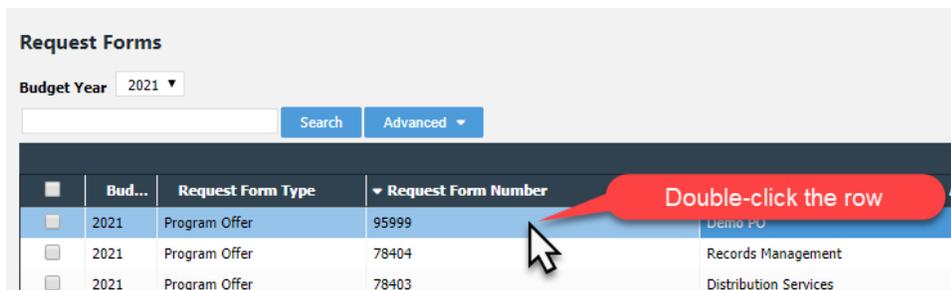
Finding a Program Offer Request Form

To locate a program offer request form, log in to Questica at <https://questicabudget.multco.us/> and:

1. Navigate to the Request Forms grid by clicking on “Operating,” then “Request Forms.”
2. Select the budget year with the drop down menu.
3. Type a term in the Search box such as the program offer number, name, or key word. (Or leave the Search box blank if you would like to see all your program offers.)
4. Click “Search.”



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



Section 2: Preparing the Department Requested Budget

Request Form (Program Offer Name and Number)

Once you have a program offer open, select “Request Form” in the left hand menu in the “General” section. You will see the following screen:

The screenshot shows the 'Request Form Information' screen. The left sidebar has 'Request Form' selected. The main area contains the following fields:

Field	Value
Request Form Name (PO Name, Amend Name, etc.)	Demo PO
Request Form Number	95999
Department	92 - Overall County
Request Form Type	Program Offer

- **Request Form Name** – Enter or edit the program offer name. (If the program offer is a request for restoration of General Fund, you must include the word “Restoration” in the program offer title.)
- **Request Form Number** – Informational only. Program numbers start with the department’s two digit number (e.g. 72 = Department of County Management). This text box is not editable; if necessary, contact your business manager, who will work with the Budget Office to change numbering.
- **Department** – Informational only. This is the department number. You can only see request forms for your department.
- **Request Form Types** – Informational only. Indicates if the request form is a program offer, budget adjustment, amendment, or budget modification.

Budget – Do Not Use

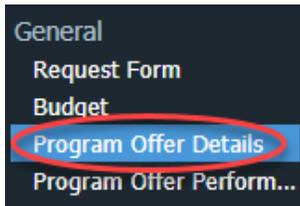
This section is not used by the County. There should be one budget called “Main” and its “Active” box should be checked. If this budget is deleted there will be no Operating or Position Changes grids available. Contact the Budget Office if your budget scenario has been deleted. Creating additional budget scenarios here may adversely impact reports.

The screenshot shows the 'Budget Information' screen. The left sidebar has 'Budget' selected. The main area contains the following fields:

Field	Value
Name	Main
Active	<input checked="" type="checkbox"/>

Section 2: Preparing the Department Requested Budget

Program Offer Details

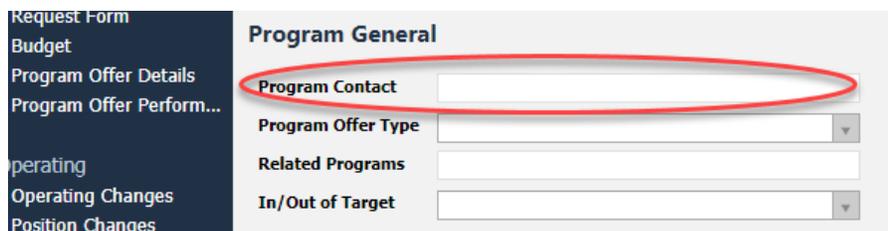


Departments enter program offer narrative information in the “Program Offer Details” section of Questica. The narrative information will be published in the budget book.

The following sections correspond with the fillable fields in the “Program Offer Details” area of the program offer request form:

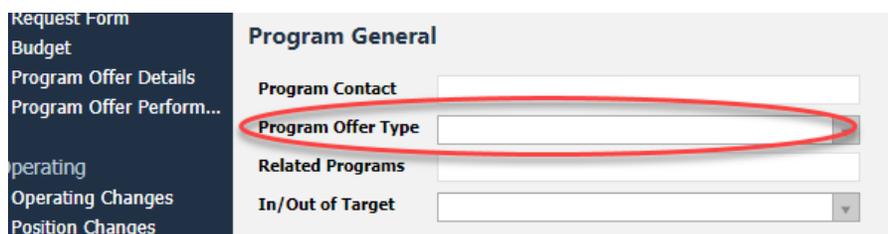
Program Contact

Type the full name of the Program Contact (“Firstname Lastname”). The “Program Contact” field identifies someone who is responsible for the program and can answer program-specific questions.

A screenshot of the 'Program General' form. On the left is a dark navigation menu with white text: 'Request Form', 'Budget', 'Program Offer Details', 'Program Offer Perform...', 'Operating', 'Operating Changes', and 'Position Changes'. The main form area has a light gray background and is titled 'Program General'. It contains four fields: 'Program Contact' (text input, highlighted with a red oval), 'Program Offer Type' (dropdown menu), 'Related Programs' (text input), and 'In/Out of Target' (dropdown menu).

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.

A screenshot of the 'Program General' form, similar to the one above. The 'Program Offer Type' dropdown menu is highlighted with a red oval. The navigation menu and other form fields are the same as in the previous screenshot.

Administration

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

Section 2: Preparing the Department Requested Budget

supervision **is not** considered to be administration. Examples include the DCJ Director's Office or Behavioral Health Division 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 programs that were funded as ongoing in the previous fiscal year. They represent a set of services provided to the community. These programs also include the direct supervision and program management for the program.

Innovative/New Program

Innovative/New Programs can be 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 an existing program. Remember that such requests should be discussed with the Chair's Office and the Budget Office at the January check-in.

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 short term. 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 and keep the Budget Office informed.

Internal Service

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

Section 2: Preparing the Department Requested Budget

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 Programs

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

- Have an *important operational link* that is *not intuitive or obvious*, such as 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 or scales of the same program.

Enter only the program offer number, not the name. Separate multiple related offers with commas.

The screenshot shows a web interface with a dark sidebar menu on the left containing items like 'Request Form', 'Budget', 'Program Offer Details', 'Program Offer Perform...', 'Operating', 'Operating Changes', and 'Position Changes'. The main content area is titled 'Program General' and contains several input fields: 'Program Contact', 'Program Offer Type' (a dropdown menu), 'Related Programs' (a text input field containing '40123, 72195' and circled in red), and 'In/Out of Target' (a dropdown menu).

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 reader about what to expect from the program or the status of the program. **Note:** A program can have more than one characteristic.

The screenshot shows a form with the following fields: 'In/Out of Target' (a dropdown menu), a horizontal line, and three checkboxes: 'One-Time-Only Request', 'Measure 5 Education', and 'Backfill State/Federal/Grant'.

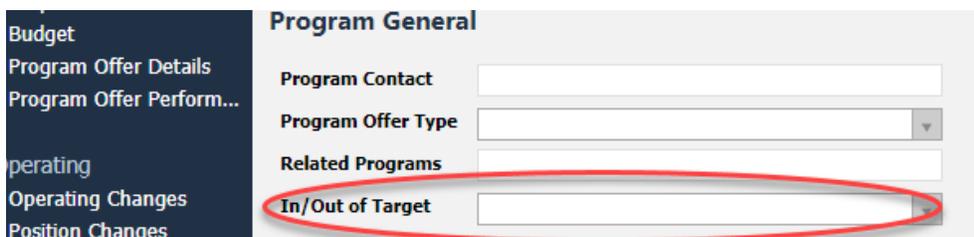
In/Out of Target

In/Out of Target identifies whether a program offer is within a department's General Fund allocation. If a program is not funded within a department's allocation, your department must discuss it with the Chair's Office and Budget Office at the January check-in or sooner. This is a

Section 2: Preparing the Department Requested Budget

required field for departments during the Requested budget phase; all program offers must be marked as either in or out of target.

- **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 restoration of program reductions.
- Program offers can be scaled so that the base offer (offer A) is in target and additional offers (B-Z) are out of target.
- When submitting **out of target** program offers (whether scaled or not), please ensure that the program offer is stand-alone. In other words, if an out of target program offer is not purchased, no other programs should be affected. If you need to split an FTE across an in and out of target program offer, work with your central budget analyst.



The image shows a screenshot of a web form titled "Program General". On the left is a dark blue sidebar with menu items: "Budget", "Program Offer Details", "Program Offer Perform...", "Operating Changes", and "Position Changes". The main form area contains several input fields: "Program Contact" (text box), "Program Offer Type" (dropdown menu), "Related Programs" (text box), and "In/Out of Target" (dropdown menu). The "In/Out of Target" dropdown is circled in red.

One-Time-Only (OTO)

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



The image shows a screenshot of the "Program General" form, similar to the one above. Below the input fields, 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.

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?

Section 2: Preparing the Department Requested Budget

- 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: Describe 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? Will there be 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 (see the [Performance Measures](#) subsection below and [Appendix B](#)).

Backfill State/Federal/ Grant

Backfill is when a department is proposing to use General Fund to support a program that was funded by someone else in the previous fiscal year, i.e. grant, State, or Federal funding, etc. Any potential backfill requests should be discussed with the Chair’s Office and Budget Office at the January check-in or sooner.

The image shows a screenshot of a web form titled "Program General". It contains several input fields: "Program Contact" (text box), "Program Offer Type" (dropdown menu), "Related Programs" (text box), and "In/Out of Target" (dropdown menu). Below these fields 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.

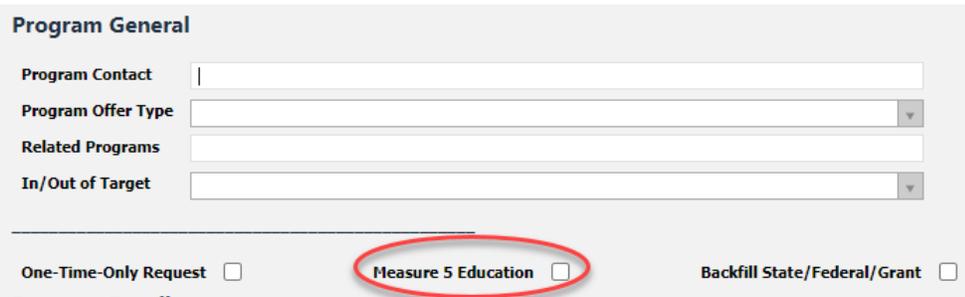
Some possible backfill scenarios are:

- If the grant goes away entirely and the department proposes continuing the program with General Fund, check “Backfill State/Federal/Grant.” Also indicate in or out of target.
- 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. The base program offer (A) should be the grant-funded portion of the program. This is not backfill. The second program offer (B) – the portion of the program for which the department is requesting General Fund resources – is backfill.

Section 2: Preparing the Department Requested Budget

Measure 5 Education

The Measure 5 Education program characteristic is used to ensure the County's compliance with the constitutional limitation on spending for educational services. Co-curricular activities conducted in school should be considered educational services for this purpose.



The screenshot shows a 'Program General' form with the following fields:

- Program Contact: [Text Input]
- Program Offer Type: [Dropdown Menu]
- Related Programs: [Text Input]
- In/Out of Target: [Dropdown Menu]

Below the form, there are three checkboxes:

- One-Time-Only Request
- Measure 5 Education** (This checkbox is circled in red in the original image)
- Backfill State/Federal/Grant

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.

Section 2: Preparing the Department Requested Budget

Executive Summary

In three or four sentences, write a clear and concise description of the program offer. Imagine having a few minutes to explain this activity to a neighbor. An effective executive summary will answer the following four questions:

- What is the program goal (short/long term)?
- What does this program do?
- What population is this program aimed at?
- How do people access this program?

Questica will allow you to enter unlimited text, but only a limited amount of text is visible in the printed program offer. The box on your screen is a rough guide to how much space is available for each section.³ To make sure your text fits in the printed program offer, you need to view the PDF version of the program offer. (See the subsection on [Reviewing Program Offers](#) below for instructions on viewing as a PDF.)



Program Description

The “Program Description” text box is used to briefly and clearly describe the activity or set of activities funded in a program offer. The description should elaborate on answers to the four questions addressed in the Executive Summary:

- What is the program goal (short/long term)?
- What does this program do?
- What population is this program aimed at?
- How do people access this program?

³ The box is designed to show available space for someone using a 19” monitor, zoomed at 100%.

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In addition, the description should address the following questions:

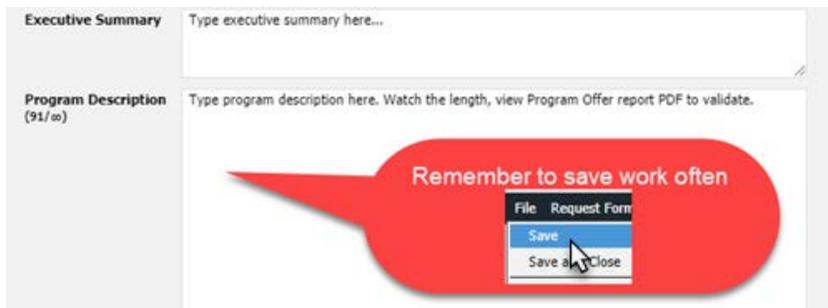
- How does the program implement the above items?
- Have there been any major changes or are there anticipated changes? For example, has there been a change in current practice (reorganization, staffing levels, service hours, etc.) and what is the nature of the change?
 - These changes should be focused on changes in the upcoming fiscal year or changes made in the current fiscal year that were not reflected in the Adopted budget.

Focusing on Equity

- **New in FY 2022:** How has the program demonstrated an impact on racial equity? Key questions to consider:
 - What data do you use to analyze racial disparities for your service population?
 - How does this program engage with or specifically reach populations most disparately impacted by the intended goal of the program?
 - How have clients/consumers/those in our care influenced the programmatic design?

If you are unable to answer, are there barriers to providing this information? If so, they should be documented as part of your transmittal letter.

As with the Executive Summary, Questica will allow you to enter unlimited text, but only a limited amount of text is visible in the printed program offer.



Additional Content Guidance:

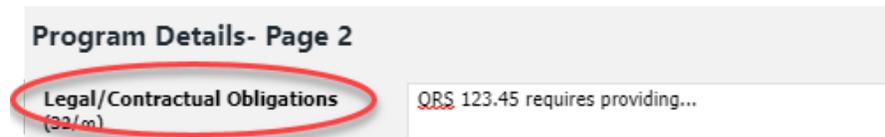
- Describe how the offer supports department strategies for achieving results in the community.
- Use language that is understandable for a layperson.
- Don't use acronyms or other abbreviations that haven't been defined in the program offer.

Section 2: Preparing the Department Requested Budget

- Indicate partnerships with other departments or organizations, but do not name service providers.
- 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, e.g. the Emergency Management Plan, Health Insurance Portability and Accountability Act (HIPAA), Facilities Disposition Plan, Climate Action Plan, Five Year Capital Plan, or Asset Preservation Plan, note the linkage.

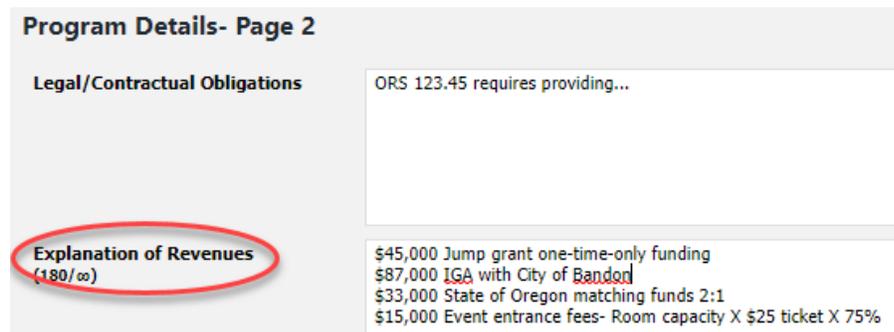
Legal and Contractual Obligations

If a program offer is affected by a legal or contractual mandate, note the mandate and its authorizing document (statute, 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. Not all program offers have legal or contractual obligations.



Explanation of Revenues

Use this section to describe in detail how revenues were estimated and how they support the program. For your own reference, we strongly recommend including a note in the description field for any revenue line items you enter in the operating changes grid. You can also save revenue detail (Excel, Word, PDF) in the “Documents” tab (although the explanation of revenues section must still be filled out).



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In the “Explanation of Revenues” box, for any grants, fees, or other non-General Fund revenues, describe how estimates were prepared, any match and ratios assumed 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.
- County share of State revenue (e.g. the County receives 22% of the State Department of Corrections funding, which equals \$X).

The description should include all revenues supporting the program. If the program uses both General Fund and other revenue sources, describe how funding sources work together (e.g. General Fund dollars are included because the State matches them two-for-one).

Important note: If you do not have enough space in the Explanation of Revenues box to provide all the required information about estimates and calculations, please include the information with the request form in Questica, using the Documents or Notes feature, or email the information to your Budget Office analyst. This may be particularly relevant in FY 2022 because four rows have been removed from Explanation of Revenues (with a corresponding four rows added to Significant Program Changes to accommodate the need to discuss COVID-19-related impacts).

You do not need to enter text indicating that an offer generates indirect revenues, as a sentence will be automatically added to the Explanation of Revenues section when budget is added to ledger 60350 Indirect Expense.

Explanation of Revenue This sentence was automatically generated by Questica.
This program generates \$19,834 in indirect revenues.

Last Year This Program Was

The “Last Year This Program Was” field links program offers from one year to the next for the reader.

Last year this program was: [dropdown menu]

Program has Significantly Changed

Significant Program Changes

Click here to select from list.

Section 2: Preparing the Department Requested Budget

- This field does not automatically update when copied to the next fiscal year.
- Program offer numbering can change between fiscal years.
- New program offers never have a link to a previous year program offer and should be left blank.
- When you combine 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.

Significant Program Changes

This section should be used to explain significant programmatic changes from the prior year. Please talk to your central budget analyst if you are uncertain whether a change qualifies as significant. Division narratives also have a significant changes section to provide an overview of all significant changes in a particular division.

The following are examples of significant changes:

- Increases or decreases in the scope or level of services.
- Increases or decreases in net position resources (FTE).
- Expenses backfilled with General Fund (e.g. "In FY 20XX, 0.30 FTE data analyst is backfilled with General Fund. In FY 20XX, this FTE was funded by [grant name]. This grant has been decreasing over the years and from FY 20XX to FY 20XX, the award amount decreased from \$150K to \$100K.").
- 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.

New for FY 2022 – Address COVID-19-related impacts: Departments will also need to discuss COVID-19-related impacts to individual program offers in the Significant Program Changes section such as impacts to services, reductions or increases in clients served, changes in available resources, increased materials costs, personnel impacts, etc. To provide sufficient space for this, four rows have been added to Significant Program Changes. However, operational changes that may have been initiated due to COVID-19, but that will continue into the future, should be included in the program description.

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Performance Measures

Performance measurement involves developing meaningful and objective indicators that 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. (Please see [Appendix B](#) for details about how to develop and refine performance measures.)

At a minimum, each program offer is **required** to have one output and one outcome measure (see the following pages for definitions). Departments have the discretion to use two additional measures.

Focusing on Equity

Consider whether you have, or can add, performance measures that demonstrate an impact on racial equity. These questions from the Program Description guidance may also inspire equity-oriented performance measures:

- What data do you use to analyze racial disparities for your service population?
- How does this program engage with or specifically reach populations most disparately impacted by the intended goal of the program?
- How have clients/consumers/those in our care influenced the programmatic design?

Entering Performance Measures

Performance data is entered in the “Program Offer Performance” tab.

The screenshot shows a software interface with a dark blue navigation menu on the left. The menu items are: General, Request Form, Budget, Program Offer Details, Program Offer Perform... (highlighted with a red box), Operating, and Operating Changes. The main content area has a header with '2022 90999 - Training Program New - Main' and 'Request Form Stage: Department Sandbo'. Below the header, the title 'Performance Measure 1 - Output' is displayed. There are two text input fields: 'Measure Type 1' and 'Measure 1'. At the bottom, there are four input boxes with labels: 'Previous Year Actual 1', 'Current Year Budgeted 1', 'Current Year Estimate 1', and 'Next Year Offer 1'.

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

Measure Type – Select the measure type with the drop down (definitions below). 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.

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Performance Data – Performance measurement numbers.

- Enter performance data for the following fields: Previous Year Actual (actual output/outcome for last fiscal year), Current Year Budgeted (output/outcome included in the current fiscal year's adopted budget), Current Year Estimate (estimate of actual output/outcome for the current fiscal year), and Next Year Offer (planned output/outcome for the coming fiscal year).
- All fields should be filled in for existing programs. For new or substantially redesigned programs, some performance measure fields may not have data and should say "N/A" rather than 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).
- 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 additional 10 residential beds, additional performance measures must reflect only those additional 10 beds, and not the combined 20 beds.
- Enter FTE to the second decimal place (e.g. 1.00 or 0.50).

Performance Measure Types

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.

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

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Output Indicators – Required

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

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

Efficiency Indicators

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 the 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.

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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. If you want to include internal information in Questica, such as file paths for the data used for the performance measures, the Notes or Documents tab can be used. However, this type of information that is not useful for the public should not be included in the Performance Measure – Description text box.

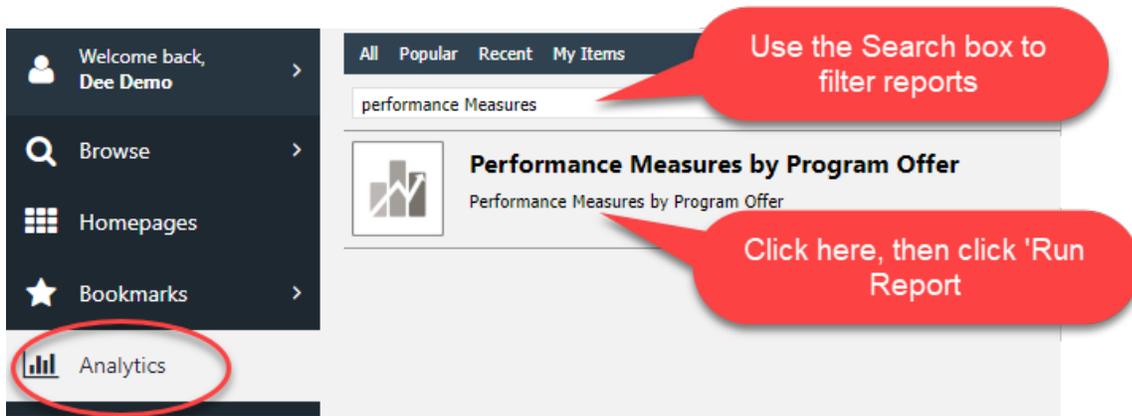
Performance Measure- Description

Performance Measure Description

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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.



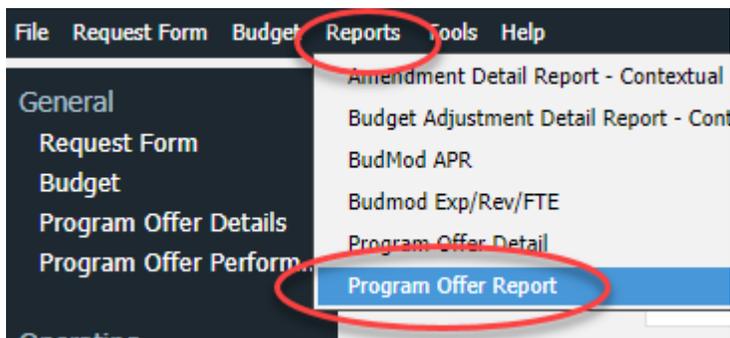
Screenshot of “Performance Measures by Program Offer” report exported to Excel.

Department	Stage	Program Offer	Measure Number	Measure Type	Measure	PYActual	CYPurchas ed	CYEstimat e	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 Ment increase in the
40 - Health Department	Revised	40000-17 - Health Department Director's Office	2	Outcome	Annual Federal and State resources \$ leveraged for services (expressed in millions.)	\$102 mil	\$234 mil	\$111 mil	\$234 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	90	90	90	
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	10	12	1) New measur documents are achievement of
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	200	300	
40 - Health Department	Revised	40002-17 - Tri-County Health Officer	1	Output	Contract deliverables are met by the end of fiscal year.	90%	90%	90%	90%	2) measured by program staff m delivery, progra Contract delive These will provi
40 - Health Department	Revised	40002-17 - Tri-County Health Officer	2	Outcome	County stakeholders express satisfaction in program delivery and results.	90%	100%	100%	100%	

Reviewing Program Offers

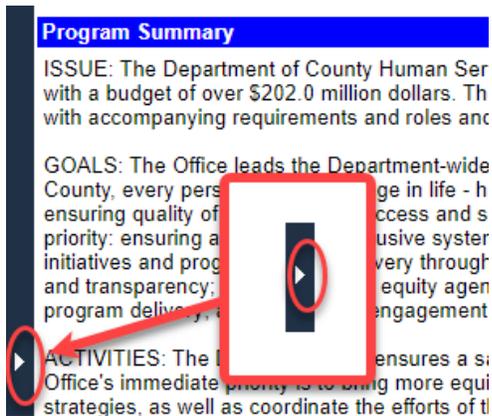
To review the program offer:

1. Use the top tool bar in the program offer request form and select Reports → Program Offer Report.



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2. Click the arrow halfway down on the left hand side of the screen.



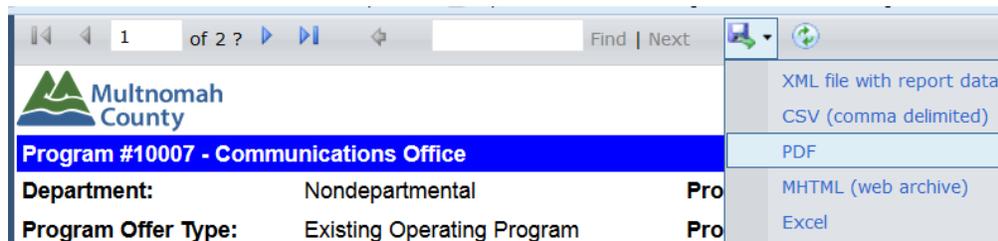
3. Select parameters, then click “Run Report”.

Show In/Out of Target:	Yes
Include Request Forms In Stage	1 selected
Run Report	

Parameter Descriptions:

- “Show In/Out of Target” – You can display program offers with or without the In/Out of Target designation. The report is defaulted to show In/Out of target (“Yes”). Changing the designation on the report does not change the program.
- “Include Request Forms in Stage”- This parameter allows you to include Related Documents in department stages before sending them to the Budget Office. It will only become relevant *after* departments have submitted their budgets for the Requested phase.

4. 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.

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Program #72000A - DCM Director's Office 12/4/2019

Department: County Management **Program Contact:** Marissa Madrigal

Program Offer Type: Administration **Program Offer Stage:** As Adopted

Related Programs:

Program Characteristics: In Target

Executive Summary

The Director's Office manages the organizational health of Multnomah County and sets administrative policy. Areas of countywide responsibility include Budget, Finance, Human Resources, Property Assessments & Recording, Tax Collections and protected class complaints. The Director is also the County's Chief Operating Officer and provides corporate oversight through the supervision of the appointed department directors.

Program Summary

The Director works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set priorities and ensure that County policies uphold them. The Director works with the Chief Financial Officer, Budget Director, and Chief Human Resources Officer to develop and present administrative, financial, human resource and infrastructure guidelines and policies to the County Chair, the Board of County Commissioners (Board), and department directors.

The Director works with departments and human resource personnel to recruit, train and retain a diverse workforce; provides management for county-wide projects and initiatives; and works with the Board, the Department of County Assets (DCA,) and other departments on the funding policies for the County's physical infrastructure.

In FY 20, the Director will focus on overseeing the implementation of the department's Workforce Equity Strategic Plan (WESP), the reorganization of the County's talent acquisition and development resources to support the countywide WESP, and the creation of the independent protected class complaints unit.

Performance Measures

Measure Type	Primary Measure	FY18 Actual	FY19 Budgeted	FY19 Estimate	FY20 Offer
Output	Create implementation plan with clear milestones for the department's Workforce Equity Strategic Plan	NA	NA	NA	1
Outcome	Percent of FY 20 DCM WESP milestones met timely	NA	NA	NA	85%
Output	Complete Talent Development reorganization to align with WESP recommendations	NA	NA	NA	1
Output	Countywide Executive Leadership Series training events held	3	4	3	3

Performance Measures Descriptions

Section 2: Preparing the Department Requested Budget

Legal / Contractual Obligation

ORS 208, 238, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the county to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,825	\$0	\$611,197	\$0
Contractual Services	\$91,754	\$0	\$101,754	\$0
Materials & Supplies	\$17,230	\$0	\$18,810	\$0
Internal Services	\$35,829	\$0	\$48,975	\$0
Total GF/non-GF	\$576,638	\$0	\$780,736	\$0
Program Total:	\$576,638		\$780,736	
Program FTE	2.00	0.00	3.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
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Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2019: 72000A-19 DCM Director's Office

Section 2: Preparing the Department Requested Budget

Budget Details – Expenditures & 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 ledger accounts used to organize costs and revenues into general categories. For a complete list of ledger accounts and descriptions, see [Appendix A](#). The County uses cost objects (cost centers, grants, MOCS, and project phases) to organize revenues and expenditures in further detail.

Cost objects and ledger accounts are used to track all expenditures and revenues. All expenditure and revenue line items entered in Questica are required to have a cost object, ledger account, and FY 2022 budget amount.

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

DO NOT enter personnel costs for positions (ledger accounts 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. Manual adjustments are used in limited circumstances.

Entering Expenditures and Revenues



Overview

Enter expenditures and revenues by selecting the “Operating Changes” grid located in the “Operating” side menu of the program offer request form. The following describes the operating changes grid (additional training documents can be found at

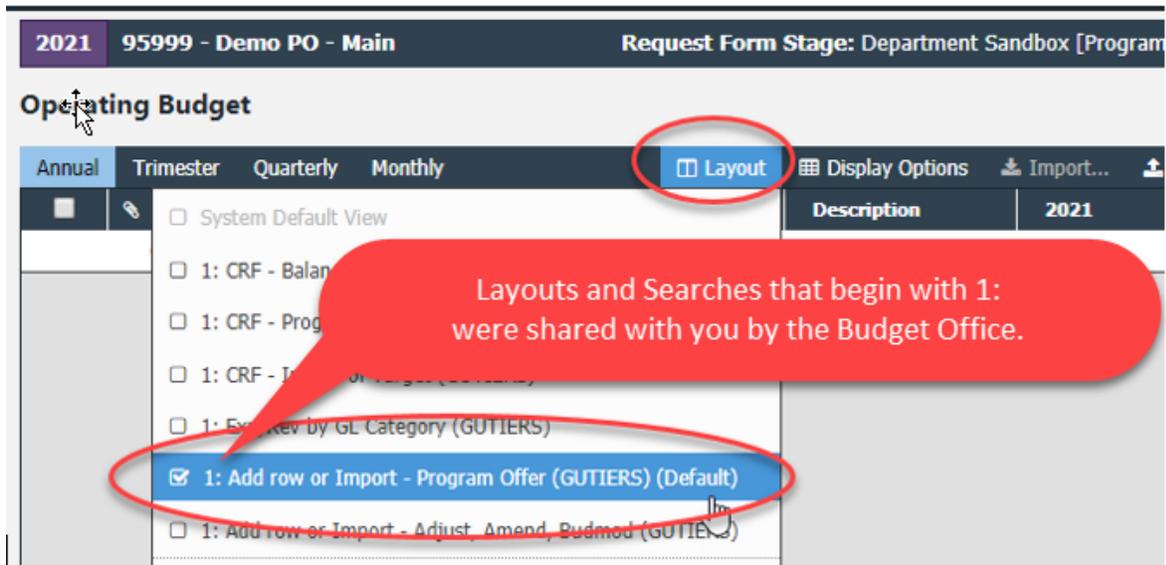
<https://commons.multco.us/questica-learning-resources>).

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Remember that program offers should have a General Fund cost of less than \$4.0 million.⁴ (Internal Service program offers should have a cost of less than \$5.0 million.)

Selecting Layout

Select the layout for the Program Offer Request form Operating Grid called: “1: Add row or Import – Program Offer” for the most efficient entry of expenditures and revenues. Select “1: Exp/Rev by GL Category” for a detailed view.



Expenditure/Revenue Fields

5-Digit Fund

Auto-generated field in Qestica that gives the name and number of the fund associated with the cost object you enter. If incorrect or a new fund is needed, please contact your central budget analyst.

Cost Objects

Type the cost object (cost center, grant, MOCS, or project) 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.

⁴ Program offers for programs operating in large single-purpose facilities that cost more than \$4.0 million to the General Fund (e.g. jail facilities) are acceptable. Contact the Budget Office for further instructions if this applies to the department.

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- Departments create their own cost objects. Visit the Questica Commons Ulearn page for QRGs on creating cost objects. <https://commons.multco.us/questica-learning-resources>.
- A cost object should not be used in multiple program offers (except for scaled program offers). However, a program offer can have multiple cost objects.
- You can create cost objects for new programs as placeholders in Questica before creating the cost object in Workday.
- You can use the “Placeholder” 5-digit fund for the Fed/State fund while building your budget. Note that this fund is shared across all departments, and you will need to have the Budget Office correct the fund on the cost object prior to submitting your budget.
- Placeholder Grants must be created in Workday by **April 30, 2021**. Any placeholder grants still in placeholder status after this date should be moved to a MOCS using a technical amendment.

Ledger Account

To enter the ledger account, use the same method as above and enter data in the operating changes grid. Use [Appendix A](#) in this manual to help select the correct ledger account. You may also want to review spend categories and the ledger account they post to in Workday, which can also help determine the correct ledger account.

Spend/Revenue Category

This field is different than the Workday spend/revenue category. At the moment, we are not budgeting at the Workday level of spend/revenue categories in any areas. Instead, we are utilizing this field to provide additional data that Workday cannot. Primarily, we are using this field to differentiate Central and Departmental Indirect.

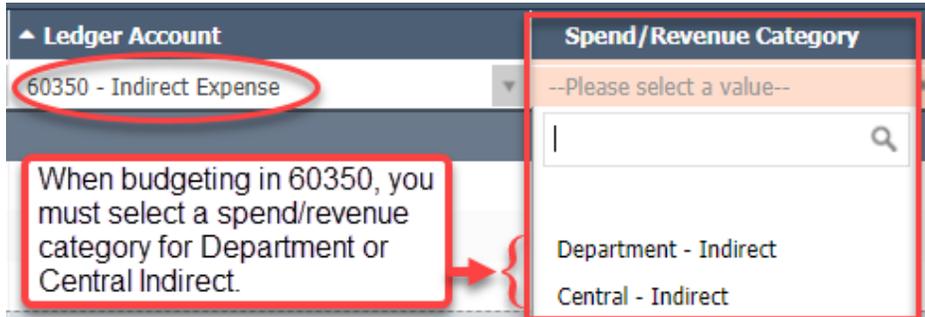
Revenues: You must select a spend/revenue category when budgeting in 50310 – Internal Service Reimbursement, whether it is for indirect or other internal service reimbursements.

When budgeting in 50310, you must select a spend/revenue category.

Ledger Account	Spend/Revenue Category
50310 - Internal Service Reimbursement	--Please select a value--
	Department - Indirect
	Central - Indirect
	Internal Service - Reimbursement

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Expenditures: For expenditures, you must select a spend/revenue category when budgeting in 60350 – Indirect Expense to identify whether you are budgeting Department Indirect or Central Indirect. A department is not required to (although it may) use the spend/revenue category for other internal service reimbursement expenditures (such as in ledger accounts 60410, 60430, 60460, etc.).



Position

Auto-generated field. Questica will populate this field when you allocate a position in the position changes grid.

Supplier

For use with contracted services. This field is required when budgeting in ledger account 60150 – County Match & Revenue Sharing, 60155 – Direct Client Assistance, 60160 – Pass-Through & Program Support, and 60170 – Professional Services. If a supplier you need is not available in the drop down menu, contact your budget analyst to add it to 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
- Budgeting for other internal services
- Budgeting for cash transfers
- Manual adjustments to position costs

The description field is also recommended for:

- Delineating costs for distribution, records, and shredding in ledger account 60460
- Budgeting for Enhanced Building Services in ledger account 60432

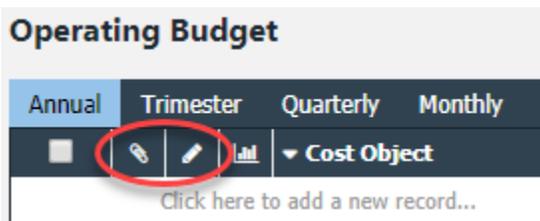
Section 2: Preparing the Department Requested Budget

Budget Amounts

Enter the expenditure and revenue budget amounts. All expenditures and revenues are entered as positive amounts. Questica does not display beyond the decimal point, so please enter whole numbers.

Notes and Attachments

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. This field is not published and is only viewable within the Operating Budget grid for reference.



Entering Multiple Lines of Data

Multiple lines of data can be entered for the same cost object/ledger account in a program offer. In the example below, cost object 700100 has three separate contracts. Each contract is entered as an individual line. Questica aggregates ledger accounts into the correct expenditure and revenue amounts on the program offer report.

Ledger Account	Supplier	Description	2021
60170 - Professional Services	0 - TBD	Client taxi services	6,000.00
60170 - Professional Services	10246 - OREGON CLINIC PC THE	35 client visits	8,500.00
60170 - Professional Services	16666 - HOME FORWARD	40 client beds	75,000.00

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. You can select your import method (Lookup Code or Display Name) in the user settings. QRGs detailing the import/export process as well as how to change your import method (by changing the Spreadsheet Export Mode) can be found on Questica Commons Ulearn, <https://commons.multco.us/questica-learning-resources>.

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Contracted Services

The County budgets contracted services in ledger accounts 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 receives a list of all contracted services included in the budget. Questica generates a list of contracted services from expenditure information entered in the ledger accounts 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:

- Supplier – Select the correct supplier from the Supplier dropdown. If you haven't identified a supplier, use 0-TBD. If the supplier exists in Workday but not in the Questica dropdown menu, contact your Budget Office analyst.
- Description – Enter a meaningful description of the provided service (e.g. 100 A&D residential treatment beds). Do not include the information from the supplier column.

Contracted Services Report

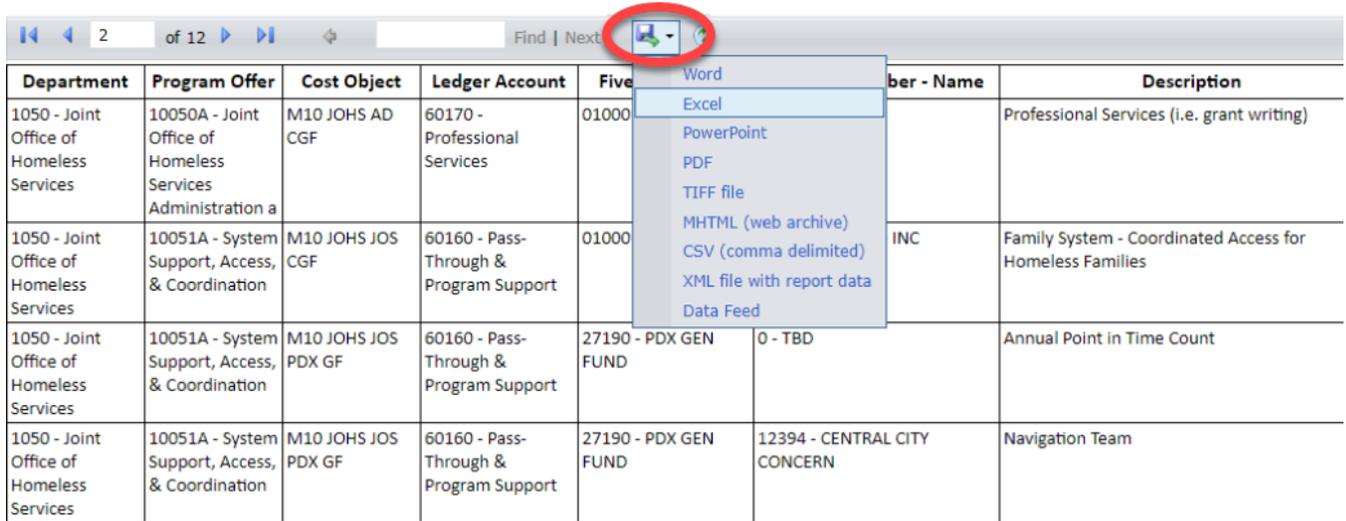
This report provides a summarized list of a department's contracted services. Departments must verify that this report contains all required information prior to budget submission.

Select "Analytics" on the left hand menu of the main Questica screen, then click on "Contracted Services," and select "Run Report."

The screenshot displays the Questica Analytics Center interface. On the left, a navigation menu includes 'Welcome back, Althea Gregory', 'Browse', 'Bookmarks', 'Analytics', and 'Operating'. The 'Analytics' menu item is circled in red with a callout box labeled '1. Select Analytics'. The main content area shows the 'Analytics Center' with a search bar containing 'contract' and a filter for 'All Categories'. A red circle highlights the 'Contracted Services' report card, which includes a bar chart icon and a summary description. A callout box labeled '2. Click on Contracted Services to expand it' points to this card. Below the main content, a detailed view of the 'Contracted Services' report is shown, including a 'Run Report' button circled in red with a callout box labeled '3. Select Run Report'.

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



Department	Program Offer	Cost Object	Ledger Account	Five	Number - Name	Description
1050 - Joint Office of Homeless Services	10050A - Joint Office of Homeless Services Administration a	M10 JOHS AD CGF	60170 - Professional Services	01000		Professional Services (i.e. grant writing)
1050 - Joint Office of Homeless Services	10051A - System Support, Access, & Coordination	M10 JOHS JOS CGF	60160 - Pass-Through & Program Support	01000	INC	Family System - Coordinated Access for Homeless Families
1050 - Joint Office of Homeless Services	10051A - System Support, Access, & Coordination	M10 JOHS JOS PDX GF	60160 - Pass-Through & Program Support	27190 - PDX GEN FUND	0 - TBD	Annual Point in Time Count
1050 - Joint Office of Homeless Services	10051A - System Support, Access, & Coordination	M10 JOHS JOS PDX GF	60160 - Pass-Through & Program Support	27190 - PDX GEN FUND	12394 - CENTRAL CITY CONCERN	Navigation Team

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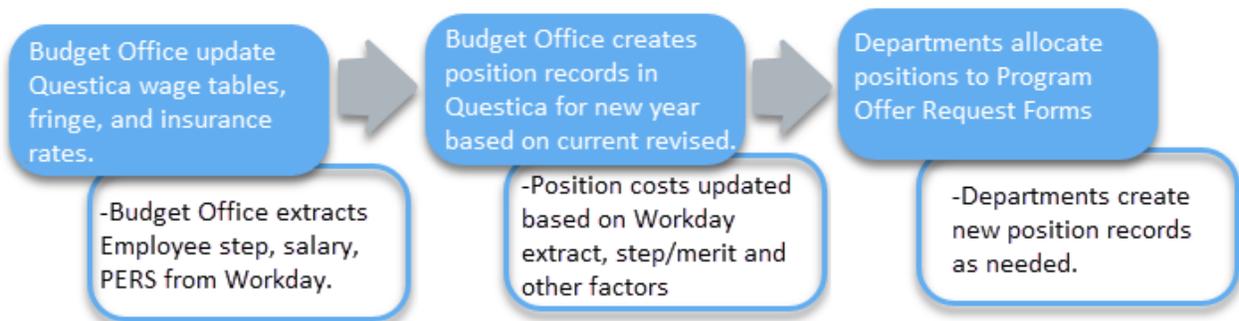
Budget Details – Costing and Allocating Positions

Countywide, total personnel costs accounted for over \$740 million⁵ and 5,161 FTE in the FY 2021 Adopted budget, making them one of the largest and most complicated aspects of the budget.

Budgeting for position costs has three components:

1. The Budget Office sets up position cost attributes at the beginning of the budget year, including salary and wage scales inflated for the forecasted COLA, fringe, and insurance rates.
2. The Budget Office or departments create position records.
3. Departments allocate position records to program offers, which adds positions and their costs to the budget including Permanent (60000), Salary Related (60130), and Insurance Benefits (60140).

Flow chart of the process:



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 at least 30 hours but less than 32 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.

⁵ Includes ledger accounts 60000-60145.

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Permanent Part-Time (EXCEPT Local 88)

Any employee working at least 20 hours but less than 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; Questica 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.

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. Limited duration positions cannot exceed two years. (See the Personnel Rules at <https://commons.multco.us/multnomah-county-personnel-rules> for more information.)

On-Call Employees

Any individuals employed to meet intermittent, irregular, or less than half-time County work needs.

Position Records at the Beginning of the Budget Year

At the beginning of each budget year, the Budget Office sets up position records in Questica as a starting point for departments to build their budgets. This list of positions can be found either in the Salaries module of Questica or by running the Position List report. This list only contains permanent positions, sometimes referred to as regular/ongoing positions, because these are the positions that the Board of County Commissioners approves to comply with Oregon Budget Law's requirement to show the number of full-time equivalent (FTE) positions. By their very nature, temporary, limited duration, and on-call positions do not have the certainty necessary to fit into the FTE requirement and are, instead, budgeted manually by departments. These are the steps in creating the next year's position records for permanent positions that are available be allocated to the budget.

1. The Budget Office models the assumptions for position costs (COLA, insurance rates, PERS rates) and updates both exempt and represented wage tables to reflect these assumptions as well as any bargaining impacts or classification changes.

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2. Current year position records allocated to the budget are copied into the next budget year. This list of positions is the current year Adopted permanent positions plus updates throughout the year made by formal budget modifications.
3. Employees – their step date and current step or salary, PERS tier, and position number are extracted from Workday.
4. Forecasted COLA, merit, and step increases are applied to the Workday extract.
5. The next year position records in Questica are updated with the Workday-forecasted costing attributes to create the position records initially available to departments.
6. Vacant positions are copied with their current step or salary details with step increases and COLA applied.
7. After the big release, departments create new position records as needed.

Position Cost Modeling and Assumptions

As described in the preceding section, each year the Budget Office configures Questica with assumptions and updates that calculate the costs of positions. These are based on the best information available in November and from our forecast, but are subject to change. In general, position costs are not manually entered in the operating changes grid. Departments allocate positions (i.e. assign a portion of the position cost) to a program offer or offers. Questica auto-calculates the cost and adds it to the operating changes grid. In addition departments manually model the costs of temporary, on-call, and limited duration positions.

The following subsections identify the ledger accounts that are relevant to position costs, and the assumptions behind those calculations as entered into Questica or as departments will need to calculate manual costs.

Permanent Positions (Questica-calculated costs)

60000 Permanent

Permanent pay calculations assume 2,088 hours in FY 2022 for hourly positions. Cost of living adjustment (COLA) increases were calculated at 1.90%. Departments should review positions where the job profile does not match between Questica and Workday such as work out of class or delayed reclassifications because the position costs will be incorrect in Questica.

Represented Employee Position Costs:

- The Budget Office builds the forecasted represented wage scales in Questica using current Workday wages by Job Profile (MCR Job Profile with Compensation Grade

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Detail), inflating by the estimated COLA, and adjusting for any anticipated bargaining impacts in the budget year.

- *Corrections Deputy Association:* Wage scale costs are based on the current average wage of employees for that step. The current average wage includes longevity and incentive pay. The wage scale also assumes a 2.8% Security Briefing pay adjustment.
- *Deputy Sheriff's Association:* Wage scale assumptions are based on the current average wage of employees for that step. The current average wage includes longevity, education, and incentive pay.
- Step increases are determined by the employee who occupies the position at the time position employee data is extracted from Workday (Nov. 23, 2020, for FY 2022). The PERS tier is also assigned to the position based on this extract. The annual pay is automatically calculated by Questica. 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.
- Departments can create a new position record if the position's step or PERS tier needs to be updated.

Non-represented/Management Position Costs:

- The Budget Office builds the forecasted non-represented wage scales in Questica using current Workday minimum and maximum wages by Job Profile and inflating by the estimated COLA.
- Salaries are determined by the employee who occupies the position at the time position employee data is extracted from Workday (Nov. 23, 2020, for FY 2022). The PERS tier is also assigned to the position based on this extract. The Budget office applies a merit and COLA increase as of July 1st to the wage up to the top of the maximum of the pay range. Questica multiplies the employee's semi-monthly rate by 24.
- Departments can create a new position record if the position's salary or PERS tier needs to be updated.

60130 Salary Related

The costs associated to 60130 from base pay are calculated automatically in Questica based on a position's step or salary, PERS tier, bargaining unit, FTE, and department. The rates that comprise 60130 include PERS and FICA (Social Security) benefits, VEBA and the Tri-Met payroll tax. Below are the rates budgeted in FY 2022.

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PERS, FICA, Tri-met rates

	Non-Uniformed					Uniformed				
	FICA*	PERS**	Bond***	Tri-Met	TOTAL	FICA*	PERS**	Bond***	Tri-Met	TOTAL
Tier 1, 2	7.65%	25.09%	8.22%	0.79%	41.75%	7.65%	31.42%	8.22%	0.79%	48.08%
OPSRP	7.65%	21.26%	8.22%	0.79%	37.92%	7.65%	25.62%	8.22%	0.79%	42.28%

* FICA on first \$142,800 of salary is 0.0765; and 0.0145 for wages over \$142,800.

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

*** See FY 2021 Program Offer 10028 - PERS Pension Bond Sinking Fund for more detail.

New in FY 2022: Questica now takes into account the maximum amount of earnings subject to the Social Security tax when calculating the cost of positions. The Federal Insurance Contributions Act (FICA) requires certain taxes to be deducted from each paycheck – 6.2% for Social Security tax and 1.45% for Medicare tax, for a total of 7.65%. However, there is a maximum amount of earnings subject to the Social Security tax, which has increased to \$142,800 for FY 2022. In the past, salary related expenses (60130) were calculated in Questica at a flat 7.65% of salary, even though salaries that exceeded the maximum amount of earnings subject to the Social Security tax would not cost quite as much as calculated. This resulted in a discrepancy between budgeted position costs and actual position costs for certain higher-salaried positions (beyond the discrepancy already created by the maximum amount being determined on a calendar year basis, rather than coinciding with the County’s Fiscal Year). In FY 2022, Questica will account for the maximum amount when costing positions. This means that a \$160,000 salary will have 7.65% calculated on the first \$142,800 of the salary, but only 1.45% calculated for the remaining \$17,200.

Important note: Departments’ General Fund allocations will not be adjusted for this change (i.e. the savings created by the updated methodology will not be taken away from a department’s budget allocation).

VEBA Rates

Below are the budgeted rates for those bargaining units or employee groups that receive a voluntary employees’ beneficiary association (VEBA) plan.

VEBA by Bargaining Unit/Employee Group	
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 88-5	1.00%
Dentists Local 88-5	1.00%
Corrections Deputies	1.00%

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60140 Insurance Benefits

The costs associated to 60140 from base pay are calculated automatically in Questica by using a flat composite rate relevant to the position's FTE, combined with the appropriate rate from the "Component Pieces of Insurance Benefits" table below based on the position's department.

The County estimates total countywide benefit costs and then uses a flat composite (average) rate per employee for budgeting purposes.

Medical and Dental Rates

- \$18,547 per full-time employees
- \$13,910 per Local 88 three-quarter-time employees
- \$10,586 per half-time employees.

Other Insurance Rates

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**	0.70%	1.60%	0.35%	0.25%	1.10%	2.00%	0.75%	6.75%
DA	0.70%	1.60%	0.35%	0.25%	1.10%	2.00%	0.75%	6.75%
DCHS	0.70%	1.60%	0.35%	0.25%	1.10%	2.00%	0.75%	6.75%
Health	0.70%	1.60%	0.85%	0.25%	1.10%	2.00%	0.75%	7.25%
DCJ	1.20%	1.60%	0.35%	0.25%	1.10%	2.00%	0.75%	7.25%
MCSO	1.70%	1.60%	1.50%	0.25%	1.10%	2.00%	0.75%	8.90%
DCM	0.70%	1.60%	0.85%	0.25%	1.10%	2.00%	0.75%	7.25%
DCA	0.70%	1.60%	0.85%	0.25%	1.10%	2.00%	0.75%	7.25%
Library	0.70%	1.60%	0.25%	0.25%	1.10%	2.00%	0.75%	6.65%
DCS	1.20%	1.60%	0.60%	0.25%	1.10%	2.00%	0.75%	7.50%

* Includes Countywide bus pass benefit cost.

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

Note: Pursuant to 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.

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Manually-Calculated Costs for Permanent (and other) Positions

60110 Overtime

Overtime is not budgeted at a position level and must be manually calculated. 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 amounts for Salary Related and Insurance Benefits components.
- Overtime pay for permanent employees includes the same Salary Related and Insurance Benefits components as for permanent pay excluding medical/dental insurance. Budget these associated amounts in 60130 – Salary Related and 60140 – Insurance Benefits.
 - Overtime pay for temporary employees includes the same Salary Related and Insurance Benefits components as for temporary employees. Budget these associated amounts in 60135 – Non-Base Fringe and 60145 – Non-Base Insurance.

60120 Premium

Premium pay is not budgeted at the position level and must be manually calculated. Premium pay is received in addition to base pay because of the type of work or hours of work involved. These categories include shift differentials, trainer pay, lock-up premiums, hazardous or obnoxious work, lead work, etc. Workday report MCR Allowances by Worker details permanent premiums or allowances by employee, but does not show ad-hoc premiums or premiums that are not permanently assigned to the employee. Use the description field on the expenditure line in Questica to detail the premium.

To determine how much premium pay to budget, do the following:

1. Evaluate the need for this kind of pay and any other information that will justify the request.
2. Estimate the amount you expect to need and document your calculation.
 - a. 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.
 - b. 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.

Section 2: Preparing the Department Requested Budget

3. Calculate amounts for Salary Related and Insurance Benefits.
 - a. Premium pay for permanent employees includes the same Salary Related and Insurance components as for permanent pay excluding medical/dental insurance. Budget these associated amounts in 60130 – Salary Related and 60140 – Insurance Benefits. Premium pay for temporary employees includes the same Fringe and Insurance components as for temporary employees. Budget these associated amounts in 60135 – Non-Base Fringe and 60145 – Non-Base Insurance.
 - b. Find the appropriate rates by referring to the Salary Related and Insurance Benefits rate tables on the following pages.

Temporary & Limited Duration Employees

60100 Temporary

The costs of temporary and limited duration employees are not auto-calculated by Questica and the expenditures must be manually budgeted in Questica. To determine the amount to budget for temporary employees, do the following:

- Document what you anticipate temporary employees will do (the nature of the work, or the project they will be working on).
- Document how you determined your budget. Document your rationale if you based your budget figures on historical/projected usage rather than actual position-by-position calculations.
- Calculate Fringe and Insurance amounts for the temporary employees, and record them in 60135 – Non-Base Fringe and 60145 – Non-Base Insurance.

Insurance rates for temporary employees include workers' comp, liability, and unemployment. See the Personnel Rules at <https://commons.multco.us/multnomah-county-personnel-rules> for more information.

- 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.
- Use the description field on the expenditure line in Questica to describe the positions, type of work performed, project assignments, etc.
- \$15 Minimum Wage – the Chair and the Board of County Commissioners agreed to a \$15 an hour minimum wage.

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60135 Non-Base Fringe

The fringe costs for temporary and limited duration employees are not auto-calculated by Questica. Use 60135 to budget fringe costs for wages, premium, or overtime pay for temporary or limited duration employees.

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

For temporary and limited duration employees that are not PERS-eligible, use this table:

	FICA *	Tri-Met	TOTAL 60135 PCT
All Employees	7.65%	0.79%	8.44%

* FICA on first \$142,800 of salary is 0.0765; and 0.0145 for wages over \$142,800.

For temporary and limited duration employees that are PERS-eligible, use this table:

	Non-Uniformed					Uniformed				
	FICA*	PERS**	Bond***	Tri-Met	TOTAL	FICA*	PERS**	Bond***	Tri-Met	TOTAL
Tier 1, 2	7.65%	25.09%	8.22%	0.79%	41.75%	7.65%	31.42%	8.22%	0.79%	48.08%
OPSRP	7.65%	21.26%	8.22%	0.79%	37.92%	7.65%	25.62%	8.22%	0.79%	42.28%

* FICA on first \$142,800 of salary is 0.0765; and 0.0145 for wages over \$142,800.

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

*** See FY 2021 Program Offer 10028 - PERS Pension Bond Sinking Fund for more detail.

60145 Non-Base Insurance

The insurance costs for temporary and limited duration employees are not auto-calculated by Questica. Use 60145 to budget insurance costs for wages, premium, or overtime pay for temporary or limited duration employees.

Insurance rates for temporary employees include workers' comp, liability, and unemployment (see table). For more information, see the Personnel Rules at <https://commons.multco.us/multnomah-county-personnel-rules>.

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	Worker's Comp	Liability*	Unemployment	60145 Rate for Temps
NOND**	0.70%	0.35%	0.25%	1.30%
DA	0.70%	0.35%	0.25%	1.30%
DCHS	0.70%	0.35%	0.25%	1.30%
Health	0.70%	0.85%	0.25%	1.80%
DCJ	1.20%	0.35%	0.25%	1.80%
MCSO	1.70%	1.50%	0.25%	3.45%
DCM	0.70%	0.85%	0.25%	1.80%
DCA	0.70%	0.85%	0.25%	1.80%
Library	0.70%	0.25%	0.25%	1.20%
DCS	1.20%	0.60%	0.25%	2.05%

* Liability rate does not include County Attorney

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

Update or Change Positions

To update or change positions in Questica, departments can create new position records to add new positions to the budget or change the attributes of an existing position. See the QRGs for creating new position records on Questica Commons, <https://commons.multco.us/questica-learning-resources>.

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

Allocating Positions to Program Offers

Once the Budget Office or departments create position records, they can be allocated. Allocating a position adds the expenditures and FTE of the position by department and job profile to the budget.

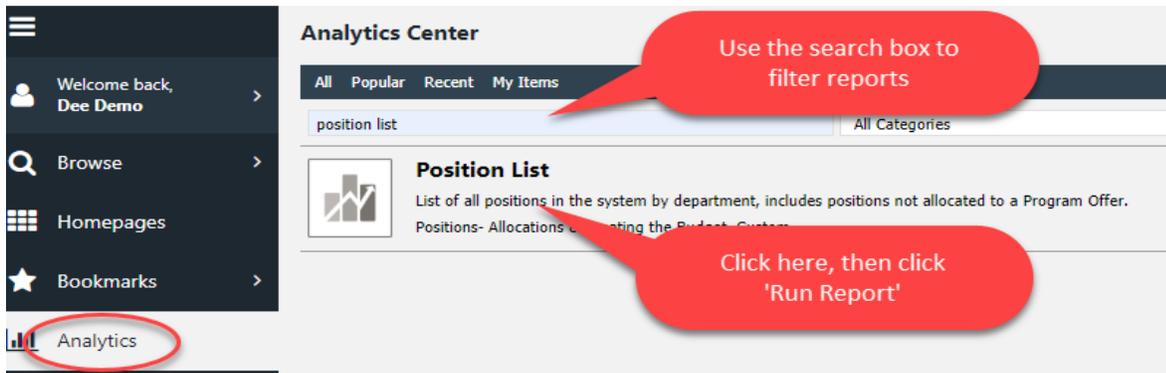
Position List Report

The first step in adding positions to the budget is to run the Position List report, which provides a list of all position records (including their FTE and forecasted costs) that are available to allocate to program offers. Filtering the report results on the "Is Highest Record Number?" column will help you validate that you have allocated the most recent version of a position

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because each time a position is updated, a new position record with a new record number is generated.

To run this report, select “Analytics” from the left hand menu in Questica, select the “Position List” report, and click “Run Report.”



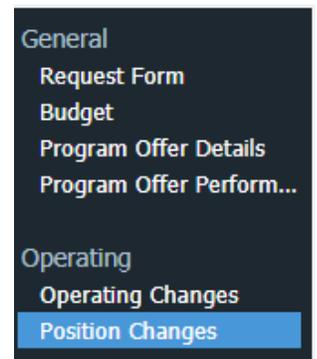
Use the parameters to select the correct budget year, or other attributes to filter report results, and click “Run Report.” Below is a report output example – you would use the floppy disk icon to export.

Budget Year	Major Department	Department	Position Type	Position Number	Position Record Number	Combined Position Number	Prior Position Number	Creation
2020	78 - County Assets	78 - County Assets	Regular/Ongoing	700003	1	700003-1	700003	New Po
2020	78 - County Assets	78 - County Assets	Regular/Ongoing	700009	1	700009-1	700009	New Po
2020	78 - County Assets	78 - County Assets	Regular/Ongoing	700110	1	700110-1	700110	New Po
2020	78 - County Assets	78 - County Assets	Regular/Ongoing	700146	1	700146-1	700146	New Po

Entering Position Allocations

Overview

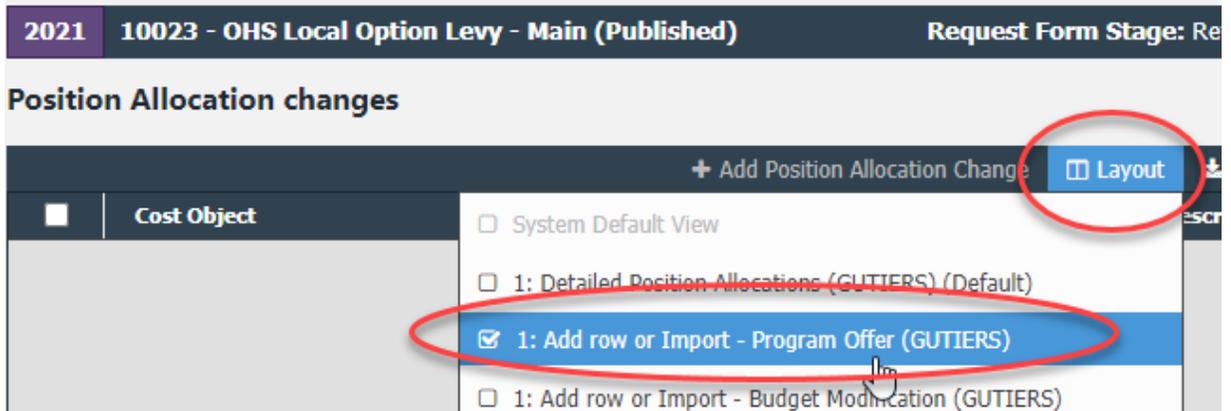
Within a program offer request form, select the “Position Changes” tab on the left side menu. This will open the Position Allocation changes grid where you can add positions (i.e. their costs and FTE) to Program Offers.



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Selecting Layout

Select the layout “1: Add Row or Import Program Offers.” The entry grid for position data looks and behaves similarly to the expenditure/revenue grid.



Position Allocation Fields

Cost Object

Begin typing the cost object name or number to view the dropdown list and select a cost object.

Position

Type the position number. The position display name contains both the position number and the record number, typically you will select the position with the highest record number.

Allocation Type

There are four options for data type when allocating positions in Questica: FTE, Hours, Percentage, and Quantity. You can allocate positions using FTE or Percentage, but not Hours or Quantity.

Allocation

Enter the allocation amount, e.g. 0.80 if FTE is chosen as the allocation type, or 100 if percent is chosen. You can use both allocation types in the same position changes grid. All positions must be fully allocated (100% or the full FTE) when submitting your budget.

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Description

Optional field.

Saving and Reviewing Position Allocations

To save the position allocation, select the Shift + Enter keys or tab one additional time.

To review position allocations within the program offer, change to the “Detailed Position Allocations” view. The total annualized FTE across all rows/request forms should equal the Position FTE amount unless the position is split across program offers.

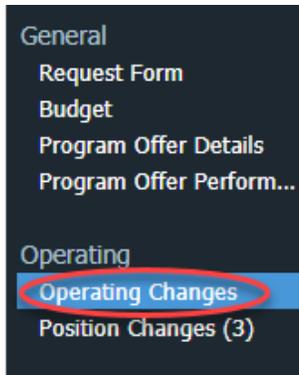
2020 72999 - Demo - Main							
Position Allocation changes							
	Progra...	5 Digit F...	Cost Object	Posi...	Position	Position FTE	Start
Click here to add a new record...							
Position Number: 705608							
<input type="checkbox"/>	72999-20...	01000 - Ge...	704300 - DCM Ge...	705608	72 - 6030 - Finance Specialist 2 (705608-1)	1	Jul 2019
Position Number: 708136							
<input checked="" type="checkbox"/>	72999-20...	01000 - Ge...	704300 - DCM Ge...	708136	72 - 6030 - Finance Specialist 2 (708136-1)	1	Jul 2019
<input type="checkbox"/>	72999-20...	01000 - Ge...	704300 - DCM Ge...	708136	72 - 6030 - Finance Specialist 2 (708136-1)	1	Jul 2019

Request					
+ Add Position Allocation					
E	Position Allocation Type	Allocation	Allocation Percentage	Annualized Allocated FTE	Description
	Percentage	100.00	100.00	1.00	
		100.00		1.00	
	FTE	0.80	80.00	0.80	
	Percentage	20.00	20.00	0.20	

Importing and Exporting

Instead of manually entering position data through the Position Allocation changes grid, you can upload position data into Questica using Excel spreadsheets. See the QRG to Allocate Positions via Import/Export on Questica Commons, <https://commons.multco.us/questica-learning-resources>.

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After positions are allocated in the position changes grid, they automatically populate the operating changes grid with Permanent (60000), Salary Related (60130), and Insurance Benefits (60140). Choose layout “1: Exp/Rev by GL category” to see details. Additionally, the FTE totals are automatically filled in the expenditure/revenue detail table on page 2 of the program offer report.

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:

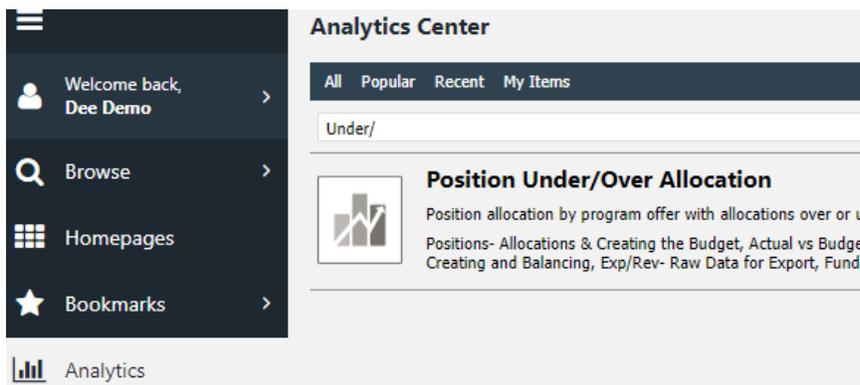
- Adjusting a position allocation, though the position must be fully allocated across all rows/change requests.
- Changing position attributes and costing by creating a new position record.
- Adding manual adjustments. This is only allowed in very rare circumstances.

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%. You can split positions across more than one program offer. **DO NOT** budget position splits smaller than 0.10 FTE and do not put portions of positions in Out of Target programs.

Under/Over Allocated Positions

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



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You may want to update the parameters to only pull positions that are under/over allocated.

Auto-Fill:	Custom...
Positions Displayed	Under/Over Allocated Positi
Budget Year	2020
Department	1 selected
Budget Phase	Department Sandbox
Logic Override - Manually Select Request Form Stage(Optional)	1 selected
Run Report 	

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



Position Under/Over Allocation

Positions: Under/Over Allocated Positions Only
 Budget Year: 2020
 Department(s): All
 Budget Phase: Department Sandbox
 Logic Override - Manually Select Request Form Stage(Optional): (Not Applicable)

Department	Position Number	JCN
72 - County Management	<input type="checkbox"/> 705608-1	6030 - Finance Specialist 2
Total		

Position FTE	Standard Dates ?	Program Offer Number	Request Form Number	Cost Object	Allocation %	Allocated FTE
1.00	Yes	72999-20	72999	704300	95 %	0.95
					Position Total:	95 %
1.00						0.95

Manual Adjustments to Positions

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. For any manual adjustments, enter the position number and reason in the Description field.

Some examples include:

- Overtime (60110) and Premium (60120): When budgeting overtime and premium pay for permanent positions, users manually calculate and budget for 60130 (Salary

Section 2: Preparing the Department Requested Budget

Related) and 60140 (Insurance Benefits). See the section on [Manually-Calculated Costs for Permanent \(and other\) Positions](#) above for more details.

- Adjusting costs for a redlined employee
- Adjusting a large group of positions

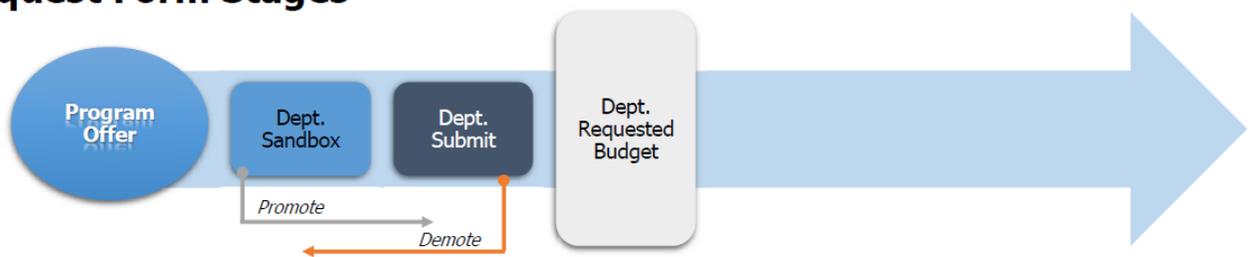
Limited Duration Positions

Limited Duration positions are temporary assignments. Costs are budgeted in temporary ledger accounts (60100, 60135, 60145) and are not allocated as a permanent position or counted in the department's FTE. See the section on [Temporary & Limited Duration Employees](#) above for more details.

Promoting/Demoting Program Offers

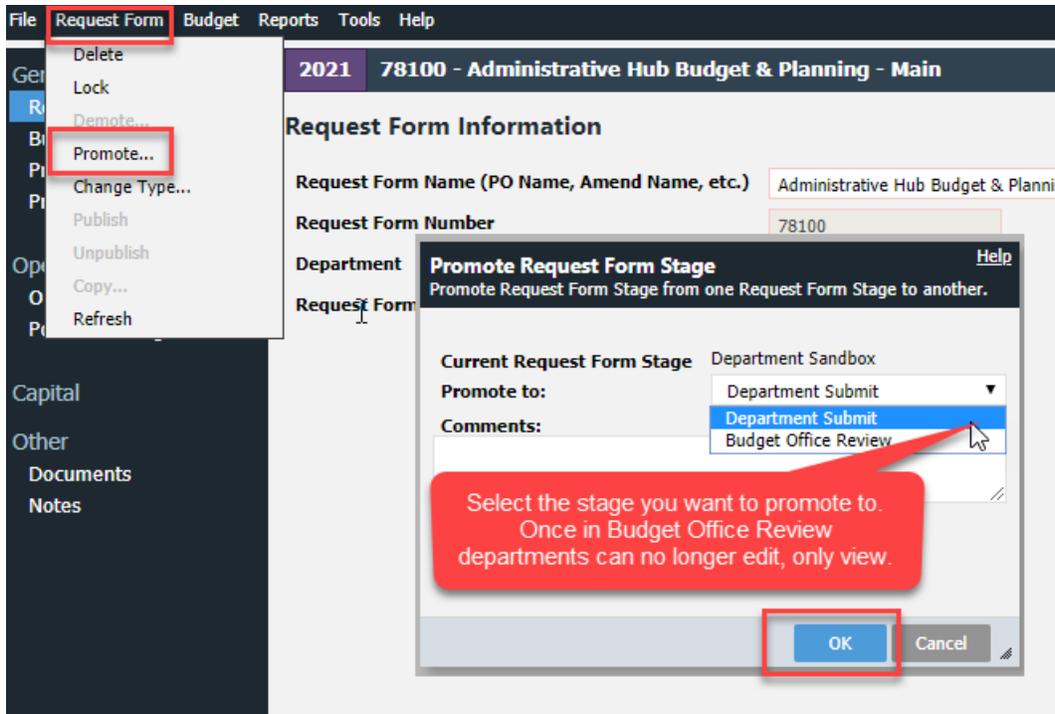
Program Offer request forms have two Questica stages to promote and demote between (Department Sandbox and Department Submit). Some departments use these stages to manage internal workflow. For example, department narrative preparers and budget analysts might build the program offer in the Dept. Sandbox, then the budget analyst might promote the request form to Department Submit for business manager approval. In the Department Submit stage, the request form will be locked to most users. The business manager can demote the request form back to Department Sandbox if narrative preparers or budget analysts need to make additional changes. When finalized, the department's business manager promotes all program offers that the department wants to submit to the Budget Office Review stage. At that point, departments can no longer edit the request form, but can still view it. All program offers in the Budget Office Review stage constitute the Department Requested budget.

Request Form Stages

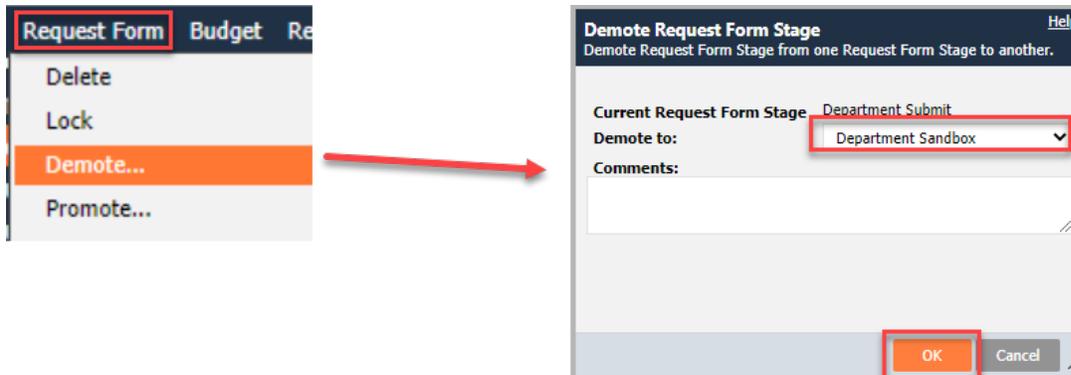


All program offer request forms begin in the Department Sandbox stage. To promote a request form, click on "Request Form" in the top bar of the screen, then select "Promote" from the dropdown menu. A box will appear with a "Promote to:" dropdown menu. Choose the relevant request form stage, then click "OK."

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To demote a request form, click on “Request Form” in the top bar, select “Demote,” and click “OK” in the box to send it back to the Department Sandbox stage.



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Department Requested Budget Accompanying Documents

Budget Submission Documents

There are two parts to budget submission – first, the submission of budget request forms 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, and the Director’s transmittal letter.

Department Narratives

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

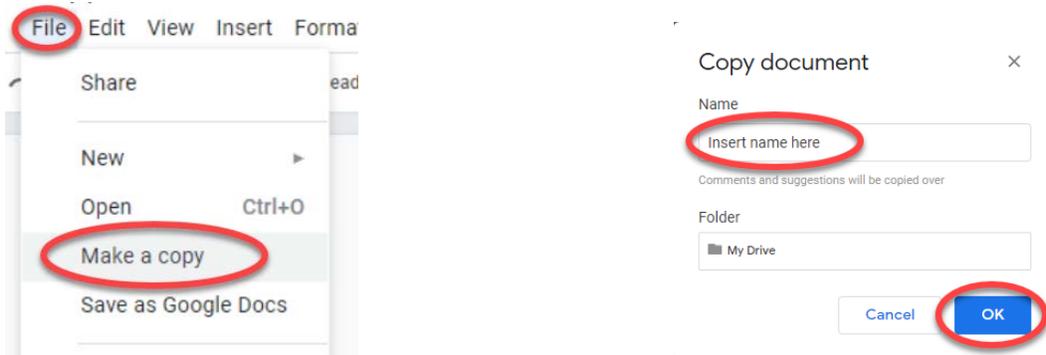
- Mission, vision, and values that guide the department’s work,
- The department’s budget,
- The past year’s successes and the upcoming year’s challenges,
- The impact of COVID-19 in the past year and the upcoming year, and
- The department’s diversity and equity activities.

Departments submit narratives using Google documents located at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources>.

You will need to make a copy of the Google document before working in it. This will make you the owner of the document, giving you editing ability and the rights to share it with other people in your department. In past years, the Budget Office provided a fillable pdf form, which had the advantage of a locked text box size, but the disadvantage of only one person being able to work in it at a time. With the Google document, other people in the department can review and edit the document, but you will need to pay close attention to the final character count in order to avoid going over size limits.

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To make a copy of the Department narrative Google document, go to the upper right corner of the screen and click “File,” then select “Make a copy.” Give your document a new name and click “OK.” You can now begin working in your own copy of the document.



To update the department name from the default text of the Google document, double-click in the Header box and enter your department name.

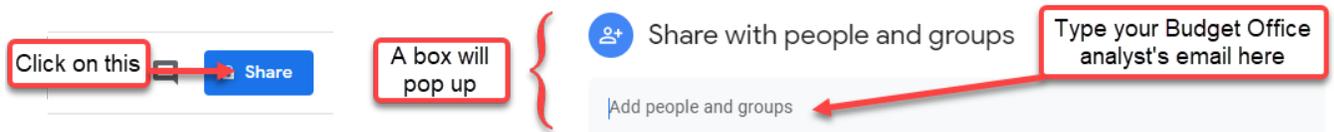
Enter Department name here

Double-click in the box to edit the department name

FY 2022 proposed budget

Please do not change the margins, font, or font size because they are pre-set to fit within the countywide budget document.

When the narratives are complete you can “Share” them via Google with your Central budget analyst as part of the budget submission process.



Please note: The screenshots in the following pages show how the text will appear in the final budget document (the Google document appearance is slightly different).

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Department Overview

The department overview introduces the department and should include 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 has a limited amount of space (as delineated by the square in the screenshot). The organization chart at the bottom of the page is submitted via your Department Director's transmittal letter.

The screenshot shows the 'Department Overview' section of the budget request form. The header includes 'Sheriff's Office' and 'fy2021 adopted budget'. The text describes the Multnomah County Sheriff's Office (MCSO) mission, its role in providing exceptional services, and its commitment to public safety. It details the work of the Law Enforcement Division, the Corrections Services and Facilities Divisions, and the Business Services Division. The text is enclosed in a red square, indicating the limited space available for this section.



www.multco.us/budget - Sheriff's Office 1

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.

Successes and Challenges

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

The screenshot shows the 'Successes and Challenges' section of the budget request form. The header includes 'Sheriff's Office' and 'fy2021 adopted budget'. The text describes the MCSO's successful implementation of innovative programs, process improvements, and new approaches to public safety. It highlights the Sheriff's Office's commitment to transparency, integrity, and collaboration. The text is enclosed in a red square, indicating the limited space available for this section.

www.multco.us/budget - Sheriff's Office 1

COVID-19 Impacts

New for FY 2022: This full-page section gives departments a place to discuss COVID-19-related impacts such as impacts to services, reductions or increases in clients served, changes in available resources, increased materials costs, personnel impacts, etc.

The screenshot shows the 'COVID-19 Impacts' section of the budget request form. The header includes 'Sheriff's Office'. The text is enclosed in a red square, indicating the limited space available for this section.

Section 2: Preparing the Department Requested Budget

Diversity, Equity, and Inclusion

This section gives the department an opportunity to tell the story of how it is working towards addressing specific issues and experiences in the community in a way that advances equity. The section should explain how the department's programs contribute to the County's diversity, equity, and inclusion goals of ensuring that (a) our investments in the community build a more just and equitable Multnomah County and (b) Multnomah County's internal operations support and build the diversity of our workforce and create an environment in which our workforce can excel in service to the community.

Departments should describe equity and inclusion efforts to better serve customers, clients, and community and specifically explain how the Workforce Equity Strategic Plan's goals and action items are being supported and prioritized within the department. This includes not only the decision that has been made, but also describing the process of decision making and stakeholders involved. This is also a place for departments to describe equity tools they used to evaluate and prioritize their budget proposals and reductions.

Budget by Division Table

Departments should provide an Excel spreadsheet showing 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.

Division Narrative

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

Departments will submit Division narratives using Google documents located at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources>. You will need to make a copy of the Google document before working in it, and will want to make a separate copy of each Division narrative. For additional details about copying Google documents, please refer to the [Department Narratives](#) section above.

Remember to enter the name of the division in the Google document.

Enter Department name here

Don't forget to enter your department name

FY 2022 proposed budget

Enter Division name here

Double-click in the box to enter the name of the division

Sheriff's Office		fy2021 adopted budget																																				
Diversity, Equity, and Inclusion	<p>Multnomah County Sheriff's Office is committed to workplace diversity and equity and to maintaining the highest standards for ethical and professional behavior. MCO, as an agency, is dedicated to integrating greater diversity into its hiring, promotional and staffing practices and to providing its employees with expanded opportunities for future professional growth. The Sheriff's Office remains dedicated to the core tenets of procedural justice, treating all persons with dignity, respect, and fairness, regardless of race, national origin, gender, age, religion, mental illness or physical disability, economic or any other status.</p> <p>During FY 2020, the Sheriff's Office hired and promoted 86 employees and of those, 40% identified as female and 20% identified as People of Color. Of the 21 employees promoted, 29% identified as female and 19% identified as People of Color. Of the 45 employees hired in FY 2020, 45% identified as female and 37% identified as People of Color. MCO, in the dedicated effort to evaluate ways in which it can increase the diversity of its employees and provide better service to the public, has hired an Equity and Inclusion Manager to lead those efforts.</p>																																					
Budget by Division	<table border="1"> <thead> <tr> <th>Division Name</th> <th>FY 2021 General Fund</th> <th>Other Funds</th> <th>Total Div. Cost</th> <th>Total FY21</th> </tr> </thead> <tbody> <tr> <td>Executive Office</td> <td>\$1,446,488</td> <td>50</td> <td>\$1,446,488</td> <td>78.01</td> </tr> <tr> <td>Business Services</td> <td>18,515,908</td> <td>1,371,174</td> <td>19,887,082</td> <td>71.17</td> </tr> <tr> <td>Correctional Facilities Division</td> <td>69,292,141</td> <td>5,968,273</td> <td>75,260,414</td> <td>938.12</td> </tr> <tr> <td>Correctional Services Division</td> <td>27,988,511</td> <td>2,352,877</td> <td>30,341,208</td> <td>179.43</td> </tr> <tr> <td>Law Enforcement Division</td> <td>25,208,462</td> <td>4,171,256</td> <td>29,379,718</td> <td>130.50</td> </tr> <tr> <td>Total Sheriff's Office</td> <td>\$146,471,505</td> <td>\$17,683,878</td> <td>\$164,155,383</td> <td>802.23</td> </tr> </tbody> </table>			Division Name	FY 2021 General Fund	Other Funds	Total Div. Cost	Total FY21	Executive Office	\$1,446,488	50	\$1,446,488	78.01	Business Services	18,515,908	1,371,174	19,887,082	71.17	Correctional Facilities Division	69,292,141	5,968,273	75,260,414	938.12	Correctional Services Division	27,988,511	2,352,877	30,341,208	179.43	Law Enforcement Division	25,208,462	4,171,256	29,379,718	130.50	Total Sheriff's Office	\$146,471,505	\$17,683,878	\$164,155,383	802.23
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www.multco.us/budget - Sheriff's Office 4

Health Department		fy2021 adopted budget	
Health Officer	<p>The Health Officer provides round the clock physician consultation, technical direction and leadership to support public health activities and clinical services in Multnomah County. Serving a requirement of Oregon statute. The Health Officer supervises the deputy health officer and Public Health Director for Multnomah County and, under contract, the health officers for Clatsop and Washington counties.</p> <p>This division also includes Multnomah County EMS administration, the TC311 social worker case management program, the Multnomah County Medical Examiner (MCE), Multnomah County Public Health Emergency Preparedness, and the six county Health Preparedness Organization.</p> <p>The Emergency Medical Services program is funded entirely through a franchise fee with American Medical Response. The Public Health Emergency Preparedness Program is funded by the Federal Centers for Disease Control and Prevention. The Regional Healthcare Preparedness Organization is funded through the federal Department of Health and Human Services, and serves a six-county region in northwest Oregon.</p> <p>The MCEM operates 24 hours a day, 365 days a year to investigate all deaths that occur outside the care of a physician, including homicides, suicides, poisonings, accidents and deaths under suspicious circumstances.</p>		
Significant Changes	<p>Following a retirement in 2019, the Health Department hired a new Health Officer. The Health Officer will continue to serve as a physician ambassador across the department, County, community and region.</p> <p>The Medical Examiner's staff and facilities have been located in Clatsop County in a leased facility in September 2020. They moved to the County-owned Glady's MCCO building in downtown Portland. This relocation will decrease their travel times and increase response efficiency.</p> <p>The six county regional healthcare preparedness organization will transition to the Oregon Health Authority in order to align with the state's other fire regions.</p>		

Section 2: Preparing the Department Requested Budget

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 recent operational changes at the division level, primarily focused on changes from the prior fiscal year, including:

- 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)

Overview

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

Section 2: Preparing the Department Requested Budget

Expenditure CYE

Categorize by fund and division for the following categories: personnel services, contractual services, materials and supplies, capital outlay, and internal services. (See example below.)

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%

We also recommend that you provide a total for all funds, by category.

Expenditures				
Total - All Funds				
Expenditures	Budget	CYE	\$ Change	% Change
Personnel	28,805,125	28,723,019	(82,106)	0%
Contractual Services	3,030,956	2,973,278	(57,677)	-2%
Materials/Supplies	1,820,487	1,738,056	(82,431)	-5%
Internal Services	5,051,936	5,051,936	0	0%
Capital Outlay	4,929,539	4,823,543	0	0%
Grand Total	43,638,043	43,309,832	(328,211)	-1%

Revenue CYE

Categorize by fund, division, and revenue source. (See example below.)

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

	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%

Section 2: Preparing the Department Requested Budget

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 31 of the current year).

History Crosswalk

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				
	Adopted General Fund	Adopted Other Funds	Adopted General Fund	Adopted Other Funds
Program Expenses	2019	2019	2020	2020
Personnel	\$431,825	\$0	\$611,197	\$0
Contractual Services	\$91,754	\$0	\$101,754	\$0
Materials & Supplies	\$17,230	\$0	\$18,810	\$0
Internal Services	\$35,829	\$0	\$48,975	\$0
Total GF/non-GF	\$576,638	\$0	\$780,736	\$0
Program Total:	\$576,638		\$780,736	
Program FTE	2.00	0.00	3.00	0.00
Program Revenues				
Total Revenue	\$0	\$0	\$0	\$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 1, 2021**.

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-2022-budget-manuals-forms-calendars-and-other-resources> for the recommended outline, which has been updated in FY 2022 to request additional information, such as COVID-19 impacts.

Section 3: Preparing the Proposed Budget: Budget Adjustments

After departments submit their budgets, work begins on the Chair's Proposed budget. This is the budget the Chair produces based on department submissions. The County makes changes in this phase through budget adjustment request forms in Questica. Budget adjustment request forms alter the program offer request forms submitted in the Department Requested 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 Request Form Overview

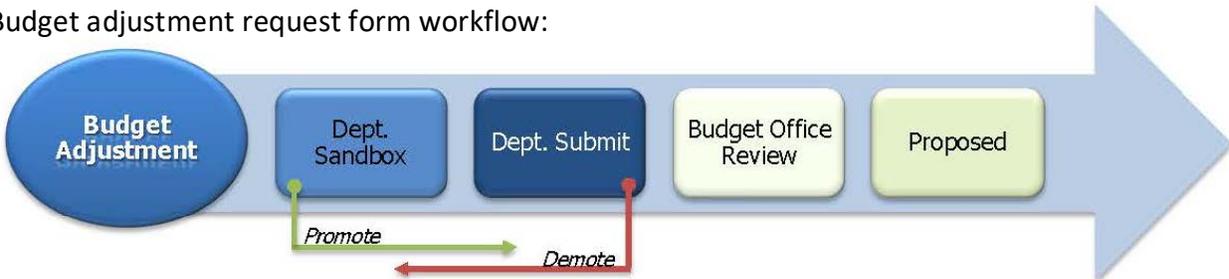
Budget adjustment request forms are similar to program offer request forms:

- Same structure.
- Same technical process to add/change/delete revenues, expenditures, and positions.
- Similar workflow to promote/demote program offers.
- Similar to Program Offer request forms, budget adjustments 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 request form to the Budget Office Review stage. Unlike program

Section 3: Preparing the Proposed Budget: Budget Adjustments

offers, budget adjustments can be demoted back to departments by the Budget Office if additional updates are necessary.

Budget adjustment request form workflow:



Preparing Budget Adjustment Request Forms

This section provides instructions for assembling budget adjustment request forms in Questica. Headings correspond to sections in Questica; the process for completing a budget adjustment is very similar to completing a program offer.

Departments create their own Budget Adjustment request forms. View the “Create a Request Form in Questica” QRG on <https://commons.multco.us/questica-learning-resources> for detailed instructions.

Request Form (Budget Adjustment Name)

To begin filling out a budget adjustment request form, start in the “General” left side menu. Choose a name that describes what the budget adjustment will accomplish and enter it in the “Request Form Name” box. The name must begin with the affected program offer number(s) (e.g. 72025B – County Clerk Carryover Adjustment).

The budget adjustment number is auto-generated in sequence, and the numbering convention is: BudAdj-Dept Abbreviation-Budget Adjustment Number-Fiscal Year, e.g. BudAdj-NOND-001-21. If you need a number changed, contact the Budget Office.

Section 3: Preparing the Proposed Budget: Budget Adjustments

Important Note: In general, a Budget Adjustment request form should only impact a single program offer. This helps analysts reconstruct historical changes at a later date, and is especially important for tracking changes directed by the Chair. However, there may be occasions when a single budget adjustment may appropriately impact multiple program offers, such as if a department is adjusting travel and training costs within a division. When in doubt, please consult your central budget analyst.

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 a form header with the following text: "2020 BudAdj-DCM-001-20 - Demo Adj... Request Form Stage: Department Sandbox [Budget Adj...". Below the header is a section titled "Budget Adjustment" with a sub-section "Budget Adjustment Description". The description field contains the text: "Use this section to type a detailed description to explain to the Chair's Office changes that will be made if the Budget Adjustment is accepted."

Operating Changes (Expenditures and Revenues)

Expenditures and revenues are entered in the operating changes grid, 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**. Select the layout "1: Add row or Import - Adjust, Amend, Budmod" to make sure you have all the right columns.

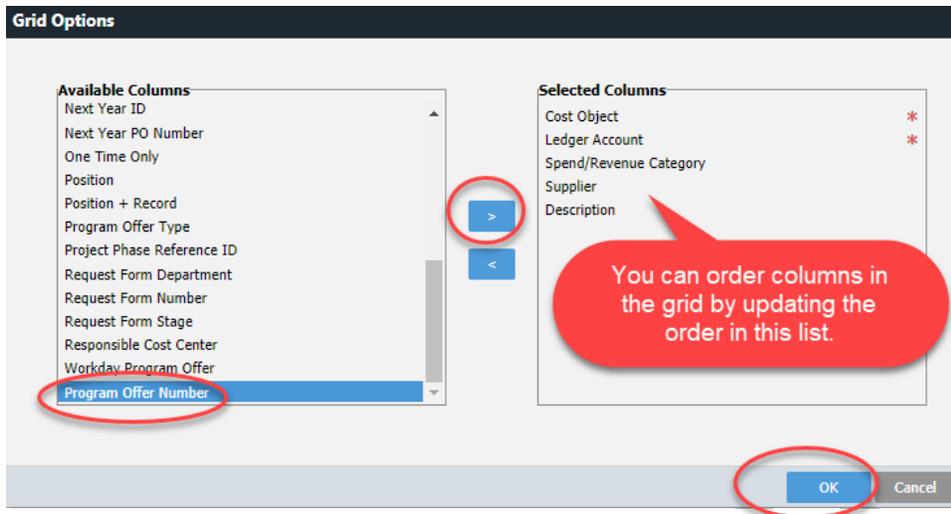
Examples of common expenditure/revenue changes executed through budget adjustments:

- Changing a Cost Object/Ledger Account – Move budgets from one cost object or ledger account 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 ledger account (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.

Section 3: Preparing the Proposed Budget: Budget Adjustments

- Buy an out of target program offer by reducing the General Fund Contingency ledger account (60470).
- 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 2022 select the program offer ending in -22).

If the program offer number column is not displayed, right click on any of the column headers, choose “Selected Columns,” click “Program Offer Number,” click the right arrow, then click “OK.”



Adding Indirect, Risk Fund, and Internal Services

Budget adjustments can affect indirect, the Risk Fund, or internal services. When they do, it is important to include related expenditures and revenues in the request form. The Budget Office will provide a “cheat sheet” with all the information you need for those corresponding changes, including the program offer number, cost object, and ledger account information for the receiving fund. This sheet will be available at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources> under the “Other Resources, Forms and Templates” heading after the budgets have been submitted.

For example, if a budget adjustment changes FTE, there will be a corresponding change in personnel costs, including a change to 60140 – Insurance Benefits. This means that there will be a corresponding impact on the Risk Fund, which must be reflected in the budget adjustment as well. The following images demonstrate how a department would note the expenditure change in 60140, look at the “cheat sheet” to see what corresponding changes need to be made, and add the relevant rows to the budget adjustment to add revenue and expenditure in the Risk Fund.

Section 3: Preparing the Proposed Budget: Budget Adjustments

Adjustment Description	Annual	Trimester	Quarterly	Mo	BEFORE	Layout	Display Options	Import...	Export
Operating									
Operating Changes									
Position Changes (1)									
Wage Adjustments									
Capital									
Capital Changes									
Operating Impacts									

Look in the "cheat sheet" to see the corresponding information.

Ledger Account	Ledger Account Description	Fund	Program	Cost Object	Receiving Fund	Ledger Account Description
Risk Fund - Insurance						
60140	Insurance Benefits	03500	72020-xx	705210	50316	Internal Service Reimbursement, Medical
60145	Non Base Insurance	03500	72020-xx	705210	60330	Claims Paid
Indirect						
60350	Indirect Expense - Central	01000	95001-xx	9500001000	50310	Internal Service Reimbursement
		01000	95000-xx	9500001000	60470	Contingency
60350	Indirect Expense - Departmental	01000	Dept	Dept Cost Object	50310	Internal Service Reimbursement
		01000	Dept	Dept Cost Object	Dept Ledger Acct	Offsetting General Fund Expenditure

Adjustment Description	Annual	Trimester	Quarterly	Mo	AFTER	Layout	Display Options	Import...	Export
Operating									
Operating Changes									
Position Changes (1)									
Wage Adjustments									
Capital									
Capital Changes									
Operating Impacts									

These two rows have been added per the "cheat sheet" to correspond to the change in ledger account 60140.

The same approach would apply when a department budgets indirect or internal services in a budget adjustment.

Remember: Departments must select a spend/revenue category when budgeting in 50310 – Internal Service Reimbursement, whether it is for indirect or other internal service reimbursements. For expenditures, departments must select a spend/revenue category when budgeting in 60350 – Indirect Expense to identify whether they are budgeting Department Indirect or Central Indirect. A department is not required to (although it may) use the spend/revenue category for other internal service reimbursement expenditures (such as in ledger accounts 60410, 60430, 60460, etc.). For additional information, see Section 2: Preparing the Department Requested Budget, under [Spend/Revenue Category](#).

Section 3: Preparing the Proposed Budget: Budget Adjustments

Contracted Services

Budget adjustments that include ledger accounts 60150, 60155, 60160 and 60170 require information in the columns titled Supplier and Description. If the adjustment is changing contracted services from the Department Submitted budget make sure to use the same supplier(s). For additional information, see Section 2: Preparing the Department Requested Budget, under [Contracted Services](#).

Balanced Transactions

Balance all expenditures and revenues at the fund level within the budget adjustment. The primary exception to this is when a budget adjustment is used to purchase an out of target program offer. Please consult with the Budget Office if a request form is purposefully unbalanced for another reason.

For a budget adjustment that is used to purchase an out of target program offer, you will need to reduce the General Fund contingency by the requisite amount. The out of target program offer *plus* the budget adjustment will then be balanced at the fund level.

2021		72001B - Training Example - add 2.00 FTE - Main						Out of Target Program Offer	[Program Offer]
Operating Budget									
Annual	Trimester	Quarterly	Monthly	Layout		Display Options	Import...	Export	
Progra...	Cost Object	Ledger Account	Spe...	Sup...	Description	2021			
Click here to add a new record...									
Ledger Account Type: Expenses									
<input type="checkbox"/>	72001B-2...	701000 - DCM Budget Office	60000 - Permanent					204,952.00	
<input type="checkbox"/>	72001B-2...	701000 - DCM Budget Office	60130 - Salary Related					76,161.00	
<input type="checkbox"/>	72001B-2...	701000 - DCM Budget Office	60140 - Insurance Benefits					50,977.00	
								(331,990.00)	

2021		BudAdj-DCM-015-21 - 72001B - Training Example -						Budget Adjustment	[nt]
Operating Budget									
Annual	Trimester	Quarterly	Monthly	Layout		Display Options	Import...	Export	
Progra...	Cost Object	Ledger Account	Spe...	Sup...	Description	2021			
Click here to add a new record...									
Ledger Account Type: Expenses									
<input type="checkbox"/>	95000-21...	9500001000 - General Fun...	60470 - Contingency		72001B Training Example - ...			(331,990.00)	
								331,990.00	

Section 3: Preparing the Proposed Budget: Budget Adjustments

Position Changes

Departments can remove, add, or update positions from the Department Submitted budget through budget adjustments. Positions are allocated to budget adjustments in the position changes grid, just as with program offers, but allocations must also include a program offer number. 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 or FTE (e.g. -100%).
- **Reclassify a Position or Change an FTE** – Create a new position record with the updated FTE or JCN. In the adjustment, unallocate the original position and allocate the new position.
- **Change the Attributes of an Existing Position** – Create a new position record with the updated step or salary and/or PERS tier. In the adjustment, unallocated the original position and allocate the new position.

This screenshot shows a user removing a Finance Specialist 1 position from program offer 72004 and adding a Manager 1 position.

	Program Offer ...	Cost Object	Position	Position Allo...	Alloc...	De
	Click here to add a new record...					
<input type="checkbox"/>	72004-20 - FRM G...	704300 - DC...	72 - 6029 - Finance Specialist 1 (715061-1)	Percentage	(100.00)	
<input type="checkbox"/>	72004-20 - FRM G...	704300 - DC...	72 - 9615 - Manager 1 (719459-1)	Percentage	100.00	

See the QRGs for creating new position records at <https://commons.multco.us/questica-learning-resources>.

To determine where positions are allocated in the Department Requested budget:

- View the original allocation of a position in the “Position Allocations for Excel” report or the “Exp/Rev/Position detail for Excel” report to ensure changes are occurring in the correct cost objects. This is especially important for positions split across multiple cost objects or program offers.

Section 3: Preparing the Proposed Budget: Budget Adjustments

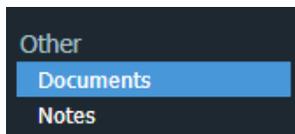
To validate that a position record is fully allocated:

- All positions are allocated at 100% or 0% total. Promote your adjustment to the “submit” stage and then use the “Position Under/Over” report, selecting the “logic override” parameter to match the selections shown in the following image.

Run Report	Logic Override - Manually Select Request Form Stage(Optional)
<input checked="" type="checkbox"/>	Amendment - Department Submit
<input type="checkbox"/>	Program Offer - Budget Office Review
<input checked="" type="checkbox"/>	Program Offer - Dept Edit Proposed
<input checked="" type="checkbox"/>	Program Offer - Budget Office Edit Proposed
<input checked="" type="checkbox"/>	Program Offer - Proposed
<input type="checkbox"/>	Program Offer - Approved

- If manual adjustments were made to a position, they may need updating. Review the original program offer(s) for any manual adjustments.

Documents and Notes



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

Editing Program Offer Narrative or Performance Measures

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 request form.

Section 3: Preparing the Proposed Budget: Budget Adjustments



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.

Adding a New Program Offer

Some changes require a new program offer request form. 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 request form (that will start in the Dept. Edit Proposed stage)
3. Departments create a corresponding budget adjustment request form (that begins in Dept. Sandbox).
4. Department adds *only* the narrative and performance measures to the program offer request form.
5. Department adds expenditures, revenues, and positions in the budget adjustment request form.
6. Department promotes the Budget Adjustment to Budget Office Review and the Program Offer to Budget Office Edit Proposed.



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. 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 and the Budget Office unlocks the request form.

Section 3: Preparing the Proposed Budget: Budget Adjustments

2. Department creates a budget adjustment that corresponds to the program offer.
3. Department removes expenditures, revenues, and positions from original program offer.
4. Department adds expenditures, revenues, and positions from the original program offer plus General Fund contingency, indirect, risk fund, and internal services as needed to the budget adjustment request form.
5. Budget Office verifies there are no expenditures, revenues, or position allocations and promotes the program offer request form to the Department Edit Proposed stage.
6. Department makes any necessary narrative changes in the program offer request form.
7. When finished, department promotes the program offer request form to Budget Office Edit Proposed and the budget adjustment to Budget Office Review.

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. **There is no need to delete the program offer.**

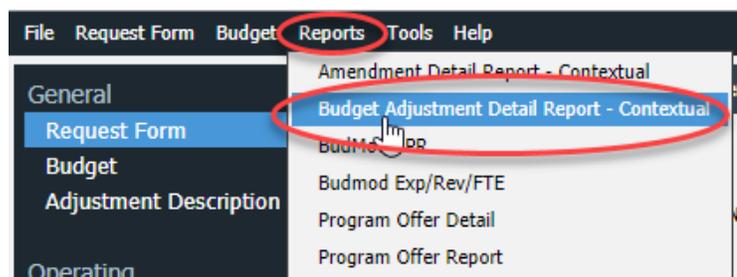
Budget Adjustment Reporting

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 request form. 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.

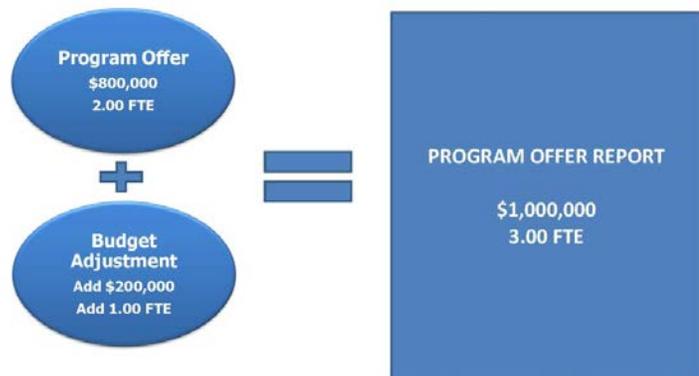
To see the details of your budget adjustment, go to the top tool bar and select Reports → Budget Adjustment Detail Report.



Section 3: Preparing the Proposed Budget: Budget Adjustments

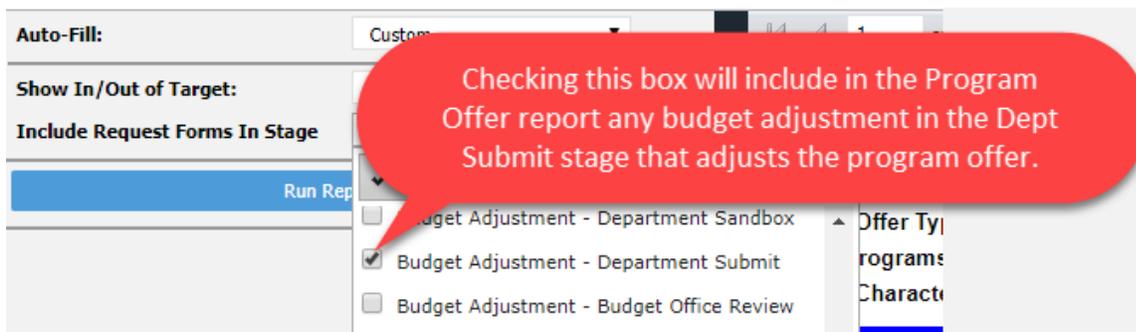
Changes to Program Offer Reports due to Budget Adjustments

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



Include “Request Forms in Stage” Parameter

To view the impact of a budget adjustment on a program offer before submitting to the Budget Office for review, use the “Include Request Forms in Stage” parameter. This parameter pulls in any related request forms, such as budget adjustments, to merge with the original program offer regardless of which stage they are in. If this parameter is not selected, the reports will only display request forms in the same stage as the program offer. To use this parameter, select the stage any related request forms are in.



Other Related Reports

The **Budget Adjustment List** report provides a list and summary of all the department’s budget adjustments entered in Questica.

There are three reports in the Analytics Center that will allow you to do analysis of your budget: **Exp/Rev Detail for Excel**, **Exp/Rev/Position Detail for Excel**, and **Position Allocations for Excel**. All these reports have a parameter called “Logic Override – Manually Select Request Form Stage (Optional)” that will allow you to pull in program offers and budget adjustments in any

Section 3: Preparing the Proposed Budget: Budget Adjustments

stage. The primary difference between this parameter and the Program Offer Report parameter is you must select the stages for all request form types you want to include: Program Offers, Budget Adjustments, Amendments, and/or Budget Modifications. For more information, please look in the Reports section of the Questica Learning Resources (<https://commons.multco.us/questica-learning-resources>) for “Questica Reports – Detailed Explanation of Budget Phase & Logic Override Parameters.”

Section 4: Preparing the Adopted Budget: Budget Amendments

Overview

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.

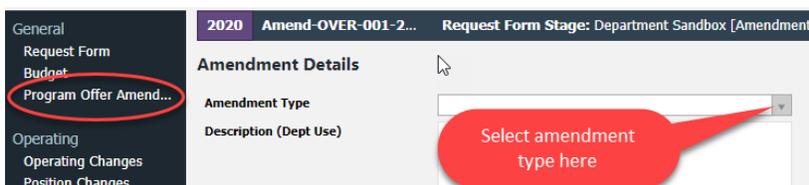
The primary purpose of the amendment process is for the Board to make changes to the Approved budget. All budget amendments must be presented and explained to the Board; please prepare department amendments for clear and simple presentation.

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.

Amendment Types

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



Section 4: Preparing the Adopted Budget: Budget Amendments

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.

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 supplies 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 after the departments submitted their budgets and before adoption; and
- Department staffing amendments detailing changes to positions not yet approved by the Board.

Section 4: Preparing the Adopted Budget: Budget Amendments

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 12 – May 6: Board approvals can be included in the Overall Staffing Amendment.
- May 7 – June 30: Board approvals will be included as a department staffing amendment.
- Post June 30: Reclassifications that have not been scheduled to go to the Board by June 30, 2021, must be approved by the Board through the regular budget modification process.

Revenue Amendments

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 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 30. Provide your budget analyst with the purchase order number.

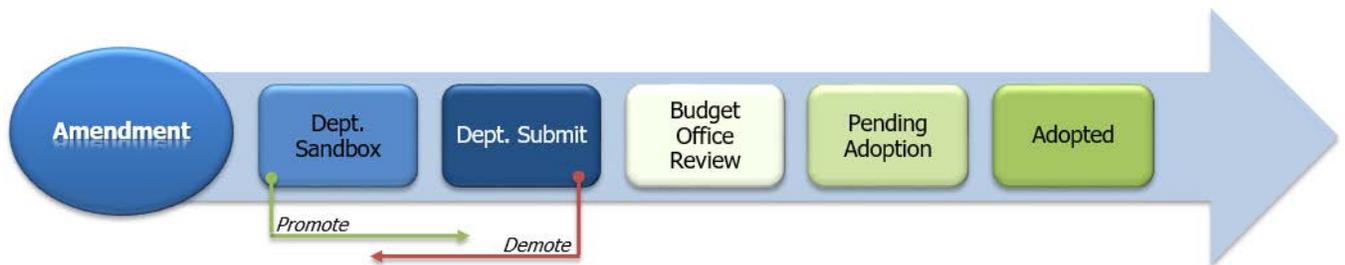
Section 4: Preparing the Adopted Budget: Budget Amendments

Budget Amendment Request Form Overview

Budget amendment request forms are similar to program offer and budget adjustment request forms:

- Same structure.
- Same technical process to add/change/delete revenues, expenditures and positions.
- Same workflow as a budget adjustment request.

Budget Amendment Workflow:



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

Preparing Budget Amendment Request Forms

General Information

In this section, users edit the request form name. **Note:** The name must begin with the affected program offer number(s) (e.g. 72025B – County Clerk Carryover Amendment).

Section 4: Preparing the Adopted Budget: Budget Amendments

The screenshot shows a web application interface for creating a budget amendment. The top navigation bar includes 'File', 'Request Form', 'Budget', 'Reports', 'Tools', and 'Help'. The main content area is titled '2020 Amend-OVER-001-2...' and 'Request Form Stage: Department Sandbox (Amendment)'. On the left, a sidebar menu has 'Request Form' selected. The 'Request Form Information' section contains the following fields:

- Request Form Name (PO Name, Amend Name, etc.):** Demo amendment (highlighted with a red callout bubble saying 'Update name here')
- Request Form Number:** Amend-OVER-001-20
- Department:** 92 - Overall County
- Request Form Type:** Amendment

Budget amendments use the following numbering convention: Amend-Department Abbreviation-Series Number-Fiscal Year, e.g. Amend-NOND-001-21. The number is auto-generated in sequence. If you need a number changed, contact the Budget Office.

Program Offer Amendment

This section contains required language to explain the amendment.

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.

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.

The screenshot shows a web application interface for creating a budget amendment. The top navigation bar includes 'File', 'Request Form', 'Budget', 'Reports', 'Tools', and 'Help'. The main content area is titled '2021 Amend-JOHS-008-21 - Demo amendment - Main'. On the left, a sidebar menu has 'Program Offer Amend...' selected. The 'Amendment Details' section contains the following fields:

- Amendment Type:** Revenue - Revenue
- Description (Dept Use):** (highlighted with a red callout bubble saying 'Departments describe the amendment in this field.')
- Report Description (Bud Office Only):** (highlighted with a red callout bubble saying 'The Budget office uses this field to present the amendment to the Board.')

Section 4: Preparing the Adopted Budget: Budget Amendments

Operating Changes (Expenditures and Revenues)

Expenditures and revenues are entered in the operating changes grid, identical to the process used for budget adjustments. 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 request form is purposefully unbalanced.

Examples of common changes executed through budget amendments:

- **Changing a Cost Object/Ledger Account** – move budgets from one cost object or ledger account 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 unless you need to move budget from a cost object that will not be created in Workday.
- **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 ledger account (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. This sheet will be available at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources> under the “Other Resources, Forms and Templates” heading after the budgets have been submitted.

For additional information, see Section 3: Preparing the Proposed Budget, under [Adding Indirect, Risk Fund, and Internal Services](#).

Contracted Services

Budget amendments that include ledger accounts 60150, 60155, 60160 and 60170 **require** information in the columns titled Supplier and Description. For additional information, see Section 2: Preparing the Department Requested Budget, under [Contracted Services](#).

Section 4: Preparing the Adopted Budget: Budget Amendments

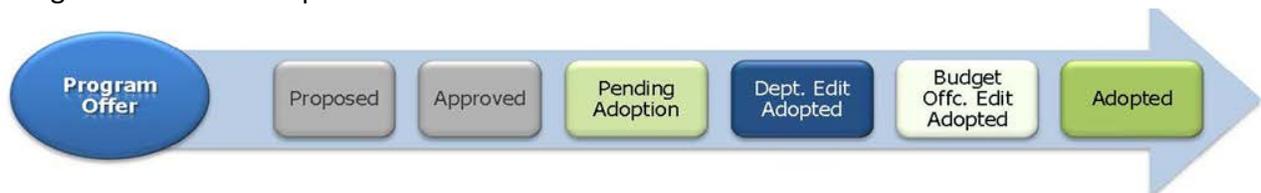
Position Changes

Using the same process as for budget adjustments, allocate positions to program offers in the position changes grid of budget amendment request forms. Positions can be removed, added, or updated from the Department Approved budget. For additional information, see Section 3: Preparing the Proposed Budget, under [Position Changes](#).

Editing Program Offer Narrative or 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.

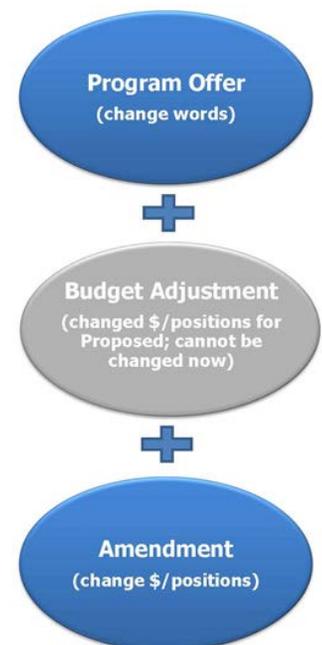
The Department Edit Adopted stage ONLY allows a user to make edits to narrative and performance measures. Changes to expenditures, revenues, or positions will be done in a budget amendment request form.



Adding a New Program Offer

Some changes require a new program offer request form. The process to add a new program offer in the Adopted phase is as follows:

1. Department requests a new program offer from the Budget Office.
2. Budget Office creates a program offer request form (that will start in the Dept. Edit Adopted stage).
3. Departments create a corresponding amendment request form (that begins in Dept. Sandbox).
4. Department adds only the narrative and performance measures to the program offer request form.
5. Department adds expenditures, revenues, and positions in the amendment request form.
6. Department promotes the amendment to Budget Office Review and the program offer to Budget Office Edit Adopted.



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. To promote a program offer from the sandbox to the Budget Office Review stage, do the following:

1. Department notifies the Budget Office that it will be including the program offer in the Adopted budget and the Budget Office unlocks the request form.
2. Department creates a budget amendment that corresponds to the program offer.
3. Department removes expenditures, revenues, and positions from the original program offer.
4. Department adds expenditures, revenues, and positions from the original program offer plus General Fund contingency, indirect, risk fund, and internal services to the amendment request form.
5. Budget Office verifies there are no expenditures, revenues, or position allocations and promotes the program offer request form to the Department Edit Adopted stage.
6. Department makes any necessary narrative changes in the program offer request form.
7. When finished, department promotes the program offer request form to Budget Office Edit Adopted and the amendment to Budget Office Review.

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.**

Budget Amendment Reporting

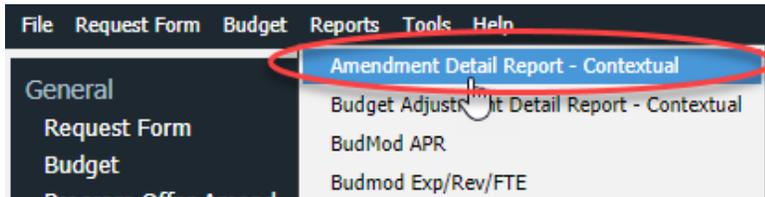
Budget Amendment Detail Report

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.

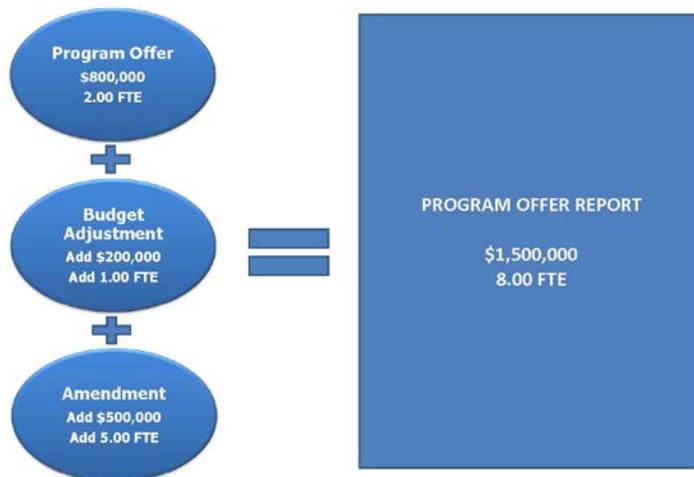
Section 4: Preparing the Adopted Budget: Budget Amendments

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



Viewing Amendment changes with the Program Offer Report

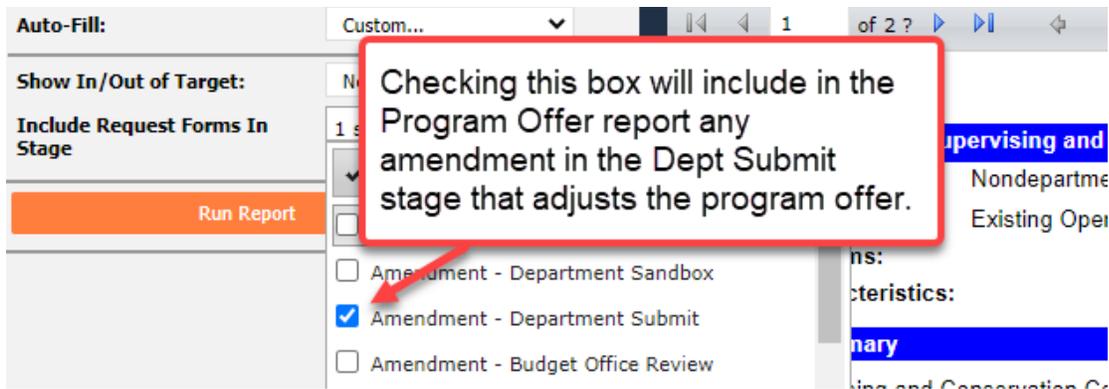
When a budget amendment request form and a program offer request form are in the same stage, Questica takes all the information in the program offer request form, any changes from a budget adjustment request form, along with any changes in the budget amendment request form, and combines all the information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



Include “Request Forms in Stage” Parameter

To view the impact of an amendment on a program offer before submitting to the Budget Office for review, use the “Include Request Forms in Stage” parameter. This parameter pulls in any related request forms, such as amendments, to merge with the original program offer regardless of which stage they are in. If this parameter is not selected, the reports will only display request forms in the same stage as the program offer. To use this parameter, select the stage any related request forms are in.

Section 4: Preparing the Adopted Budget: Budget Amendments



Other Related Reports

The **Budget Amendment List** report provides a list and summary of all the department's amendments entered in Questica. It is grouped by the amendment type and uses the Budget Office description of the amendment. This report is the basis of the amendment list sent to the Board for approval in the budget adoption process.

There are three reports in the Analytics Center that will allow you to do analysis of your budget, **Exp/Rev Detail for Excel**, **Exp/Rev/Position Detail for Excel**, and **Position Allocations for Excel**. All these reports have a parameter called "Logic Override – Manually Select Request Form Stage (Optional)" that will allow you to pull in program offers, budget adjustments, and amendments in any stage. The primary difference between this parameter and the Program Offer Report parameter is you must select the stages for all request form types you want to include: Program Offers, Budget Adjustments, Amendments, and/or Budget Modifications. For more information, please look in the Reports section of the Questica Learning Resources (<https://commons.multco.us/questica-learning-resources>) for "Questica Reports – Detailed Explanation of Budget Phase & Logic Override Parameters."

Section 4: Preparing the Adopted Budget: Budget Amendments

Adopted Budget Accompanying Documents

In addition to the updates described on the preceding pages, departments will also need to update their Department Narratives as necessary and certain departments will need to complete the Bed Inventory.

Department Narratives

Department narratives provide overviews of department activities and budget and were included in all departments' submission to the Budget Office in February. However, changes in the Adopted budget may require updates to the narrative language. The Budget Office will provide documents to the departments to update as necessary prior to publication of the Adopted budget. The narrative should be focused on the final Adopted budget and changes from the previous Adopted budget. The narrative should not discuss changes between the Department Submitted, Proposed, and Adopted phases of the budget.

Bed Inventory

At the request of the Chair's Office, the Budget Office collects the data necessary to quantify the number and type of beds provided by the County or third-party contractors funded through the County, as well as the number of people served with Rent Assistance and Emergency Motel Vouchers annually. **New for FY 2022:** The inventory will reflect data from the Adopted budget, rather than departments' requested budgets. As a result, the spreadsheet is due on **June 17, 2021**, shortly after Adoption. **The Budget Office will post instructions and the bed inventory template at <https://multco.us/budget/fy-2022-bed-inventory> in early 2021.** Departments will need to use the instructions and template to prepare their data.

For questions or assistance, please contact your budget analyst.

Section 5: 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 <https://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 Qwestica. See Qwestica Commons Ulearn, <https://commons.multco.us/qwestica-learning-resources> for more training materials. Budget Modification request forms follow the same general process for construction as adjustment and amendment request forms.

The Budget Office is responsible for entering approved budget modifications into Workday.

Section 5: 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 ledger accounts (account codes), cost objects (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 Financial and Budget Policies regarding the appropriate use of contingency funds. The County's current Financial and Budget Policies can be found at <https://multco.us/file/90527/download>.

Technical Reminders

Adding Indirect, Risk Fund, and Internal Services

Budget modifications can affect indirect, the Risk Fund, or internal services. When they do, it is important to include related expenditures and revenues in the request form. The Budget Office provides a "cheat sheet" with all the information you need for those corresponding changes, including the program offer number, cost object, and ledger account information for the receiving fund. This is available at <https://multco.us/budget/fy-2022-budget-manuals-forms-calendars-and-other-resources> under the "Other Resources, Forms and Templates" heading.

Remember: Departments must select a spend/revenue category when budgeting in 50310 – Internal Service Reimbursement, whether it is for indirect or other internal service reimbursements. For expenditures, departments must select a spend/revenue category when budgeting in 60350 – Indirect Expense to identify whether they are budgeting Department Indirect or Central Indirect. A department is not required to (although it may) use the

Section 5: Changes After Adoption: Budget Modifications

spend/revenue category for other internal service reimbursement expenditures (such as in ledger accounts 60410, 60430, 60460, etc.).

For additional information, see Section 3: Preparing the Proposed Budget, under [Adding Indirect, Risk Fund, and Internal Services](#).

Contracted Services

Budget modifications that include ledger accounts 60150, 60155, 60160 and 60170 require information in the columns titled Supplier and Description. If the budmod is changing contracted services from the Adopted budget, make sure to use the same supplier(s). For additional information, see Section 2: Preparing the Department Requested Budget, under [Contracted Services](#).

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 <https://commons.multco.us/administrative-procedures-and-executive-rules/multnomah-county-administrative-procedures>.

Supplemental Budget

A supplemental budget allows the County to make changes to the budget that are otherwise not allowed by Oregon Budget Law (ORS Chapter 294). As defined by Oregon Budget Law, all budget modifications that go before the Board are supplemental budgets, but the majority of budgetary adjustments qualify for exemptions that allow the changes to be adopted by simple resolution. When those exemptions are not applicable, such as when increasing a fund by more than 10%, transferring money between funds, transferring more than 15% from contingency, adding non-grant revenues, or creating a new fund, a supplemental budget is required. A

Section 5: Changes After Adoption: Budget Modifications

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 A: Ledger Account Definitions - Expenditures & Revenues

Expenditures

The following ledger accounts are used to budget County expenditures. The County does not budget in all available ledger accounts. For questions about budgeting in ledger accounts other than those identified, please contact the Budget Office.

Personnel Costs

Ledger accounts 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 about these ledger accounts in Section 2: Preparing the Department Requested Budget, under [Position Cost Modeling and Assumptions](#).

60000 Permanent

Use this ledger account for regular employee base pay. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60000 Permanent](#).

60110 Overtime

Use this ledger account for employee payroll overtime costs. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60110 Overtime](#).

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60120 Premium

Use this ledger account 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, trainer pay, lock-up premiums, hazardous or obnoxious work, lead work, etc. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60120 Premium](#).

60130 Salary Related

Use this ledger account for permanent employee benefit costs, including PERS and FICA (Social Security) benefits, VEBA and the Tri-Met payroll tax. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60130 Salary Related](#).

60140 Insurance Benefits

Use this ledger account for medical, dental, and other insurance coverage for permanent positions. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60140 Insurance Benefits](#).

60100 Temporary

Use this ledger account for the cost of temporary AND limited duration employees. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60100 Temporary](#).

60135 Non-Base Fringe

Use this ledger account for fringe costs for temporary AND limited duration employees. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60135 Non-Base Fringe](#).

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60145 Non-Base Insurance

Use this ledger account for insurance costs for temporary AND limited duration employees. For additional information about how these costs are calculated, see Section 2: Preparing the Department Requested Budget, under [60145 Non-Base Insurance](#).

Direct Materials & Services

The following ledger accounts 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

Use this ledger account for payments the County is either required to make or has elected to obligate in support of other jurisdictions' or organizations' programs. For example, the County's share of budgets for "City-County Organizations" would include 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 and in the program offer explanation of revenues.

60155 Direct Client Assistance

Use this ledger account for services or materials purchased by the County on behalf of clients within a County program. Expenses budgeted in this ledger account meet the Federal definition (Uniform Administrative Guidance, 2 CFR, Chapters I and II, Part 200, et al) (see <https://www.govinfo.gov/content/pkg/FR-2013-12-26/pdf/2013-30465.pdf>) of a contractor relationship rather than a sub-recipient relationship. The intent of this ledger account is to consolidate non-sub recipient client services into one account for reporting purposes. This ledger account also separates client expenses from County operational expenses. Examples include: rent assistance, food, bus passes, clothing, and prescriptions. If a gift card is a stipend or incentive, budget under supplies. *Questica details these payments in the Contracted Services report.*

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60160 Pass-Through & Program Support

Use this ledger account for 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 <https://www.govinfo.gov/content/pkg/FR-2013-12-26/pdf/2013-30465.pdf>).

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 ledger account. This ledger account, along with 60155 (Direct Client Assistance), separates client 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.

60170 Professional Services

Use this ledger account for professional services that are provided to the County by non-County employees and/or companies. Budgets can be for almost any service, and vary widely.

- All costs associated with any type of repair or maintenance, including equipment maintenance contracts, are budgeted under ledger account 60220 (Repairs & Maintenance). See 60220 description for list.
- Telecom conference charges and Moves, Adds, Changes from facilities (MACS) post to 60170 (Professional Services).
- Food service contracts are budgeted under ledger account 60250 (Food).
- Contracts with human service providers are typically budgeted for in ledger account 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 ledger account, 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

Department General Fund allocations include a COLA assumption for contracted services. For consistency across the County, departments should pass this amount on to 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.

60190 Utilities

Use this ledger account 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.

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

60200 Communications

Use this ledger account to budget expenses for 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 or prior year long distance bills to use for budgeting purposes.

The appropriate ledger account for mobile devices (cell phones, smart phones, tablets, pagers, and iPads), data plan costs, and long distance charges vary by department.

- Sheriff's Office and District Attorney's Office: Use 60200 (Communications)
- All Other Departments: Use 60370 (Telecom)

All departments should budget reimbursements to employees in 60200 (Communications).

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 ledger account 60370 (Telecom).

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60210 Rentals

Use this ledger account 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.

- Rentals that do have a sponsorship element should be budgeted in 60240 (Supplies).

Notify Eric Arellano, CFO, Finance & Risk Management Division, ext. 86718 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 contracts etc., is not correctly anticipated and budgeted. Also, there are new accounting and reporting standards for recognizing lease agreements effective July 1, 2021, for all State and local governments (for more information, contact GLHelp@multco.us).

60220 Repairs and Maintenance

Use this ledger account 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).

- 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).
- Facilities and Electronics Service Requests should be budgeted in Facilities Service Requests (60435).
- For a detailed list of your department's service request expense history, go to the Commons to find service request reports at <https://commons.multco.us/facilities-property-management-division/fpm-services-requests>.

60240 Supplies

Use this ledger account 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, sponsorships, and computer equipment not capital. Food or catering 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 ledger account 60550 (Capital Equipment).

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60245 Library Books & Materials

This ledger account is normally used only by the Library.

This ledger account includes library books, periodicals, DVDs, videos, tapes, microfiche, microfilm, CD-ROMS, and other copyrighted materials used to provide library and/or information services.

60246 Medical and Dental Supplies

This ledger account 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 ledger account 60550 (Equipment).

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

60250 Food

Use this ledger account for food services purchased in bulk or provided by contract for County clients to sustain program operations—for example, for people in custody in County detention facilities. This ledger account is also used for food purchased for Animal Services' needs.

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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60260 Travel & Training

Use this ledger account 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 ledger account must be accompanied by a travel and training form as required by Administrative Procedure FIN-2 (find the form at <https://commons.multco.us/file/86281/download>).

Reimbursements from employees for personal travel, or if an overpayment is made by the County to the traveler or a travel-related vendor, should be posted as an offset to the original travel and training ledger account 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.

Professional membership costs, whether paid at time of registration or not, are budgeted in ledger account 60340 (Dues and Subscriptions).

60270 Local Travel and Mileage

Use this ledger account for travel, parking, and mileage (not overnight) within the greater metropolitan area, including Salem. For additional information, see Administrative Procedure FIN-2 (under the "Finance" section at <https://commons.multco.us/administrative-procedures-and-executive-rules/multnomah-county-administrative-procedures>).

All bargaining units now use the Federal mileage reimbursement rate (<https://www.irs.gov/tax-professionals/standard-mileage-rates>), which is **\$0.575 per mile** beginning January 1, 2020. *Accounts Payable will notify departments if the IRS announces a change to this rate.*

County programs providing bus/train tickets to specific clients should budget these costs in ledger account 60155 (Direct Client Assistance).

60280 Insurance

Use this ledger account for to budget for liability insurance, fire insurance, employee bonding, and other non-personnel insurance.

- Personnel insurance is included in ledger accounts 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 Eric Arellano, CFO, Finance & Risk Management division, ext. 86718.

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60290 Software, Subscription Computing, & Maintenance

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

60310 Pharmaceuticals

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

Budget supplies used to administer drugs (syringes, needles, etc.) under ledger account 60246 (Medical & Dental Supplies).

60340 Dues and Subscriptions

Use this ledger account 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).

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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60470 Contingency

This ledger account is primarily 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.

Departments will occasionally use this ledger account for General Fund when changing General Fund expenditures during the Proposed or Adopted budget process, as well as when making contingency requests during the Revised process.

60480 Unappropriated Balance

This ledger account is normally only used by the Budget Office.

Only use this ledger account 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 Asset Replacement Fund is an example of an acceptable use – proceeds are used to fund future year purchases for vehicle replacement.

60490 Principal

Use this ledger account 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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

schedules of loans and bonds. Do not confuse this ledger account with internal service reimbursement debt payments to the Capital Debt Retirement Fund (60450) in the Internal Service section.

60500 Interest

This ledger account 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 ledger account with internal service reimbursement debt payments to the Capital Debt Retirement Fund (60450).

60550 Capital Equipment

Use this ledger account 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 under the "Finance" section at <https://commons.multco.us/administrative-procedures-and-executive-rules/multnomah-county-administrative-procedures>.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

Internal Service Reimbursements & Cash Transfers

Use internal service reimbursement ledger accounts to budget the costs of services provided by other County organizations. Internal service allocations are at <https://multco.us/budget/fy-2022-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 ledger account description for the full detail.

Internal Service Area	Ledger account
County Issued Cell Phones, iPads, etc.*	60370
Desktop Phones	60370
Long Distance	60370
Internet Service (outside County network)	60200
Videoconferencing Stations	60200
Employee Cell Phones (reimbursed)	60200
PC/Software Maintenance/Replacement	60380
Network/Data Center Services	60380
Data Processing Contracts w/Non County Vendors	60170
New Software Purchases	60290
Facilities and Property Management (base charges)	60430
Enhanced Building Services	60432
Facilities Service Requests	60435

*MCSO and DA budget for mobile devices in ledger account 60200

60350 Indirect Expense

Rates and additional information can be found at <multco.us/finance/cost-allocation-plans>.
Questions? Email fiscal.compliance@multco.us.

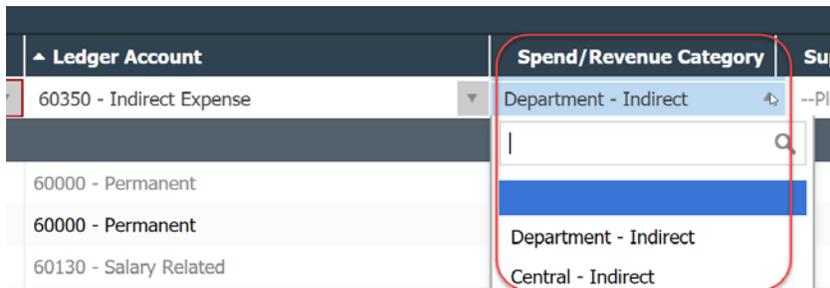
The County only charges indirect rates on personnel related expenditures.

Indirect revenue generated by both the Central and Departmental Indirect rates is recorded to the General Fund Budget in 50310 (Internal Service Reimbursement). The indirect revenue for central administration covers some costs for central services such as General Ledger, Treasury,

Appendix A: Ledger Account Definitions - Expenditures & Revenues

Chief Financial Officer, Budget, Human Resources, Purchasing, Payroll, Accounts Payable, and the Auditor's Office. Revenue generated by the departmental indirect rate is budgeted as General Fund in the department and is used to cover departmental administrative and support functions.

When budgeting in 60350 you must select a Questica spend/revenue category to define if the expense is departmental or central. This is NOT a spend category in Workday.



60355 Project Overhead

This ledger account is only used by the Department of County Assets and the Department of Community Services to budget for project overhead. (These are the only two departments using Workday Projects.) Project Overhead is the fully burdened rate and only applies to projects in Workday where project overhead is configured and that have time charged to them. 60355 Project Overhead will post in the project task when payroll runs based on the overhead percentage configured in Workday. An equivalent amount will post to 69000 Offset, Project Overhead in the worker's home cost center to move support costs from the home cost center to the project. Note: Amounts budgeted in this account will not show up in the program offer report, but will show up in other Questica reports (because if included such amounts could result in a negative amount within the Materials & Supplies line of the Revenue/Expense Detail table).

60360 Administrative Hub

This ledger account 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, as well as 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60370 Telecom

Use this ledger account for **County-supplied** telecommunication 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.

The Sheriff's Office and District Attorney's Office budget for these costs in ledger account 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 60170 (Professional Services). For questions about this ledger account, email dca.budget@multco.us.

60380 Data Processing

Use this ledger account 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, Workday support, and both department-specific and enterprise-wide application development.

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

Questions? Email dca.budget@multco.us.

60410 Fleet Services

Use this ledger account to budget for the purchase, maintenance, and use of all County vehicles. First-time vehicle users should contact Garret Vanderzanden at ext. 83424 or garret.vanderzanden@multco.us to receive an estimate for budgetary use. Agencies that anticipate the purchase of vehicles should contact Fleet, and budget the purchase here.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

60430 Facilities & Property Management

Use this ledger account for charges to all programs (including all grants that require space allocations) by Facilities Management for routine (base) 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. Electronic radios and other small electronic equipment in facilities and vehicles formerly charged to 60420 are budgeted here.

60432 Enhanced Building Services

For questions about this ledger account, or a detailed list of a department's service request expense history, email dca.budget@multco.us. Information is also on the Commons at <https://commons.multco.us/facilities-property-management-division/fpm-services-requests>.

Use this ledger account for service reimbursement charges related to enhanced building services, which are ongoing services that go beyond the scope of base services. Examples include security or extra janitorial services.

60435 Facilities Service Requests

Use this ledger account for service reimbursement charges for facilities service requests that are performed by Facilities Management or vendors/contractors and fall outside of base services. Examples include work space moves, adds or changes, and short-duration or unforeseen requests.

60440 Internal Service Other

Use this ledger account for service reimbursement charges 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.

Client funded projects also use this account for recovery of capital projects funded by departments outside of the Facilities and Property Management Capital Program. The key indicator is that "Client Funded Project" will be displayed in the memo field of journal lines.

When budgeting for this ledger account include:

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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

When using this ledger account:

- Every instance of ledger account 60440 requires a corresponding instance of 50310 in another fund (coordinate with the other impacted department as needed); and
- Only use this ledger account 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

Use this ledger account for payments made to the Capital Debt Retirement Fund for principal and interest payments on Certificates of Participation or bonds. *Eric Arellano, CFO, Finance & Risk Management division (ext. 86718) will contact those programs that have obligations to budget here.*

60460 Distribution & Records

Use this ledger account 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 ledger account, email dca.budget@multco.us.

Detail your request if it is different from the cost allocation models for distribution and/or records.

Questica allows entry of multiple lines for the same cost object/element.

Please budget separate lines for distribution, records, and shredding and identify them in the description column.

60560 Cash Transfer

Use this ledger account to budget cash transfers from one fund to a different fund. For budgeting purposes, ***use of this ledger account 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 three helpful tips to remember:

- Every instance of ledger account 60560 requires a corresponding instance of 50320 in another fund,

Appendix A: Ledger Account Definitions - Expenditures & Revenues

- Only use this ledger account for interfund transactions, and
- Do not use this ledger account for interfund loan transactions.

Questica is configured with 6056a to 6056ag, 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 ledger account, document the other side of the transaction (department and cost object) in the description field in Questica.

60565 Internal Loan Remittances

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

This ledger account 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 ledger account is used to budget loans from one fund to a different fund. For budgeting purposes, **use of this ledger account 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 ledger account 60565 requires a corresponding instance of 50325 in another fund, and
- Only use this ledger account for interfund loans.

When using this ledger account, 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. The exceptions to this rule are Internal Service Reimbursements (50307 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 ledger accounts, or if you have a new revenue source, please contact General Ledger at GLHelp@multco.us. For all other questions about revenues, contact Jeff Renfro in the Budget Office at ext. 89788 or jeff.renfro@multco.us.

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 contributions to be used or expended for a specific purpose, activity, or facility.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50113 Government Shared, Restricted

Use this ledger account 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 ledger account 50112.

50117 Payments in Lieu of Taxes, Restricted

Use this ledger account 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.

50170 Intergovernmental, Direct Federal

Use this ledger account 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.

50180 Intergovernmental, Direct State

Use this ledger account 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.

50190 Intergovernmental, Fed thru State

Use this ledger account for 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50195 Intergovernmental, Fed thru Other

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 Intergovernmental, Direct Other

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-government Grants, Operations

Use this ledger account 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-government 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, Restricted, Operating

Use this ledger account 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50301 Donations, Restricted, Capital

Use this ledger account for restricted use donations to be used for capital purchase or acquisition.

Restricted or Program Revenues: Fees & Charges for Services

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 Federal definition (2 CFR, Chapters I and II, Part 200, et al) (see <https://www.govinfo.gov/content/pkg/FR-2013-12-26/pdf/2013-30465.pdf>). 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 ledger accounts, and the latter should be recorded under fees for services ledger accounts.*

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

50115 Lottery Revenues

Use this ledger account 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 ledger account 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50221 Photocopy Charges

Use of this ledger account 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 ledger account.

50222 Printer Charges

This ledger account is normally used only by the Library.

It is used to track revenue from printers used by the public.

50230 Permits

Use this ledger account 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 ledger account 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 payment to the employee that is turned over to the County, medical records fees, and/or third party payments for Health department services.

50236 Charges for Services, IG

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

Medicaid payments to Multnomah County for providing patient care services to Medicaid-eligible individuals are not considered Federal awards expended under the Federal definition (2 CFR, Chapters I and II, Part 200, et al) (see <https://www.govinfo.gov/content/pkg/FR-2013-12-26/pdf/2013-30465.pdf>). 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.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50240 Property and Space Rentals

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

50241 Motor Pool Parking

This ledger account is normally used only by Fleet.

Use this ledger account for revenue from employees (charged through payroll) for parking in Motor Pool lots.

50250 Sales to the Public

Use this ledger account 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.

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

50260 Election Reimbursement

This ledger account is normally used only by the Elections Division.

Use this ledger account for recovery of elections costs from State and local governmental bodies.

50280 Fines & Forfeitures

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

50290 Dividends & Rebates

Use this ledger account to record revenues from insurance rebates, fuels tax refunds, and other refunds and rebates.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50291 Retiree Health Premium

This ledger account is normally used only by Risk Management.

Use this ledger account to record Retiree Health Benefits premiums.

50307-50309

These ledger accounts are only used by the Department of County Assets for service reimbursements to the Facilities Management Fund for:

- 50307 – Facilities Service Requests – Personnel
- 50308 – Enhanced Building Services
- 50309 – Facilities Service Requests – Materials & Services

50310 Internal Service Reimbursements

Use this ledger account to record revenues received from service reimbursements, including indirect revenue generated by the Central and Departmental Indirect rate. In Workday, indirect revenue will be automatically calculated based on the Central and Departmental Indirect cost allocation and applied when payroll processes as part of Award Cost Processing.

In Questica, when budgeting in 50310 (Internal Service Reimbursements) select departmental, central, or internal service in the Spend/Revenue category column to define the source. Note that this is NOT a revenue category in Workday.

The screenshot shows a budgeting interface with a table. The table has two columns: 'Ledger Account' and 'Spend/Revenue Category'. The 'Ledger Account' column contains the following entries: '50310 - Internal Service Reimbursement', '60000 - Permanent', '60130 - Salary Related', and '60140 - Insurance Benefits'. The 'Spend/Revenue Category' column is currently blank, and a dropdown menu is open, showing the following options: '--Please select a value--', 'Department - Indirect', 'Central - Indirect', and 'Internal Service - Reimbursement'. The dropdown menu is highlighted with a red border.

Please do not leave the Spend/Revenue Category blank when budgeting in 50310. The information is necessary in order to monitor central and indirect revenues (and match them to their corresponding expenditures) as well as to track internal service reimbursement revenues.

Appendix A: Ledger Account Definitions - Expenditures & Revenues

That being said, a department is not required to (although it may) use the spend/revenue category for internal service reimbursement.

50311-50319, 50321-50322

These ledger accounts are normally used only by Risk Management.

Use these ledger accounts 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 ledger account to budget revenue support. The funding is a component of the Liability rate from Insurance Benefits (60140).

50340 Asset Sale Proceeds

Use this ledger account 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.

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

All uses of 50340 require additional business asset disposal action in Workday. Please contact GLHelp@multco.us if you need information about business asset disposal steps.

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 ledger accounts, contact Jeff Renfro in the Budget Office at ext. 89788 or jeff.renfro@multco.us.*

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50100 Property Taxes, Current Year Levy

Use this ledger account 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 Levies

Use this ledger account for property taxes collected from the previous years' tax levies and recorded as revenues in the current year.

50102 Property Taxes: Penalties

Use this ledger account 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.

50103 Property Taxes: Interest

Use this ledger account 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.

50110 Tax Title

Use this ledger account 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 Government Shared, Unrestricted

Use this ledger account 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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

liquor taxes from the Oregon Liquor Control Commission. Ad valorem tax revenue is also recorded to this account.

50116 Payments in Lieu of Taxes, Unrestricted

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

50120 Transient Lodging Tax

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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50160 Business Income Taxes

Use this ledger account 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 ledger account to record revenues raised by Multnomah County's Preschool for All Program personal income tax. This tax becomes effective on January 1, 2021. The tax is 1.5% on Oregon taxable income (residents and non-residents) over \$200,000 for joint filers and \$125,000 for single filers, increasing to 2.3% on January 1, 2026; with an additional 1.5% on Oregon taxable income over \$400,000 for joint filers and \$250,000 for single filers. Tax revenues will be used to provide tuition-free preschool for children within Multnomah County that meets the criteria of the program.

Other Revenues

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

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.

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. **No one should post journal entries to this ledger account directly.**

Appendix A: Ledger Account Definitions - Expenditures & Revenues

50270 Interest Revenue

Use this ledger account 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.

50302 Donations, Unrestricted, Operating

Use this ledger account 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 ledger account to record scheduled cash transfers between funds.

For budgeting purposes, *explain use of this ledger account, 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 ledger account:

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

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

Contact Jeff Renfro at ext. 89788 or jeff.renfro@multco.us with questions about budgeting cash transfers between funds.

50325 Internal Loan Proceeds

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

Appendix A: Ledger Account Definitions - Expenditures & Revenues

This ledger account 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 ledger account is used to budget loans from one fund to a different fund. For budgeting purposes, use of this ledger account 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 ledger account 60565 requires a corresponding instance of ledger account 50325 in another fund, and
- Only use this ledger account 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 ledger account 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 ledger account for miscellaneous revenues.

For any reimbursement or refund of an expenditure, the protocol depends on the fiscal year of the initial expenditure:

- If the refund is received in the fiscal year the expenditure was made, it should be credited back to the expenditure ledger account originally used.
- If the refund is received in the fiscal year following when the expenditure was made, it should be credited to miscellaneous revenue.

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. All other revenues should be budgeted for in a more specific revenue ledger account.

Appendix B: Developing and Refining 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:

Appendix B: Developing and Refining Performance Measures

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.

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 Performance Measures

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:

Appendix B: Developing and Refining Performance Measures

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.

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.

Appendix B: Developing and Refining 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.

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 measurable, 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 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.

Appendix B: Developing and Refining Performance Measures

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 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 compared 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

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 guidelines when preparing your budget narratives.

Multnomah County Specific Guidelines

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)
- Division Names (e.g. Budget Office, Business Services)
- Black, Indigenous, and/or People of Color
- COVID-19 (please refer to it as COVID-19, rather than coronavirus, SARS-CoV-2, etc.)

What not to capitalize:

- position titles (e.g. budget analyst or parole officer)
- budget
- program offer
- countywide
- department

Number format

- for fiscal years: FY 20XX
- for FTE: X.XX - two digits after the decimal
- for increments of thousands: use commas to separate thousands (e.g. 5,000 not 5000).

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Compound words

- countywide, not county wide
- healthcare, not health care
- one-time-only, not one time only
- out of target, not out-of-target

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 (i.e. use a comma after the penultimate item in a list of three or more items – "lions, tigers, and bears" not "lions, tigers and bears").
- Use single spaces between sentences.
- When writing a program offer title, use Program Name (Program Number), e.g. "Budget Office (72001)".

General Style Guidelines

The following general guidelines are excerpts from a style guide provided by Emily Johnston of Editwest, providing 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 justice-involved individuals, or encourages children to stay in school.

Appendix C: Style Guide

- 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 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, and
- save the world.

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

But this is less clear: The division

- improves access to healthcare;
- to provide health classes
- 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

Appendix C: Style Guide

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 "classes."

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; 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.

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 justice-involved individuals 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 justice-involved individuals 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 justice-involved individuals to improve their job-hunting skills, the staff uses evidence-based techniques that satisfy Federal law."

Appendix D: Questica Reports and Key Workday Reports

Reports in Questica

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

To access reports, click on the “Analytics” 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.”

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 request form in Questica is assigned to a specific stage. To ensure reports correctly display data, please verify that the report parameters include the stage that the request form is currently in.

Aggregate Reports

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

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

Appendix D: Questica Reports and Key Workday Reports

Contract Services Report

Summary list of a department's contracted services. Organized by program offer, it provides information on the total budget, cost object, ledger account, fund, supplier, and description fields for all contracted service line item expenditures, i.e. ledger account 60150, 60155, 60160, and 60170.

Exp/Rev Detail for Excel

Provides line item detail of expenditures and revenues by department and provides summary FTE amounts. This report can be run to display the budget by phase, e.g. Adopted, or can be run by any combination of request form document type and stage using the Logic Override parameter.

Exp/Rev/Position Detail for Excel

This report is a combination of the Exp/Rev Detail for Excel and the Position Allocations for Excel reports and provides a very high level of line item detail for a department's budget. Can be run for a particular budget phase or for any combination of request form type and stage using the Logic Override parameter. This report may take longer to run because of the amount of information it includes.

Fund Totals by Ledger Account

This report displays the revenue and expenses in a matrix format by 5-digit fund and ledger account. It can be helpful when balancing by fund.

Performance Measures by Program Offer

A list of all performance measures in a department's budget organized by program offer.

Position Allocations for Excel

This report gives the line item detail of all position allocations and their associated expenditures by ledger account. The report does not include manual position adjustments as those are not related directly to a position by Questica. This report can be run to display the budget by phase,

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e.g. Adopted, or can be run by any combination of request form document type and stage using the Logic Override parameter.

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.

Position Under/Over 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.

Program Offer Report – Multiple Offers

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

Summary of Program Offers

A report that provides a summary of multiple program offers in a table format. This report provides a list of program offers in selected stage(s) and the budgeted expenses and FTE broken out by General Fund/Other Funds.

Individual Request Form Reports

To see data for a specific request form (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 request form itself.

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Amendment Detail Report - Contextual

Provides a description of changes made by the amendment, program numbers of program offers impacted, and revenue and expenditure increases or decreases by cost object and ledger account.

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 ledger account.

BudMod APR

Produces the Agenda Placement Request (APR) form, 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.

Program Offer Detail by Ledger and Cost Object Report

This report displays the revenue and expenses in a matrix format by 5-digit fund, cost object, and ledger account for each program offer. When running the report in a program offer request form, the report automatically includes related request forms in the same stage. You can also manually include related request forms in other stages by using the "Include Request Forms in Stage" parameter. When running the report in a budget adjustment, amendment, or budget modification, the report shows only the data in the individual request form. This report can be helpful when balancing your request form.

Program Offer Report

Shows the program offer request form 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 ledger

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account in the General Fund and Other Funds. Export to PDF to ensure all text will display as expected when printed.

Key Workday Reports

Workday reporting is generally supported by the ERP Finance Support Team; training materials can be found on Workday Finance Ulearn Commons page, <https://commons.multco.us/workday-resources/workday-finance-reports>. The following are key reports to use in understanding your employees' positions and managing your budget, but is not a comprehensive list of all available and useful reports.

MCR FIN Reports

This is the report that details all custom finance reports and is a great way to search. Tip: Under Report Tags this report can be filtered by "Gold Standard." Reports with the "Gold Standard" tag have been tested/updated through Multnomah County Reporting Confidence Standards. There is also an MCR HCM Reports report that helps find relevant HCM reports.

MCR All Positions for Finance

Provides detailed information about positions, their current employee and wage rates, filled FTE amounts, etc. Can be effective dated to view future positions, e.g. positions created for July 1 of the next fiscal year, or prior positions.

MCR Budget Plan Detail

This report provides the detailed budget including amendments for up to three years at once. Can be filtered by cost center, groups of cost centers, or ledger accounts.

MCR Budget vs Actual Cost Center Detail

This report gives a view of actuals compared to budget by cost center and related worktags, i.e. grants, projects, miscellaneous other cost structures at the Fund > Cost Object > Ledger level. It is intended to be viewed within Workday as a summary check on spending to date.

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MCR Budget vs Actual Kitchen Sink

This report provides budget and finance staff a comprehensive view of their spending to date in relation to the plan with the ability to drill into spending detail at the journal line level. This report is intended to be exported to Excel and pivoted for analysis.

MCR Payroll Costing (Formerly MCR All Workers Costing Allocations)

View payroll costing allocations to cost objects other than a worker's home cost center. At the beginning of each budget year costing allocations should be updated for the new grant, MOCS, and projects worktags, this report is useful in that process.