TO: Chair Deborah Kafoury

 Kim Melton, Chief of Staff

 Serena Cruz, Chief Operating Officer

 Christian Elkin, Budget Director

FROM: Department Director Name, Department Name

DATE: February 18, 2022

RE: FY 2023 Budget Submission Transmittal Letter

*[General instruction: The transmittal letter formally conveys the department’s budget proposal to the County Chair. It should be used as a guide or map to the department’s budget submission. Departments may need to add additional topics/areas as necessary to explain their budget.]*

# Department Overview

* Concisely articulate the long-range goals that guide the direction for the department’s programs and services.
* Explain how your department contributes to achieving the County’s [Mission, Vision, and Values](http://www.multco.us/news/board-adopts-mission-vision-values-statement).
* In this section and throughout this letter, keep in mind that department transmittal letters will be posted online; please provide adequate context to ensure that readers beyond the Chair will understand the discussion.

# Diversity, Equity, and Inclusion Efforts

* Describe the department’s mission, vision, and/or values as they relate to diversity, equity, and inclusion efforts. Include information about the department’s efforts to better serve customers, clients, and community.
* Describe how the Workforce Equity Strategic Plan’s goals and action items are being supported and prioritized within the department and how the department inclusively leads with race both internally with staff and externally with clients and community.
* Describe the overall role and goals of your Equity Team within the department, including how the equity manager engages with the rest of the department’s leadership.
* Describe how the department has incorporated an equity lens in budgetary decision-making and specifically how equity considerations informed development of proposed reallocations, reductions, increases, restorations, and new program offers (whether ongoing or one-time-only).
* Describe the process and tools your department and equity manager are using to evaluate your program offers, including processes or tools under development for future use.
* Describe how your departmental Equity Team and/or Community Budget Advisory Committee (CBAC) were involved in the budget process.
* Describe where your department requires additional resources or support to incorporate and evaluate diversity and equity in your budget. For example, if you are unable to answer relevant questions raised in the [FY 2023 Budget Equity Tool](https://multco.us/budget/fy-2023-budget-manuals-forms-calendars-and-other-resources), describe the barriers to providing that information.

# FY 2023 Budget Priorities and Key Issues

* Identify issues that span multiple budget years and suggest strategies to deal with them.
* Note emerging issues that have gained importance over time and identify program offers that specifically address them. If no program offers address the emerging issues, explain why.
* Give the strategic context for the department’s budget submission.
* Explain how programs and services help the department reach long-range goals.

# Budget Overview

The Department of X budget submission totals $X and X.XX FTE for FY 2023 for both in and out of target programs. In target programs are funded within the department’s General Fund target allocation or by Other Funds; out of target programs are additional requests not funded within the department’s General Fund target allocation. The submission is detailed in the table below showing the total allocation.

|  |
| --- |
| **FY 2023 Dept. X Budget Submission** |
|  | FY 2023 General Fund\* | FY 2023 Other Funds (except 1515) | FY 2023 ARP Fund\*\* (1515) | Total Funds | Total FTE |
| In Target Programs |  |  |  |  |  |
| Out of Target Programs |  |  |  |  |  |
| **Total FY 2023 Submission** | **$** | **$** | **$** | **$** |  |

\* Includes both the General Fund and Video Lottery Fund.

\*\* Submissions for the Direct County ARP allocation are Out of Target; other ARP sources (such as program-specific Federal, State, or local ARP funds) are considered In Target.

*[Department Instructions for the table: the “in target” total for FY 2023 General Fund must not exceed the GF target allocation amount. Because this is a simpler table than the ones following, there is no associated worksheet – just type the data directly into the boxes.]*

The Department of X is primarily funded by [insert appropriate statement: General Funds, Federal/State Funds, a balanced mix of both?]. The pie chart below shows the budget by fund for **in target programs**.

*[Department instructions for pie chart: Right-click on the chart area and choose “Edit Data in Excel” from the pop-up menu. You can add or delete rows, change the existing text/numbers, etc. Please refer to funds by name (a shortened or abbreviated name is acceptable if it will be generally understood), rather than by number. If you have too many 4-digit funds to fit legibly in the pie chart, or need to show them in a different way, please work with your Central Budget Office analyst. The $ amount you insert in the title should tie to the table above.]*

The Department of X has Y divisions, with the **in target budget** distributed as shown in the pie chart below.

*[Department instructions for pie chart: Right-click on the chart area and choose “Edit Data in Excel” from the pop-up menu. You can add or delete rows, change the existing text/numbers, etc. The $ amount you insert in the title should match the preceding pie chart.]*

This budget maintains/supports the department and continues the core work by:

* Insert 5 to 8 bullet points highlighting the core work of the department that is maintained in the FY 2023 budget.

# General Fund Target Allocation

* Summarize how the department proposes to meet its General Fund target allocation. Include reallocations and reorganizations of services, including how they impact core services and vulnerable community members.
* Describe overall equity impacts to programs, workforce, and/or client communities (see the [FY 2023 Budget Equity Tool](https://multco.us/budget/fy-2023-budget-manuals-forms-calendars-and-other-resources), particularly the “Department level” section for ideas).
* Summarize the General Fund relationship to other funding sources and any significant changes.

## Reallocations



*[Department Instructions for the table: Double-click on the table above to edit the embedded spreadsheet. Beware of changing column widths, which may push the table outside the document margins. Please keep in mind that reallocations should net to zero (i.e. the department is cutting one set of activities to fund another).]*

Please keep in mind that during a current service level General Fund allocation year, it should be very unlikely for a department to need to cut a program from its in target allocation only to seek restoration out of target.

The following bullets should be discussed as part of this section:

* If General Fund resources are significantly reallocated, describe the reason for the reallocation and impacts to services, program outcomes, and equity. How were equity principles considered in the reallocation?
* Describe the General Fund relationship to other funding sources and any significant changes.
* For new, expanded, re-constituted, or alternative programs within the General Fund target allocation, create an individual bullet for each program describing the services, program outcomes, equity impacts, and rationale for the addition. If applicable, describe the services the program offer is replacing. How will the changes reduce disparities and impact outcomes for Black, Indigenous, communities of color, and other marginalized communities?
* For programs that are significantly reduced or eliminated in order to add or expand other programs, create an individual bullet for each reduced/eliminated program describing the impacts to services, program outcomes, equity impacts, and rationale for cut. For equity impacts, provide relevant responses to questions raised in the [FY 2023 Budget Equity Tool](https://multco.us/budget/fy-2023-budget-manuals-forms-calendars-and-other-resources) such as: who will bear the burden of the proposed reduction/cut, what the demographics are of participants and staff directly impacted by the reduction/cut, whether those most likely to be impacted have been engaged in the process, and whether the reduction impacts the department’s goal of advancing equity. Also, identify any impacts to matching or other funds.
* If any programs include a request to add internal services, describe the request and how it’s being funded.

# State, Federal, Large Grant Funds



*[Department Instructions for the table: Double-click on the table above to edit the embedded spreadsheet. Beware of changing column widths, which may push the table outside the document margins.]*

* Explain the assumptions used and any major increases or decreases in revenue sources. For revenue sources that cross departments, confirm that the other departments are using the same assumptions. Identify and describe any matching funds that are at risk.
* Explain major changes in State funding assumptions and how they impact program operations and outcomes, including a discussion of equity impacts resulting from the changes.
* For programs with General Fund backfill, provide an explanation of services to be bought back, FTE changes, equity impacts, and changes to program outcomes. Were equity principles used to decide which programs to backfill and the design of those programs? If so, how? State whether the backfill request is in target or out of target. (If out of target, remember to include it in the relevant out of target table below.) If no backfill is requested, feel free to delete the column.
* If any programs include a request to add internal services, describe the request and how it’s being funded.

# Other Significant Program Changes

* Identify and explain any programs from FY 2022 that are not included in the FY 2023 budget.
* If relevant, use this section to describe significant mid-FY 2022 changes that impacted the department and will not otherwise be evident from other sections of this letter.

## Ongoing Out of Target Requests

The following table lists the [Name] Department’s ongoing out of target requests in order of priority:



*[Department Instructions for the table: Double-click on the table above to edit the embedded spreadsheet. Beware of changing column widths, which may push the table outside the document margins.]*

* List the requests in order of priority.
* Explain the rationale behind each new, innovative, or alternative program offer and describe any existing services they are replacing. Include information on equity considerations for the requested program (both impacts and involvement of relevant community in the design).
* For existing program offers submitted out of target as a backfill request (i.e. using General Fund to support a program previously funded by a different source in the prior fiscal year), label the request as backfill and describe the program outcomes, clients, and communities served; other programs providing similar services; and impacts of discontinuing the program. Use the same approach to label restoration requests, keeping in mind that during a current service level General Fund allocation year, it should be very unlikely for a department to need to cut a program from its in target allocation only to seek restoration out of target.
* If any programs include a request to add internal services, describe the request and how it’s being funded.

## One-Time-Only Out of Target Requests

The following table lists the [Name] Department’s one-time-only out of target requests in order of priority:



*[Department Instructions for the table: Double-click on the table above to edit the embedded spreadsheet. Beware of changing column widths, which may push the table outside the document margins.]*

* List the requests in order of priority.
* Describe the program outcomes, clients, and communities served, and justification for the one-time-only request. Include information on equity considerations for the requested program (both impacts and involvement of relevant community in the design).
* Explain how the department will support associated ongoing or future costs, including those for maintenance, staff, and licenses.
* In the unlikely circumstance that you are requesting one-time-only out of target funding for an existing program offer (such as for a program that is ramping down or as a bridge to increased Other Funds in FY 2024), label the request as backfill and describe the program outcomes, clients, and communities served; other programs providing similar services; and impacts of discontinuing the program.
* If any programs include a request to add internal services, describe the request and how it’s being funded.

# Risks and Other Issues

* Optional space to describe other impacts to the department in FY 2023.

# COVID-19 Impacts & American Rescue Plan

* Describe COVID-19-related impacts such as impacts to services, reductions or increases in clients served (and demographics of those clients), fewer resources, changes in available resources, increased materials costs, personnel impacts, etc. As relevant, explain how these impacts shaped your FY 2023 request.
* Describe any long-term cost impacts you expect the department to face.
* Describe any changes in your approach to COVID-19 between FY 2022 and FY 2023. For example, if you provided a service in FY 2022, but do not plan to continue it in FY 2023, explain what the service was and why it will be discontinued. Include a discussion of equity impacts resulting from the changes.



*[Department Instructions for the table: Double-click on the table above to edit the embedded spreadsheet. Beware of changing column widths, which may push the table outside the document margins.]*

* List all programs expected to be funded by the American Rescue Plan (ARP), either through Multnomah County’s direct allocation of ARP funds or from other sources (such as program-specific Federal, State, or local ARP funds).
* For new programs, describe the program outcomes, clients, and communities served. Include information on equity considerations (both impacts and involvement of relevant community in the design).
* If any programs include a request to add internal services, describe the request and how it’s being funded.

# Span of Control

* **Provide the span of control ratio for the department.** Discuss any changes from last year. Instructions on how to calculate the span of control are at [multco.us/file/33777/download](https://multco.us/file/33777/download).

# Division Level Organization Chart

* **Describe any changes in organizational structure and management.** Include an organization chart down to the division level; below is a template to demonstrate the desired information. Dollars and FTE shown in the chart should be only the *in target* items. The Budget Office will include a simplified version of the chart in the published budget. For an example, please see the [FY 2022 DCHS Transmittal Letter](https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/FY%202022%20County%20Human%20Services%20Budget%20Submittal%20Transmittal%20Letter.pdf).
* Please keep in mind digital accessibility issues such as [color contrast](https://commons.multco.us/digital-accessibility-and-communications/accessible-use-color) in the organization chart (and in other charts/tables in this letter).

**Department Name**

**$in target budget │ XXX.XX FTE**

Name, Director

**Administration**

XX.XX FTE

(possibly insert names of Admin programs)

**Division Name**

Name, Director

XX.XX FTE

**Division Name**

Name, Director

XX.XX FTE

**Division Name**

Name, Director

XX.XX FTE

**Division Name**

Name, Director

XX.XX FTE