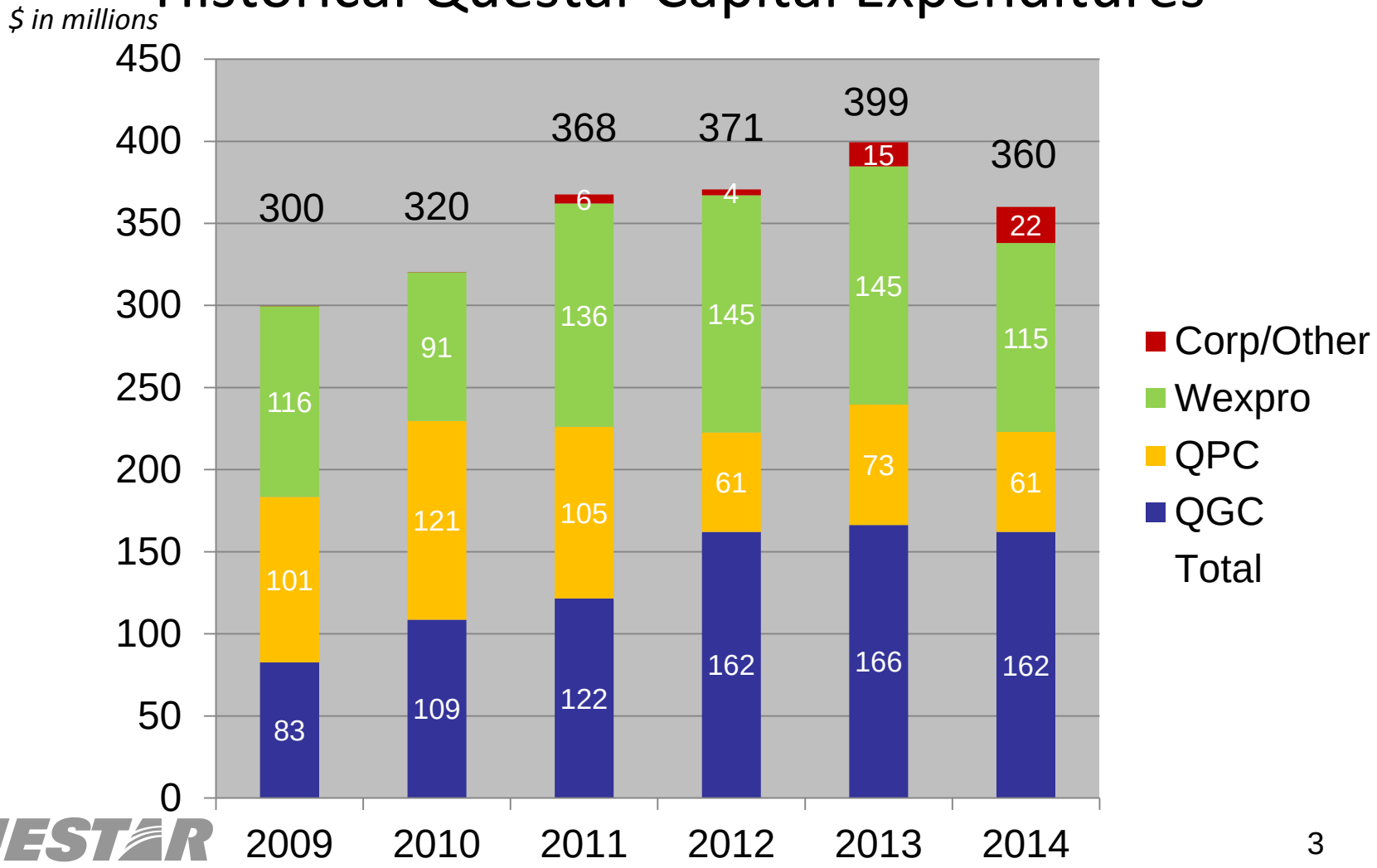
Budget Basics

QUESTAR

Balancing a Budget

Capital Budget Trivia

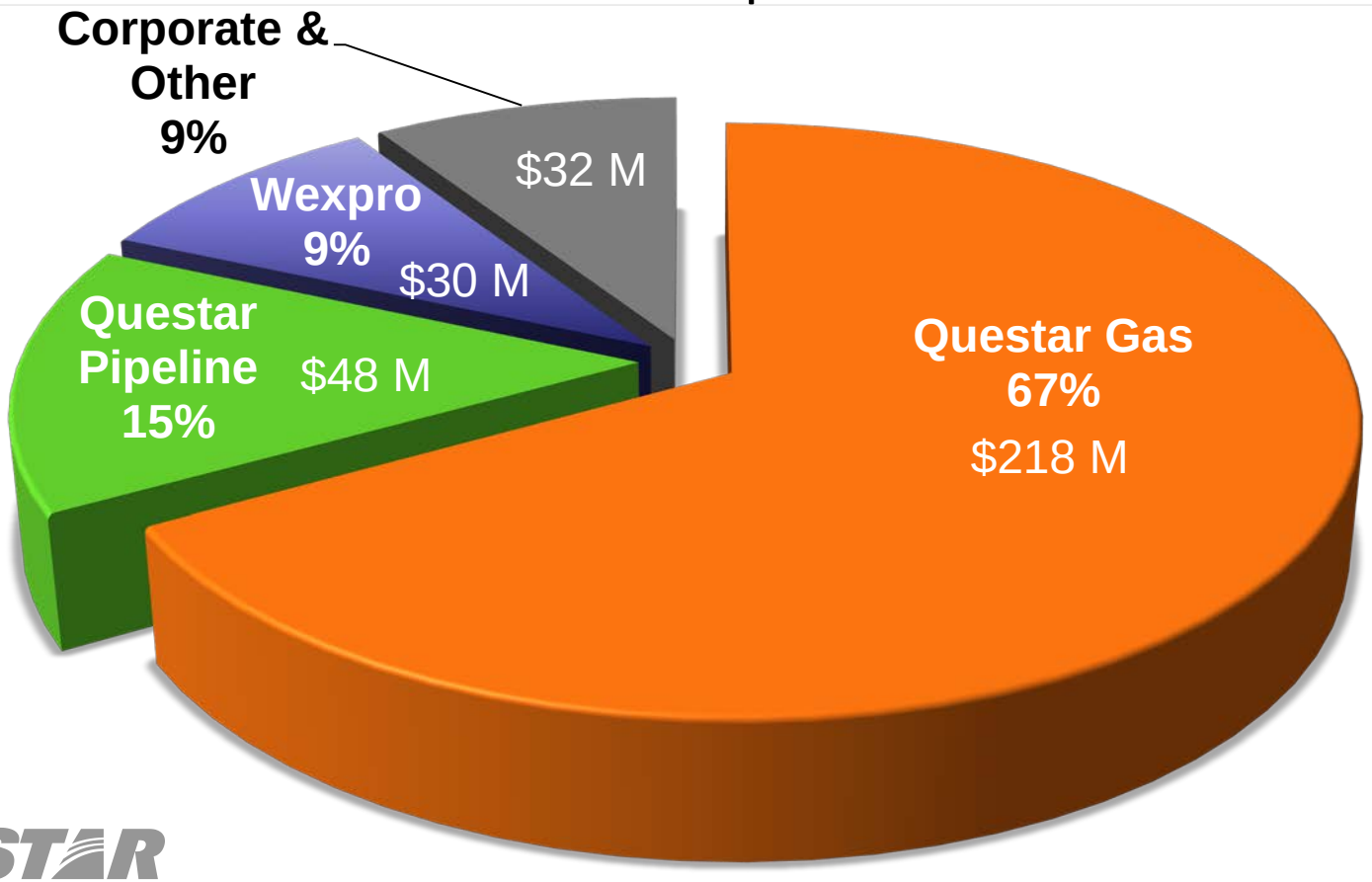
Historical Questar Capital Expenditures



Capital Budget Trivia

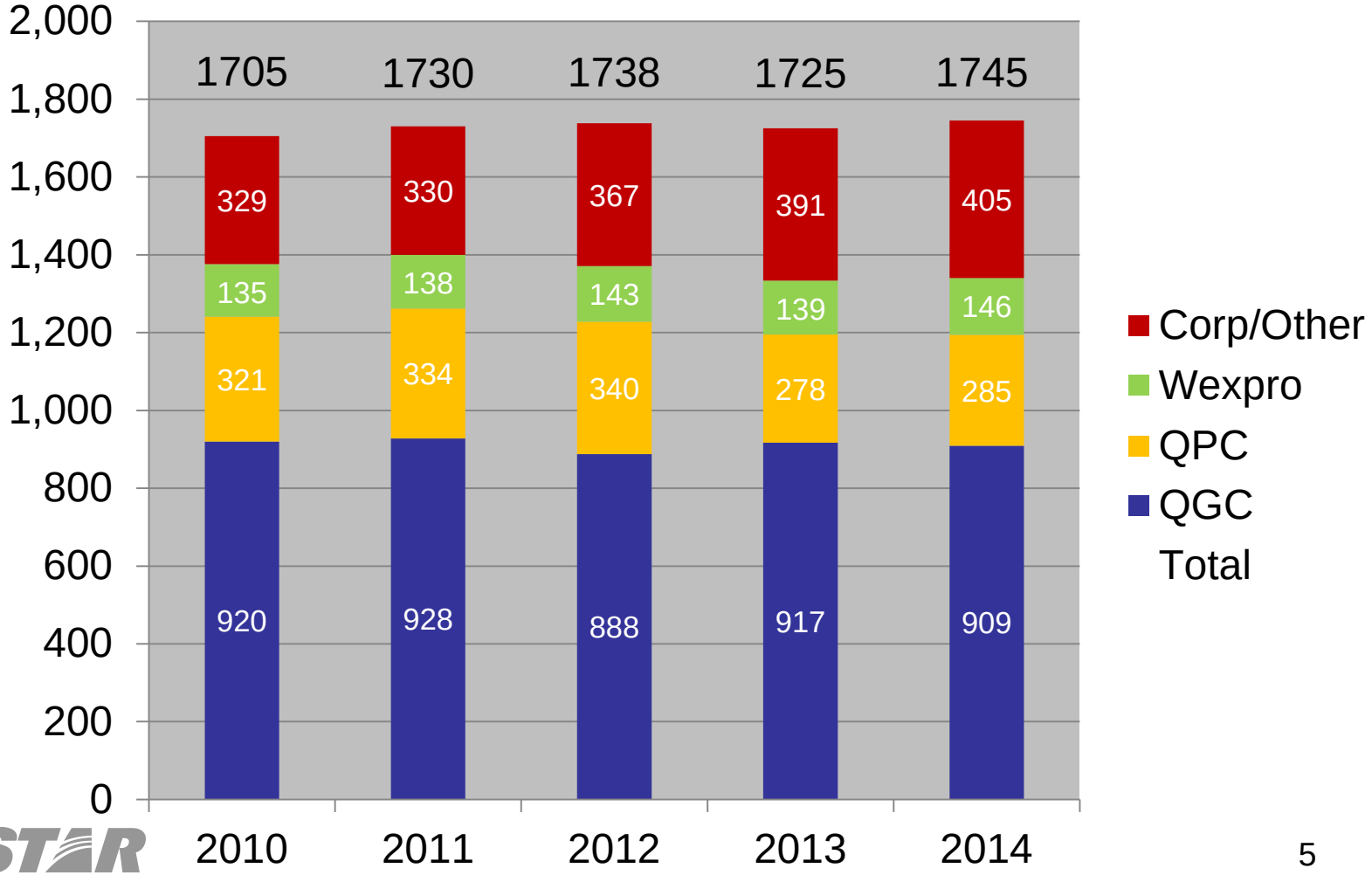
2015 Capital Budget $326 million

Business Unit Capital Allocation



Workforce Trivia

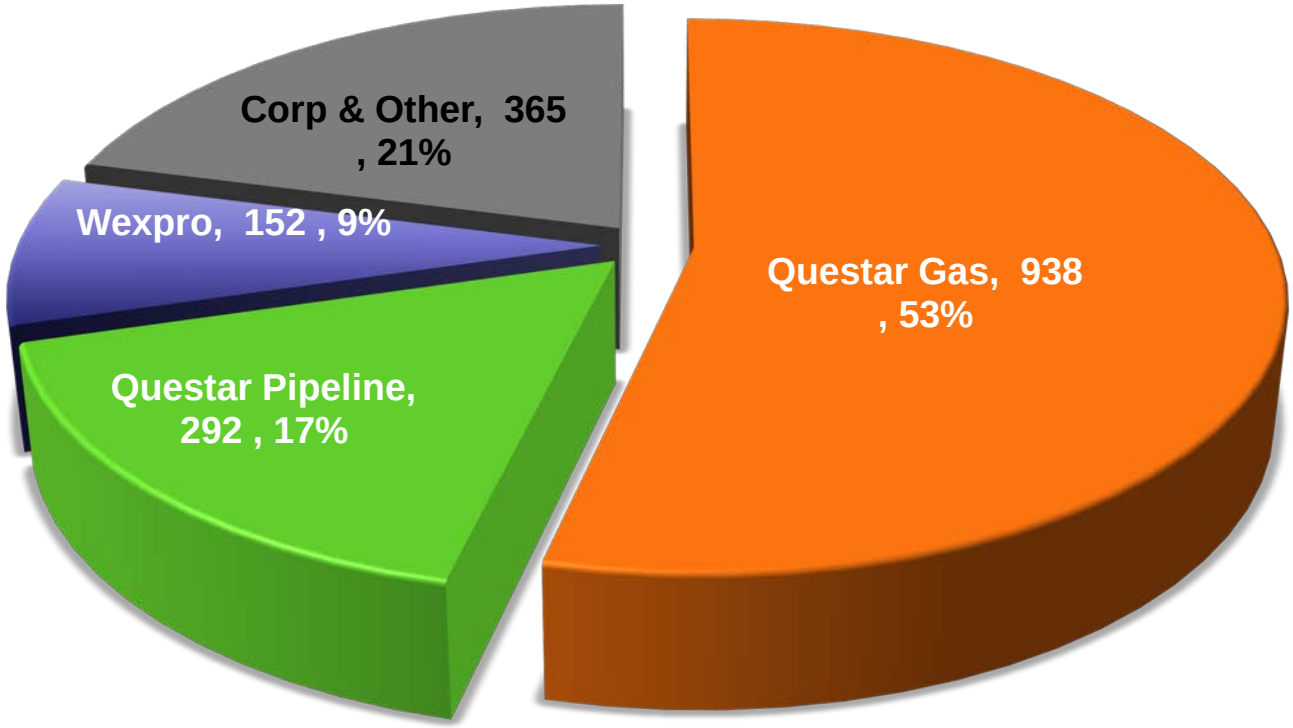
Historical Questar Workforce



Workforce Trivia

Questar 2015 Employee Headcount Budget

By Business Unit (Total 1,747)

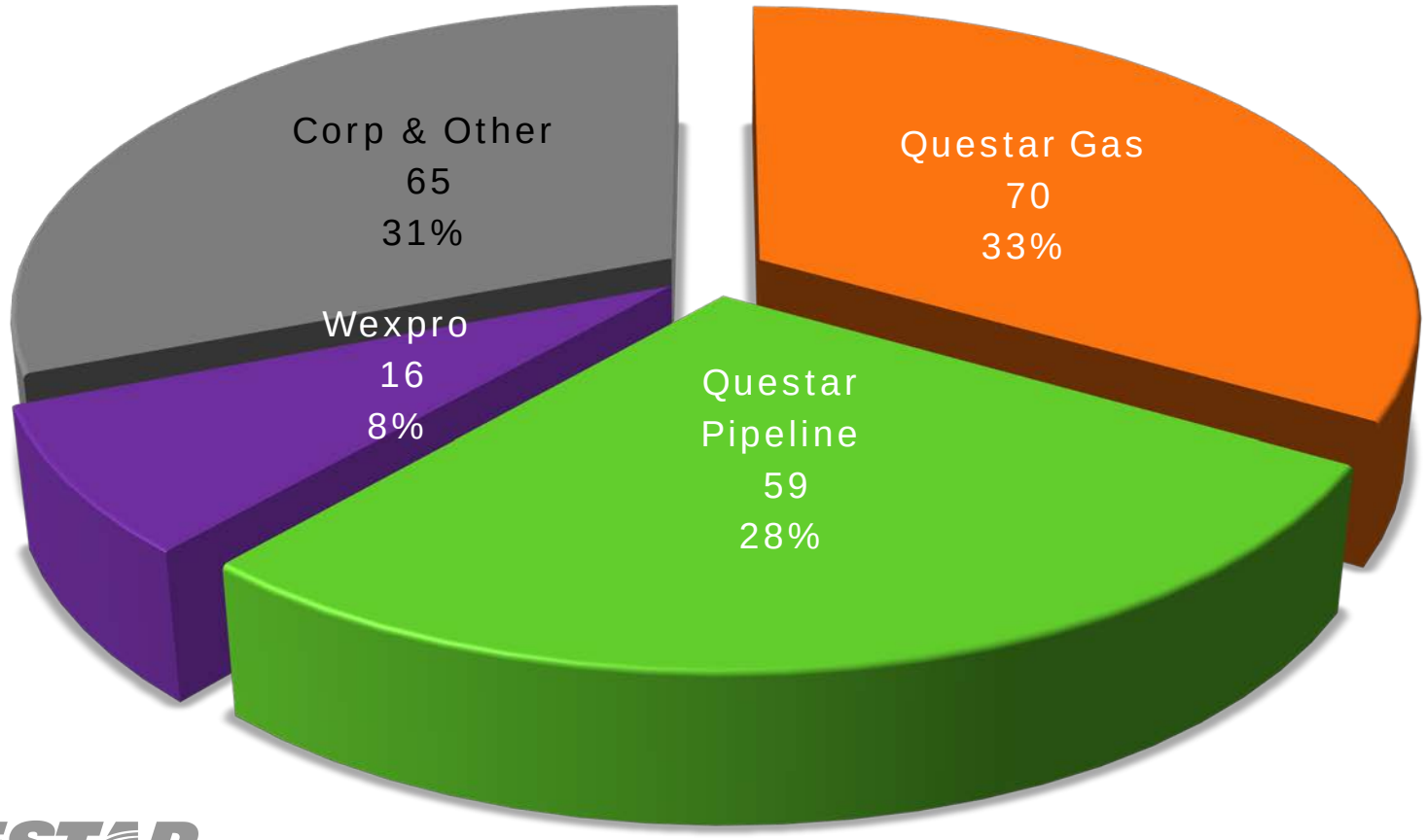


QUESTAR

Operating Budgets Trivia

Questar 2015 Number of Departments

By Business Unit (Total 210)



QUESTAR

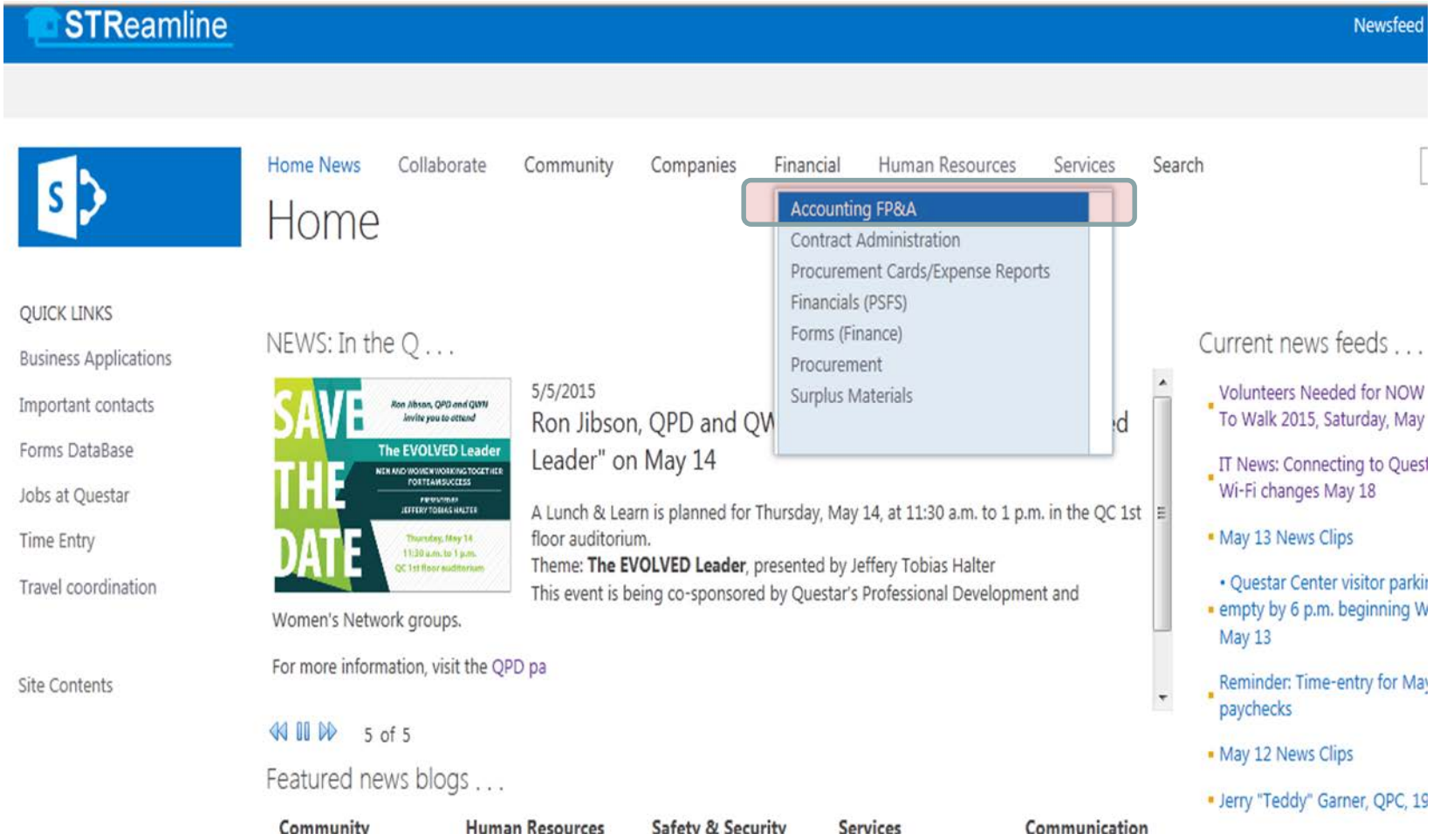
Guest Speakers

Gary Newman
Plant Accounting

Michael Stenquist
Plant Accounting

QUESTAR

FP&A Access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Contract Administration
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Financials (PSFS)
Forms (Finance)
Procurement
Surplus Materials
QUICK LINKS
Business Applications
Important contacts
Forms DataBase
Jobs at Questar
Time Entry
Travel coordination
Site Contents
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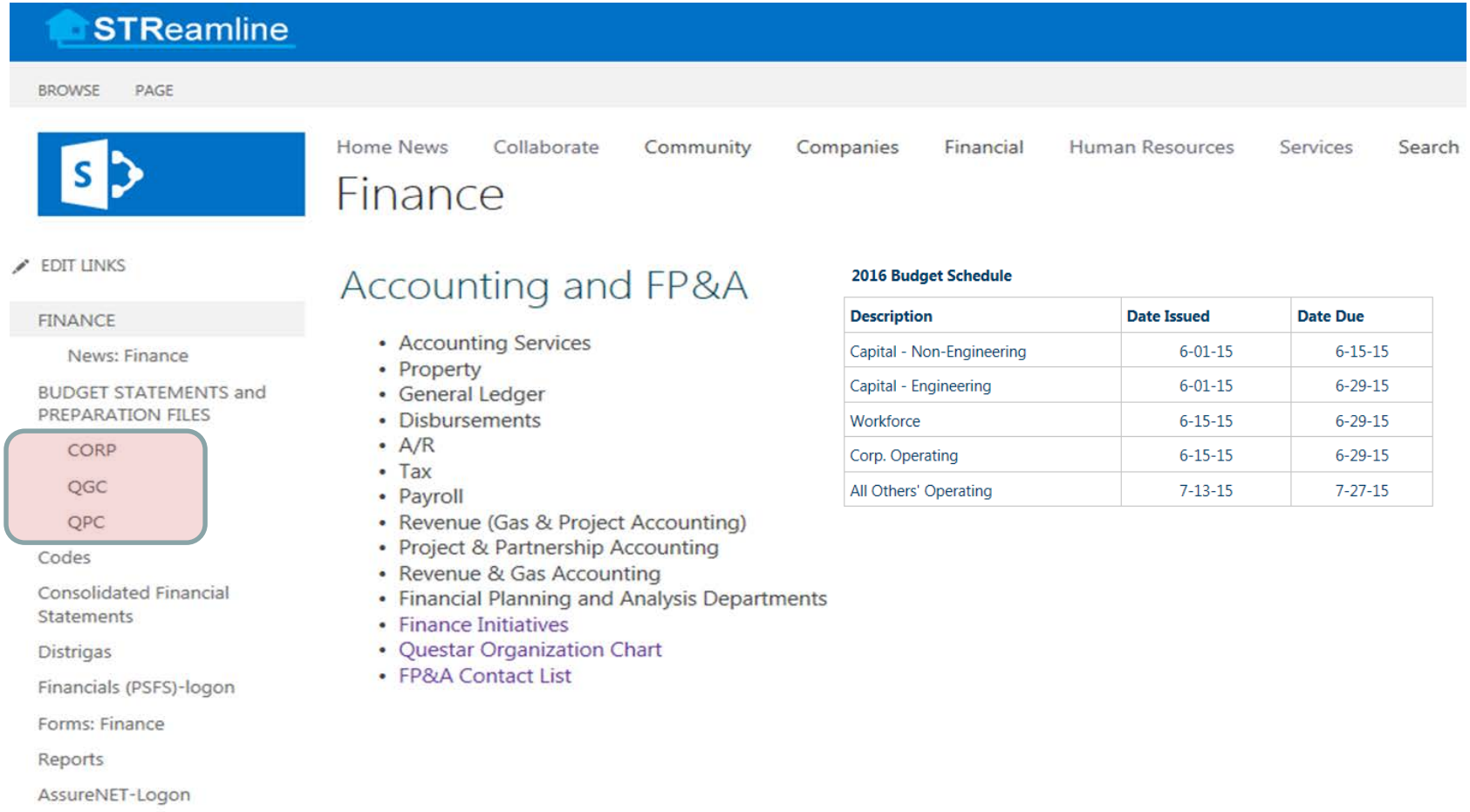
SAVE THE DATE
The EVOLVED Leader
5/5/2015
Ron Jibson, QPD and QW
Leader" on May 14
A Lunch & Learn is planned for Thursday, May 14, at 11:30 a.m. to 1 p.m. in the QC 1st floor auditorium.
Theme: The EVOLVED Leader, presented by Jeffery Tobias Halter
This event is being co-sponsored by Questar's Professional Development and Women's Network groups.
For more information, visit the QPD pa
5 of 5
Current news feeds . . .
Volunteers Needed for NOW To Walk 2015, Saturday, May
IT News: Connecting to Quest Wi-Fi changes May 18
May 13 News Clips
Questar Center visitor parki empty by 6 p.m. beginning W May 13
Reminder: Time-entry for May paychecks
May 12 News Clips
Jerry "Teddy" Garner, QPC, 19
Featured news blogs . . .
Community
Human Resources
Safety & Security
Services
Communication

FP&A Access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2016 Budget Schedule
Description | Date Issued | Date Due
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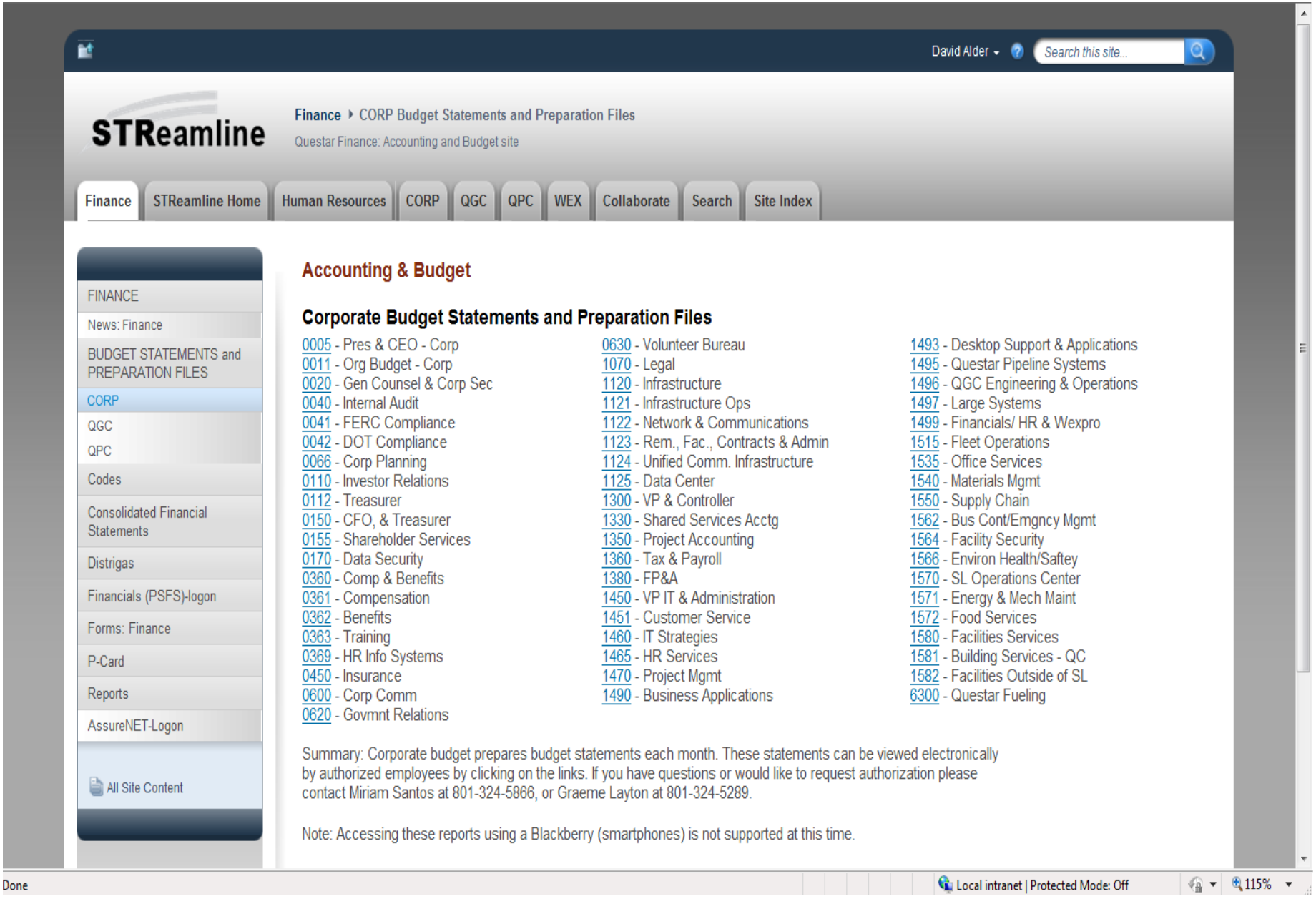
Capital - Engineering | 6-01-15 | 6-29-15
Workforce | 6-15-15 | 6-29-15
Corp. Operating | 6-15-15 | 6-29-15
All Others' Operating | 7-13-15 | 7-27-15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0011 - Org Budget - Corp
0020 - Gen Counsel & Corp Sec
0040 - Internal Audit
0041 - FERC Compliance
0042 - DOT Compliance
0066 - Corp Planning
0110 - Investor Relations
0112 - Treasurer
0150 - CFO, & Treasurer
0155 - Shareholder Services
0170 - Data Security
0360 - Comp & Benefits
0361 - Compensation
0362 - Benefits
0363 - Training
0369 - HR Info Systems
0450 - Insurance
0600 - Corp Comm
0620 - Govmnt Relations
0630 - Volunteer Bureau
1070 - Legal
1120 - Infrastructure
1121 - Infrastructure Ops
1122 - Network & Communications
1123 - Rem., Fac., Contracts & Admin
1124 - Unified Comm. Infrastructure
1125 - Data Center
1300 - VP & Controller
1330 - Shared Services Acctg
1350 - Project Accounting
1360 - Tax & Payroll
1380 - FP&A
1450 - VP IT & Administration
1451 - Customer Service
1460 - IT Strategies
1465 - HR Services
1470 - Project Mgmt
1490 - Business Applications
1493 - Desktop Support & Applications
1495 - Questar Pipeline Systems
1496 - QGC Engineering & Operations
1497 - Large Systems
1499 - Financials/ HR & Wexpro
1515 - Fleet Operations
1535 - Office Services
1540 - Materials Mgmt
1550 - Supply Chain
1562 - Bus Cont/Emgncy Mgmt
1564 - Facility Security
1566 - Environ Health/Saftey
1570 - SL Operations Center
1571 - Energy & Mech Maint
1572 - Food Services
1580 - Facilities Services
1581 - Building Services - QC
1582 - Facilities Outside of SL
6300 - Questar Fueling
Summary: Corporate budget prepares budget statements each month. These statements can be viewed electronically by authorized employees by clicking on the links. If you have questions or would like to request authorization please contact Miriam Santos at 801-324-5866, or Graeme Layton at 801-324-5289.
Note: Accessing these reports using a Blackberry (smartphones) is not supported at this time.
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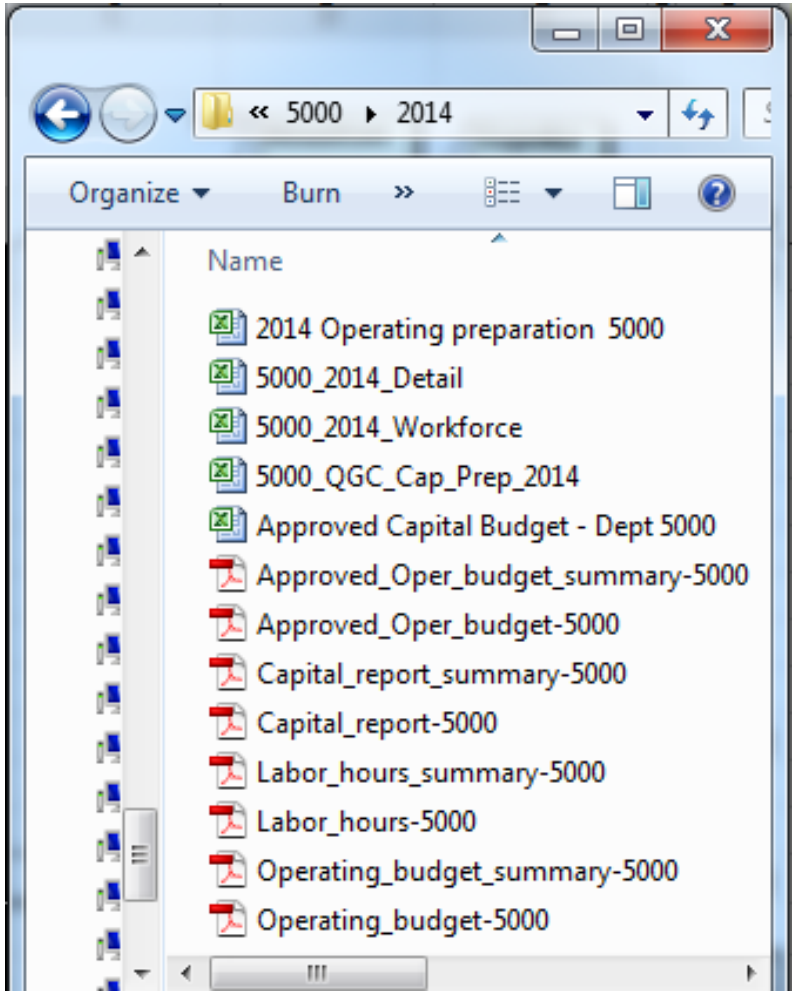
Budget Directory: Files and Naming Conventions



– Operating budget preparation file for the upcoming year

– Links to images for operating transactions

– Workforce budget preparation file

– Capital budget preparation file

– Approved capital budget

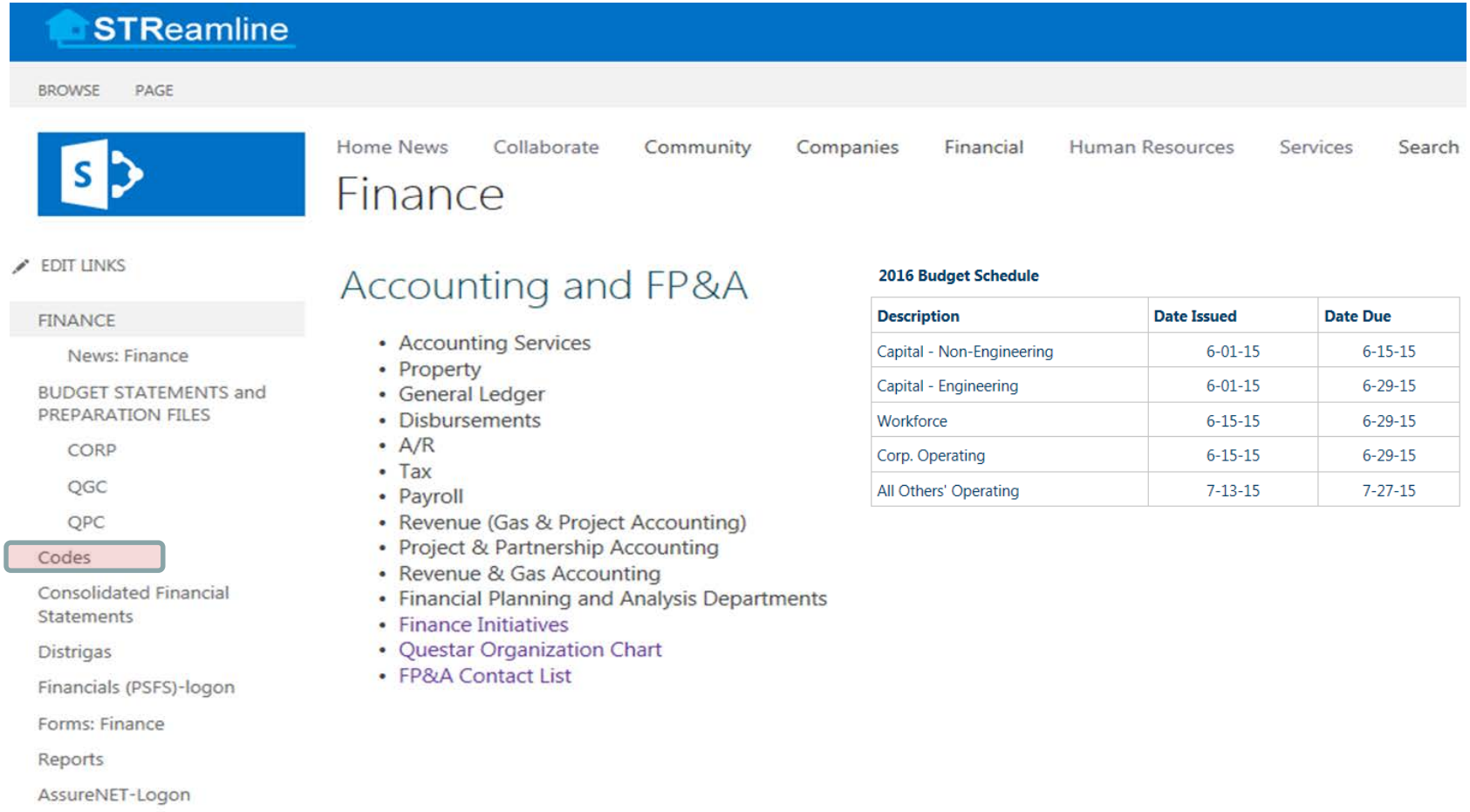
– Approved operating budget

– Monthly capital report

– YTD history of employee count and labor hours

– Most current operating report for the year

FP&A Access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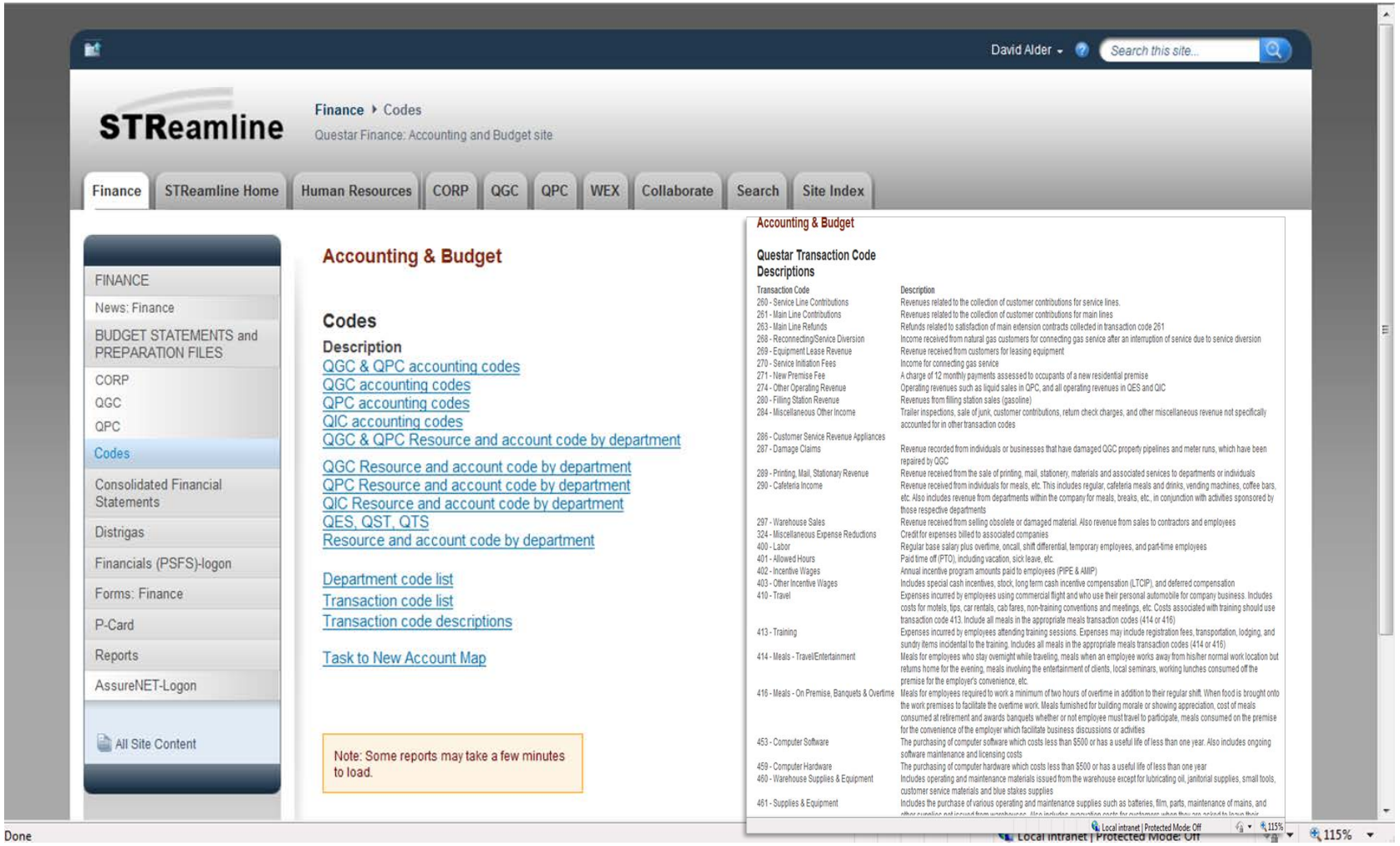
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QGC Resource and account code by department
QPC Resource and account code by department
QIC Resource and account code by department
QES, QST, QTS
Resource and account code by department
Department code list
Transaction code list
Transaction code descriptions
Task to New Account Map
Note: Some reports may take a few minutes to load.
Accounting & Budget
Questar Transaction Code Descriptions
Transaction Code
Description
260 - Service Line Contributions
Revenues related to the collection of customer contributions for service lines.
261 - Main Line Contributions
Revenues related to the collection of customer contributions for main lines
263 - Main Line Refunds
Refunds related to satisfaction of main extension contracts collected in transaction code 261
268 - Reconnecting/Service Diversion
Income received from natural gas customers for connecting gas service after an interruption of service due to service diversion
269 - Equipment Lease Revenue
Revenue received from customers for leasing equipment
270 - Service Initiation Fees
Income for connecting gas service
271 - New Premise Fee
A charge of 12 monthly payments assessed to occupants of a new residential premise
274 - Other Operating Revenue
Operating revenues such as liquid sales in QPC, and all operating revenues in QES and QIC
280 - Filling Station Revenue
Revenues from filling station sales (gasoline)
284 - Miscellaneous Other Income
Trailer inspections, sale of junk, customer contributions, return check charges, and other miscellaneous revenue not specifically accounted for in other transaction codes
286 - Customer Service Revenue Appliances
287 - Damage Claims
Revenue recorded from individuals or businesses that have damaged QGC property pipelines and meter runs, which have been repaired by QGC
289 - Printing, Mail, Stationary Revenue
Revenue received from the sale of printing, mail, stationery, materials and associated services to departments or individuals
290 - Cafeteria Income
Revenue received from individuals for meals, etc. This includes regular, cafeteria meals and drinks, vending machines, coffee bars, etc. Also includes revenue from departments within the company for meals, breaks, etc., in conjunction with activities sponsored by those respective departments
297 - Warehouse Sales
Revenue received from selling obsolete or damaged material. Also revenue from sales to contractors and employees
324 - Miscellaneous Expense Reductions
Credit for expenses billed to associated companies
400 - Labor
Regular base salary plus overtime, oncall, shift differential, temporary employees, and part-time employees
401 - Allowed Hours
Paid time off (PTO), including vacation, sick leave, etc.
402 - Incentive Wages
Annual incentive program amounts paid to employees (PIPE & AMIP)
403 - Other Incentive Wages
Includes special cash incentives, stock, long term cash incentive compensation (LTCIP), and deferred compensation
410 - Travel
Expenses incurred by employees using commercial flight and who use their personal automobile for company business. Includes costs for motels, tips, car rentals, cab fares, non-training conventions and meetings, etc. Costs associated with training should use transaction code 413. Include all meals in the appropriate meals transaction codes (414 or 416)
413 - Training
Expenses incurred by employees attending training sessions. Expenses may include registration fees, transportation, lodging, and sundry items incidental to the training. Includes all meals in the appropriate meals transaction codes (414 or 416)
414 - Meals - Travel/Entertainment
Meals for employees who stay overnight while traveling, meals when an employee works away from his/her normal work location but returns home for the evening, meals involving the entertainment of clients, local seminars, working lunches consumed off the premise for the employer's convenience, etc.
416 - Meals - On Premise, Banquets & Overtime
Meals for employees required to work a minimum of two hours of overtime in addition to their regular shift. When food is brought onto the work premises to facilitate the overtime work. Meals furnished for building morale or showing appreciation, cost of meals consumed at retirement and awards banquets whether or not employee must travel to participate, meals consumed on the premise for the convenience of the employer which facilitate business discussions or activities
453 - Computer Software
The purchasing of computer software which costs less than $500 or has a useful life of less than one year. Also includes ongoing software maintenance and licensing costs
459 - Computer Hardware
The purchasing of computer hardware which costs less than $500 or has a useful life of less than one year
460 - Warehouse Supplies & Equipment
Includes operating and maintenance materials issued from the warehouse except for lubricating oil, janitorial supplies, small tools, customer service materials and blue stakes supplies
461 - Supplies & Equipment
Includes the purchase of various operating and maintenance supplies such as batteries, film, parts, maintenance of mains, and
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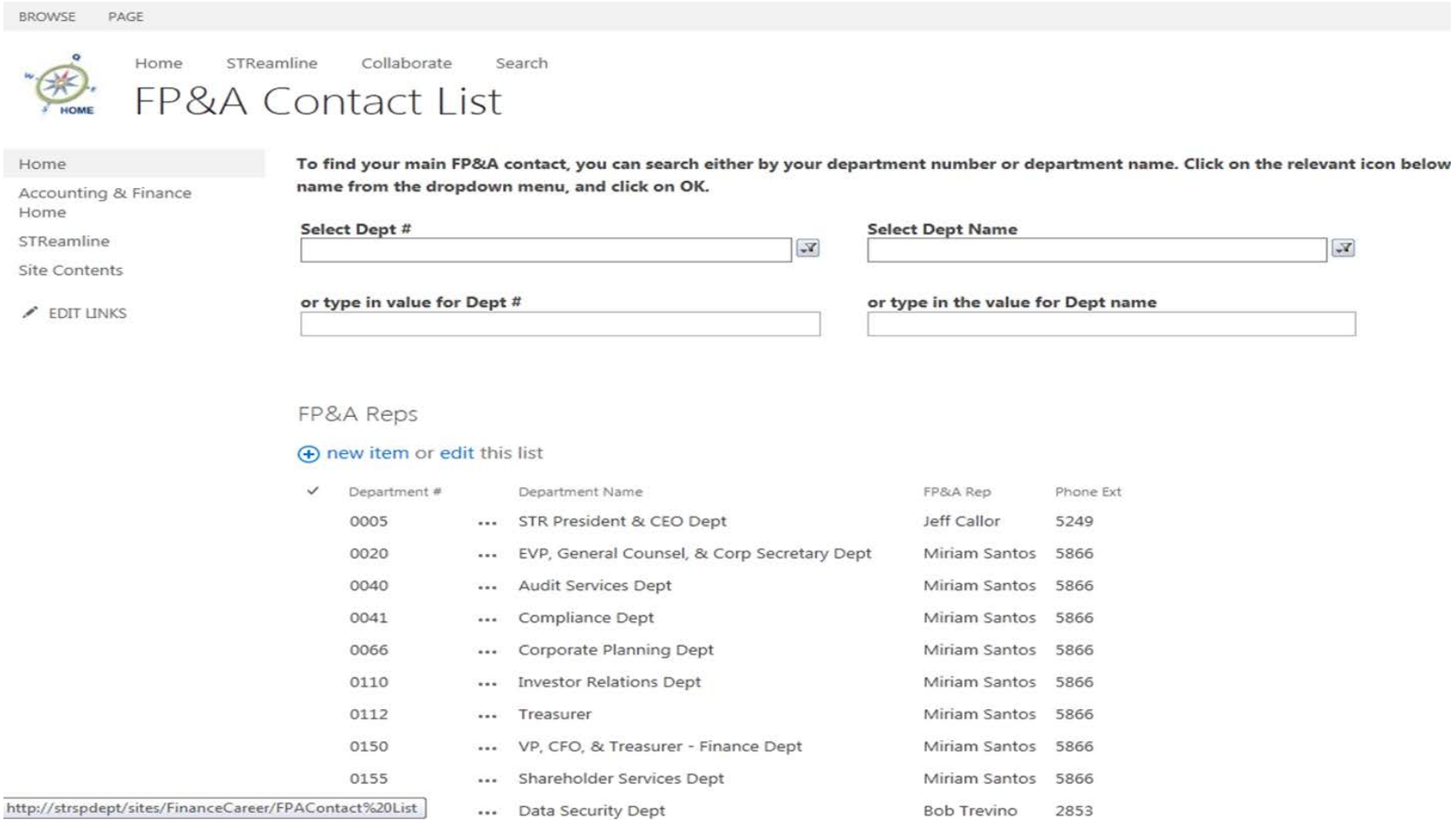
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Phone Ext
0005 STR President & CEO Dept Jeff Callor 5249
0020 EVP, General Counsel, & Corp Secretary Dept Miriam Santos 5866
0040 Audit Services Dept Miriam Santos 5866
0041 Compliance Dept Miriam Santos 5866
0066 Corporate Planning Dept Miriam Santos 5866
0110 Investor Relations Dept Miriam Santos 5866
0112 Treasurer Miriam Santos 5866
0150 VP, CFO, & Treasurer - Finance Dept Miriam Santos 5866
0155 Shareholder Services Dept Miriam Santos 5866
Data Security Dept Bob Trevino 2853
http://strspdept/sites/FinanceCareer/FPAContact%20List

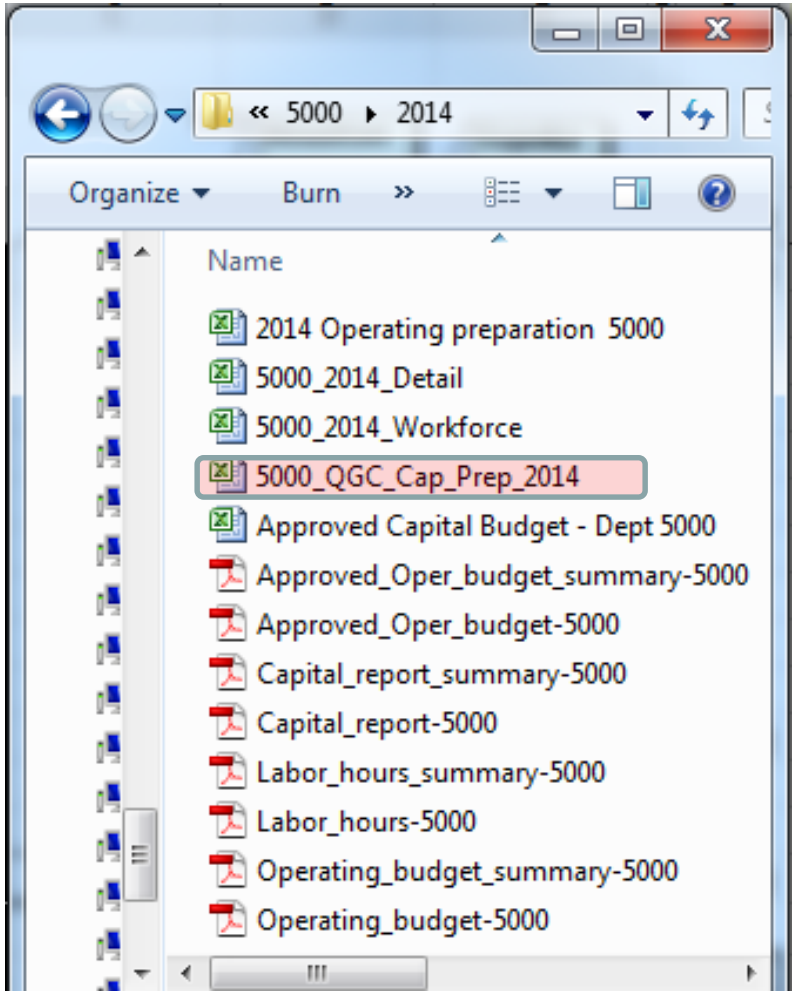
Budget Basics

CAPITAL BUDGET

Inputs to Capital Budgets

- **Asset description**
  - *The name of the project or purchase request (limit input to 150 characters or less)*
- **Asset type**
  - *Used to describe the type of activity the purchase is intended for (QGC and QPC only)*
- **Purchase Date**
  - *The beginning of the project or the initial purchase*
- **In Service Date**
  - *The end of the project or the final purchase*
- **Justification**
  - *Detailed description of the project and its necessity (limit input to 250 characters or less)*
- **Priority**
  - *High: necessary for safety, system integrity or to perform job responsibilities*
  - *Medium: important but not required immediately*
  - *Low: need or want, but not required at this time*
- **Total**
  - *A formula that is automatically populated once the asset cost and number of assets are entered in*
- **Monthly Expenditures**
  - *A schedule of the project's estimated spending during the year*

Budget Directory: Files and Naming Conventions



– Capital budget preparation file

– Approved capital budget

– Monthly capital report

Capital Budgets – FAQs

- **Is there a minimum or maximum amount for capital requests?**
  - *Yes, there is a minimum amount. In order to qualify as a capital request, the amount of the purchase (per item) should exceed $500.*
  - *There is not a maximum limit. However, specific review and approval requirements exist for projects that exceed $5 million. See the investment review policy for more information. Projects below $5 million are typically only subject to spending authority policies.*

- **What is the difference between capital and operating costs?**
  - *Capital costs are usually for assets that have long-term value, whose useful lives are greater than one year and whose cost is material, i.e. vehicles, computers, compressors, meters, large projects*
  - *Sometimes there is a question as to whether maintenance on large assets, such as compressors, should be capital or expense. The rule of thumb is that if the maintenance increases the capacity, enhances its abilities or extends beyond the original estimated useful life, it can be capitalized.*
  - *If in doubt, seek guidance from Gary Newman ext. 2887 or Danny Gardner ext. 2753.*

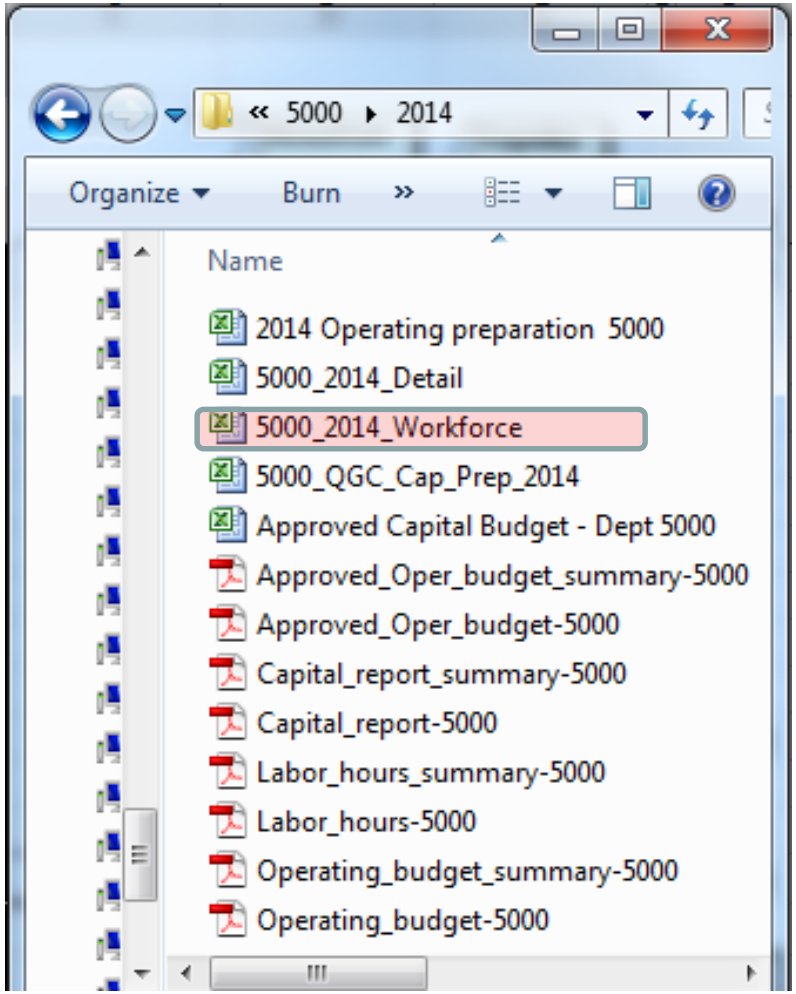
Capital Budgets – FAQs

- **What happens to my capital budget after it is submitted?**
  1. *The detail you provide in your capital budget form is compiled into one document that is delivered to your company's management team, who reviews the list and determines if adjustments should be made.*
  2. *Once the capital budget is finalized, it is proposed to the Board of Directors, who signs off on the total amount to be spent by business unit for the following year*
  3. *Following Board Approval, a report will be distributed back to budget managers, showing what their final approved capital budget will be*
  4. *Additional adjustments can and often are made up to the beginning of the budget year before the Board officially agrees to the capital budget*
  5. *On a monthly basis during the budget year, QGC and QPC's management teams review and compare the budgets with actual expenditures and make adjustments to the budget as necessary*

Budget Basics

WORKFORCE BUDGET

Budget Directory: Files and Naming Conventions



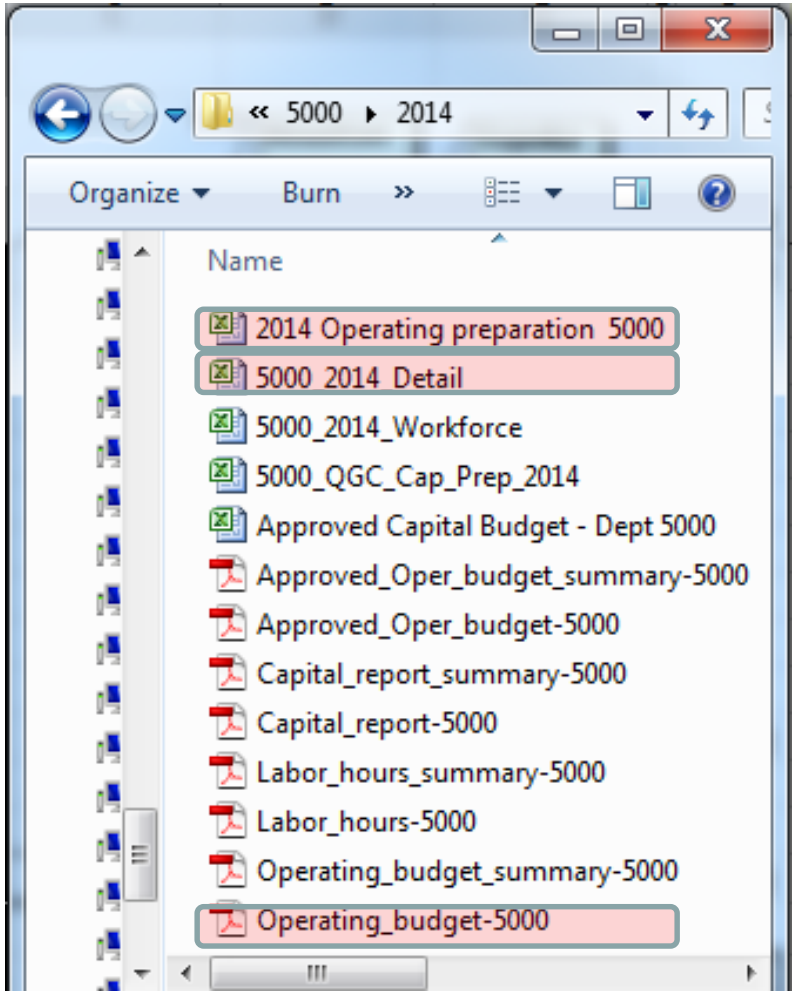
– Workforce budget preparation file

– YTD history of employee count and labor hours

Budget Basics

OPERATING BUDGET

Budget Directory: Files and Naming Conventions



– Operating budget preparation file for the upcoming year

– Links to images for operating transactions

– Approved operating budget

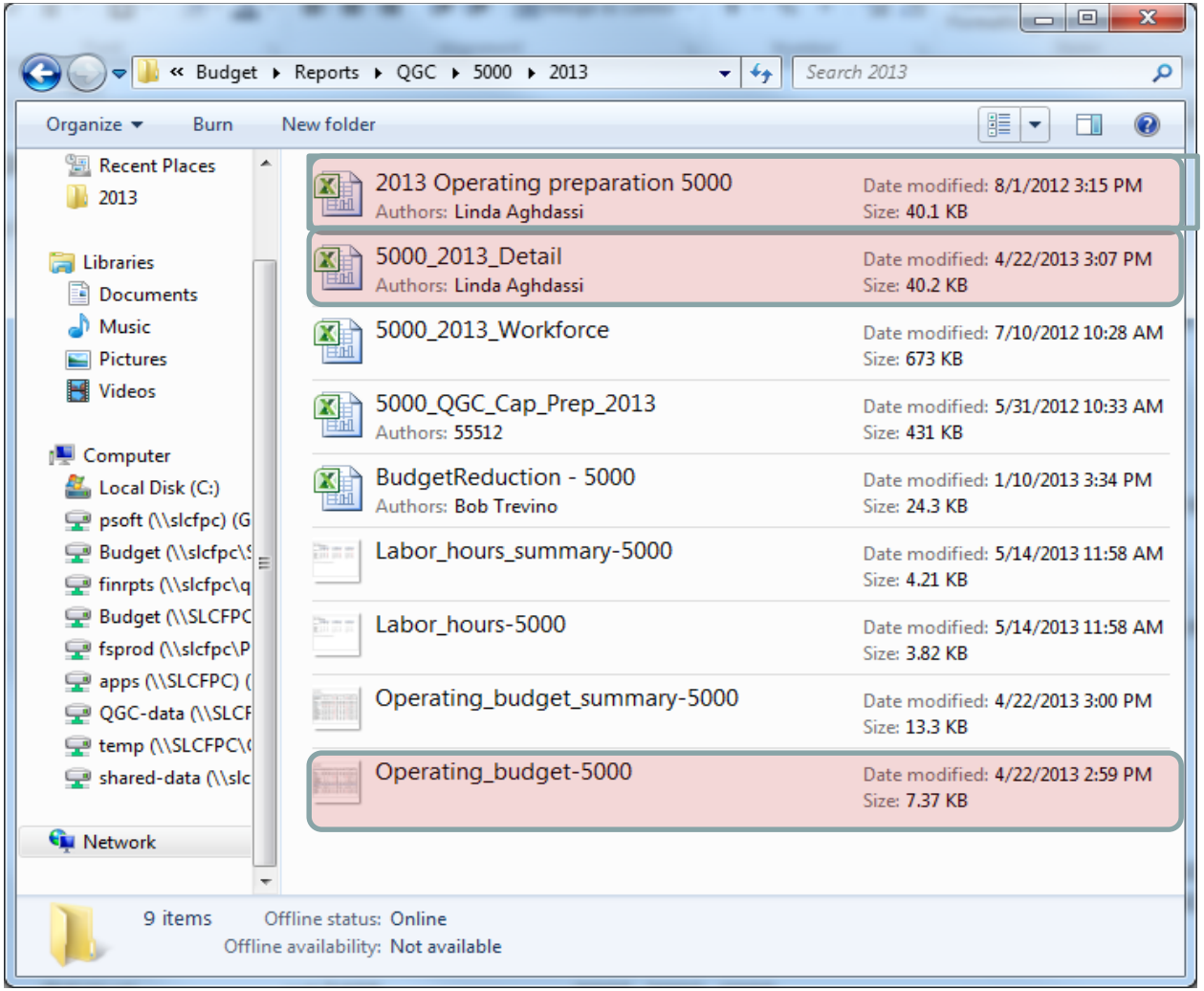
– Most current operating report for the year

Other Budgeting Resources

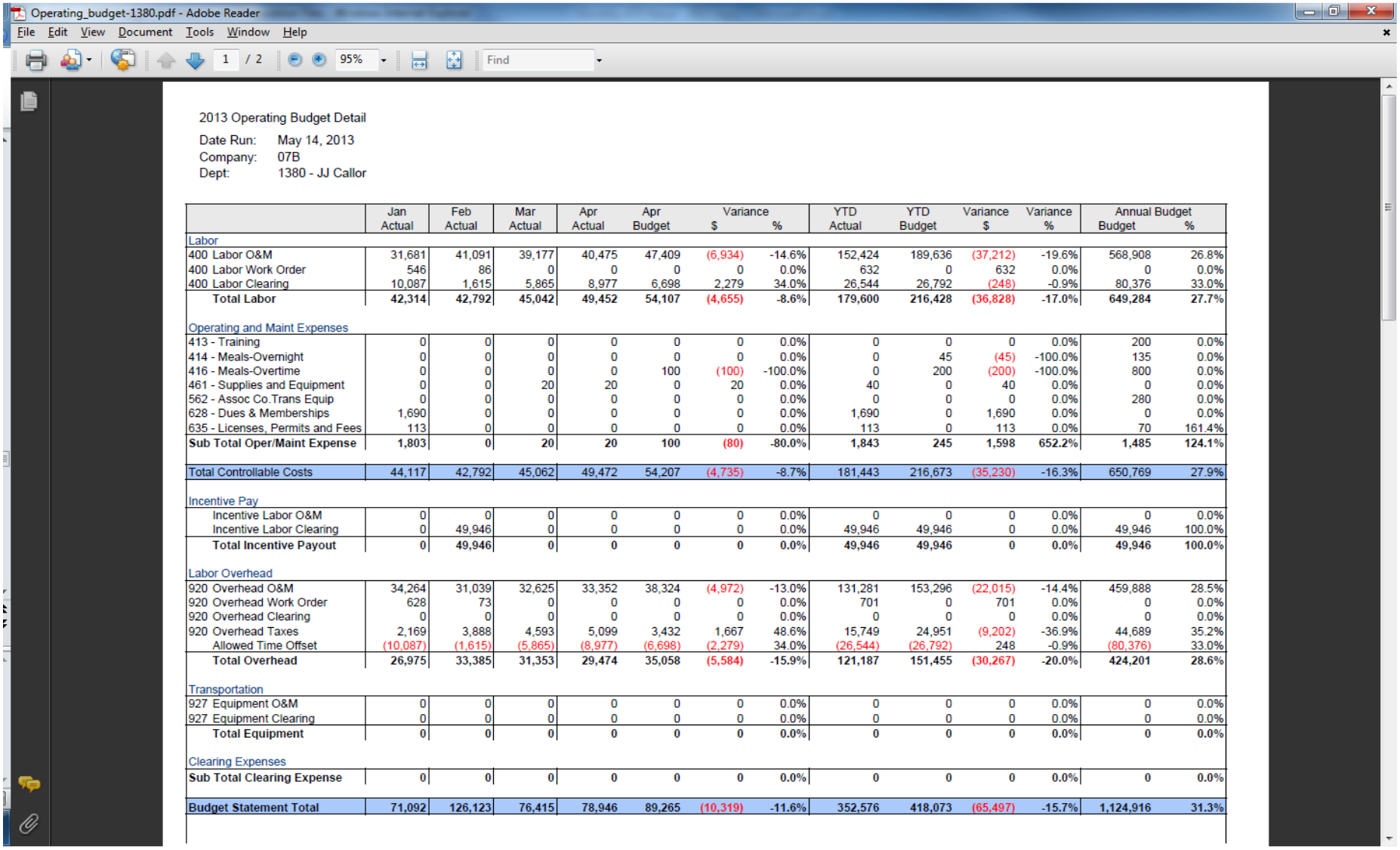
Items you will not need to budget for:	Transaction Code	Explanation
Office Supplies		George Pace will include in his budget for all
Printing		George Pace will include in his budget for all
Mail-Stationary		George Pace will include in his budget for all
Warehouse Overhead	969	Dave Monson will budget for these cost
Rose Awards	651	FP&A will prepare budget amounts for your dept
IT Software/Hardware	453/459	Budgeted & managed by IT - Contact Steve Welker
Contact for Budget Items:		
Telecom Communications	482	Contact Joe Greene for price and awareness and who budgets for item. *
Training	413	Contact Debra Dickerson. Internal training not charged to your department except "Effective Supervisor" and "Leadership Skills". You budget for external training. Charge meals to transaction 414

* If these costs are currently in your prep file, then please budget for them.

Operating Budgets



Reviewing Your Operating Budget



2013 Operating Budget Detail

Date Run: May 14, 2013
Company: 07B
Dept: 1380 - JJ Callor

	Jan Actual	Feb Actual	Mar Actual	Apr Actual	Apr Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %	Annual Budget	Budget %
Labor													
400 Labor O&M	31,681	41,091	39,177	40,475	47,409	(6,934)	-14.6%	152,424	189,636	(37,212)	-19.6%	568,908	26.8%
400 Labor Work Order	546	86	0	0	0	0	0.0%	632	0	632	0.0%	0	0.0%
400 Labor Clearing	10,087	1,615	5,865	8,977	6,698	2,279	34.0%	26,544	26,792	(248)	-0.9%	80,376	33.0%
Total Labor	**42,314**	**42,792**	**45,042**	**49,452**	**54,107**	**(4,655)**	**-8.6%**	**179,600**	**216,428**	**(36,828)**	**-17.0%**	**649,284**	**27.7%**
Operating and Maint Expenses													
413 - Training	0	0	0	0	0	0	0.0%	0	0	0	0.0%	200	0.0%
414 - Meals-Overnight	0	0	0	0	0	0	0.0%	0	45	(45)	-100.0%	135	0.0%
416 - Meals-Overtime	0	0	0	0	100	(100)	-100.0%	0	200	(200)	-100.0%	800	0.0%
461 - Supplies and Equipment	0	0	20	20	0	20	0.0%	40	0	40	0.0%	0	0.0%
562 - Assoc Co.Trans Equip	0	0	0	0	0	0	0.0%	0	0	0	0.0%	280	0.0%
628 - Dues & Memberships	1,690	0	0	0	0	0	0.0%	1,690	0	1,690	0.0%	0	0.0%
635 - Licenses, Permits and Fees	113	0	0	0	0	0	0.0%	113	0	113	0.0%	70	161.4%
Sub Total Oper/Maint Expense	**1,803**	**0**	**20**	**20**	**100**	**(80)**	**-80.0%**	**1,843**	**245**	**1,598**	**652.2%**	**1,485**	**124.1%**
Total Controllable Costs	44,117	42,792	45,062	49,472	54,207	(4,735)	-8.7%	181,443	216,673	(35,230)	-16.3%	650,769	27.9%
Incentive Pay													
Incentive Labor O&M	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%
Incentive Labor Clearing	0	49,946	0	0	0	0	0.0%	49,946	49,946	0	0.0%	49,946	100.0%
Total Incentive Payout	**0**	**49,946**	**0**	**0**	**0**	**0**	**0.0%**	**49,946**	**49,946**	**0**	**0.0%**	**49,946**	**100.0%**
Labor Overhead													
920 Overhead O&M	34,264	31,039	32,625	33,352	38,324	(4,972)	-13.0%	131,281	153,296	(22,015)	-14.4%	459,888	28.5%
920 Overhead Work Order	628	73	0	0	0	0	0.0%	701	0	701	0.0%	0	0.0%
920 Overhead Clearing	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%
920 Overhead Taxes	2,169	3,888	4,593	5,099	3,432	1,667	48.6%	15,749	24,951	(9,202)	-36.9%	44,689	35.2%
Allowed Time Offset	(10,087)	(1,615)	(5,865)	(8,977)	(6,698)	(2,279)	34.0%	(26,544)	(26,792)	248	-0.9%	(80,376)	33.0%
Total Overhead	**26,975**	**33,385**	**31,353**	**29,474**	**35,058**	**(5,584)**	**-15.9%**	**121,187**	**151,455**	**(30,267)**	**-20.0%**	**424,201**	**28.6%**
Transportation													
927 Equipment O&M	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%
927 Equipment Clearing	0	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0.0%
Total Equipment	**0**	**0**	**0**	**0**	**0**	**0**	**0.0%**	**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
Clearing Expenses													
Sub Total Clearing Expense	**0**	**0**	**0**	**0**	**0**	**0**	**0.0%**	**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
Budget Statement Total	**71,092**	**126,123**	**76,415**	**78,946**	**89,265**	**(10,319)**	**-11.6%**	**352,576**	**418,073**	**(65,497)**	**-15.7%**	**1,124,916**	**31.3%**

2016 Budget Schedule*

	Date Issued	Date Due
Capital – Non-Engineering	6-01-15	6-15-15
Capital – Engineering	6-01-15	6-29-15
Workforce	6-15-15	6-29-15
Corp. Operating	6-15-15	6-29-15
All Others Operating	7-13-15	7-27-15

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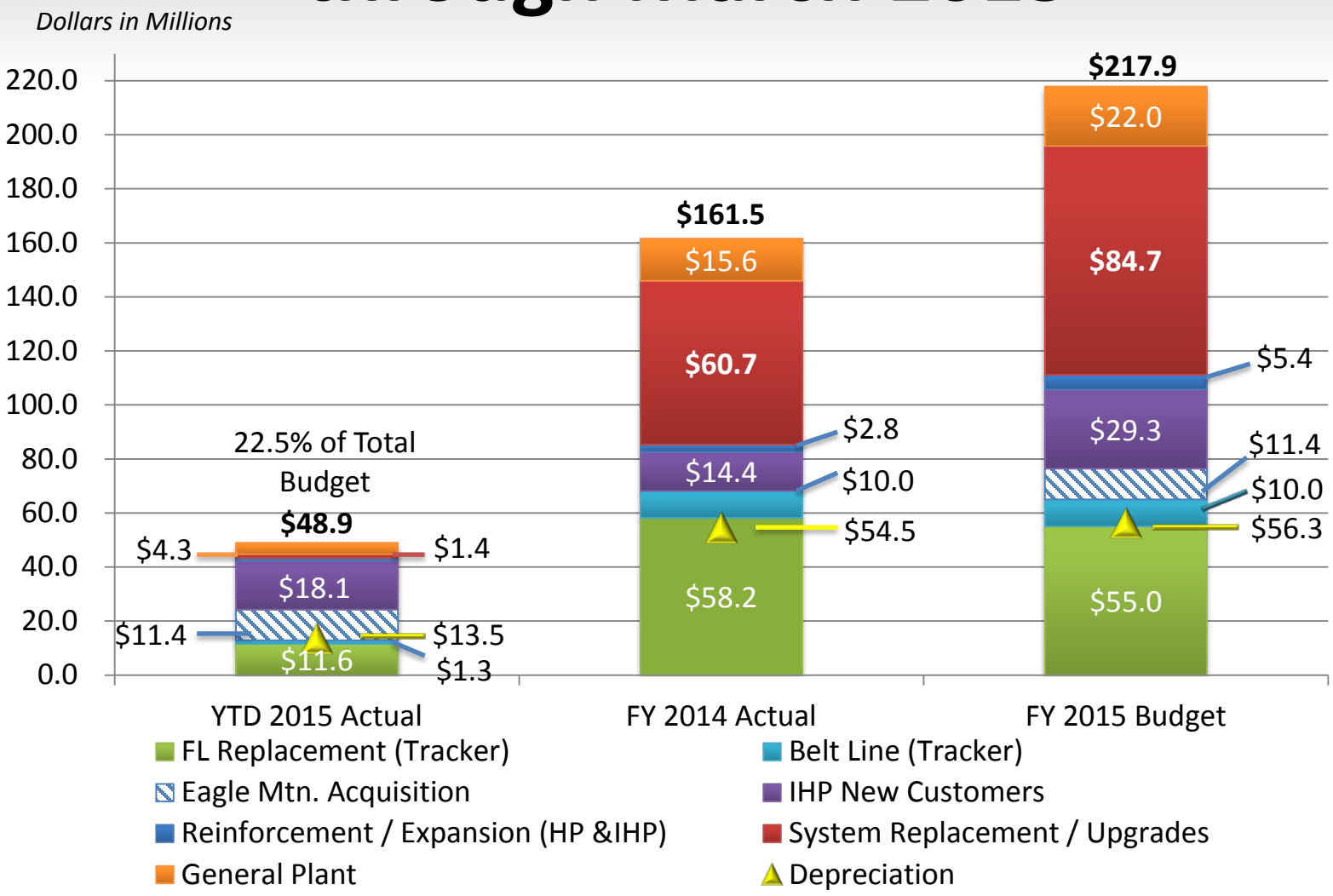
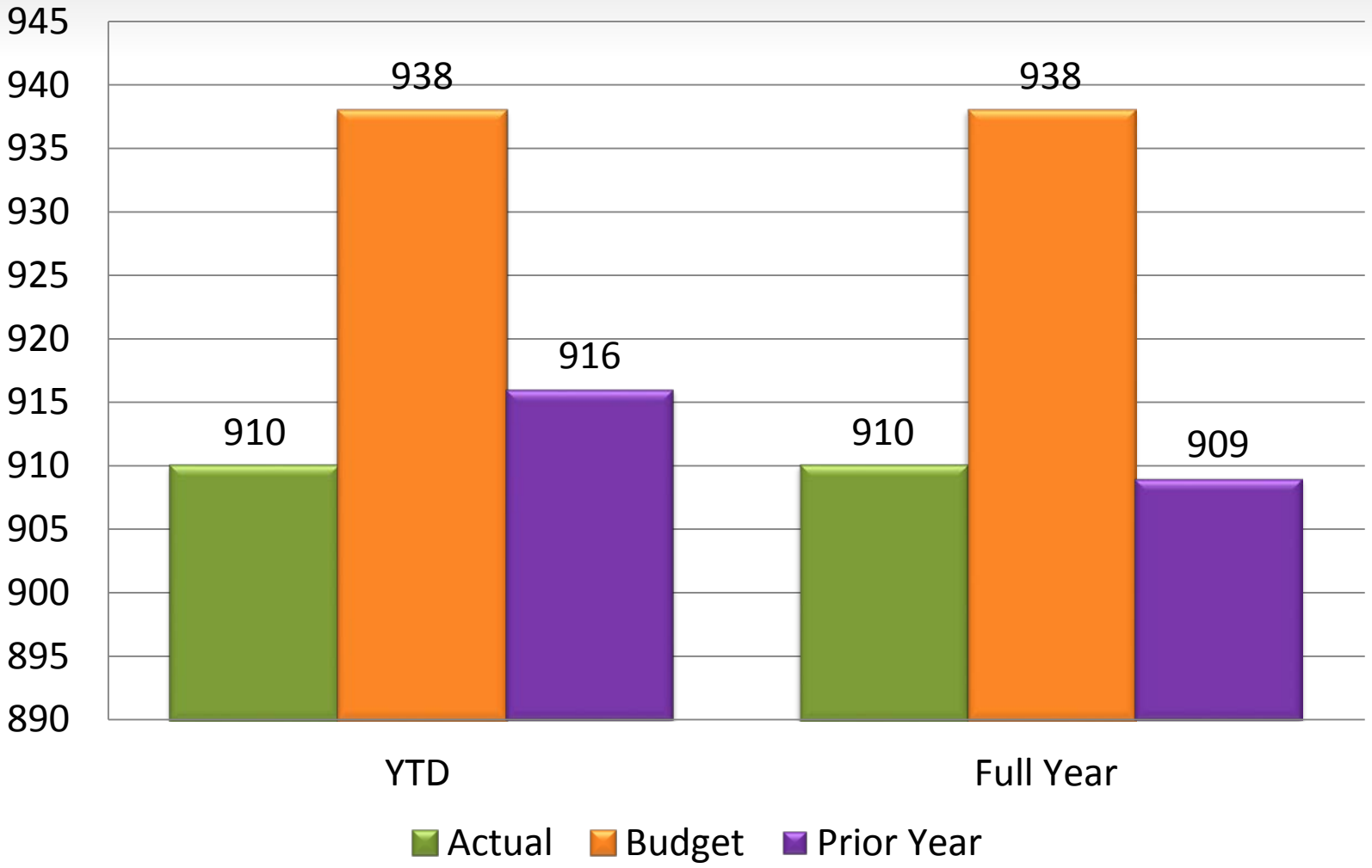
*Tentative schedule

Budgeting Process – Individual Budgets

QGC percent of capital budget spent through March 2015



YTD April QGC Head Count



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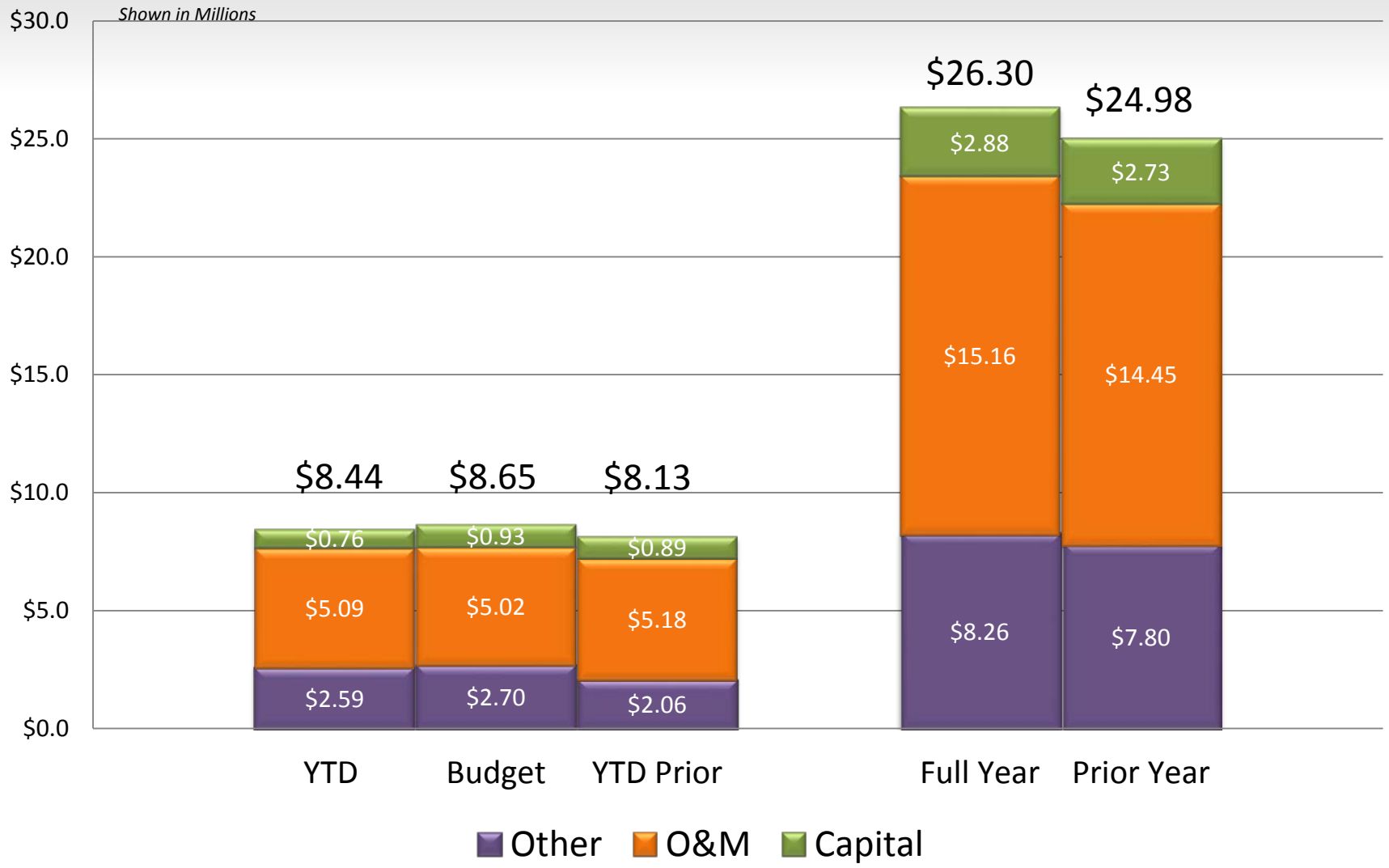
YTD April QPC Salaries



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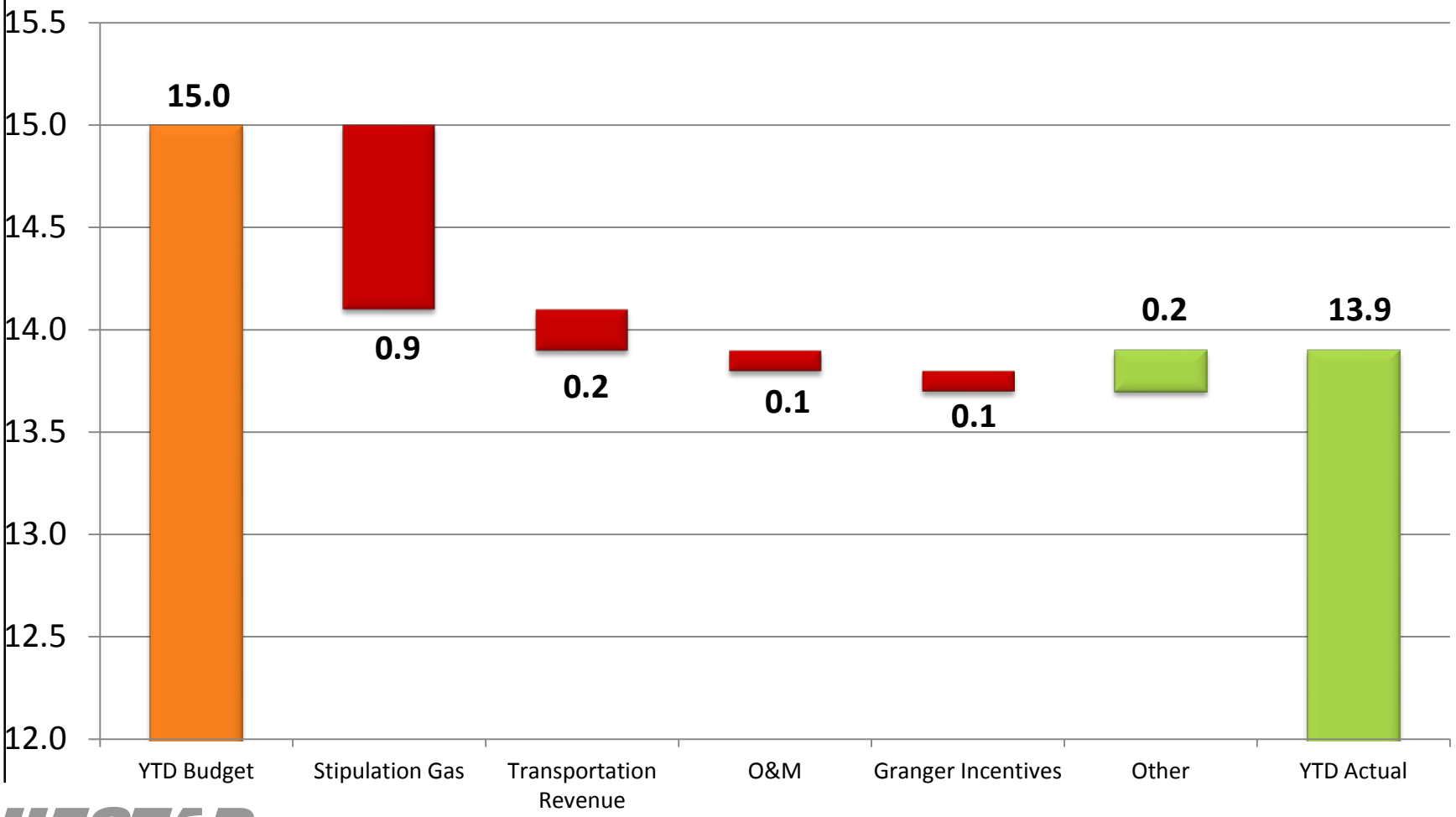
QPC net income
YTD March 2015 Budget vs. YTD March 2015 Actual



Conclusion

- The Budget is YOUR tool.
- The more you monitor it, the more accurate your budget will be, the more you will understand your costs, and the more likely you can help the company can meet its goals.
- We are your resources

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Questions