



# The Budget Style Guide

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## How to Use This Manual

This manual includes guidelines regarding how to develop department narratives for the Proposed Resource Allocation Plan book. Consistency among departmental narratives is important in order to create one ‘voice’ for the overall document.

### Note

OSBM narrative ‘style’ varies by section (see overview below). When in doubt, use this manual or the FY 2008-09 Adopted Budget Book as references. If you have any concerns regarding these guidelines, please discuss them with the OSBM proofreaders.

Grammar and Punctuation Mark Cheat Sheet		
Narrative Section	Style-type	Punctuation Marks
Department Summary	- Proper English	All
Expenditures/Revenues by Source	None	None
Table of Organization	- Bullet Style - Start with Verb - Present Tense	Semicolon and comma
Financial Summary	- RFRO Style	None
Capital Budget Summary	- CDPWeb Style	None
Line Item Highlights	- Header Style (see page 11)	Hyphen
Proposed Fee Adjustment	- Name of Fee - unit	Hyphen and comma
Division	- Proper English - Bullet Style in present tense	<u>Descriptions</u> – semicolon with period at end <u>Bullets</u> – commas, semicolon, no periods
Strategic Plan Outcomes	- Start with Verb - Present Tense	None
Budget Priorities	- Start with Verb - Present Tense	all, but no periods
Additional Comments and Highlights	- Proper English	all, but no periods
Unmet Needs	- Start with Verb	Commas only

### FY 2008-09 Changes

The FY 2008-09 Adopted Budget includes the merging and changing of departments, as listed below. Narratives should be checked to ensure accurate information is reflective of department changes.

- The Office of Economic Development Coordination was created including the transfer of staff from Planning and Zoning, Office of Community and Economic Development and the Office of Strategic Business Management
- Team Metro duties were divided between the new Office of Neighborhood Compliance and the Government Information Center
- The Office of Grants Coordination was created including the transfer of administration and contracts management personnel from the Department of Human Services, Park and Recreation, Office of Community and Economic Development, and two division from the Office of Strategic Business Management (Ryan White and Revenue Maximization)

The FY 2008-09 Adopted Budget also reflects significant changes to the Departmental Narrative with extensive modification to the detailing of functions, performance, and budget priorities at the unit level. The Adopted Budget book will provide a guide to how your Proposed Resource Allocation Plan narrative will be reflected.

# Department Narratives

## Chapter

# 2

**N**arratives will be compiled using the Resources for Results Online (RFRO) system, and a summary of the departmental capital budgets from CDPWeb. Analysts and departments will work together to enter information directly into the system. The RFRO system does not currently have spell check capability. Therefore, it is recommended that information be typed in Word and spell checked prior to copying and pasting into the system.

## I. Commonly Used Words Standards

- 1) County (with a capital C) abbreviates 'Miami-Dade County Government'
- 2) FY 2009-10 Proposed Resource Allocation Plan (**NOT** FY2009-10 Budget!!)
- 3) Miami-Dade County or county (with a lowercase c) refers to the physical region
- 4) Board of County Commissioners (BCC), and then 'BCC' thereafter
- 5) County Executive Office, County Attorney's Office, Board of County Commissioners. Do not use the 'Mayor,' etc. unless you are referring to the specific job title
- 6) Community-based Organizations as a title; community-based organizations in the text
- 7) Fiscal years should be written as FY XXXX-YY

## II. How to refer to Other Departments

If you mention another County department in your narrative, first refer to the other department by using its full and proper name, with the preferred abbreviated version in parenthesis. Use the abbreviated version thereafter.

- a. Example: Miami-Dade Police Department (MDPD)
- b. EXCEPTION: if you are listing a number of County departments, you do not need to write out each department's full and proper name. For example: 'OCI will receive reimbursements from the following County departments: Aviation, Police, Fire Rescue...'

## III. Numbers: Using Digits or Spelling Out?

Numbers less than two digits should be written as words. Numbers that are more than two digits, or numbers in a sentence with several numbers and one of which is more than two digits, should be written numerically.

## IV. Other Important Standards

- 1) A, B, C, and D
- 2) A; B; C; and D
- 3) Place a comma or period *before* beginning or ending quotation marks. Place a colon or semicolon after ending quotation marks
  - a. Example: “I think Blake is a big jerk,” muttered Priscilla.
- 4) Seasons are not capitalized unless part of a proper name
- 5) A Good English grammar website: <http://englishplus.com/grammar/contents.htm>

## Narrative Section Standards

Each narrative consists of several separate sections in order for department information to be organized and understood easier by the reader. Each section is listed below, followed by an example excerpted from the FY 2008-09 Proposed Resource Allocation Plan, and a few bulleted standards.

### Department Name/Header Picture

<p style="text-align: center;"><b>FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan</b></p> <hr/> <p style="text-align: center;"><b>Aviation</b></p>
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- The department name will be included on each narrative as it is listed in RFRO. If a narrative does not exist for a particular department, inform Barbara Galvez.
- **Note:** Department header pictures have been removed.

## Departmental Summary

The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and profitable movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation strategic area, MDAD operates Miami International Airport (MIA) and five General Aviation Airports (GAA) with policy guidance from the Mayor, the Board of County Commissioners, and the County Manager. MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered the primary economic engine for Miami-Dade County, and is the major trans-shipment point between the Americas, the Caribbean, and Europe. Servicing 95 airlines with routes to 142 cities on four continents, MIA ranks number one in the USA for international freight and third for international passenger traffic. The Department is engaged in a \$6.256 billion capital improvement program to make the airport a more desirable and efficient transportation center. The key elements of the program are a new North Terminal, expansion of the South Terminal, improvements to the Central Terminal, construction of an elevated automated people mover system known as the "MIA Mover," roadway and facilities improvements, major security modifications, and replacement of business systems.

MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration, Transportation Security Administration, United States Customs and Border Protection, business leaders, and the media.

- Use normal prose grammar. The tone of this section should be 'just the facts', not flowery, and definitely not aggrandizing.
- The first paragraph should explain why the department exists in a very high-level summary.
- The department should be identified by its full and proper name in the first sentence, with the acronym or other abbreviated version in parenthesis. Thereafter, when referring to the department, use the abbreviated version or the word 'Department' (uppercase).

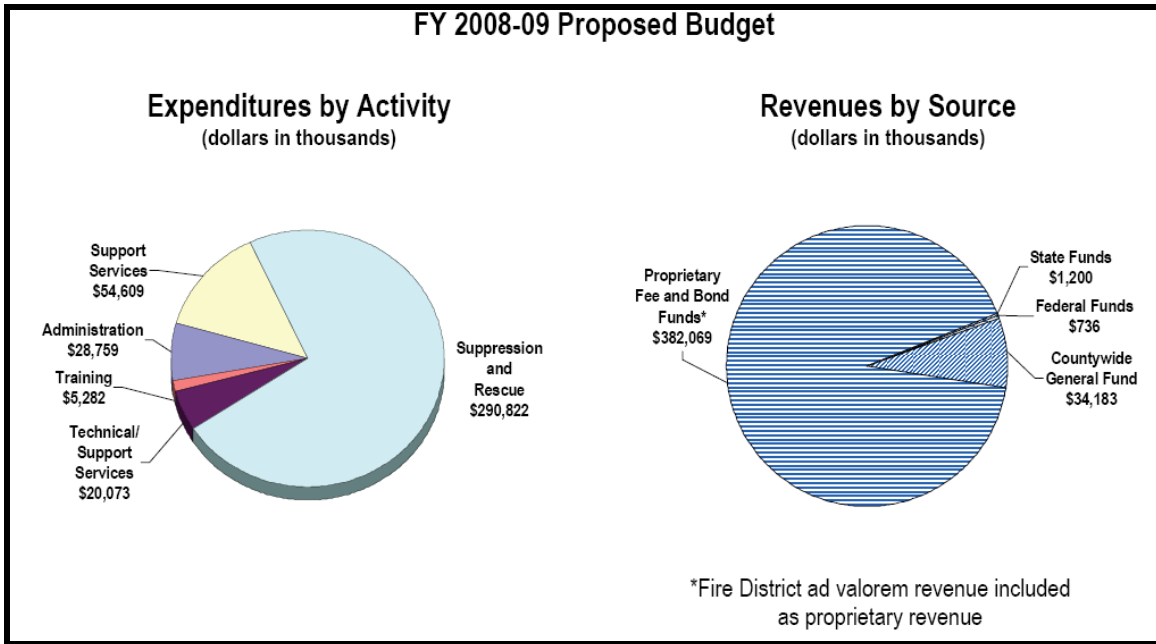
**Examples:** the Elections Department (Elections); the Miami-Dade Police Department (MDPD)

- The second paragraph should explain the different functions of the department and list the strategic area(s) with which the department is associated

**Example:** "As part of the Public Safety strategic area, MDPD..."

- The third paragraph should explain the partners and stakeholders interested in the functions of the departments.

## Proposed Budget Charts



The information is directly pulled from financial values in RFRO.

Comments (as shown above) are not needed in this section.

**Note:** If your department requires a comment, contact your OSBM Business Analyst.

## Table of Organization (T.O.)

<u>TABLE OF ORGANIZATION</u>	
<b>*OFFICE OF THE DIRECTOR</b>	
<ul style="list-style-type: none"> <li>Formulates departmental policy, provides overall direction for Department operations, serves as Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other regulations applicable to the construction and maintenance of buildings</li> </ul>	
<u>FY 07-08</u> 4	<u>FY 08-09</u> 3
<b>*ADMINISTRATION</b>	<b>INFORMATION AND PERMIT SUPPORT</b>
<ul style="list-style-type: none"> <li>Provides administrative support including the preparation and monitoring of the operating budget; manages billing, collection and disbursement of revenue, procurement, and consultant contracts</li> </ul>	<ul style="list-style-type: none"> <li>Receives and processes construction permit applications, inspection requests and results, and Certificates of Occupancy; directs computer services, communication and public information</li> </ul>
<u>FY 07-08</u> 38	<u>FY 08-09</u> 25
<u>FY 07-08</u> 84	<u>FY 08-09</u> 54
<b>PERMITTING</b>	<b>UNSAFE STRUCTURES/ENFORCEMENT</b>
<ul style="list-style-type: none"> <li>Ensures compliance with the FBC and other applicable regulations through review of plans, inspection of construction, and enforcement activities</li> </ul>	<ul style="list-style-type: none"> <li>Directs, issues and processes FBC and unsafe structures violations, internal investigations, quality control, personnel, labor management and affirmative action and enforcement activities</li> </ul>
<u>FY 07-08</u> 182	<u>FY 08-09</u> 128
<u>FY 07-08</u> 36	<u>FY 08-09</u> 24
<p>*In the Table of Organization, Administration and the Office of the Director are reflected as Administration in the Financial Summary</p>	

- Table of Organization bullets usually start with a verb in the singular present tense.
- Position counts in each division should match position counts in Financial Summary (see page 10).
- Comments (as shown above) are not needed in this section.

**Note:** If your department requires a comment, contact your OSBM Business Analyst.

# Financial Summary

<b>FINANCIAL SUMMARY</b>								
(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09	(dollars in thousands)	Total Funding Budget FY 07-08	Proposed FY 08-09	Total Positions Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>				<b>Strategic Area: Neighborhood and Unincorporated Area Municipal Services</b>				
Building Administrative Fees	344	380	309	Administrative Services Division	6,760	4,469	42	28
Carryover	14,583	10,972	10	Information and Permit Support	7,245	5,383	84	54
Interest Income	531	420	0	Permitting	21,730	16,127	182	128
Permitting Trades Fees	25,526	28,316	24,692	Unsafe Structures/Enforcement	3,250	2,825	36	24
Unsafe Structure Collections	2,514	2,459	2,553	Total Operating Expenditures	38,985	28,804	344	234
Transfer from Capital Outlay Reserve	1,146	1,150	1,350					
Total Revenues	44,644	43,697	28,914					
<b>Operating Expenditures Summary</b>								
Salary	21,677	23,048	17,157					
Fringe Benefits	6,633	7,085	5,460					
Other Operating	7,608	8,822	6,187					
Capital	434	30	0					
Total Operating Expenditures	36,352	38,985	28,804					
<b>Non-Operating Expenditures Summary</b>								
Reserve	8	4,712	110					
Total Non-Operating Expenditures	8	4,712	110					

This information is pulled directly from values placed into RFRO.

# Capital Budget Summary

<b>CAPITAL BUDGET SUMMARY</b>									
(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Aviation Passenger Facility Charge	176,238	0	0	0	0	0	0	0	176,238
Aviation Revenue Bonds Sold	4,067,278	0	0	0	0	0	0	0	4,067,278
FDOT Funds	188,681	21,340	28,496	49,933	0	0	0	0	288,450
Federal Aviation Administration	248,049	15,710	28,008	11,648	7,500	0	0	0	310,915
Future Aviation Revenue Bonds	0	600,000	582,048	0	0	0	0	0	1,182,048
Improvement Fund	23,373	11,481	9,226	10,714	6,200	5,000	5,000	32,577	103,571
Tenant Financing	50,000	10,000	10,000	10,000	25,000	0	0	0	105,000
Transportation Security Administration	22,759	0	0	0	0	0	0	0	22,759
Funds									
Total:	4,776,378	658,531	657,778	82,295	38,700	5,000	5,000	32,577	6,256,259
<b>Expenditures</b>									
<b>Strategic Area: Transportation</b>									
Airside Improvements	300,128	8,642	10,143	14,539	10,397	845	0	0	344,694
General Aviation Airports	53,705	6,482	5,782	73	73	73	72	165	66,425
Landside Improvements	149,009	26,483	63,286	141,396	52,892	5,121	5,000	32,577	475,764
Support Facilities	783,808	58,709	50,638	33,551	12,068	9,868	6,071	13,075	967,788
Terminal Improvements	2,487,277	518,471	578,570	559,247	257,316	707	0	0	4,401,588
Total:	3,773,927	618,787	708,419	748,806	332,746	16,614	11,143	45,817	6,256,259

This information will be updated directly from CDPWeb.

## Selected Item Highlights and Details

<u>SELECTED ITEM HIGHLIGHTS AND DETAILS</u>					
Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Contract Temporary Employees	364	100	175	0	0
Rent	2,695	2,591	2,700	2,700	2,054
Administrative Reimbursement	1,214	1,233	1,224	1,225	803
Travel	1	12	10	0	0

### Line Item Standards

Information will be generated directly from the RFRO system. If a department expends money on any of the following, they should be identified in this section, using the following titles **EXACTLY AS WRITTEN BELOW**:

- Administrative Reimbursement
- Community-based Organizations
- Contract Temporary Employees
- Employee Overtime
- Printing and Reproduction
- Consultants
- Rent
- Travel

### Transfers and Reimbursement Standards

For transfers and reimbursements, use the following titles **EXACTLY AS WRITTEN BELOW**:

- Department Name (no acronym, no Miami-Dade in name) – Reason for transfer or reimbursement. Use title case throughout.  
  - **Example:** Police Department – Security Services
- Board of County Commissioners – Office of Commission Auditor
- Board of County Commissioners – Office of Intergovernmental Affairs
  - for legislative affairs
- Government Information Center – Community Periodical Program
- County Attorney’s Office – Legal Services

## Proposed Fee Adjustments for Services

<b>PROPOSED FEE ADJUSTMENTS FOR SERVICES</b>			
<b>Fee Adjustments</b>	<b>Current Fee FY 07-08</b>	<b>Proposed Fee FY 08-09</b>	<b>Dollar Impact FY 08-09</b>
• General Gate Admission Fee (non-local visitors)	12.00	15.00	144,300
• General Gate Admission Fee (local residents)	9.00	10.00	16,950
• General Gate Admission Fee (senior citizens)	9.00	10.00	17,100
• General Gate Admission Fee (visitors using wheelchairs)	9.00	10.00	30
• Group Rate Gate Admission Per Entrant (20+) With Reservations	9.00	10.00	3,039
• Student Gate Admission	9.00	10.00	3,200
• Group Tour Gate Admission Fee (20+) Per Entrant (non-refundable deposit)	9.00	10.00	4,850
• Student Group Gate Admission Fee Per Entrant (10-70) with reservations	4.00	5.00	4,800
• Child Gate Admission Fee (6-12)	5.00	6.00	2,935
• Guidebook Sales	2.00	3.00	10,635
• Commercial Film Fees	10,000	20,000	10,000
• Garden Ceremony Rental Fee	750	1,000	4,500
• Facility Rental Fee (non-refundable deposit)	2,500	5,000	0
• Audio Tour Rental	0	4.00	0
• Commercial Still Photography	2,000	2,500	15,000

- This information is if your department is planning to increase fees.
- When time is used, there is no space when writing to disambiguate the hour of the day.

**Example:** 11p.m. to 6a.m.

## Unit Descriptions

### **DIVISION: ADMINISTRATIVE SERVICES DIVISION**

The Administrative Services Division, which includes the Director's Office, formulates departmental policy, provides overall direction for Department operations, serves as Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other regulations applicable to the construction and maintenance of buildings.

- Ensures the financial viability of the Department through sound financial management policies
- Prepares and monitors the departmental budget
- Provides financial and management analysis and reviews
- Complies with financial laws and generally accepted accounting principles
- Collects and distributes permit fees for all departments in the permit process
- Maintains the safe and efficient operation of County vehicles assigned to inspection staff
- Procures goods and services for the Department
- Issues boiler certificates and recertification of 40-year old buildings

Each narrative includes sections for major functional units. This section begins with a description of the unit's role in the department and a list of its functions.

- The first sentence describes the unit and includes similar information which was included in Table of Organization (see page 9).
- The unit description ends with a period and the bullets do not include any punctuation marks.

## Strategic Planning Priorities and Unit Measures

Strategic Plan Outcome - Measures						
<ul style="list-style-type: none"> <li>NU4-1: Resident and business voluntary compliance with county codes (priority outcome)</li> </ul>						
Receive and process construction permit applications and provide support to inspections and plans processing	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
	Permits issued*	95,000	70,681	93,000	75,000	75,000
Permits per FTE per day	1.0	0.7	1.4	1.2	1.2	

\*Reduction in permits issued due to contraction in building industry

- This section, when applicable, includes tables detailing the Strategic Plan Outcomes supported by each unit
- Comments (as shown above) are not needed in this section.  
**Note:** If your department requires a comment, contact your OSBM Business Analyst.
- Measures are in present tense and do not include any periods
- Measures should include description of unit measure if numerical value is greater than one (1) million

### Examples

Measures	FY 06-07		FY 07-08		FY 08-09
	Target	Actual	Target	Projection	Target
Public parking revenue (in thousands)	\$43,000	\$41,541	\$45,000	\$43,000	\$46,917

Measures	FY 06-07		FY 07-08		FY 08-09
	Target	Actual	Target	Projection	Target
Convention Development Tax (CDT) collected (in millions)	\$42.3	\$44.6	\$48.7	\$49.0	\$51.5

## Budge Priorities

### BUDGET PRIORITIES

- Increase number of international routes to 74 in FY 2008-09 from 72 in FY 2007-08 and cargo carriers to 25 from 24 during the same time period; increase the number of low fare carriers to five in FY 2008-09 from four in FY 2007-08

- Statements should be notable programs or initiatives which support the achievement of a Strategic Plan Outcome
- Statements start with a verb and have no periods

## Additional Comments and Highlights

### Budget Enhancements or *Reductions* and Additional Comments

- The FY 2008-09 Proposed Resource Allocation Plan continues repayment of the 2005 United States Office of the Inspector General (OIG) finding that MDAD overpaid its share of the County's administrative reimbursement by \$11.285 million; a \$2.257 million payment towards an unpaid balance of \$6.771 million is programmed in FY 2008-09 and payments will continue until FY 2010-11; beginning in FY 2011-12 the County will begin to repay \$15.629 million as a result of a new FY 2007-08 Federal Aviation Administration (FAA) finding; repayments will be \$1.563 million for 10 years
- Consistent with past practice, the MDAD landing fee will be revised in August 2008; during the same time the Miami Airport Affairs Committee (MAAC), comprised of the majority-in-interest carriers at MIA, reviews and approves the Department's budget and proposed landing fees
- MDAD's promotional funds total \$212,000 and will be used for activities that promote Miami-Dade County's airport system; major programs include Florida Airports Council Conference (\$50,000), Community Outreach Programs (\$23,000), new MIA projects/inaugurations (\$45,000), and various other activities (\$94,000)
- *The FY 2008-09 Proposed Resource Allocation Plan includes the reduction of 24 long-term vacant positions; these reductions are part of MDAD's Seven-Year Plan that began in FY 2006-07 to eliminate overall positions by 20 percent (approximately 130 FTE's have been eliminated to date with the remaining 187 FTEs to be eliminated by FY 2011-12); additionally, one position will be transferred to MDAD from the Enterprise Technology Services Department to assist with the on-going Enterprise Resource Planning implementation and maintenance; the FY 2008-09 Proposed Resource Allocation Plan is based on an attrition rate of five percent*

Additional Comments and Highlights are either written with verbs in the past tense or future tense, depending:

- During FY 2008-09, Human Resources published five books [if the department has completed it]
- During FY 2008-09, Human Resources will publish five books [if the department hasn't completed it]
- During FY 2009-10, Human Resources will publish seven books

Comments which are "Reductions" will be shown in italics

## Other Word Standards

If in doubt regarding how to write a particular word or phrase, please see the guide below. If a word below is not capitalized, but it is used at the beginning of a sentence or in a proper name – capitalize it if it makes sense.

311 Answer Center

3-1-1 (telephone number)

### A

Adopt-a-Tree

afterschool

a.m. (ex.: 9a.m. - no space between number and a.m.)

areawide

at-risk

### B

bikepath

bike trail

busway

building code

### C

community-based organization

Countywide General Fund

### F

Florida Building Code

full-time

for-hire

### G

General Fund

### I

infill

in-house

Internet

### L

landfill

long-term

### M

Metrobus

Metromover

Metrorail

MHz (megahertz)

mid-year

### N

non-certified

non-departmental

### O

on-board

ongoing

On-line (when speaking of technology)

online (when meaning 'on target')

Opa-Locka

### P

part-time

pass-through

p.m. (ex. 9p.m.; no space between number and pm)

### R

right-of-way/rights-of-way

### S

square feet (for nouns when more than one)

square foot (for adjectives and nouns when only one)

system-wide

### T

tot lot

Tri-rail

Truth in Millage

### W

wastewater

web portal

### Y

year-end (as in adjustments)