



# The Budget Style Guide

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# How to Use This Manual

## Chapter

# 1

**T**his manual includes guidelines regarding how to develop department narratives for the Proposed Budget book. Consistency among departmental narratives is important in order to create one ‘voice’ for the overall document.

### Note

OMB narrative ‘style’ varies by section (see overview below). When in doubt, use this manual or the FY 2011-12 Adopted Budget Book as references. If you have any concerns regarding these guidelines, please discuss them with the OMB analyst.

<b>Grammar and Punctuation Mark Cheat Sheet</b>		
<b>Narrative Section</b>	<b>Style-type</b>	<b>Punctuation Marks</b>
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	- CIIS Budget Module Style	None
Capital Budget Highlights	- Proper English	All, but no periods
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 / Measures	- Start with Verb - Present Tense	None
Budget Priorities	- Start with Verb - Present Tense	All, but no periods
Division and Additional Comments and Highlights	- Proper English	All, but no periods
Unmet Needs	- Start with Verb	Commas only

**FY 2011-12 Changes**

The FY 2011-12 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.

<b>Department Name</b>	<b>Acronym</b>
Animal Services Department	ASD
Audit Management Services	AMS
Board of County Commissioners	BCC
Commission on Ethics and Public Trust	
Community Action and Human Services Department	CAHS
Community Information and Outreach	CIAO
County Attorney Office	CAO
Dante B. Fascell Port of Miami-Dade County	POM
Department of Cultural Affairs	DoCA
Elections Department	
Finance Department	
Homeless Trust	HT
Housing Finance Authority	HFA
Information Technology Department	ITD
Internal Services Department	ISD
Judicial Administration	JA
Juvenile Services Department	JSD
Medical Examiner Department	ME
Metropolitan Planning Organization	MPO
Miami-Dade Fire Rescue	MDFR
Miami-Dade Aviation Department	MDAD
Miami-Dade Corrections and Rehabilitation	MDCR
Miami-Dade Department of Public Housing and Community Development	MDPHCD
Miami-Dade Economic Advocacy Trust	MDEAT
Miami-Dade Police Department	MDPD
Miami-Dade Public Library System	MDPLS
Miami-Dade Transit	MDT
Miami-Dade Water and Sewer Department	MDWASD
Office Citizens' Independent Transportation Trust	OCITT
Office of Human Right and Fair Employment Practices	OHRFEP
Office of Inspector General	OIG
Office of Management and Budget	OMB
Office of the Clerk	
Office of the Mayor	
Office of the Property Appraiser	PA
Park, Recreation and Open Spaces Department	PROS
Permitting, Environment and Regulatory Affairs	PERA
Public Works and Waste Management Department	PWWM
Sustainability, Planning, and Economic Enhancement Department	SPEED
Vizcaya Museum and Gardens	

## Department Narratives

Narratives will be compiled using the Resources for Results On-line (RFRO) system, and a summary of the departmental capital budgets from the Capital Improvement Information System (CIIS). Analysts and departments will work together to enter information directly into these systems. 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) Miami-Dade County or county (with a lowercase c) refers to the physical region
- 3) Board of County Commissioners (BCC), and then 'BCC' thereafter
- 4) Office of the Mayor, County Attorney's Office, Board of County Commissioners. Do not use the 'Mayor,' etc. unless you are referring to the specific job title
- 5) Community-based Organizations as a title; community-based organizations in the text
- 6) Fiscal years should be written as FY XXXX-YY (except in Tables of Organization where we use FY XX-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: 'ISD 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 (i.e. one, two three...nine, 10, 11, etc.). Exception: If a sentence or bullet begins with a number, the number should always be spelled out.

#### IV. Other Important Standards

- 1) A, B, C, and D
- 2) A; B; C; and D
- 3) Use the semicolon to separate units of a series when one or more of the units contain commas.
  - a. Example: “The department produces, sells, and regulates widgets; provides services; and delivers excellence.”
- 4) Place a comma or period **before** beginning or ending quotation marks. Place a colon or semicolon after ending quotation marks.
- 5) Use consistent verb tenses / grammatical forms within sentences or clauses.
  - a. For example: “Responsible for producing widgets, providing services, and delivering excellence” – NOT “Responsible for producing widgets, the provision of services and delivering excellence”
- 6) Capitalize words such as department, office, and division when used to abbreviate the full name of the organization. Do not capitalize these words when used as adjectives. For example:
  - a. “The Department plans to...”
  - b. “Responsible for enforcing departmental rules...”
- 7) Capitalize federal or state when used as part of an official name or to abbreviate an official name. Do not capitalize these words if they are being used as adjectives or as general terms. For example:
  - a. “federal legislation” not “Federal legislation”
  - b. The State Department of Juvenile Justice
  - c. “state regulations” not “State regulations”
- 8) Seasons are not capitalized unless part of a proper name.
- 9) Directions (north, south, east, west) are not capitalized unless used to refer to a specific region or as part of an address or a proper name.
- 10) “Between” vs. “among”
  - a. Use “between” when referring to specific, distinct things. For example: “Voters can choose between English, Spanish and Creole.”

- b. Use “among” when referring to a collective of things or people. For example: “The Department chose among four alternatives.”

11) 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 more easily by the reader. Each section is listed below, followed by an example excerpted from the FY 2011-12 Proposed Budget, and a few bulleted standards. Your OMB business analyst will discuss any changes with you if they differ from these standards.

Department Name/Header Picture

<b>FY 2011-12 Proposed Budget and Multi-Year Capital Plan</b>
<b>Office of Management and Budget</b>

- 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 your OMB business analyst.
- **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 the core mission of the the department / 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.

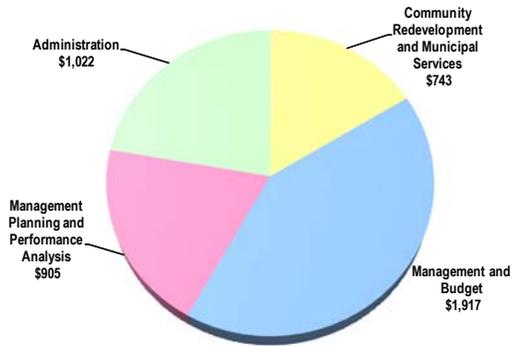
**Example:** "As part of the Public Safety strategic area, MDPD..."

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

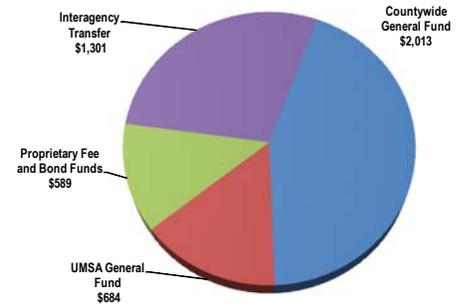
## Proposed Budget Charts

### FY 2011-12 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



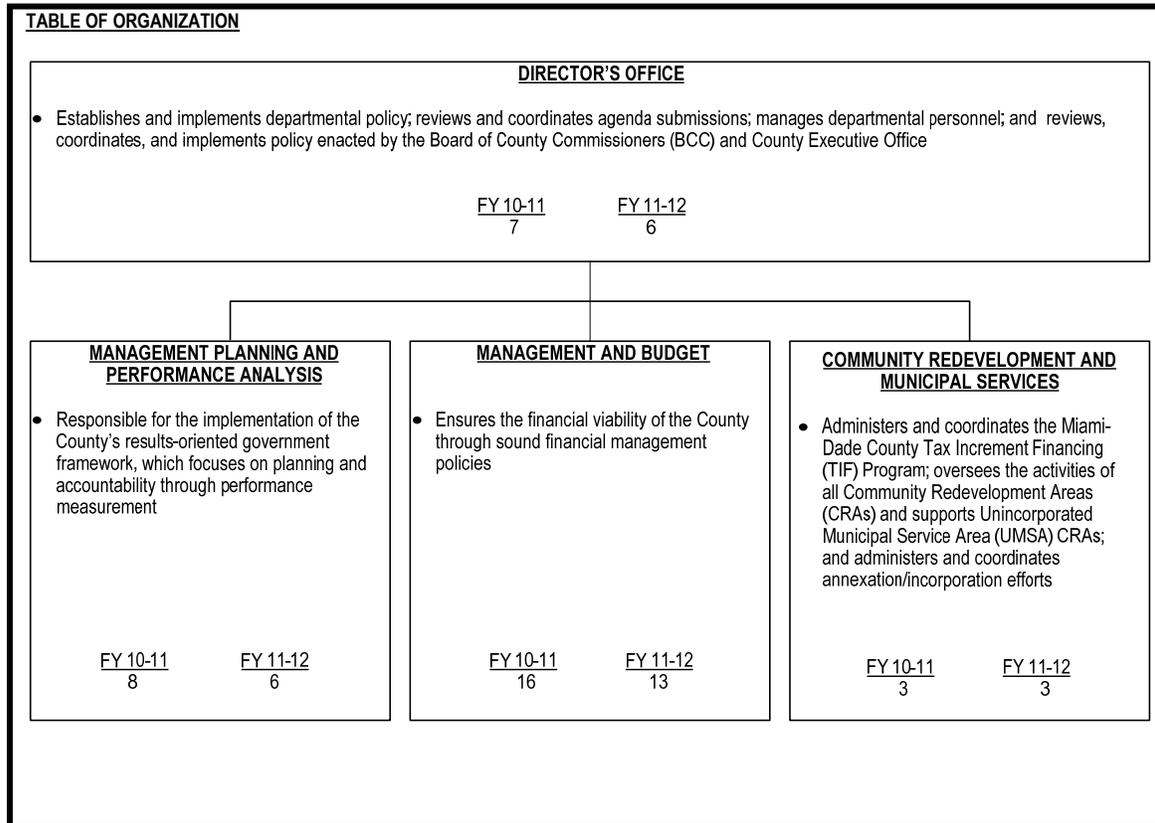
**Revenues by Source**  
(dollars in thousands)



The information is directly pulled from financial values in RFRO.

Comments are not used in this section.

## Table of Organization (T.O.)



- Table of Organization bullets usually start with a verb in the singular present tense. Avoid overly detailed descriptions and long lists of verbs. For example: “Oversees, manages, and coordinates” is largely redundant; one verb is sufficient.
- Position counts in each division should match position counts in Financial Summary (see page 11).
- Fiscal years use the “FY XX-YY” format in the Table of Organization
- Comments (as shown above) are not needed in this section.

**Note:** If your department requires a comment, contact your OMB business analyst.

# Financial Summary

<b>FINANCIAL SUMMARY</b>								
(dollars in thousands)	Actual	Budget	Proposed	Total Funding		Total Positions		
	FY 08-09	FY 09-10	FY 10-11	Budget	Proposed	Budget	Proposed	
<b>Revenue Summary</b>				<b>Expenditure By Program</b>				
General Fund Countywide	40,343	33,848	29,128	<b>Strategic Area: Health and Human Services</b>				
Other	4	0	0	Administration	6,942	5,906	33	31
Other Revenues	1,745	361	1,851	Employment and Training	2,095	2,042	22	22
Rental of Office Space	121	48	48	Neighborhood Services	2,124	1,283	7	6
Rentals	534	143	580	Psychological Services	150	150	1	1
Miami-Dade Public Schools	42	67	61	Violence Intervention and Prevention	675	767	7	7
Miscellaneous Revenues	354	447	216	Child Development Services	165,862	167,374	189	189
Carryover	855	0	0	Elderly, Disability & Veterans Services	16,715	17,161	181	174
Fees for Services	1,020	980	1,031	Rehabilitative Services	10,639	7,437	103	63
State Grant - School Readiness	108,188	107,409	107,392	Targeted Services: Violence Prevention and Intervention	5,645	5,934	61	61
State Grant - VPK	48,242	48,246	49,711	<b>Total Operating Expenditures</b>	<b>210,847</b>	<b>208,054</b>	<b>604</b>	<b>554</b>
State Grants	7,321	10,045	7,688					
Federal Grants	7,026	6,730	7,774					
Community Development Block Grant	0	1,000	1,000					
Interagency Transfers	2,512	1,523	1,574					
<b>Total Revenues</b>	<b>218,307</b>	<b>210,847</b>	<b>208,054</b>					
<b>Operating Expenditures Summary</b>								
Salary	34,468	30,429	28,650					
Fringe Benefits	11,775	11,413	10,136					
Other Operating	171,469	168,979	169,251					
Capital	33	26	17					
<b>Total Operating Expenditures</b>	<b>217,745</b>	<b>210,847</b>	<b>208,054</b>					

This information is pulled directly from values placed into RFRO.

## Capital Budget Summary

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
<b>Revenue</b>									
Fire Impact Fees	9,127	1,729	1,800	2,629	1,371	1,300	1,300	0	19,256
2006 Sunshine State Financing	11,456	0	0	0	0	0	0	0	11,456
BBC GOB Future Series	0	0	0	0	0	0	0	1,375	1,375
BBC GOB Series 2005A	40	0	0	0	0	0	0	0	40
BBC GOB Series 2008B	15	0	0	0	0	0	0	0	15
BBC GOB Series 2008B-1	39	0	0	0	0	0	0	0	39
BBC GOB Series 2011A	31	0	0	0	0	0	0	0	31
Capital Asset Series 2002 Bond Proceeds	443	0	0	0	0	0	0	0	443
Capital Asset Series 2002 Interest	89	0	0	0	0	0	0	0	89
Capital Asset Series 2004A Bond Proceeds	2,300	0	0	0	0	0	0	0	2,300
Capital Asset Series 2004A Interest	124	0	0	0	0	0	0	0	124
Capital Asset Series 2004B Bond Proceeds	18,000	0	0	0	0	0	0	0	18,000
Capital Asset Series 2004B Interest	1,085	0	0	0	0	0	0	0	1,085
<b>Total:</b>	<b>42,749</b>	<b>1,729</b>	<b>1,800</b>	<b>2,629</b>	<b>1,371</b>	<b>1,300</b>	<b>1,300</b>	<b>1,375</b>	<b>54,253</b>
<b>Expenditures</b>									
<b>Strategic Area: Public Safety</b>									
Facility Improvements	3,337	163	0	745	1,000	1,000	2,021	1,300	9,566
Fire Station Renovation	2,094	1,464	0	0	0	0	0	0	3,558
Fire Station Replacement	5,718	765	43	0	0	0	0	0	6,526
New Fire Stations	5,600	5,105	1,847	1,097	0	0	0	0	13,649
Ocean Rescue Facilities	125	0	0	0	0	0	0	1,375	1,500
Telecommunications Facilities	18,954	500	0	0	0	0	0	0	19,454
<b>Total:</b>	<b>35,828</b>	<b>7,997</b>	<b>1,890</b>	<b>1,842</b>	<b>1,000</b>	<b>1,000</b>	<b>2,021</b>	<b>2,675</b>	<b>54,253</b>

### CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

 FY 2011-12 Proposed Capital Budget and Multi-Year Plan programmed capital expenditures include: construction of Palmetto Bay Fire Rescue Station (\$1.55 million) and Miami Lakes West Fire Rescue Station (\$780,000), funded with Fire Impact fees; station renovations (\$1.464 million), construction of Homestead Fire Rescue Station (\$354,000), construction of Model Cities Fire Rescue Station (\$411,000), and construction of Coconut Palm Fire Rescue Station (\$1.517 million), funded with Sunshine State Financing, Fire Impact Fees, and Capital Asset Series 2006 interest; construction of Doral North Fire Rescue Station (\$1.258 million) and UHF system replacement (\$500,000), funded with 2004 Capital Asset Acquisition Bond proceeds; and expansion of West Miami Fire Station (\$163,000) funded with Capital Asset Series 2002 interest and Fire Impact Fees; all the units to be assigned to these new stations are currently in service at other stations or at temporary locations

- The financial information will be updated directly from the CIIS budget module.
- Statements should describe the capital projects in the department including notable outcomes of the projects.
- Statements have no periods.

## Proposed Fee Adjustments for Services

<b>PROPOSED FEE ADJUSTMENTS FOR SERVICES</b>			
<b>Fee Adjustments</b>	<b>Current Fee FY 10-11</b>	<b>Proposed Fee FY 11-12</b>	<b>Dollar Impact FY 11-12</b>
• Horse Registration: Mares/Geldings	0	\$25	\$250
• Horse Registration: Stallions	0	\$50	\$500
• License (Intact Dog)	\$50	\$55	\$110,000
• License (Sterilized Dog)	\$25	\$27	\$154,000
• CVN: Failure to Have Dog Wear a License	0	\$100	\$500
• CVN: Failure to Include Pet Dealer/Hobby License Number on Written Advertisement	0	\$100	\$100
• CVN: Livestock at Large, Stray, or Released Without Authority	0	\$500	\$500
• CVN: Dangerous Dog in Public Park or Beach	0	\$500	\$1,000
• CVN: Violation of Chapter 5 That is Not Specifically Enumerated in The 8CC-10 Table	0	\$100	\$500
• Free Cat/Kitten Adoptions (Special Events Only)	\$35	0	\$0
• Pet Identification Tag	0	\$3	\$0
• Title Search (Applies When Search Calls For Multiple Units Under One Folio)	\$7	\$10	\$1,010
• Title Search (One Unit/Folio)	\$20	\$30	\$30,000
• Spay/Neuter Co-Pay Fee (Dogs)	25	30	\$4,060

- This section is to be used if your department is planning to increase or changes fees.
- Use consistent capitalization standards.
- Make sure the name of the fee clearly explains what the fee is for.
- When time is used, there is a space between the time and a.m. or p.m.

**Example:** 11 p.m. to 6 a.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 information similar to that which was included in Table of Organization (see page 10).
- The unit description ends with a period and the bullets do not include any punctuation marks.
- Avoid overly detailed descriptions and long lists of verbs. For example: "Oversees, manages, and coordinates" is largely redundant; one verb is sufficient.

## Strategic Planning Priorities and Unit Measures

Strategic Objectives - Measures								
• PS2-2: Improve effectiveness of outreach and response								
Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Reduce property loss and destruction	Fire plans reviewed	OP	↔	14,533	15,889	14,705	16,350	14,700
	Life safety inspections completed *	OP	↔	59,585	73,524	69,623	69,950	69,612
	Percentage of fire plans reviewed within 9 business days of submission	EF	↑	100%	100%	100%	99.5%	100%
	Average number of certificate of occupancy inspections per inspector	EF	↑	1,065	1,168	1,122	1,300	1,122
	Certificate of occupancy inspections completed **	OP	↔	13,413	11,486	11,448	12,500	13,000
*In FY 2010-11, MDFR plans to have completely implemented the Fire Inspection Permitting System (FIPS), which will allow inspectors to complete inspections real-time via a tough book								
** Reflects trend in new construction								

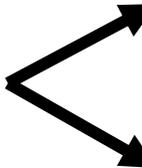
- This section, when applicable, includes tables detailing the Strategic Plan objectives supported by each unit.

- Comments are used to further describe a fluctuation in performance information.

**Note:** If your department requires a comment, contact your OMB business analyst.

- Measure titles should clearly describe what is being measured.
- Measure titles should include description of unit measure. For example:
  - Revenues (in thousands)
  - Response time (in minutes)
- Measures are in noun format and do not include any periods.
- Each measures has a type and a good direction markings. Measure types include input (IP), output (OP), outcome (OC) and efficiency (EF). All input and output measures have the shape: ↔
- Prior year actuals should match what was reported in previous budget books. Any discrepancy should be noted and explained to your OMB business analyst.
- All measures included in the narrative should be in ASE, but not all measures in ASE need to be in the narrative.

## Examples



Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
			Actual	Actual	Budget	Actual	Target
Convention Development Tax (CDT) collected (in millions)	OC	↑	\$40.7	\$44.7	\$44.0	\$52.20	\$59.3

Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
			Actual	Actual	Budget	Actual	Target
Major crime scenes processed (Homicide, Robbery, Sexual crimes)	OP	↔	2,000	2,108	2,000	2,000	2,000

- Do not use “Number of” in your measure; simply write the measure without it.

## Division Highlights and Budget Enhancements or Reductions

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2011-12, the Department will add one Assistant Medical Examiner that will lower the staff doctor caseload and reduce pending case close-out time to restore compliance with NAME accreditation standards; and allow all staff doctors adequate time to review files in preparation for consults, conferences and testimony in depositions and courtrooms, read microscopic slides, and revise lecture materials
- In FY 2011-12, the Department will add one Medicolegal Investigator Assistant that will assist doctors in meeting NAME accreditation standards by collecting investigative information promptly and by closing out case files within prescribed time limits; expedite case processing and prompt releasing of bodies to funeral homes; reduce inventory of bodies in storage; ensure coverage of front desk to meet the grieving public and the funeral home representatives arriving at the department; restore quality assurance review of case files by reducing bureau manager’s caseload, which has doubled in the last year

- Statements should be notable programs or initiatives which support the achievement of a Strategic Plan objective, and/or specific budget enhancements or reductions.
- Statements have no periods.
- Statements which are “Reductions” will be shown in italics throughout the narrative
- Statements which are “sustainable” will be indicated with a leaf throughout the narrative

## Budget Enhancements or Reductions and Additional Comments

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- As part of the FY 2010-11 budget development process, the Department provided County employees more than 29 training workshops on the County's financial databases and budget development processes over a two month period; ongoing support is provided to various County departments and offices throughout the year
- As part of the County's sustainability initiatives and due to the budget book availability online, the Department is able to reduce the number of budget books printed to 250, down from 275 in the prior year
- *The FY 2011-12 Proposed Budget includes the elimination of one Business Analyst Manager and two Business Analysts (\$223,000)*

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

- During FY 2011-12, Management and Budget published five books [if the department has completed it]
- During FY 2011-12, Management and Budget will publish five books [if the department hasn't completed it]
- During FY 2012-13, Management and Budget will publish seven books

Unmet Needs

Do not use the phrase "Hire positions." Use "fund positions" or "restore positions."

# Other Word Standards

## Chapter

# 3

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)

9-1-1 (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

buck slips

busway

building code

## C

community-based organization

countywide

Countywide General Fund

## D

department-wide

## E

e-mail

## F

farmworker

Florida Building Code

full-time

for-hire

## G

General Fund

## H

home buyer

homeownership

## I

in-house

in-line (when meaning 'on target')

infill

Internet

## L

landfill

long-range

long-term

## M

Metrobus

Metromover

Metrorail

MHz (megahertz)

mid-year

## N

non-certified

non-departmental

not applicable or N/A

## O

on-board

ongoing

online (when speaking of technology)

on time

Opa-Locka

organization-wide

## 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