

SECTION 1-A - Complete for each Division

Division Program Narrative

The Division Program Narrative is divided into four subsections: Division Objective, Work Goals and Methods, Program Changes to Meet Objectives, and Resources to Meet Objectives. (A completed copy of a narrative section is found in Appendix A). This narrative is a summary of the inputs and outputs of a division.

1. Division Objective

An objective is defined as "the stated purpose of an organization toward which its services are directed." Identifying a meaningful objective is a fundamental step in the performance budgeting process. It provides the basis for relating the activities of the agency to executive and legislative intent, as well as evaluation of performance.

The division objective subsection should be concise describing the overall goals to be achieved and link to the department objective. (See Section I-B) One or two sentences should normally suffice. In the example of Environment Protection, the division objective may be:

To provide control and regulation of activities which are causing or may cause pollution or contamination of air, water, or soil.

2. Work Goals and Methods

This subsection relates to specific activities within a division. The work goals link up to the division objective such that the sum of these goals reflect what is desired to be accomplished as stated in the division objective.

For example, in the Environment Protection Division, the following work goals individually relate to some part of the fundamental purpose of the division:

Example 1. Inspection and Enforcement - Locate polluters and enforce pollution control laws.

Linkage with division objective: provides control and regulation of pollution activities through enforcement.

Example 2. Evaluation and Planning - Establish local standards compatible with State and Federal Control agencies.

Linkage with division objective: provide regulation through planning.

Example 3. Engineering - Prevent any future deterioration of environment.

Linkage with division objective: develop and disseminate methods of abating pollution or contamination.

Example 4. Analytical Laboratory - Provide technical services in evaluating collected pollution samples.

Linkage with division objective: determine if contamination of air, water, or soil has taken place through collected samples.

Work methods are the specific procedures that a division uses in reaching the stated work goals. These methods are the how, what, and where of the division.

An example of the work methods of the Environment Protection Division "Inspection and Enforcement Goal" would be:

- Routinely inspect industrial installations for discovery of pollution sources.
- Investigate public complaints.

An example of the work methods of the "Evaluation and Planning Goal" would be:

- Record all pollution quality source data.
- Continuously evaluate local pollution conditions and planning a program to reduce pollution.
- Recommend new laws and make technical recommendations to the local legislative jurisdiction.

3. Program Change needed to meet Objectives

This subsection addresses itself to the questions: What program changes are proposed for the coming year? At the end of the coming year, how much closer will we have come to attaining our objective as a result of this change? What personnel realignments are proposed or anticipated?

Remember this subsection is a summary and only broad program changes should be identified. Support for these changes is to be made in the budget request subsection. An example of an Environment Protection Department program change is:

Delete two Environment Control Inspectors that have been assigned to the on-call section. This can be done by the use of radio pager technology that now permits immediate communication with on-duty Inspectors.

4. Resources to Meet Objectives

This subsection should display costs and funding information. The format will provide a comparison of summary annual data useful in trending and cost analyses, as well as information on revenue sources used and positions required. The following format should be used:

	<u>Actual</u> <u>1975-76</u>	<u>Actual</u> <u>1976-77</u>	<u>Adopted</u> <u>Budget</u> <u>1977-78</u>	<u>Request</u> <u>1978-79</u>	<u>Change</u> <u>1978-79</u>
General Fund					
Payroll Costs	548,526	588,592	776,193	787,809	11,616
Non-Payroll Costs	73,122	33,500	82,437	66,510	(15,927)
Total	621,648	622,092	858,630	854,319	(4,311)
Positions	66	66	74	72	(2)
Revenue Sharing				100,000	100,000
Federal Environment Protection Agency Grant- in-Aid	5,000	5,000	9,000	10,000	1,000

Note: All funds that a division has received, or is requesting, should be summarized. This includes Federal Revenue Sharing, LEAA, Housing and Urban Development, Labor Department, or other grant-in-aid funds.

SECTION 1-B - Complete for Department

Department Program Narrative Recapitulation

The departmental program narrative is a recapitulation and summary of the divisional material in Section 1-A. It should pull together the divisional statements into the overall departmental statement of objectives and work methods in the same format as the division narratives.

1. Department Objective

The Department Objective should state the purpose of the department. It should be concise and each divisional work goal will link to this objective.

2. Work Goals

The Work Goals are the reiteration of the divisional objectives. By reflecting these divisional objectives collectively, the entire department's purpose and method for reaching its objective presented.

3. Department Changes to Meet Objective

Summarize the department's program changes that will contribute to meeting of departmental objectives. Only major departmental changes should be identified.

4. Resources to Meet Objectives

This subsection should display cost and funding information for the total department. The same format that was used in Section 1-A should be used.

SECTION II

BUDGET REQUESTS

and

INSTRUCTION FOR FORMS

SECTION 2 - Complete for each Division

Budget Request

This section is where line-item budget dollar requests are made. You should become familiar with the following documents which should be useful in the preparation of the budget request:

- a. Adopted budgets for prior years
- b. Departmental budget working papers for the prior years
- c. Administrative Directives
- d. Line-item object account numbers

Listed below are the forms to be used in preparing the departmental requests and the general order in which they are to be submitted. A copy of each form will be found following the form instructions.

- Personnel Summary
- B-3 Code Details
- B-3A Equipment
- B-3B Maintenance Contracts
- B-3C Publications and Memberships
- B-3D Travel Expense
- B-4 Summary
- B-6 Communications Request
- B-7 Mobile Equipment Request
- B-8 Revenue Estimate
- B-9 Performance Data
- B-10 Performance Data

Where necessary prepare on separate sheet or sheets, a written explanation of each request. Indicate on these sheets a breakdown of the request and pinpoint increases or decreases from the current adopted budget.

Note: In the instructions on how to complete each form, the instruction item number corresponds to the numbered column printed on the specific form.

PERSONNEL SUMMARY

PERSONNEL SUMMARY

Information for personnel requirements for your department will be supplied by the Department of Finance. They will consist of two computer print outs. One print out consists of a listing of authorized positions. The other print out consists of individual listing of each position and its incumbent.

These reports should be reviewed and any errors should be corrected on the form. Department requests to increase or decrease the number of personnel should be indicated on these computer print outs in the request column and a detailed memorandum explaining and/or justifying each change in positions must be included with the department budget request.

FORM B-3

CODE DETAILS

FORM B-3

CODE DETAILS

Purpose

Form B-3 is used to summarize code detail for budget requests by all departments and divisions.

Note

For all codes other than salaries, prepare on a separate memorandum a detailed justification of the request. Whether a code calls for an increase, decrease, or continuation, an explanation is needed. Do not use this form to justify requests.

An asterisk (*) signifies information supplied by the Accounting Division of the Finance Department and is entered in the appropriate column.

The Budget Office will supply to each department prior to budget submission the following data:

4110	Property Insurance
4130	Liability Insurance
4140	Florida Industrial Commission
4145	Social Security
4310	Group Insurance
4330	Retirement System
4415	Workman's Compensation
4912	Reimbursement - Finance Expense
4913	Reimbursement - Law Expense

Specific Instructions

1. Fund
Enter the name of the fund from which resources are to be appropriated (e. g. General Fund, Federal Revenue Sharing, Special Millage).
2. Department
Enter the official title of your department.
3. Division
Enter the title of the division. If department has only one division, leave blank.
4. Code
Enter fiscal year code, department, and division numbers.

5. Object Code Number
Enter the object code number of the code classification. See the Expenditure Classification by Object Manual supplied by the Finance Department for code numbers and classifications.
6. Expenditure Code Classification Label
Enter the code classification label. Use abbreviations for long words.
7. Actual Expenditure-Second Prior Fiscal Year*
Enter actual expenditure for second prior fiscal year.
8. Actual Expenditures-Last Fiscal Year*
Enter actual expenditure for last fiscal year.
9. Approved Budget
Enter budgetary totals as approved and appropriated at the outset of the current fiscal year.
10. Revised Estimate
Enter line item totals as revised through February 1. These revisions will consist of all budgetary transfers, supplementals since appropriation, and salary adjustments.
11. Current Operation
Enter line-item requests for the next fiscal year. The figures in this column should reflect only the anticipated costs for operations approved in the current fiscal year. Totals should reflect inflationary increases in costs for the same quantities of goods purchased in the current fiscal year, as well as such items as full funding of positions funded only part-year in the current budget and replacement of existing equipment.
12. Expanded Operation
Enter line-item requests for quantities of goods in excess of those funded in the current budget along with requests for additional personnel, new contracts for services, and new equipment.
13. Total Request
Enter by line-item the totals in columns 11 and 12.

CODE DETAILS FORM B-3
(Rev. 1975)

Fund	Object Code No.	Expenditure Code Classification	1. Department		2. Division			3. Code	4.		
			Actual 1972-73	Actual 1973-74	1974-75 BUDGET	1975-76 BUDGET REQUEST	Total Request		BUDGET USE ONLY	Approved	
					7. Actual 1972-73 8. Actual 1973-74 9. Approved Budget 10. Revised Estimate	11. Current Operation 12. Expanded Operation	13. Total Request				
							$\begin{array}{r} 1000 \\ 350 \\ \hline 1350 \\ 100 \\ \hline 1450 \end{array}$				

FORM B-3A

CAPITAL OUTLAY REQUEST

FORM B-3A

CAPITAL OUTLAY REQUEST

Purpose

Form B-3A is used to summarize capital outlay requests. Each requested item should be listed and assigned a priority.

Note

Requests are to be itemized consecutively; do not use a separate form for each capital request. On a separate memorandum justify the capital outlay expenditure request. Match the memorandum item number with the corresponding item number on Form B-3A.

Specific Instructions

1. Fund
Enter the name of the fund from which resources are to be appropriated.
2. Department
Enter the official title of your department.
3. Division
Enter the official title of the division. If department has only one division, leave blank.
4. Code
Enter department code number.
5. Fiscal Year
Enter the coming fiscal year.
6. Item Number
Itemize each request in consecutive order.
7. Description of Item Requested
List a brief description of the request. Specific model numbers or brand names should not be used.
8. New or Replacement
Enter the letter "N" if requesting a new item or the letter "R" for a replacement item.

9. Priority
Enter the priority number for each capital outlay request .
(1, 2, 3, etc.) Assign priority number by division.
10. Number of Units
Enter by the quantity of items requested.
11. Unit Cost
Enter the cost of a single (1) item.
12. Total Cost
Enter the total funds requested. The total should equal the number of units multiplied by the unit cost, less trade-in of replacement items.

CAPITAL OUTLAY REQUEST
 (For all 5000 Code Requests)

FORM B-3-A
 (Rev. 1974)

Fund	1. Department	2. Division		3. Code	4. Fiscal Year		
6. Item No.	7. Description of Item Requested	7. New or Replacement	9. Priority	10. No. Units	11. Unit Cost	12. Total Cost	13. Budget Use Only

FORM B-3B

MAINTENANCE CONTRACTS

FORM B-3B

MAINTENANCE CONTRACTS
(Code 2490)

Purpose

Form B-3B delineates all equipment that should be maintained on a contractual basis.

Note

Departments should check with the Purchasing Division of the Finance Department if they have machines ten years old or older as it has increasingly become the policy among maintenance contractors to refuse contracts for machines that have been in use that long.

Before submitting Form B-3B, departments should analyze the types of machines presently under contract and determine if a maintenance contract is actually necessary. Not all machines require maintenance contracts.

Specific Instructions

1. Fund
Enter the name of the fund which resources are to be appropriated.
2. Department
Enter the official title of your department.
3. Division
Enter the official title of the division. If department has only one division, leave blank.
4. Code
Enter department code number.
5. Fiscal Year
Enter the coming fiscal year.
6. Year Purchased
List the calendar year the item was purchased.
7. Item Description
Enter the type of machine.

8. Serial Number
Enter the serial number of this item.
9. Date Due
Enter the date when the current maintenance contract will need to be renewed.
10. Cost Amount
List the cost and length of the contract if it is not annual.
11. Leave Blank
12. Total
Enter the total request for the division.

MAINTENANCE CONTRACT DETAIL (2490)

FORM B-3-B
(Rev. 1974)

Fund	1. Department	2. Division	3. Code	4. Fiscal Year
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5. Year Purchased	7. Item Description	8. Serial Number	9. Date Due	10. Cost Amount	11. Budget Use Only
				12. TOTAL	

FORM B-3C

PUBLICATIONS AND MEMBERSHIPS

FORM B-3C

PUBLICATIONS AND MEMBERSHIPS

(Code 3160)

Purpose

Form B-3C is used to gather information on proposed expenditures for memberships and subscriptions.

Specific Instructions

1. Fund
Enter the name of the fund from which resources are to be appropriated.
2. Department
Enter the official title of your department.
3. Division
Enter the official title of the division. If department has only one division, leave blank.
4. Code
Enter department code number.
5. Fiscal Year
Enter the coming fiscal year.
6. City or Individual
Enter the name of the member or subscriber. If a City membership is requested, write "City".
7. Name of Publication or Membership
Enter the name of the organization or subscription.
8. Period Covered
Enter the period covered from month/year to month/year.
9. New or Renewal
Enter the letter "N" if requesting a new publication/membership or the letter "R" if a renewal.
10. Unit Cost
Enter the cost of one (1) unit (i. e. , one membership or one subscription).

11. Requested Amount
Enter the amount requested for each membership or subscription.
12. Budget Use Only
Leave blank.
13. Total
Enter the total funds requested for code 3160.

PUBLICATIONS & MEMBERSHIP DETAIL (3160)

FORM B-3-C
(Rev. 1974)

Fund	1. Department	2. Division	3. Code	4. Fiscal Year		
6. City or Individual	7. Name of Publication or Membership	8. Period Covered (Mo./ Yr. to Mo./ Yr.)	9. New or Renewal	10. Unit Cost	11. Requested Amount	12. Budget Use Only
TOTAL					13.	

FORM B-3D

TRAVEL REQUEST

FORM B-3D

TRAVEL REQUEST

(Code 2710)

Purpose

Form B-3D is used to gather information on proposed expenditures for travel, meetings, conferences, training programs, and schools. This form provides back-up information for object code 2710.

Specific Instructions

1. Fund
Enter the name of the fund from which resources are to be appropriated.
2. Department
Enter the official title of your department.
3. Division
Enter the official title of the division. If department has only one division, leave blank.
4. Code
Enter department code number.
5. Fiscal Year
Enter the coming fiscal year.
6. Traveler's Name and Title
Enter the name and position of each employee who will be attending the meeting, conference or school.
7. Official Meeting Name or Reason for Trip
State the reason or official meeting name for the requested travel.
8. New or Repeat
Enter the letter "R" if the requested trip was approved in the current budget or the letter "N" if the trip was not previously approved.
9. Dates
Enter the dates the employee will be gone.
10. Destination
Enter the destination (city and state) of the trip.

11. Priority
Enter the priority number of each travel request (1, 2, 3, etc.).
Assign priority number by divisions.
12. Cost
Refer to Administrative Directive 2.7, dated October 9, 1969,
"Travel on City Business", to complete the following.
 - 12a. Travel
Enter the amount needed to transport the employee to and from
the destination using common carrier rates.
 - 12b. Living Expense
Enter the estimated amount for room, meals and other costs
associated with the trip.
 - 12c. Registration
Enter the cost of registration. Leave blank if there is no regis-
tration fee.
13. Total
Enter the total of columns 12a, 12b, and 12c.
14. Total
Enter the total funds request for object code 2710.
15. Budget Office Use Only
Leave blank.

FORM B-4

SUMMARY

FORM B-4

SUMMARY

Purpose

Form B-4 is the summary of the entire budget request and is used in presenting the total budget for each division within the department and for the summary of the total department.

Specific Instructions

1. Code
No entry needed.
2. Classification
No entry needed.
3. Estimated Expenditures
Enter current year estimated expenditure.
4. Original Budget
Enter current budget from Form B-3.
5. Budget Request
Enter budget request from Form B-3.

CITY OF MIAMI DEPARTMENT'S SUMMARY OF REQUEST - EXPENDITURES FISCAL YEAR

FUND		FUNCTION	DEPARTMENT	DIVISION &/OR SECTION		CODE
GROUP CODE	CLASSIFICATION		ESTIMATED EXPENDITURES	ORIGINAL BUDGET	BUDGET REQUEST	
1		2	3	4	5	
1000	PERSONAL SERVICES					
2000	CONTRACTUAL SERVICES					
3000	COMMODITIES					
4000	FIXED & SUNDRY CHARGES					
5000	CAPITAL OUTLAY					
9000	DEBT SERVICE					
	INTER-DEPARTMENTAL SERVICES					
TOTALS						

FORM B-6

COMMUNICATIONS REQUEST

FORM B-6

COMMUNICATIONS REQUEST

Purpose

Form B-6 is to be used in requesting additional telephone service or modification of existing systems.

Specific Instructions

Complete four (4) copies and send to the Communications Department. The Communications Department will return three (3) copies to the department showing the estimated cost. Two (2) of these are to be submitted with the budget request.

Complete the forms by checking whether or not the request is for a new system or modification of existing system, and also indicate the extension number.

Changes During Budget Year

If, after the budget is adopted, an emergency arises that necessitates further changes during the year, use the same form. After the Communications Department completes the estimated costs, they will forward them to Expenditure Control for possible sources of funds. The request will then be submitted to the Budget Office.

INSTRUCTIONS
 Complete in original and
 4 copies and send to
 Communications Department

FORM 8-12

**CITY OF MIAMI
 TELEPHONE REQUEST**

FISCAL YEAR: _____

FUND	DEPARTMENT	DIVISION &/OR SECTION	CODE
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LOCATION OF INSTALLATION. _____

NAME OF PERSON TO BE CONTACTED FOR EXACT LOCATION. _____

DESCRIPTION OF REQUEST AS TO NUMBER OF TELEPHONE SETS, LINES, BUZZERS, LIGHTS, HOLD BUTTONS AND INTERCOMS.
 THIS WILL BE A NEW SYSTEM _____ OR THIS WILL BE AN ADDITION TO AN EXISTING SYSTEM EXTENSION # _____
This information should be as specific as possible to assist in expediting this form.

REASON FOR REQUEST. _____

DESIRED STARTING TIME. _____	APPROVED BY: _____ <small>DEPARTMENT HEAD</small>
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REMARKS _____ (FOR COMMUNICATIONS DEPARTMENT USE ONLY) ORDER # _____

ASSIGNED EXTENSION No. _____

ESTIMATED COSTS Per Month _____ Pro Rate Equipment Charge (RXR Only) _____ Number of Months _____ Service Connection Charge _____ TOTAL ESTIMATE _____	ESTIMATED STARTING DATE. _____ APPROVED BY: _____ <small>DIRECTOR</small> DATE: _____ APPROVED BY: _____ <small>EXPENDITURE CONTROL</small> DATE: _____
Final Distribution (By Communications Dept.) 2 - Communications Dept. 1 - Budget Office 1 - Expenditure Control 1 - Department	APPROVED BY: _____ <small>BUDGET ADMINISTRATOR</small> DATE: _____

FORM B-7

MOBILE EQUIPMENT REQUEST

FORM B-7

MOBILE EQUIPMENT REQUEST

Purpose

Form B-7 is used by operating departments for the purpose of requesting mobile equipment for the ensuing fiscal year.

Note

All mobile equipment charges are budgeted under codes 2256 (Motor Pool) or 2204 (Garage). Separate B-7 Forms should be used for requests of Motor Pool equipment or Garage equipment. Charges to departments will be calculated as follows:

1. Motor Pool

Equipment maintained by the Motor Pool will be charged to departments based upon the number of miles driven plus a flat rate for replacement and insurance. The Department of Public Properties will provide information to each department upon which estimates can be made and, with the concurrence of the Budget Office, annually will establish the rate per mile to be used in calculating the budget request. Appropriate information is to be entered separately for each vehicle as indicated on Form B-7. Deletions of vehicles no longer needed by the department will be accomplished by drawing a line through the entry on this form. Requests for additional vehicles will be entered after existing equipment has been listed using the word "new" in the column for Vehicle Number. Requests for additional vehicles will be justified by submission of a separate memorandum with the budget request. Totals from the Motor Pool's Form B-7 will be transcribed onto Form B-3 under code 2256.

2. City Garage

Equipment maintained by the City Garage will be charged to departments based upon cost factors determined by the Department of Public Properties. Each item of equipment will be listed separately on Form B-7 using only the columns for Vehicle Number, Equipment Description, and Budget Amount. Deletions and additions are to be accomplished in the same manner described above for Motor Pool equipment. Totals from the Garage's Form B-7 will be transcribed onto Form B-3 under code 2204.

FORM B-8
REVENUE ESTIMATE

FORM B-8

REVENUE ESTIMATE

Purpose

Form B-8 is used to develop the estimate of the total revenue available to the City.

Note

The extent of work programs and the level of services provided during the next fiscal year are directly dependent upon the revenue estimates. All department revenues should be summarized on one (1) set of forms. Do not submit one (1) form for each source of revenue. An asterisk (*) signifies information supplied by the Accounting Division of the Finance Department.

Specific Instructions

1. Fund
Enter the name of the fund which resources are to be appropriated.
2. Department
Enter official title of your department.
3. Division
If there is only one (1) departmental division collecting revenue, enter the division title, otherwise leave blank.
4. Function
Specify the broad governmental function which describes the basic purpose of your department.
5. Fiscal Year
Enter the coming fiscal year.
6. Date Completed
Enter the date (month, day, year) that the B-8 form is completed.
7. Page of
Fill in the individual page and the total number of pages that make up your department's revenue estimate.
8. Revenue Source *
Enter the name of the revenue source. All revenue of \$1,000 or less, are to be labeled and summarized as miscellaneous revenue. Please indicate by narrative the nature of miscellaneous revenues.

9. Actual-3rd Prior Year*
Enter actual revenue received for the third prior fiscal year.
10. Actual-2nd Prior Year*
Enter actual revenue received for the second prior fiscal year.
11. Actual-Last Fiscal Year*
Enter actual revenue received last fiscal year.
12. Current Budget*
Enter the amount of revenue estimated in the current budget.
13. Actual-First Four Months*
Enter the revenue collected to February 1.
14. Estimate Last Eight Months
Enter the amount of revenue you expect to receive for the remainder of the fiscal year.
15. Revised Estimate
Enter the total revenue you expect to receive for the current fiscal year.
16. Department Estimate - Next Fiscal Year
Enter the amount of revenue you expect to receive in the next fiscal year.
17. Factor Related to Significant Revenue Changes
Significant increase or decrease should be explained in a brief narrative form. Use additional paper (not forms) if necessary.
18. Total Department
Leave blank until last page of the form is completed, then total for department.
19. Department Remarks
Use department remarks section for presenting brief analysis of the significant changes section.
20. Director of Finance - Review
All revenue estimates are to be reviewed by the Finance Director.

CITY OF MIAMI BUDGET REVENUE FORM B-8 (REV. 1975)

Fund	1. Department		2. Division		3. Function			4. Fiscal Year	5. Date Submitted	17. Factors Related To Significant Revenue Changes
	6. Actual 1971-72	7. Actual 1972-73	8. Actual 1973-74	9. Current Budget 1974-75	10. Actual 1st 4 Months 1974-75	11. Estimate Last 8 Months 1974-75	12. Revised Estimate 1974-75	13. Department Estimate 1975-76		
DEPARTMENT REMARKS										
18. DIRECTOR OF FINANCE REVIEW										
19. (Use Additional Paper if Necessary)										
20. Remarks:										

Director of Finance

BUDGETING FOR SERVICES

BY

DEPARTMENT OF PUBLIC PROPERTIES

BUDGETING FOR SERVICES BY THE
DEPARTMENT OF PUBLIC PROPERTIES

The Department of Public Properties provides services to all other City departments in the areas of property maintenance, mobile equipment, and printing services. The procedures for requesting mobile equipment are described in the instructions for completion of the B-7 Form. Procedures for property maintenance and printing services are as follows:

Property Maintenance

Routine maintenance will be determined by the Department of Public Properties in consultation with the various departments. Special work will be requested annually before March 15th by memorandum to the Department of Public Properties and will be scheduled, subject to inclusion in the annual budget, as sufficient resources are available. Approved routine maintenance and special work for General Fund departments will be budgeted in a single General Fund account and will not be included in departmental budgets. Non-General Fund departments will be charged for routine maintenance and special work based upon the cost for property maintenance services. Estimates for approved work will be provided to non-General Fund departments by the Department of Public Properties and will be included in the department budget request under code 2232.

Print Shop

Printing services will be provided to all departments. Work for General Fund departments will be budgeted in a single General Fund account and will not be included in departmental budgets. Non-General Fund departments will be charged for routine printing and special work based upon a standard schedule of cost for printing services. Estimates for printing services for non-General Fund departments should be secured from the Print Shop and included in the departmental budget request under code 2232. General Fund departments should advise the Budget Office of any projected changes in their printing requirements so that adequate funds may be provided in the Print Shop budget to accomplish the work load.

SECTION III

PERFORMANCE DATA

SECTION 3 - Complete for each Division

Performance Data

Efficiency and effectiveness are the two elements involved in measuring and evaluating performance. The term efficiency describes how well an organization utilizes its available resources in carrying out public service programs. Effectiveness, on the other hand, focuses on results-- what an organization accomplished with these resources. Through measures of efficiency, we attempt to determine how well an organization manages its resources or inputs into the management process; while effectiveness refers to measures of how well management's programs accomplish their intended purposes.

Standards should be developed within each department that best measure the efficiency and effectiveness of the performance level of the department.

(Listed in Appendix B are example standards which might be used by the Environmental Protection Division to complete Form B-9 and Form B-10).

FORM B-9
PERFORMANCE DATA

FORM B-9

PERFORMANCE DATA

Specific Instructions

Following are instructions for preparing Form B-9, Performance Data:

1. Department Name -- Self explanatory
2. Activity Name -- Self explanatory
- 3A. Standards -- Standards should be items which can be quantified and which represent the major volumes of work performed. Standards should indicate workload variations that may be useful in forecasting future resource requirements such as material, money and manpower needed for maintaining both levels of productivity and service to the public.
- 3B-3F -- Self explanatory
4. Actual 1971-72 -- Enter a number index which reflects the volume of activity for each standard for the fiscal year three years prior to the current fiscal year.
5. Actual 1972-73 -- Enter a number index which reflects the volume of activity for each standard for the fiscal year two years prior to the current fiscal year.
6. % Change -- If the volume for a particular standard in column five is greater than the corresponding volume in column four, then subtract the volume in column four from the volume in column five and divide the result by the volume of column four. Round the percentage to the nearest tenth of a percent and record in column six. If the volume for the standard in column five is less than the corresponding volume in column four, subtract the volume in column five from the corresponding volume in column four and divide the result by the volume in column four. Round the percentage to the nearest tenth of a percent and record in column six, and place it in parentheses.
7. Actual 1973-74 -- Enter a number index which reflects the volume of activity for each standard for the fiscal year prior to current fiscal year.

8. % Change -- Follow same procedure used in column six.
9. October -- Record the volumes for each standard for the first month of the current fiscal year.
10. November -- Record the volumes for each standard for the second month of the current fiscal year.
11. December -- Record the volumes for each standard for the third month of the current fiscal year.
12. 1st Quarter Current Fiscal Year -- Total the volumes for each standard in columns nine, ten, and eleven, and divide each total by three to arrive at the average monthly item volume. Record results in column twelve.
13. Forecasted Volumes for Current Fiscal Year -- If it is known that the work load is reasonably constant during the year, it is a matter of multiplying the item volumes in column twelve by twelve to estimate the current year annual item volumes and place the result in column thirteen. If it is known that the work load varies, say seasonally, (i. e., swimming pools) the process of forecasting requires a more sophisticated approach. In these instances, it would be necessary to total the item volumes for the first quarters of the three years prior to the current fiscal year, and to total the item volumes for the three years prior to the current fiscal year.

The total first quarter item volumes for the three years should then be divided by the total item volumes of the three years. The result will indicate what the normal first quarter volume percentage relationship is to the annual volume. When this percentage is developed, the current fiscal year forecast can be computed by dividing the item volume in column twelve by its corresponding percentage and place the forecasted figure in column thirteen.

It may be that there exists foreknowledge of items which will occur during the remainder of the current fiscal year which may have significant impact on the forecast. This should be addressed in the remarks section.

14. % Change -- Follow same procedure as used in column six.

15. Forecasted Volumes for Ensuing Fiscal Year -- The data recorded in this column will most likely be the most subjective of all the columns. The reasons are obvious. It is necessary, therefore, to make educated estimates and apply calculated judgments with respect to what the future may hold in store. For example, it may be that there is pending certain legislation which, if adopted, will have an immense impact on the department's operations. However, with a combination of empirical analysis, best information available, impending new projects and the phasing out of old ones, value analysis and in some instances, common sense, it should be possible to arrive at conclusions which will facilitate forecasting of performance data.
16. % Change -- Follow same procedure as used in column six.
17. Paging -- Self explanatory

FORM B-10

PERFORMANCE DATA

FORM B-10

PERFORMANCE DATA

Specific Instructions

Following are instructions for preparing Form B-10, Performance Data:

1. Department Name -- Self explanatory.
2. Activity Name -- Self explanatory.
3. Service Provided -- Should be a brief description of those services provided which can be easily quantified and which represent the major categories of work or services performed.
4. Standard Unit -- Should be an easily understood count point for the service described in section 3 above.
- 5, 8. & 11. Volume -- Numbers reflecting amounts of standard units processed, etc., by respective fiscal year.
- 6, 9. & 12. Cost of Service -- Should be a breakdown of costs involved in providing service described in section 3 above. The sum of the costs listed in each column should equal the respective total expenditure in section 17.
- 7, 10. & 13. Number of Personnel -- The number of personnel who are primarily involved in providing the service described in section 3 above. The sum of the number of personnel listed in column 10 should equal the total of the current number of personnel employed in section 16. The total of projected number of personnel in column 13 should equal the number in the block at the bottom of the column 13 for section 15.
14. Number of Vehicles -- In the left-hand side of the column record the number of vehicles currently assigned to the specific activity within the general activity or division performing the respective service described in section 3. In the right-hand side of the column list the number of vehicles to reflect any requested changes for the fiscal year 1975-76. Total and record totals in the block provided at the bottom of the column.
15. Number of Budgeted Personnel -- Record the number of personnel budgeted for fiscal year 1973-74 in the block provided in column 7 and do the same for fiscal year 1974-75 in the block provided in column 10. For fiscal year 1975-76, record the requested number of personnel to be budgeted in the block provided in column 13. The sums of columns 7, 10, and 13 should be equal to the numbers entered in the blocks at the bottom of their respective columns for this section.

16. Current Number of Personnel Employed -- Record the total number of personnel currently employed in the block provided at the bottom of column 10.
17. Total Expenditure -- Enter the respective total activity expenditure for fiscal years 1973-74 and 1974-75; and the requested amount for fiscal year 1975-76.
18. Paging -- Self explanatory.

PERFORMANCE DATA

Department	1. Activity or Division	PROJECTED										14. No. of Vehicles FY 75	14. No. of Vehicles FY 76				
		1973 - 74		1974 - 75		1975 - 76		11. Volume	12. Cost of Service	13. No. of Person ¹	13. No. of Person ¹						
		3. Volume	4. Cost of Service ⁶	5. Volume	6. Cost of Service ⁶	7. Volume	8. Cost of Service ⁶										
	Standard Unit																
		XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	TOTALS
	Number of budgeted personnel	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	
	Current number of personnel employed	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	
	Total expenditure	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	XXXXXXXXXX	

REMARKS

SECTION IV

TABLE OF ORGANIZATION

SECTION 4

Organization Chart

- How submitted: Submit the completed original chart that has not been reduced in size. This will permit the Budget Office to make adjustments before production printing.
- Quantity Submitted: One chart for entire department.

Broadly stated, the purpose of the organization chart is to graphically display the important departmental functions that have the greatest influence upon the achievement of the department's objective.

The organization chart should answer the basic questions: who are responsible, what are they responsible for, and how does their performance influence the department's objective. This chart is a blueprint that shows:

- the command structure and associated responsibility delegations
- the relationships between department function areas
- formal communications channels

Each department is to submit one chart for the entire department using a functional line and box format. (An example can be found in Appendix C). The first step is developed by depicting a functional block diagram that shows information flow and functional delegation. The second and third step emphasizes reporting relationships.

Specific Instructions

1. Develop all basic functions for the department (objective and goals must first be developed) which are the foundation of the departmental objectives (not the petty details and duties).

An example of function areas for the Environment Protection Department would be:

- Director
- Administration
- Evaluation and Planning
- Engineering
- Chemical Laboratory
- Inspection and Enforcement

APPENDICES

2. A function box should then be developed to include the manpower strength that works towards achieving the functional goal. Each employee is to be placed into only one function box. To the left of the position classification the number of current budgeted employees in that function block is to be entered. To the right of the position classification, the number of requested positions should be entered. Both columns should then be totaled. Under no circumstances should any employee names be entered.

An example would be:

Inspection and Enforcement		
<u>1974-75</u>		<u>1975-76</u>
1	Environment Enforcement Officer	1*
2	Environment Control Inspectors III	2**
4	Environment Control Inspectors II	4**
16	Environment Control Inspectors I	17**
<u>2</u>	Environment Control Trainee	<u>0</u>
25		24

3. The boxes should then be connected to define and inform how the function areas relate to each other to form the department blueprint. These are the lines of communication.
4. Asterisks and double asterisks for positions assigned vehicles, as shown in the example in section 2 above.

* designates 24 hour assigned vehicles

** designates workday assigned vehicles, e. g., 8 hour

ENVIRONMENT PROTECTION DEPARTMENT

Division Objective

Provide control and regulation of activities which are causing or may cause pollution or contamination of air, water, or soil.

Work Goals and Methods

1. Engineering - Prevent any future deterioration of environment.
 - Review all building plans, specifications, and processes for compliance with State and local pollution laws.
 - Conduct source testing and research as needed to determine the most efficient and reasonable means to control individual pollutant sources.
2. Evaluation and Planning - Establish local standards compatible with State and Federal control agencies.
 - Record all pollution quality source data.
 - Continuously evaluate local pollution conditions and planning for a program to reduce pollution.
 - Recommend new laws and make technical recommendations to local government jurisdiction.
3. Analytical Laboratory - Provide technical services in evaluating collected pollution samples.
 - Provide precise and sophisticated chemical analysis of samples.
 - Conduct effluent treatment efficiency studies.
 - Make investigations of causes of fish kills.
 - Complete routine quality analysis from permanent testing stations.

4. Inspection and Enforcement - Locate polluters and enforce pollution control laws.
 - Routinely inspect industrial installations for discovery of pollution sources.
 - Investigate public complaints.
 - Prepare court cases and participate in court prosecution of pollution control law violators.

Program Changes to Meet Objectives

Delete two Environment Control Inspectors that have been assigned to the on-call section. This can be done by the use of radio pager technology that now permits immediate communication with on-duty Inspectors.

PERFORMANCE DATA

Form B-9
(1975)

Page 17
1 of 1

Department	1. Activity		2. Environmental Protection		Actual 1973-74	7. % chg.	9. Oct 1974	10. Nov 1974	11. Dec 1974	1st Qtr. F. Y. 1974-75	Forecasted 1974-75	14. % chg.	Forecasted 1975-76	16. % chg.
	3A. Standard	4. Actual 1971-72	5. Actual 1972-73	6. % chg.										
(Air) Plans reviewed	1088	1139	1139	4.7	1235	8.4	105	199	118	114.00	1386	10.8	1500	9.6
(Air) Inspect.& inventories	2053	2198	2198	7.1	2609	18.7	358	440	361	386.33	4636	77.7	4000	(13.7)
(Air) No. of analyses-total	62436	65713	65713	5.2	68910	4.9	6890	6653	6726	6756.33	81076	17.7	87000	7.3
Total Air Car Mileage	78901	81011	81011	2.7	84493	4.3	9347	7219	6412	7659.33	91912	8.8	100000	8.8
(Water) Plans reviewed	3226	4128	4128	5.1	4328	4.8	357	445	362	388.00	4656	7.6	4900	5.2
(Water) Inspections	5947	6233	6233	4.8	6724	7.9	738	823	681	747.33	8968	33.4	11900	32.7
Monthly water samples	8557	9102	9102	6.4	10027	10.2	706	1433	543	894.00	10728	7.0	11500	7.2
Monthly water analyses	21534	22804	22804	5.9	24173	6.0	2937	2838	1623	2466.00	29592	22.4	31000	4.8
Total water car mileage	132221	136724	136724	3.4	144044	5.4	10759	12370	9081	10736.67	128840	(10.6)	170000	31.9
APPENDIX B														
REMARKS	Delete two Environment Control Inspectors that have been assigned to the on-call section. This can be done by the use of radio pager technology that now permits immediate communication with on-duty Inspectors.													
Number of budgeted personnel	42	43	43	2.4	44	2.3	44	44	44	44	44	0.0	47	6.8
Contract # of personnel employed	39.82	39.99	39.99	NA	41.30	NA	43	39	40	40.67	41	NA	NA	NA
Avg. # of personnel employed	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Revenue	\$511,420	\$592,086	\$592,086	15.8	\$659,027	11.3	58918	59,919	60,213	59683.33	\$716,200	8.7	\$828,410	15.7
Expenditure														

PERFORMANCE DATA

Department	1. Activity or Division	2. Environmental Protection	1973-74				1974-75				PROJECTED 1975-76				14. # of Vehicles FY75 FY76
			3. Service Provided	4. Standard Unit	5. Volume	6. # of Person'l	7. # of Person'l	8. Volume	9. Cost of Service	10. # of Person'l	11. Volume	12. Cost of Service	13. # of Person'l		
Health Department															
	Reviewing plans (air)	Plan reviewed	1,386	3	1,410	\$ 38,550	3	1,498	\$ 40,860	3	3				
	Inspections & inventories (air)	Inspection	4,636	5	4,751	69,500	5	4,837	72,010	5	5				
	Analyses (air)	Analysis	81,076	12	84,761	256,700	12	91,070	274,020	13 (1)	6				
	Total (air) car mileage	Mile	91,912	N/A	99,970	13,990	N/A	113,300	16,990	N/A	14*				
	Reviewing plans (water)	Plan reviewed	3,924	9	4,264	102,700	9	4,470	105,100	9	9				
	Inspecting (water) supplies	Inspection	6,102	7	6,204	99,010	8	6,407	103,040	8	8				
	Monthly (water) samples	Sample	10,728	14	11,828	262,030	14	12,431	268,010	14	7				
	Monthly (water) analyses	Analysis	25,622	37	26,032	741,200	37	28,000	788,100	39 (2)	35				
	Total (water) car mileage	Mile	258,732	N/A	264,734	39,710	N/A	297,640	44,646	N/A	59*				
	Administration	N/A	N/A	10	N/A	269,000	10	N/A	299,000	10	8				
	Number of budgeted personnel	15.	XXXXXXX	97	XXXXXXX	XXXXXXX	98	XXXXXXX	XXXXXXX	101	81				84(3)
	Current number of personnel employed	16.	XXXXXXX	XXXXXX	XXXXXXX	XXXXXXX	98	XXXXXXX	XXXXXXX	XXXXXX	Totals				
	Total expenditure	17.	XXXXXXX	1,796,810	XXXXXXX	1,892,390	XXXXXX	XXXXXXX	2,011,776	XXXXXX					

REMARKS:

1. Add one Environmental Control Inspector to the on-call section for expanded air program.
2. Add two Environmental Control Inspectors to the on-call section for expanded water program.
3. Three additional vehicles required for added personnel.

*Sub-totals

ORGANIZATION CHART
 ENVIROMENT PROTECTION DEPARTMENT
 FOR FISCAL YEAR 1978-79

APPENDIX C

Director		
<u>77-78</u>		<u>78-79</u>
	Environment Protection	
<u>1</u>	Director	<u>1*</u>
1		1

Administration		
<u>77-78</u>		<u>78-79</u>
1	Administrative Aide	1*
1	Secretary III	1
3	Secretary II	3
3	Typist Clerk II	3
<u>2</u>	Clerk I	<u>2</u>
10		10

Inspection and Enforcement		
<u>77-78</u>		<u>78-79</u>
1	Enforcement Officer	1*
2	Environment Control Inspector III	2**
4	Environment Control Inspector II	4**
16	Environment Control Inspector I	17**
<u>2</u>	Environment Control Trainee	<u>0</u>
25		24

Evaluation and Planning		
<u>77-78</u>		<u>78-79</u>
1	Civil Engineer III	1
2	Environment Control Engineer III	2
2	Environment Control Inspector III	2
1	Environment Control Inspector II	1
1	Environment Control Inspector I	1
3	Engineer Draftsman	3
2	Computer Programmer II	1
<u>2</u>	Computer Programmer I	<u>2</u>
14		13

Engineering		
<u>77-78</u>		<u>78-79</u>
1	Civil Engineer III	1
2	Environment Control Engineer III	2
2	Environment Control Engineer II	2
7	Environment Control Engineer I	7
<u>2</u>	Engineering Draftsman I	<u>2</u>
14		14

Chemical Laboratory		
<u>77-78</u>		<u>78-79</u>
1	Lab Chemist III	1
2	Lab Chemist II	2
4	Lab Chemist I	4
2	Lab Assistant	2
<u>1</u>	Lab Technician	<u>1</u>
10		10

* (3) 24 hour vehicles
 ** (23) 8 hour vehicles