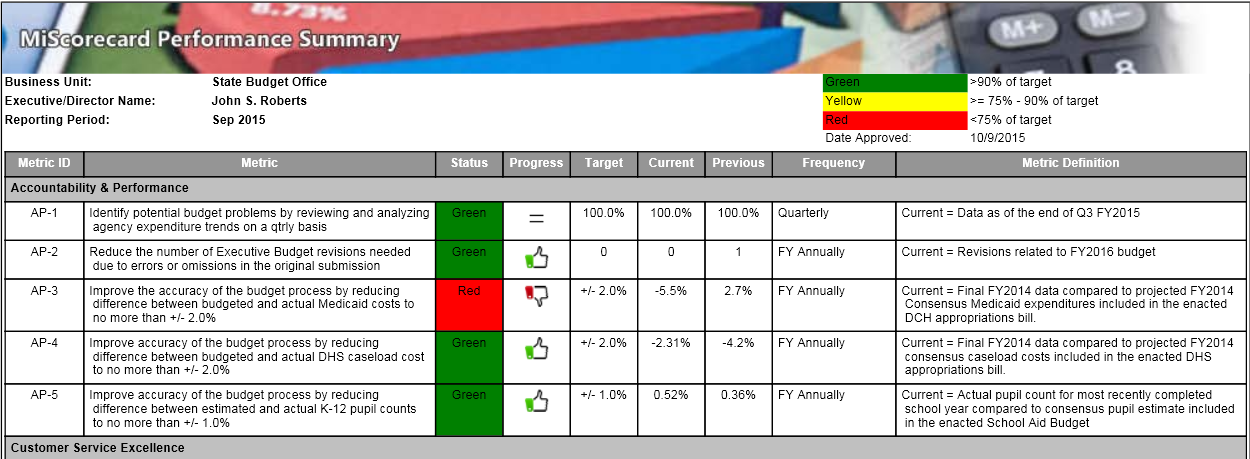
**Reinventing the Budget Proce$$**

Part V – Standard Reports

An excerpt for Michigan’s **Monthly Performance Summary** which uses six categories for the measures:

* Accountability and performance,
* Customer service excellence,
* Expertise and commitment,
* Innovation and leadership,
* Operational efficiency, and
* Shared services.

Source: http://www.michigan.gov/openmichigan/0,4648,7-266-58521\_60201\_60957---,00.html.

**A.** **Suggested Standard Budget Reports**[[1]](#footnote-1)

(Click Here for Contact Information)

(Click Here for Organizational Chart)

(Click on Name for Webpage and Links to All Subordinate Agency Dashboards)

(Click Here for Chief Executive’s Full Budget Request)

(Click Here for Related Testimony & Other Documentation)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Budgeted Expenditures, Revenues & Workforce (Four Year Perspective)** | | | | | | | | | | | | | | | | | |
| **Item[[2]](#footnote-2)** | **FY 2012 - 2013 Budget** | | **FY 2012 – 2013 Actual** | | **FY 2013 – 2014 Budget** | | **FY 2013 – 2014 Actual** | | **FY 2014 – 2015 Budget** | | **FY 2014 – 2015 Actual** | | **FY 2015 – 2016 Budget** | | **FY 2015 – 2016 YTD** | | **% Change in Budget FY 2012- 2015** |
| **Operating Expenditures** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary - Regular |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary - Overtime |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary - Bonus |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary – Holiday Pay |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary - Longevity |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary – Paid Out Sick/Vacation Leave |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Salary – Other |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Educational Benefits |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Health Insurance |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Miscellaneous |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Retirement |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Social Security/Medicare |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Workers’ Comp |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Total |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Maintenance & Repairs - Building |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Maintenance & Repairs – Office Equipment |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Professional Services - Engineering |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Professional Services - Financial |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Professional Services – Legal |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Professional Services - Management |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Professional Services - Technology |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Rent - Building |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Rent - Equipment |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Rent – Office Technology |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Rent – Vehicles |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Training - General |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Training – Job Specific |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Travel – Instate |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Travel – Out of State |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Utilities - Power |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Utilities – Refuse Collection |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Utilities - Wastewater |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Utilities – Water |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Vehicle - Fuel |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Vehicle - Maintenance |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Vehicle - Purchase |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Total[[3]](#footnote-3)** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Capital Expenditures** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Accessibility |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Drainage/Flood Control |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Energy Efficiency |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – New |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Renovation (Other) |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Road Resurfacing |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Road (New) |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Roof Replacement |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction - Sidewalks |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Capital Construction – Traffic Calming |  | |  | |  | |  | |  | |  | |  | |  | |  |
| Debt Servicing |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Total** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Revenues** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Total Revenues** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Reserves** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Total Reserves** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Characteristics of Expenditures** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Onetime Expenditures** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Ongoing Expenditures** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Tax Expenditures[[4]](#footnote-4)** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Unfunded Pension Liability** |  | |  | |  | |  | |  | |  | |  | |  | |  |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Characteristics of Revenue Sources** | | | | | | | | | | | | | | | | | |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Federal Govt.** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **State Govt.** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Local Govt.** | |  | |  | |  | |  | |  | |  | |  | |  |  |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Onetime** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Ongoing** | |  | |  | |  | |  | |  | |  | |  | |  |  |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Donations – Cash** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Donations – In Kind** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Fees** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Fines/Penalties** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Grants- Non- Government** | |  | |  | |  | |  | |  | |  | |  | |  |  |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Characteristics of Workforce** | | | | | | | | | | | | | | | | | |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **# of Full-time** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **# of Part-time** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **# of Temporary** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Full-time Equivalent** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **# of Mangers to Subordinates** | |  | |  | |  | |  | |  | |  | |  | |  |  |
|  | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Intern Hours** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Volunteer Hours** | |  | |  | |  | |  | |  | |  | |  | |  |  |
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|  | **Budgeted Expenditures, Revenues & Workforce**  **Budgeted Versus Actual Variance by Percentage(Four Year Perspective)** | | | | | | |
| **Item** | **FY 2012-2013 Budget**  **– Actual Variance** | **FY 2013 – 2014 Budget – Actual Variance** | **FY 2014 – 2015 Budget – Actual Variance** | **FY 2015 – 2016 Budget – Actual Variance** | **FY 2015 – 2016 YTD (Estimated)** | **Total Dollar Variance – FY 2012 – 2015** | **Percentage Variance – FY 2012 – 2015** |
|  |  |  |  |  |  |  |  |
| **Expenditures** |  |  |  |  |  |  |  |
| **Revenues** |  |  |  |  |  |  |  |
| **Reserves** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Onetime Expenditures** |  |  |  |  |  |  |  |
| **Ongoing Expenditures** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Tax Expenditures** |  |  |  |  |  |  |  |
| **Unfunded Pension Liability** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Full-time Equivalent Employees** |  |  |  |  |  |  |  |
| **Volunteer Hours** |  |  |  |  |  |  |  |
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| **Aircraft, Vehicle & Watercraft Inventory**  **(Click on Item for Detail)** | | | | | | | |
| **Equipment[[5]](#footnote-5)** | **Model Year** | **Acquisition Date** | **Acquisition Cost** | **Useful Life** | **Replacement Date** | **Status (Active, Reserve, Spare)** | **Notes** |
|  |  |  |  |  |  |  |  |
| Airplane |  |  |  |  |  |  |  |
| Ambulance |  |  |  |  |  |  |  |
| Boat |  |  |  |  |  |  |  |
| Bulldozer |  |  |  |  |  |  |  |
| Bus |  |  |  |  |  |  |  |
| Car |  |  |  |  |  |  |  |
| Fire Engine |  |  |  |  |  |  |  |
| Fire Tender |  |  |  |  |  |  |  |
| Front End Loader |  |  |  |  |  |  |  |
| Helicopter |  |  |  |  |  |  |  |
| Mower |  |  |  |  |  |  |  |
| Police Car - General |  |  |  |  |  |  |  |
| Police Car – Patrol |  |  |  |  |  |  |  |
| Road Grader |  |  |  |  |  |  |  |
| Snow Plow |  |  |  |  |  |  |  |
| Street Sweeper |  |  |  |  |  |  |  |
| Trailer - Horse |  |  |  |  |  |  |  |
| Trailer – Mobile Office |  |  |  |  |  |  |  |
| Trailer – Other |  |  |  |  |  |  |  |
| Truck |  |  |  |  |  |  |  |
| Truck - Dump |  |  |  |  |  |  |  |
| Truck - Refuse Collection |  |  |  |  |  |  |  |
| Truck - Tow |  |  |  |  |  |  |  |
| Vans |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

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| **Equipment Inventory (Non-Technology)**  **(Click on Item for Detail)** | | | | | | | |
| **Equipment[[6]](#footnote-6)** | **Location[[7]](#footnote-7)** | **Acquisition Date** | **Acquisition Cost** | **Useful Life** | **Replacement Date** | **Energy Efficiency** | **Notes** |
|  |  |  |  |  |  |  |  |
| Fire Hydrant |  |  |  |  |  |  |  |
| Generator |  |  |  |  |  |  |  |
| Light Poles/Light |  |  |  |  |  |  |  |
| Meter – Electric |  |  |  |  |  |  |  |
| Meter – Parking |  |  |  |  |  |  |  |
| Meter - Water |  |  |  |  |  |  |  |
| Playground |  |  |  |  |  |  |  |
| Storage Tank |  |  |  |  |  |  |  |
| Traffic Signal |  |  |  |  |  |  |  |
| Traffic Sign – Electronic |  |  |  |  |  |  |  |
| Traffic Sign – Metal |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |
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| **Facility Inventory (Leased)**  **(Click on Item for Detail)** | | | | | | | |
| **Building/Facility[[8]](#footnote-8)** | **Location[[9]](#footnote-9)** | **Agency** | **Net Usable Square Footage** | **Lease Term** | **Annual Lease Payment** | **Energy Efficiency** | **Notes** |
|  |  |  |  |  |  |  |  |
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| **Total** |  |  |  |  |  |  |  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Facility Inventory (Owned)**  **(Click on Item for Detail)** | | | | | | | | | |
| **Building/Facility[[10]](#footnote-10)** | **Location[[11]](#footnote-11)** | **Agency** | **Net Usable Square Footage** | **Net Usable Square Footage Occupied** | **Acquisition Date** | **Acquisition Cost** | **Last Renovation Date** | **Energy Efficiency** | **Notes** |
|  |  |  |  |  |  |  |  |  |  |
| Airport Control Tower |  |  |  |  |  |  |  |  |  |
| Airport Hanger |  |  |  |  |  |  |  |  |  |
| Airport Terminal |  |  |  |  |  |  |  |  |  |
| Animal Shelter |  |  |  |  |  |  |  |  |  |
| Aquarium |  |  |  |  |  |  |  |  |  |
| Barn/Stable |  |  |  |  |  |  |  |  |  |
| City Hall/Capitol |  |  |  |  |  |  |  |  |  |
| Community/Senior  Center |  |  |  |  |  |  |  |  |  |
| Convention Center |  |  |  |  |  |  |  |  |  |
| Correctional Facility |  |  |  |  |  |  |  |  |  |
| Court Building |  |  |  |  |  |  |  |  |  |
| Equestrian Arena |  |  |  |  |  |  |  |  |  |
| Fire Station |  |  |  |  |  |  |  |  |  |
| Fitness Center |  |  |  |  |  |  |  |  |  |
| Garage |  |  |  |  |  |  |  |  |  |
| Hospital |  |  |  |  |  |  |  |  |  |
| Library – Branch |  |  |  |  |  |  |  |  |  |
| Library – Main |  |  |  |  |  |  |  |  |  |
| Medical Clinic |  |  |  |  |  |  |  |  |  |
| Museum - Art |  |  |  |  |  |  |  |  |  |
| Museum - Historical |  |  |  |  |  |  |  |  |  |
| Museum – Nature Center |  |  |  |  |  |  |  |  |  |
| Museum - Science |  |  |  |  |  |  |  |  |  |
| Office Building |  |  |  |  |  |  |  |  |  |
| Performing Arts Center |  |  |  |  |  |  |  |  |  |
| Police Station |  |  |  |  |  |  |  |  |  |
| Power Plant |  |  |  |  |  |  |  |  |  |
| Pump Station |  |  |  |  |  |  |  |  |  |
| Recycling Center |  |  |  |  |  |  |  |  |  |
| School |  |  |  |  |  |  |  |  |  |
| Shop - Maintenance |  |  |  |  |  |  |  |  |  |
| Stadium |  |  |  |  |  |  |  |  |  |
| Training Facility - Fire |  |  |  |  |  |  |  |  |  |
| Training Facility – Law Enforcement |  |  |  |  |  |  |  |  |  |
| Transit Terminal |  |  |  |  |  |  |  |  |  |
| Visitor’s Center |  |  |  |  |  |  |  |  |  |
| Warehouse – Climate Controlled |  |  |  |  |  |  |  |  |  |
| Warehouse – Regular |  |  |  |  |  |  |  |  |  |
| Water Treatment Plant |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

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| **Infrastructure Inventory (Owned)**  **(Click on Item for Detail)** | | | | | | | | |
| **Non-Building Item[[12]](#footnote-12)** | **Location[[13]](#footnote-13)** | **Agency** | **Acreage/**  **Square Miles** | **Acquisition Date** | **Acquisition Cost** | **Last Renovation Date** | **Condition** | **Notes** |
|  |  |  |  |  |  |  |  |  |
| Athletic Field |  |  |  |  |  |  |  |  |
| Band Shelter/Gazebo |  |  |  |  |  |  |  |  |
| Basketball Court – Outdoor |  |  |  |  |  |  |  |  |
| Beach |  |  |  |  |  |  |  |  |
| Bridge |  |  |  |  |  |  |  |  |
| Cemetery |  |  |  |  |  |  |  |  |
| Conservation Easement |  |  |  |  |  |  |  |  |
| Dam/Flood Control |  |  |  |  |  |  |  |  |
| Dock/Marina/Pier |  |  |  |  |  |  |  |  |
| Fairgrounds |  |  |  |  |  |  |  |  |
| Garden - Scenic |  |  |  |  |  |  |  |  |
| Garden – Urban |  |  |  |  |  |  |  |  |
| Golf Course |  |  |  |  |  |  |  |  |
| Gun Range |  |  |  |  |  |  |  |  |
| Lake |  |  |  |  |  |  |  |  |
| Monument |  |  |  |  |  |  |  |  |
| Park - Campground |  |  |  |  |  |  |  |  |
| Park – Dog Park |  |  |  |  |  |  |  |  |
| Park - General |  |  |  |  |  |  |  |  |
| Park - Playground |  |  |  |  |  |  |  |  |
| Park - Skate |  |  |  |  |  |  |  |  |
| Roads/Streets |  |  |  |  |  |  |  |  |
| Sewers - Sanitary |  |  |  |  |  |  |  |  |
| Sewer - Storm |  |  |  |  |  |  |  |  |
| Swimming Pool |  |  |  |  |  |  |  |  |
| Tennis Court |  |  |  |  |  |  |  |  |
| Transit Stop |  |  |  |  |  |  |  |  |
| Utility Easement |  |  |  |  |  |  |  |  |
| Volleyball Court |  |  |  |  |  |  |  |  |
| Water Main |  |  |  |  |  |  |  |  |
| Wilderness Preserve |  |  |  |  |  |  |  |  |
| Zoo |  |  |  |  |  |  |  |  |
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| **Technology Inventory (Hardware)**  **(Click on Item for Detail)** | | | | | | |
| **Equipment[[14]](#footnote-14)** | **Location** | **Acquisition Date** | **Acquisition Cost** | **Useful Life** | **Replacement Date** | **Notes** |
|  |  |  |  |  |  |  |
| Audio Visual - Projector |  |  |  |  |  |  |
| Audio Visual - Screen |  |  |  |  |  |  |
| Audio Visual – Video Camera |  |  |  |  |  |  |
| Camera |  |  |  |  |  |  |
| Computer – Desktop/Monitor |  |  |  |  |  |  |
| Computer - Laptop |  |  |  |  |  |  |
| Computer - Server |  |  |  |  |  |  |
| Computer - Tablet |  |  |  |  |  |  |
| Copier |  |  |  |  |  |  |
| Facsimile Machine |  |  |  |  |  |  |
| Postage Meter |  |  |  |  |  |  |
| Printer |  |  |  |  |  |  |
| Radios – Two Way |  |  |  |  |  |  |
| Security System |  |  |  |  |  |  |
| Telephone - Desk |  |  |  |  |  |  |
| Telephone - Mobile |  |  |  |  |  |  |
| Television |  |  |  |  |  |  |
| Voting Machine |  |  |  |  |  |  |
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| **Technology Inventory (Software)**  **(Click on Item for Detail)** | | | | | | |
| **Equipment[[15]](#footnote-15)** | **Seat Licenses** | **Acquisition Date** | **Acquisition Cost** | **Annual Lease Cost** | **Replacement Date** | **Notes** |
|  |  |  |  |  |  |  |
| Accounting/Financial |  |  |  |  |  |  |
| Geographic Information System |  |  |  |  |  |  |
| Office Suite |  |  |  |  |  |  |
| Procurement |  |  |  |  |  |  |
| Publishing |  |  |  |  |  |  |
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| **Workforce Profile**  **(Click on Item for Detail)** | | | | | | | | | |
| **Position** | **Age** | **Gender** | **Race** | **Education** | **Veteran** | **Longevity in Position** | **Longevity with Agency** | **Longevity with Jurisdiction** | **Eligible to Retire** |
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| **Workforce Safety**  **(Click on Item for Detail)** | | | | | | | |
| **Position** | **Age** | **Longevity in Position** | **Incident Type[[16]](#footnote-16)** | **Lost Days** | **Job Transfer** | **Job Restriction** | **Notes (e.g., strategy to mitigate recurrence)** |
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| **Workforce Turnover**  **(Click on Item for Detail)** | | | | | | | | | |
| **Position** | **Voluntary Separation** | | | | **Involuntary Separation[[17]](#footnote-17)** | | | **Totals** | |
| **Promotion** | **Resignation[[18]](#footnote-18)** | **Retirement** | **Transfer to Another Agency** | **RIF, Reorganization or Temporary Position** | **Terminated for Cause < 6 Months** | **Terminated for Cause > 6 Months** | **Voluntary** | **Involuntary** |
|  |  |  |  |  |  |  |  |  |  |
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| **Workload (Four Year Perspective)** | | | | | | | | | |
| **Item[[19]](#footnote-19)** | **FY 2012 - 2013 Projected** | **FY 2012 – 2013 Actual** | **FY 2013 – 2014 Projected** | **FY 2013 – 2014 Actual** | **FY 2014 – 2015 Projected** | **FY 2014 – 2015 Actual** | **FY 2015 – 2016 Projected** | **FY 2015 – 2016 YTD** | **% Change FY 2012- 2015** |
|  |  |  |  |  |  |  |  |  |  |
| **Adjudications** |  |  |  |  |  |  |  |  |  |
| **Client Contacts** |  |  |  |  |  |  |  |  |  |
| **Educational Outreach** |  |  |  |  |  |  |  |  |  |
| **Enforcement Actions** |  |  |  |  |  |  |  |  |  |
| **Freedom of Information Act Requests** |  |  |  |  |  |  |  |  |  |
| **Inspections** |  |  |  |  |  |  |  |  |  |
| **Investigations** |  |  |  |  |  |  |  |  |  |
| **Licenses/Permits Issued** |  |  |  |  |  |  |  |  |  |
| **Mutual Aid** |  |  |  |  |  |  |  |  |  |
| **Publications Issued** |  |  |  |  |  |  |  |  |  |
| **Regulations Issued/Revised** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Full-time Equivalent Employees** |  |  |  |  |  |  |  |  |  |
| **Volunteer Hours** |  |  |  |  |  |  |  |  |  |
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**B. Suggested Agency Budget Request Template**

**(Individual Agency)**

(Click Here for Contact Information)

(Click Here for Organizational Chart)

(Click Here for Summary of Major Changes and Efficiencies, Enhancements & Initiatives)

(Click Here for Related Testimony & Other Documentation)

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| **Request versus Actual Expenditures, Revenues & Workforce (Historical Perspective)** | | | | | | | | | | | |
|  | **FY 2013 - 2014** | | | | | **FY 2014 - 2015** | | | | | **FY 14–FY 15 Request vs. Actual** |
| **Item[[20]](#footnote-20)** | **Agency Request** | **CEO’s Request** | **Final Budget** | **Suppl.** | **Actual Spending** | **Agency Request** | **CEO’s Request** | **Final Budget** | **Supp.** | **Actual Spending** |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **Expenditures** |  |  |  |  |  |  |  |  |  |  |  |
| **Revenues** |  |  |  |  |  |  |  |  |  |  |  |
| **Reserves** |  |  |  |  |  |  |  |  |  |  |  |
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| **Onetime Expenditures** |  |  |  |  |  |  |  |  |  |  |  |
| **Ongoing Expenditures** |  |  |  |  |  |  |  |  |  |  |  |
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| **Full-time Equivalent Employees** |  |  |  |  |  |  |  |  |  |  |  |
| **Volunteer Hours** |  |  |  |  |  |  |  |  |  |  |  |
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| **Budgeted Expenditures, Revenues & Workforce (Four Year Perspective)** | | | | | | | | | |
| **Item[[21]](#footnote-21)** | **FY 2012 - 2013 Budget** | **FY 2012 – 2013 Actual** | **FY 2013 – 2014 Budget** | **FY 2013 – 2014 Actual** | **FY 2014 – 2015 Budget** | **FY 2014 – 2015 Actual** | **FY 2015 – 2016 Budget** | **FY 2015 – 2016 YTD** | **% Change in Budget FY 2012- 2015** |
|  |  |  |  |  |  |  |  |  |  |
| **Expenditures** |  |  |  |  |  |  |  |  |  |
| **Revenues[[22]](#footnote-22)** |  |  |  |  |  |  |  |  |  |
| **Reserves** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Characteristics of Expenditures (Including Losses from Fraud, Legal Settlements or Theft)** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |
| **Onetime Expenditures** |  |  |  |  |  |  |  |  |  |
| **Ongoing Expenditures** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Employee Fraud** |  |  |  |  |  |  |  |  |  |
| **Employee Theft** |  |  |  |  |  |  |  |  |  |
| **Hacking** |  |  |  |  |  |  |  |  |  |
| **Legal Settlements** |  |  |  |  |  |  |  |  |  |
| **Public Fraud** |  |  |  |  |  |  |  |  |  |
| **Public Theft** |  |  |  |  |  |  |  |  |  |
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| **Characteristics of Revenue Sources** | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |
| **Federal Govt.** |  |  |  |  |  |  |  |  |  |
| **State Govt.** |  |  |  |  |  |  |  |  |  |
| **Local Govt.** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| **Onetime** |  |  |  |  |  |  |  |  |  |
| **Ongoing** |  |  |  |  |  |  |  |  |  |
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| **Donations – Cash** |  |  |  |  |  |  |  |  |  |

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| **Donations – In Kind** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Fees** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Fines/Penalties** | |  | |  | |  | |  | |  | |  | |  | |  |  |
| **Grants - Non-Government** | |  | |  | |  | |  | |  | |  | |  | |  |  |
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| **Characteristics of Workforce** | | | | | | | | | | | | | | | | | |
|  |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **# of Full-time** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **# of Part-time** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **# of Temporary** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Full-time Equivalent** |  | |  | |  | |  | |  | |  | |  | |  | |  |
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| **Intern Hours** |  | |  | |  | |  | |  | |  | |  | |  | |  |
| **Volunteer Hours** |  | |  | |  | |  | |  | |  | |  | |  | |  |
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| **Cost Control/Productivity Enhancement Initiatives – Cooperative Purchasing (Four Year Perspective)** | | | | | |
| **Item** | **Dollar Volume**  **FY 2012 - 2013** | **Dollar Volume**  **FY 2013 – 2014** | **Dollar Volume**  **FY 2014 - 2015** | **Dollar Volume**  **FY 2015 – 2016 YTD** | **Notes** |
|  |  |  |  |  |  |
| **General Services Administration** |  |  |  |  |  |
| **Regional** |  |  |  |  |  |
| **State** |  |  |  |  |  |
| **US Communities** |  |  |  |  |  |
| **Other (list)** |  |  |  |  |  |
|  |  |  |  |  |  |
| **Total** |  |  |  |  |  |
| **Percentage of Total Purchasing** |  |  |  |  |  |
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|  | **Cost Control/Productivity Enhancement Initiatives – Cost Controls (Four Year Perspective)** | | | | | | |
| **Item** | | **Number** | **Dollar Savings**  **FY 2012 - 2013** | **Dollar Savings**  **FY 2013 – 2014** | **Dollar Savings**  **FY 2014 - 2015** | **Dollar Savings**  **FY 2015 – 2016 (est.)** | **Notes** |
|  | |  |  |  |  |  |  |
| **Audit Recommendations Implemented** | |  |  |  |  |  |  |
| **Employee Suggestions Adopted** | |  |  |  |  |  |  |
| **Energy Conservation Initiatives** | |  |  |  |  |  |  |
| **Fraud Control Measures** | |  |  |  |  |  |  |
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| **Total** | |  |  |  |  |  |  |
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| **Cost Control/Productivity Enhancement/Revenue Collection Initiatives –**  **Delinquent Collections (Four Year Perspective)** | | | | | |
| **Item** | **FY 2012 - 2013** | **FY 2013 – 2014** | **FY 2014 - 2015** | **FY 2015 – 2016**  **(Estimated)** | **Notes (e.g., collection policies)** |
|  |  |  |  |  |  |
| **Court Fees** |  |  |  |  |  |
| **Court Fines/Penalties** |  |  |  |  |  |
| **Interest on Uncollected Fees** |  |  |  |  |  |
| **Interest on Uncollected Fines/Penalties** |  |  |  |  |  |
| **Parking Tickets** |  |  |  |  |  |
| **Rent** |  |  |  |  |  |
| **Restitution – Criminal Cases** |  |  |  |  |  |
| **Restitution – Employee Fraud/Theft** |  |  |  |  |  |
| **Restitution – Vendors for Contract Non-Performance** |  |  |  |  |  |
| **Taxes – Income** |  |  |  |  |  |
| **Taxes - Property** |  |  |  |  |  |
| **Taxes - Sales** |  |  |  |  |  |
| **Taxes – Other** |  |  |  |  |  |
| **Tolls** |  |  |  |  |  |
| **Traffic Tickets** |  |  |  |  |  |
| **Utility Costs** |  |  |  |  |  |
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| **Collection Costs** |  |  |  |  |  |
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| **Total** |  |  |  |  |  |
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| **Cost Control/Productivity Enhancement Initiatives – Service Consolidation/Sharing (Four Year Perspective)** | | | | | |
| **Item** | **Savings**  **FY 2012 - 2013** | **Savings**  **FY 2013 – 2014** | **Savings**  **FY 2014 - 2015** | **Savings**  **FY 2015 – 2016**  **(Estimated)** | **Notes** |
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| **Total** |  |  |  |  |  |
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| **Cyber Security/Data Privacy Initiatives (Three Year Perspective)** | | | | |
| **Item** | **FY 2014 – 2015** | **FY 2015 – 2016** | **FY 2016 - 2017** | **Notes** |
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| **Total** |  |  |  |  |
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| **Challenges to Cost Control/Productivity Enhancement/Revenue Collections – (Three Year Perspective)** | | | | |
| **Type** | **Item** | **FY 2016 – 2017** | **FY 2017 – 2018** | **FY 2018 – 2019** |
|  |  |  |  |  |
| **Demographic** | More frail 80+ elderly |  |  |  |
| **Economic** | Possible closure of state correctional facility in town |  |  |  |
| **Economic** | Slow recovery |  |  |  |
| **Environmental** | Drought causing drop in water system revenues |  |  |  |
| **Fiscal** | Need to ramp up for Census 2020 |  |  |  |
| **Fiscal** | Shift to online purchasing reducing sales tax revenues |  |  |  |
| **Fiscal** | Maintenance/renovation backlog impairing energy efficiency |  |  |  |
| **Fiscal** | Uncertain cost changes in health care coverage |  |  |  |
| **Fiscal** | Uncertain investment income for pension plan |  |  |  |
| **Governmental** | Unfunded mandates (federal and/or state) |  |  |  |
| **Governmental** | Unfunded programs approved by voter initiative |  |  |  |
| **Technology** | Staffing shortages |  |  |  |
| **Technology** | Need for upgraded computer security to prevent hacking |  |  |  |
| **Workforce** | Aging employee base | 20% turnover likely |  |  |
| **Workforce** | Difficulty filling IT positions due to competitive market |  |  |  |
|  |  |  |  |  |
| **Total** |  |  |  |  |
|  |  |  |  |  |

**C. Performance Measurement Reports**

(Click Here for Contact Information)

(Click Here for Organizational Chart)

(Click Here for Related Other Documentation)

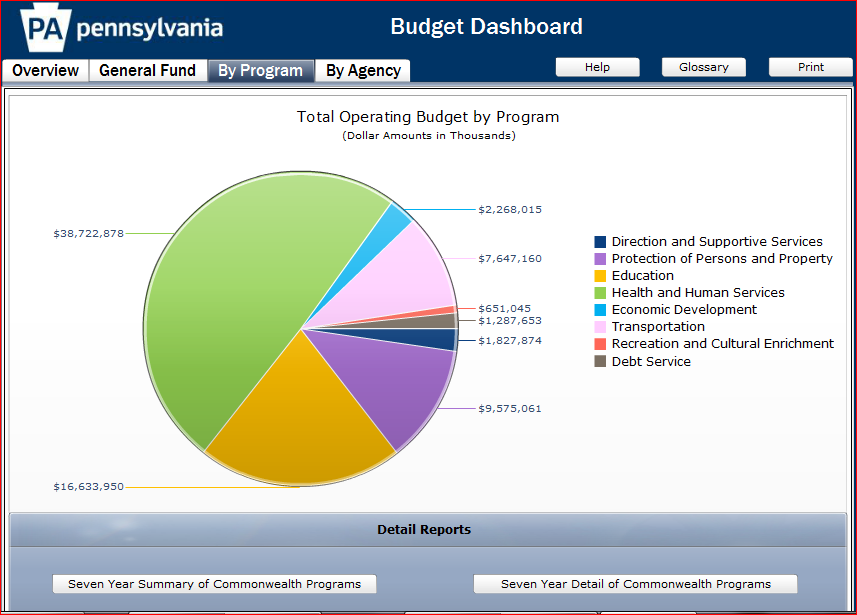
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| **Progress and Performance Measures (Alternative One)[[23]](#footnote-23)** | | | | | | |
| **Type** | **Item** | **FY 2013 – 2014 Target** | **FY 2013 – 2014 Actual** | **FY 2014 – 2015 Target** | **FY 2014 – 2015 Actual** | **FY 2015 – 2016 Target** |
| **Progress Measures[[24]](#footnote-24)** | | | | | | |
| **Agency Specific** |  |  |  |  |  |  |
| **Agency Specific** |  |  |  |  |  |  |
| **Agency Specific** |  |  |  |  |  |  |
| **Performance Measures[[25]](#footnote-25)** | | | | | | |
| **Customer Service** | Customer satisfaction rating |  |  |  |  |  |
| **Customer Service** | Number of Freedom of Information Act requests |  |  |  |  |  |
| **Customer Service** | Turnaround on Freedom of Information Act requests |  |  |  |  |  |
| **Customer Service** | Efficiency of webpage in addressing customer needs  (i.e., web analytics) |  |  |  |  |  |
| **Financial** | Collection rate for fees, fines, penalties, and other amounts due |  |  |  |  |  |
| **Financial** | Cash, in-kind donations, volunteer hours |  |  |  |  |  |
| **Financial** | Losses from lawsuits |  |  |  |  |  |
| **Financial** | Overtime expenditures (total & as percentage of salary) |  |  |  |  |  |
| **Financial** | Receipt of federal grant funds |  |  |  |  |  |
| **Financial** | Receipt of non-governmental grants |  |  |  |  |  |
| **Financial** | Utility cost controls/reductions |  |  |  |  |  |
| **Financial** | Losses from fraud, hacking, and theft |  |  |  |  |  |
| **General** | Consumer complaints/fraud investigations that result in penalties |  |  |  |  |  |
| **General** | Program participation rates |  |  |  |  |  |
| **General** | Processing time for applications |  |  |  |  |  |
| **General** | Wait time for appointments |  |  |  |  |  |
| **Statutory** | Tasks that must be completed by law |  |  |  |  |  |
| **Statutory** | Tasks that must be completed by law |  |  |  |  |  |
| **Workforce** | Days lost due to workplace injury |  |  |  |  |  |
| **Workforce** | Employee satisfaction |  |  |  |  |  |
| **Workforce** | Employee turnover by position, pay level, overall |  |  |  |  |  |
| **Workforce** | Ratio of managers to subordinates |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |
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| **Performance Measures (Alternative Two)** | | | | | | | | | |
| **Beneficiaries** | **What We Did** | **Why We Did It** | **How Well We Did It** | | **What Impact It Had** | **Where We Fell Short** | | | **Manager/Team Responsible** |
| **All Residents – Education/Job Training** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| Adults | Higher Education |  | |  |  | |  |  | |
| Adults | Job Placement |  | |  |  | |  |  | |
| Adults | Job Training |  | |  |  | |  |  | |
| Adults | Scholarships |  | |  |  | |  |  | |
| Children | Pre-School |  | |  |  | |  |  | |
| Children | Free Education - Elementary |  | |  |  | |  |  | |
| Children | Free Education – Secondary |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |
| **All Residents – Infrastructure to Support Daily Life & the Economy** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| All | Aviation |  | |  |  | |  |  | |
| All | Ports |  | |  |  | |  |  | |
| All | Power – Electric |  | |  |  | |  |  | |
| All | Power – Gas |  | |  |  | |  |  | |
| All | Power – Nuclear |  | |  |  | |  |  | |
| All | Power – Solar |  | |  |  | |  |  | |
| All | Power – Other |  | |  |  | |  |  | |
| All | Railroads |  | |  |  | |  |  | |
| All | Roads/Streets |  | |  |  | |  |  | |
| All | Trash Collection |  | |  |  | |  |  | |
| All | Water Supply |  | |  |  | |  |  | |
| All | Water Treatment |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |
| **All Residents – Legal Rights** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| Business Owners |  |  | |  |  | |  |  | |
| Consumers |  |  | |  |  | |  |  | |
| Property Owners |  |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **All Residents – Public Health & Safety Services** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| All | Emergency Preparedness |  | |  |  | |  |  | |
| All | Fire Protection |  | |  |  | |  |  | |
| All | Fire Safety Education |  | |  |  | |  |  | |
| All | Food Safety |  | |  |  | |  |  | |
| All | Law Enforcement |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |
| **All Residents – Safety Net Services** | | | | | | | | | |
|  |  |  |  | |  |  | | |  |
| All |  |  |  | |  |  | | |  |
| Children |  |  |  | |  |  | | |  |
| Disabled |  |  |  | |  |  | | |  |
| Senior Citizens |  |  |  | |  |  | | |  |
| Veterans |  |  |  | |  |  | | |  |
|  |  |  |  | |  |  | | |  |
| **The Economy** | | | | | | | | | |
|  |  |  |  | |  |  | | |  |
| Consumers |  |  |  | |  |  | | |  |
| Employees |  |  |  | |  |  | | |  |
| Entrepreneurs |  |  |  | |  |  | | |  |
| Minority/Small Businesses Owners |  |  |  | |  |  | | |  |
|  |  |  |  | |  |  | | |  |
| **The Environment** | | | | | | | | | |
|  |  |  |  | |  |  | | |  |
| Air Quality |  |  |  | |  |  | | |  |
| Soil Conservation |  |  |  | |  |  | | |  |
| Water Quality |  |  |  | |  |  | | |  |
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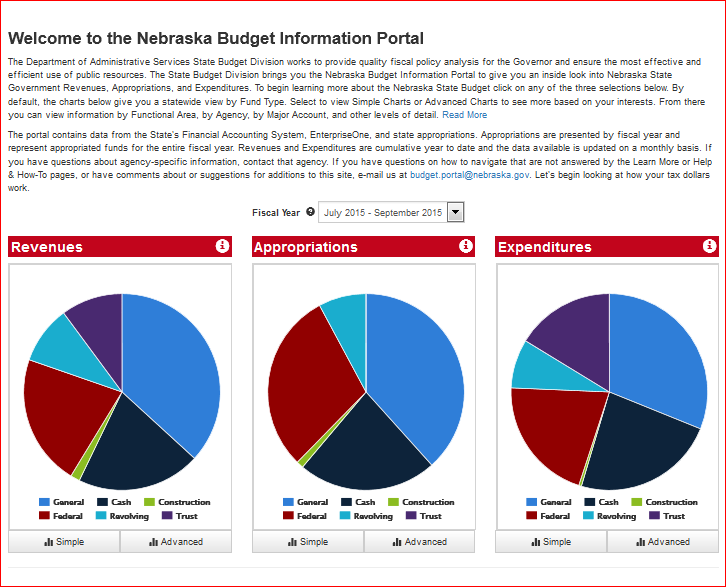
|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Performance Measures (Alternative Three)** | | | | | | | | | |
| **Beneficiaries** | **What We Did** | **Why We Did It** | **How Well We Did It** | | **What Impact It Had** | **Where We Fell Short** | | | **Manager/Team Responsible** |
| **Statutory Requirements (i.e., What We Must Do)** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
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| **Workload Measures (i.e., Volume of Work)[[26]](#footnote-26)** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
| Agency Specific |  |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |
| **Cost-Effective, Efficient Management Standards (i.e., How We Can Do It Efficiently** | | | | | | | | | |
|  |  |  | |  |  | |  |  | |
| Enterprise Wide |  |  | |  |  | |  |  | |
| Enterprise Wide |  |  | |  |  | |  |  | |
| Enterprise Wide |  |  | |  |  | |  |  | |
| Enterprise Wide |  |  | |  |  | |  |  | |
| Enterprise Wide |  |  | |  |  | |  |  | |
|  |  |  | |  |  | |  |  | |
| **Special Initiatives** | | | | | | | | | |
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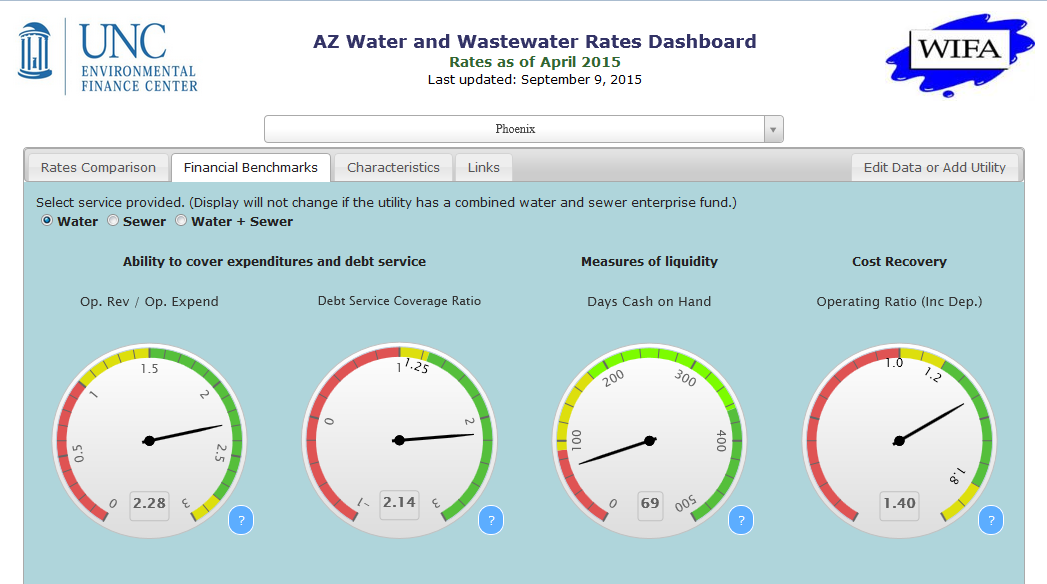
**Reinventing the Budget Proce$$**

****Part VI – Budget Dashboard Illustrations

**The Pennsylvania Budget Dashboard**

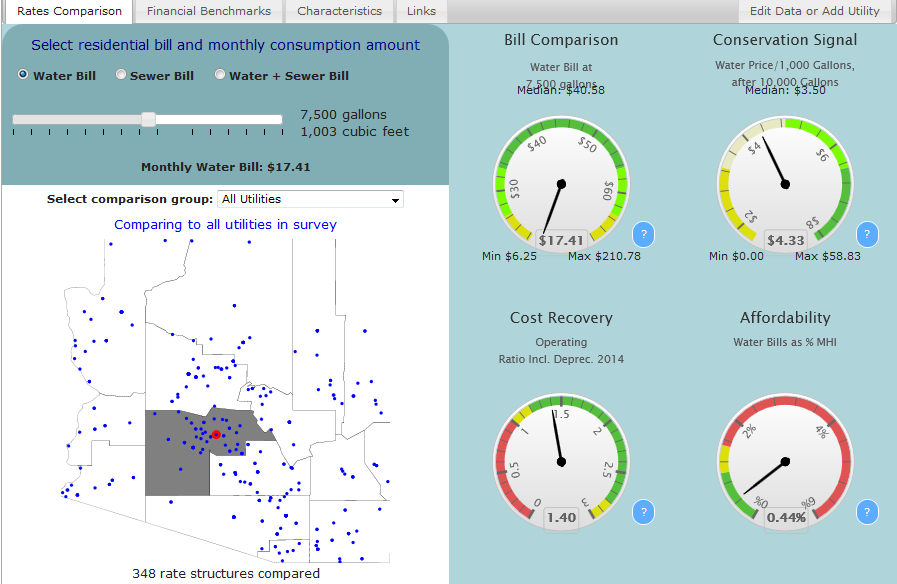
http://www.portal.state.pa.us/imageserver/budget2011/GBD\_2011.html

**Nebraska Budget Information Portal,** https://www.nebraska.gov/das/budgetportal/index.html****

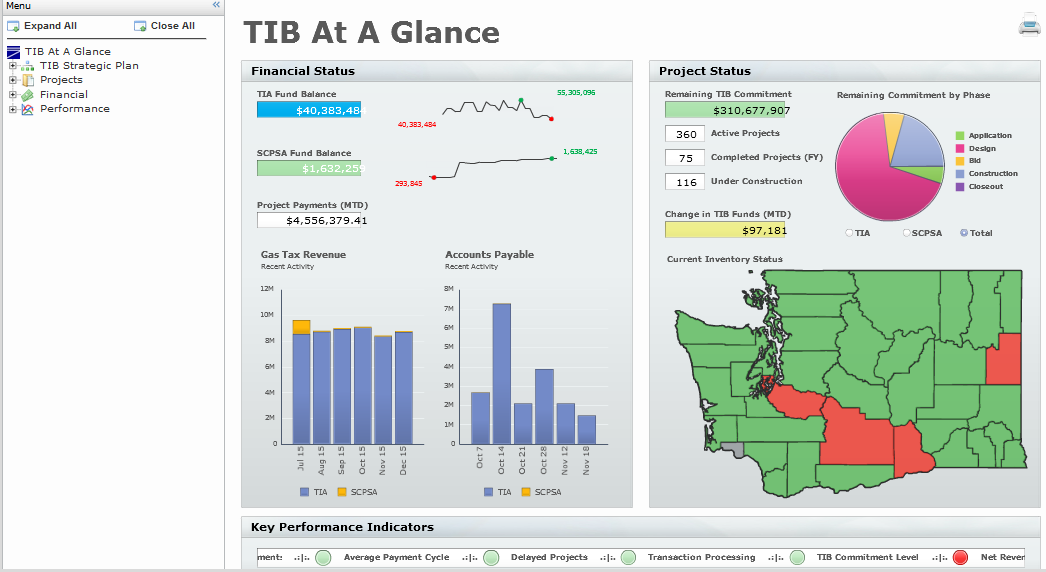
**Arizona Water Infrastructure Finance Authority – Dashboard for a Water Utility**

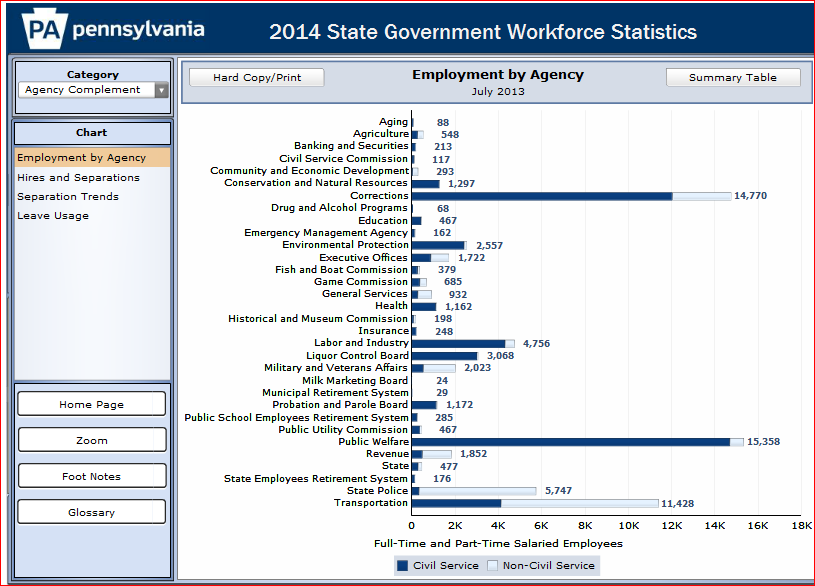
http://www.azwifa.gov/waterrates and [http://www.efc.sog.unc.edu/reslib/item/arizona-water-and-wastewater-rates-dashboard#](http://www.efc.sog.unc.edu/reslib/item/arizona-water-and-wastewater-rates-dashboard)

MHI = median household income

**Arizona Water Infrastructure Finance Authority (continued)**

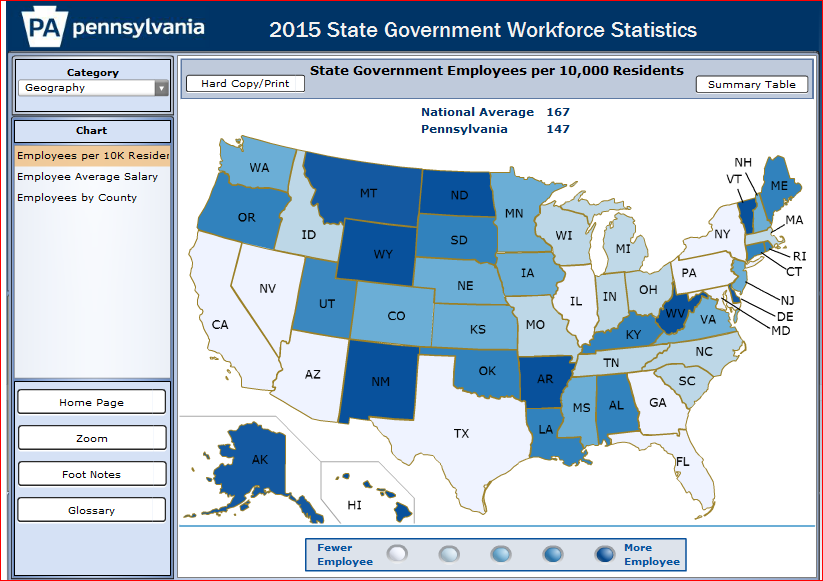
**Washington State Transportation Improvement Board, Performance Management Dashboard**

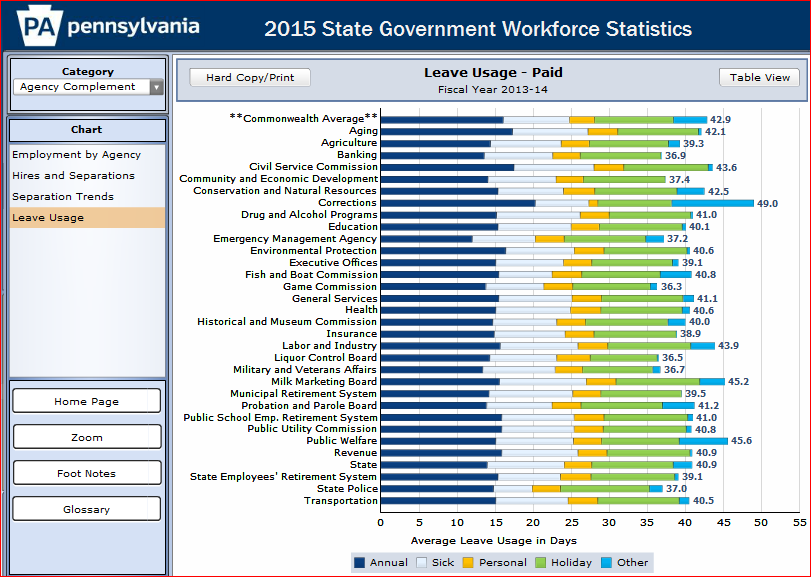
http://www.tib.wa.gov/TIBDashboard/

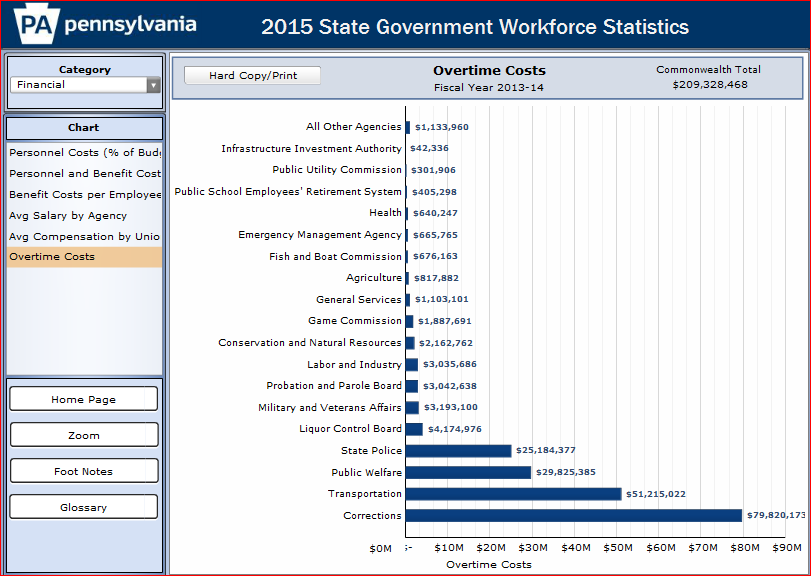
**VII. Charting the Data (e.g., Workforce Statistics**

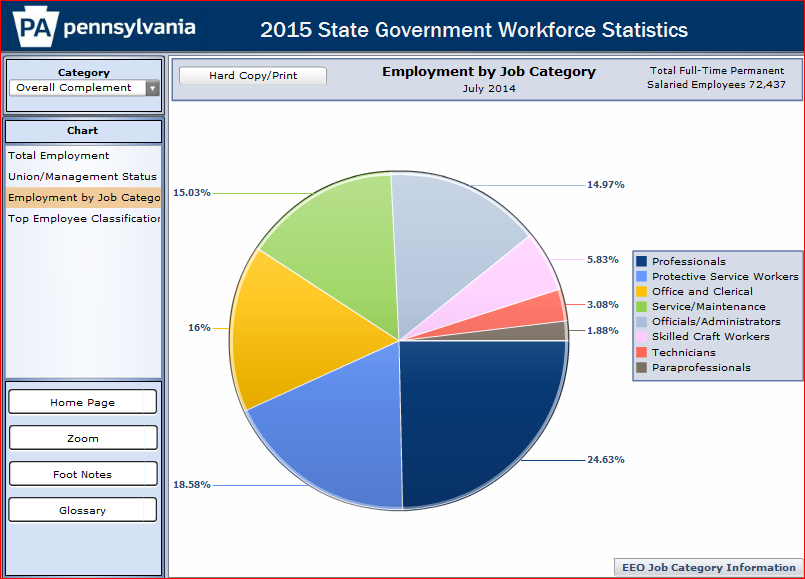
**Pennsylvania State Government Workforce Statistics**

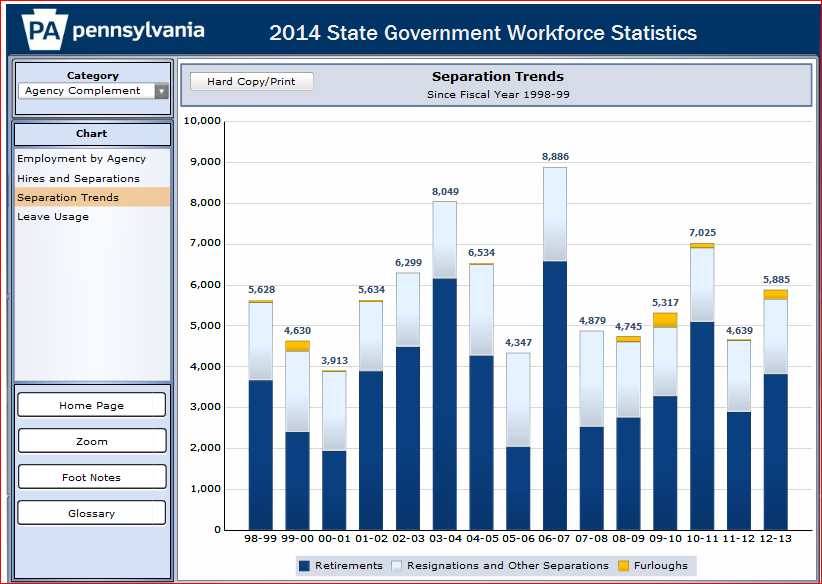
Source: http://www.oabis.state.pa.us/SGWS/2015/SGWS\_MAIN.html

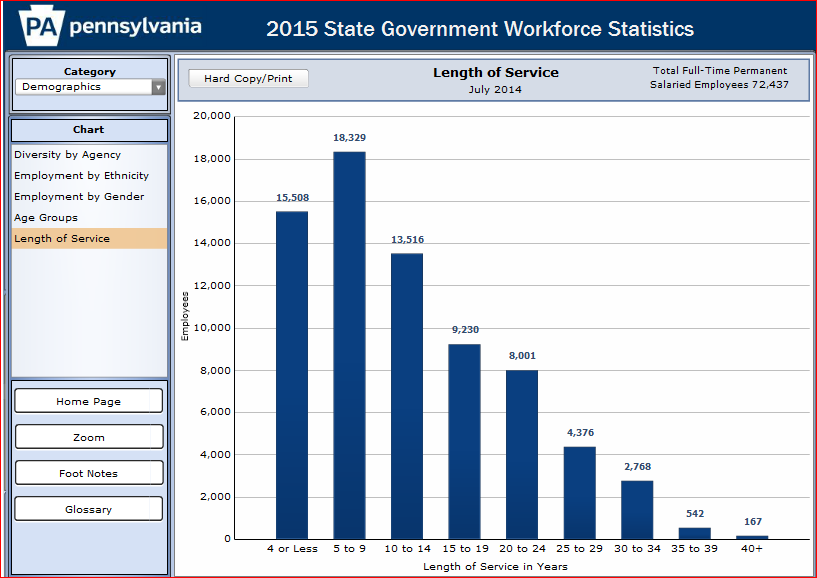












**About the Author**

A public policy consultant/government relations professional, Sharon Lawrence has an extensive background in federal, state, and local government. Past positions include Research Director for the National Association of Counties, Fiscal Director for the Oklahoma House of Representatives, and Director of Federal Affairs for the National Association of Towns and Townships. She also worked as a Government Relations Director and fiscal specialist for the National Conference of State Legislatures. In addition, she was a senior staff member for the US Advisory Commission on Intergovernmental Relations and a member of the US House of Representatives.

Ms. Lawrence earned a Bachelor of Arts Degree with Honors from the University of Nebraska – Lincoln and a Juris Doctorate degree from the University of Texas – Austin.

1. For the benefit of the public, links to social media should be in the top right hand corner. Agency logo, if one exists, should be placed appropriately as should be a comments/feedback button. [↑](#footnote-ref-1)
2. Click on item for more detail and/or to create a graphic display of selected data elements (e.g., bar graph, line graph, percentage graph, pie chart or stacked graph). Options would include percentage of total budget allocated to a given department, function (e.g., public safety) or object of expenditure. See the sample which follows of Winslow, Arizona’s graphic display options.

   By clicking on an item, users should be able to generate a report that ranks all agencies on that item (e.g., largest dollar value of onetime expenditures or percentage change in the budget from FY 2012 – FY 2015. [↑](#footnote-ref-2)
3. Click on an item to obtain all data from across the jurisdiction for an object code (e.g., fuel and outside legal counsel) and to identify lapsed funds. [↑](#footnote-ref-3)
4. Allocated to the purposes they are intended to advance, thus best included with the budgets for economic development, tourism promotion, and similar programs. [↑](#footnote-ref-4)
5. Partial listing. [↑](#footnote-ref-5)
6. Partial listing. For an excellent example of a government asset inventory, see the one prepared by Somerton, Arizona, Somerton, Arizona posts online its detailed asset inventory, https://onedrive.live.com/view.aspx?resid=971BF88323B037AF!548&app=Excel&authkey=!ANVZYK9ZEDIdJjI. [↑](#footnote-ref-6)
7. Include mapping capability. [↑](#footnote-ref-7)
8. Click on building/facility name for current photographs and/or video tour (subject to prudent security considerations). [↑](#footnote-ref-8)
9. Include mapping capability. [↑](#footnote-ref-9)
10. Click on building/facility name for current photographs and/or video tour (subject to prudent security considerations). Partial listing. [↑](#footnote-ref-10)
11. Include mapping capability. [↑](#footnote-ref-11)
12. Click on building/facility name for current photographs and/or video tour (subject to prudent security considerations). [↑](#footnote-ref-12)
13. Include mapping capability. [↑](#footnote-ref-13)
14. Partial listing. [↑](#footnote-ref-14)
15. Partial listing. [↑](#footnote-ref-15)
16. Standard categorizations such as fall or motor vehicle accident. [↑](#footnote-ref-16)
17. Categorize to include those terminated for conflicts of interest, criminal activity (on the job), criminal activity (off the job), misconduct, unsatisfactory performance, or workplace violence. [↑](#footnote-ref-17)
18. Categorize to include those resigning due to death or disability (indicating if work related or non-work related). [↑](#footnote-ref-18)
19. Click on item for more detail. Note that standardization of categories across agencies should be pursued in order to facilitate interagency comparisons. Wherever possible service location, time of day, day of week, month of year should be tracked and reported to help identify surge periods. With that information in hand, a flexible administrative professionals pool, for example, could be trained and deployed as necessary to move between agencies to meet surge. In the alternative, other solutions could be sought to level out the surge and thus enhance customer service. [↑](#footnote-ref-19)
20. Click on item for more detail and/or to create a graphic display of selected data elements (e.g., bar graph, line graph, percentage graph, pie chart or stacked graph). Options would include percentage of total budget allocated to a given department, function (e.g., public safety) or object of expenditure.

    The link to government webpage should be in top left hand corner; links to social media should be in top right hand corner. Agency logo, if one exists, should be placed appropriately.) [↑](#footnote-ref-20)
21. Click on item for more detail and/or to create a graphic display of selected data elements (e.g., bar graph or pie chart). See the sample which follows of Winslow, Arizona’s graphic display options. [↑](#footnote-ref-21)
22. Identify proceeds from data sales as well as other usual categories. [↑](#footnote-ref-22)
23. Detail should include description of the measure, estimated dollar value of achieving the measure (if applicable), actual dollar value achieved by reaching the performance goal (if applicable), and other indicators assessing progress toward achieving the target.

    Iowa has its agencies split performance measures into two categories, “Core Function” and “Activities, Products, and Services.” For each, agencies must list the:

    Performance measure (outcome),

    Performance target(s), and

    Link to the appropriate goal(s) in their strategic plan.

    See http://www.dom.state.ia.us/planning\_performance/plans\_reports/index.html for detail. [↑](#footnote-ref-23)
24. Progress measures would be those that are agency specific, that relate to strategic goals. [↑](#footnote-ref-24)
25. Performance measures would be those that are applicable to each agency and relate to general management. [↑](#footnote-ref-25)
26. Elements to be measured would be clients served, facilities overseen, information requests received/answered, tasks/transactions completed, and website visitors, among others. [↑](#footnote-ref-26)