



Department Name: Office of Budget and Performance Improvement

Fiscal Year: 2012/13

Date Prepared/Updated: 3/26/12

Department Mission/Purpose Statement

"We are dedicated to providing maximization and allocation of resources to achieve measurable results responsive to community needs."

Department Description

The Office of Budget and Performance Improvement (OBPI) was created in 2004 by merging several existing entities within the City focusing on performance excellence by blending strategic management, resource allocation, performance management and revenue maximization.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated:

- Transform the City's budget process into a results-oriented process, re-focusing the proposed and adopted budget documents to emphasize strategic intended outcomes, and their related performance measures and targets.
- Increase grants as well as maintain recurring grant dollars received by the City through federal, state, local and private grant revenues.
- Monitor customer service in City departments through service shopper surveys and provide timely results to departments.
- Conduct customer satisfaction surveys for services delivered to the community as well as for internal support functions.
- Support the City's change to a performance excellence culture by refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process, and promoting management and organization familiarity and understanding of these.
- Implement a performance management database to monitor status of performance measurement objectives.
- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews, etc.
- Increase and maintain the dollars received by the City as part of revenue maximization activities, including providing timely information, technical assistance and training programs to City Departments.

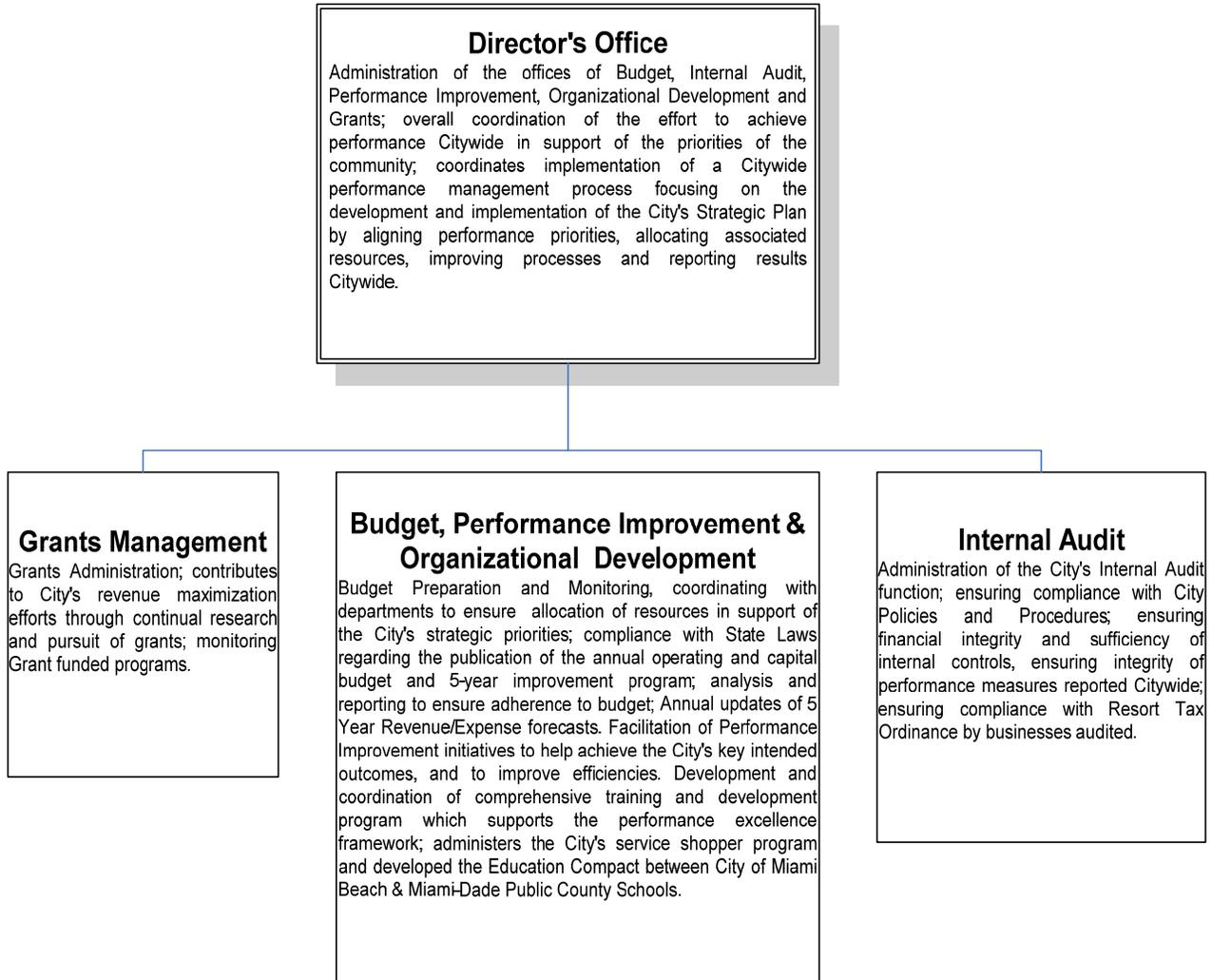
See attached Table of Organization



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Fiscal Environment:

OBPI primarily is supported by General Fund dollars as part of the Administration. In addition, the Department receives funding from resort tax revenues for inspection of records of businesses within the City of Miami Beach to ensure compliance with resort tax ordinances. Parking and Sanitation funds also support monitoring and audits of internal controls over operations and revenue collection.

The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including Communications functions

Business Environment:

OBPI has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational and support services noted in the prior section.

OBPI provides staff support to the Budget Advisory Committee comprised of City residents and to the Quality of Education Committee comprised of residents and parent-teacher association members.

In addition OBPI works with private consulting partners to conduct community surveys and consulting studies to ensure that adequate and timely progress is being made on several key initiatives.



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Significant Prior Accomplishments:

- Continued to expand the cleanliness assessment and service shopper programs where employees and resident volunteers serve as assessors and/or shoppers.
 - Continued general oversight and coordination of the Cleanliness Assessment Program, including facilitating the Public Works (Sanitation), Parking, Parks and Recreation, and Code Compliance departments in using the results to identify root causes and solutions in addressing cleanliness in public areas. Since the inception of the program, cleanliness scores have improved in all public areas. As of FY2010/11, the overall City cleanliness scores improved 23.8% from FY2005/06, the base year of the program. Residential streets and sidewalks have each improved 18.7% and 20.9% respectively from FY2005/06, while waterways have improved 34.4% during the same time period.
 - Continued overall coordination and implementation of Service Shopper Program, including successful training and recruitment of Service Shopper volunteers for all quarters to date. 100% of departments were shopped during FY2010/11 with survey results also showing an increase in satisfaction with employee contact. Since the inception of the program, service shopper scores have improved in all departments. The overall Service Shopper score has improved from an average of 3.39 in FY2005/06 to 3.78 in FY2006/07 to 4.16 in FY2007/08 to 3.69 in FY2008/09 to 4.10 in FY 2009/10 to 3.93, a 16% improvement from the inception of the program.
- Continue to develop and monitor the components of the Education Compact between CMB and M-DCPS, approved unanimously by both entities on January 16, 2008.
 - Organized the 3rd Annual Student Expo for 400 families to improve IB program awareness and showcase City youth – December 2011.
 - Coordinated International Baccalaureate authorization site visits for three schools including Fienberg-Fisher K-5, Biscayne Elementary, and Treasure Island Elementary resulting in IB authorization granted in March 2012 for Fienberg-Fisher K-5 and Biscayne Elementary. Site visit for Treasure Island was postponed at the district's request until October 2012.
 - Facilitated the partnership between the Bill Gates Foundation and Miami Beach Senior High School, Nautilus Middle School, and Fienberg-Fisher 6-8 to increase teacher professional development opportunities and access to thematic units of study to enhance classroom curriculum.
 - Coordinated the professional development of 40 teachers across Miami Beach to attend various International Baccalaureate workshops to enhance understanding of IB curriculum and thematic units of study.
 - Facilitated the International Baccalaureate implementation at all public schools in the City of Miami Beach, leading to all public schools receiving IB authorization by March 2012. City of Miami Beach is the only city in the country where all public schools are IB schools and the IB program is accessible to every child.
 - Developed MB Parent Program to increase access to educational information through our Parks facilities for every Miami Beach resident. MB Parent Programs include College Bound: Knowing the Facts, Summer Reading: Getting Ahead, Building Your Child's Cultural Literacy, Healthy Lifestyles, and Positive Discipline.
 - Facilitated the Speakers Bureau in partnership with Miami Beach Chamber of Commerce



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- to enhance classroom access to local professionals to present on various topics of interest. To date, speakers have provided information at all K-12 Miami Beach public schools.
- Wrote the following articles for MB Magazine Next Generation column: Backyard ARTventure. MB Magazine, 14-16, and all compact updates.
 - Other compact components include enhanced curriculum offerings including the International Baccalaureate program in grades K-12 currently being implemented at all Miami Beach public schools, Enhanced Communication Efforts, Teacher Recruitment/Retention, Parental Involvement/Family Support/Youth and Community Engagement, Health and Well-Being, Safety, and Technology.
 - Developed 2012 Environmental Scan; a comprehensive multi-year assessment of demographic, socio-economic and department budget, staffing, and workload data.
 - Implemented a learning system (LS Adobe Connect) that provides for managing, deploying, and tracking online training which is easily accessible for staff via a web browser. Course offering include self-paced courses.
 - Facilitated the updating of all citywide policies and procedures, along with the posting of such on the City's internal website.
 - Received \$5,257,225 in GOB fund reimbursements in FY 2010/11 and received \$21,721,330 in reimbursements from inception
 - Completed the following audits in FY2011/12 as of 3/23/12:
 - Eight Internal Audits.
 - Two Sanitation Audits.
 - Twelve Parking Monitoring.
 - Seventy-nine resort tax audits resulting in net assessments of \$191,488.
 - Completed the following audits in FY2010/11:
 - Twenty-one Internal Audits.
 - Seven Sanitation Audits.
 - Thirty-two Parking Monitoring reviews.
 - Two hundred five resort tax audits resulting in net assessments of \$411,438. Collections for outstanding resort tax audit assessments amounted to \$318,982.
 - Continued grant monitoring responsibilities for hurricanes which included assisting FEMA & State with their closeout for Hurricane Wilma 2005; preparation of quarterly reports to the State; monitoring each claim for completion and requesting reimbursement.
 - FY 2002/03, FY 2003/04, FY 2004/05, FY 2005/06, FY 2006/07, FY 2007/08, FY 2008/09, FY 2009/10, and FY 2010/11 Budgets have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association, continuing to improve in reviewer ratings each year.
 - Instituted a reserve for post-employment benefits (OPEB) by transferring \$2.9 million in surplus to an OPEB trust in FY 2007/08, in addition to \$2 million from FY 2005/06 and an additional \$2 million in FY 2006/07 year-end budget surplus of revenues over expenses and have continued to fund the enterprise and internal service fund components of the OPEB liability each year since for a total of \$14.1 in funding as of September 30, 2011.



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Critical Success Factors:

- Ensure data integrity – as more decisions continue to be made based on measurable results, it becomes more and more critical to ensure the integrity of the data being used in the process. Internal audit staff has built this component into their internal audit process.
- Ensure buy-in to the Excellence model concepts from all components of the City organization including elected officials, Executive staff, Management Team, and all members of the organization – ensuring understanding and buy-in from non-management team employees has been challenging, especially from operations employees. FY 2012/13 will need to continue to focus on:
 - Continued coordination with all departments regarding re-enforcement of Excellence Model, Customer services standards and training, Essential Piece and etc.
 - Involving staff in developing and deploying department workplans
 - Sharing scorecards with team members so that they are meaningful to them and work with employees and other departments on improving their performance to ensure support of the strategic planning process
- Similarly, deployment of the Citywide training plan requirements will require support from all departments and especially other Organizational Development providers throughout the City (OBPI, HR, Parking, Fire and etc.) in order to increase the availability of qualified trainers for deployment of required and optional training courses
- Other areas requiring support from other departments include:
 - Code enforcement support regarding labeling Sanitation containers to help identify haulers without a franchise license operating in the City.
 - Ongoing support from various departments needed to ensure development and deployment of various Education Compact components, including the internship program.
- Timely written management response from audited departments for the finalization of audit reports.
- Maintain cooperative relationship with Miami-Dade County Public Schools and the International Baccalaureate Program to ensure Education Compact components are developed and implemented as agreed.
- City Attorney Office support for issues / questions that arise related to Resort tax and Internal audits.
- Receipt of Building Better Communities funding agreements from Miami-Dade County in timeline as required. Adherence to construction timeline for Miami Dade County Building Better Communities General Obligation Bond-funded projects and grant funded projects will allow us to request reimbursements and ensure that we obtain full grant award.
- Department support in providing timely and accurate grant application information (narrative/budget/timeline/scope of services), and adherence to grant guidelines, including scope of work, reporting and closeout.
- Further automation of budget processes to improve accuracy, efficiency and promote adherence to tight timelines.



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Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:
Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:
We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:
*We maintain the City of Miami Beach as a world-class city.
We work as a cooperative team of well-trained professionals.
We serve the public with dignity and respect.
We conduct the business of the City with honesty, integrity, and dedication.
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:
Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.
- **Initiatives** are undertaken to drive the performance level for a key performance indicator.



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Citywide Key Intended Outcomes supported by the Department:

- Increase community satisfaction with city government
- Improve cleanliness of Miami Beach rights-of-way especially in business areas
- Maximize efficient delivery of service
- Control costs of payroll including salary and fringes/ Minimize taxes/ Ensure expenditure trends are sustainable over the long term
- Improve the City's overall financial health and maintain overall bond rating
- Improve process through information technology
- Strengthen internal controls
- Attract and maintain a workforce of excellence
- Enhance learning opportunities for youth

See Department Performance Plan for additional supporting details

Office of Budget & Performance Improvement
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Indicator	Actual									Target	FY 2012/13 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13		
Increase community satisfaction with City government	KPI: % of Key Performance Indicators improved in the fiscal year		11%	35%	39%	58%	65%	54%	TBD	50%	<ul style="list-style-type: none"> Develop a process improvement plan to evaluate City processes on a regular basis Expand Service Shopper to contracted operations and charge enterprise funds as appropriate 	
	KPI: Fiscal year overall rating for city service shopper program		3.39	3.78	4.16	3.69	4.10	3.93	4.08	4.00		
	% departments with Service Shopper Scores below 3		12%	1%	1%	3%	0%	0%	0%	0%		
	% of departments service shopped	0%	100%	99%	100%	100%	100%	100%	100%	100%		
	% of Key Intended Outcomes (KIOs) with improvements contributed by OBPI		33%	39%	45%	37%	39%	36%	TBD	50%		
	% of KPIs with approved methodology and implemented in the software				83%	86%	61%	63%	95%	95%		
	% of employees agreeing or strongly agreeing they have a better understanding of their role & department role in achieving city outcomes			85%								
Improve cleanliness of Miami Beach rights-of-way especially in business areas	KPI: Citywide Public Area Cleanliness Index	2.27	2.1	1.78	1.75	1.75	1.79	1.60	1.59	1.50		
Attract and maintain a workforce of excellence	KPI: % of employees who agree or strongly agree that "they recommended CMB as a place to work"			83.8%							<ul style="list-style-type: none"> Conduct training needs and satisfaction survey 	
	% of OBPI employees who "strongly agree" or "agree" they would recommend CMB as a place to work			77.7%								
	% of OBPI employees who "strongly agree" or "agree" that "they are proud to be a CMB employee"			100%								
	% of employees trained in results-oriented culture		91%	100%	84.3%	78.8%	100%	100%	100%	100%		
	% of contract employees trained in Customer Service Standards			9%	38%	44%	75%	88%	88%	100%		
Maintain Miami Beach Public Areas and Rights-of-way Citywide	KPI: Public Area Appearance Index										<ul style="list-style-type: none"> Facilitate departments to improve measurement methodologies for public appearance-ROW/Parks Landscaping and garages 	

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Indicator	Actual									Target	FY 2012/13 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13		
Enhance learning opportunities for youth	KPI: % of Households with Children Rating Miami Beach City Government as Good or Excellent in Supporting, Meeting their expectations (CMB)											<ul style="list-style-type: none"> Review training needs of public school staff to sustain International Baccalaureate (IB) program and facilitate all compact components
	Married, with children			62%		67%				69%		
	Divorced/ Separated with children			66%		62%				69%		
	KPI: % of Households with Children Rating the City of Miami Beach as a Place to Live as Excellent or Good (CMB)											
	Married, with children			80%		87%				88%		
	Divorced/ Separated with children			79%		86%				88%		
	% of residents with children satisfied or very satisfied with public school within Miami Beach	53%		51%						91%		
	KPI: # of Youth Participants in City's Programs, Including International Baccalaureate (CMB)			9,709	6,911	14,378	15,592	18,640	20,557			
	KPI: Total City Dollars appropriated for Youth Resident in the City (Compact \$'s, Grant Funds, Recreation \$'s, etc.) (CMB)			\$8.3 mill	\$8.2 mill	\$8.8 mill	\$8.1 mill	\$8.0 mill	\$7.8 mill			
KPI: % of Children in City Schools with Measurable Improvement from the Prior Year (CMB)												
Reading Gains on FCAT (CMB)	59%	67%	60%	65%	65%	65%	62%	68%	60%			
Math Gains on FCAT (CMB)	70%	72%	67%	65%	73%	67%	71%	67%	60%			
Improve process through information technology	KPI: Business case estimates of \$'s saved or additional \$'s generated through information technology investments			\$50,000	\$85,000	\$6,200	\$0	\$181,000	TBD	TBD	<ul style="list-style-type: none"> Automate budget quarterly reports Improve Cleanliness Automation through new program and hardware 	
	KPI: Information technology investments (\$) to increase revenue, improve efficiency, or improve customer service (in millions)		\$0.587 mill	\$0.695 mill	\$1.043 mill	\$0.298 mill	\$0.552 mill	\$0.199 mill	TBD	\$0.280 mill		
	% of KPIs reported within 90 days from the end of the quarter				74%	87%	80%	90%	N/A	90%		
Ensure expenditure trends are sustainable over the long term	Ratio of recurring revenue increase to recurring expenditure increase - General Fund Original Budget	1.04	1.11	1.11	1.07	1.04	1.00	.99	1.01	1.00		

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Citywide Key Intended Outcome	Departmental Indicator	Actual									Target	FY 2012/13 Adopted Initiatives	
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13			
Improve the City's overall financial health and maintain overall bond rating	KPI: \$'s in City General Fund reserve accounts												<ul style="list-style-type: none"> Document Budget Work Plan Development and Monitoring Procedures Procure Professional Service Support for processing FEMA expenses and reimbursements Procure Grants Research Database Evaluate procurement of FEMA compliance software Reinstate transfer to Pay As You Go Fund
	11% Emergency Revenue	\$18.6 mill	\$22.5 mill	\$24.1 mill	\$25.5 mill	\$26.0 mill	\$25.0 mill	\$26.2 mill	\$27.0 mill				
	6% Contingency Reserve		\$14.1 mill	\$12.3 mill	\$12.6 mill	\$13.8 mill	\$13.6 mill	\$14.3 mill	\$14.7 mill				
	\$'s in Internal Services Fund reserve accounts						\$0.64 mill	TBD	TBD				
	\$'s in Enterprise Fund Reserve Accounts						\$20.8 mill	TBD	TBD				
	GFOA Scores for Adopted Budget	2.94	3.06	3.09	3.16	3.18	3.23	3.21		3.3			
	% actual expenditures to original adopted budget net of transfers at year-end to Reserves			98.1%	99.1%	98%					100%		
	% of grants awarded - First time grants in last 12 months			60%	61%	60%	66%	52%	60%	60%			
	% of grants awarded - Recurring grants in the last 12 months		88%	92%	100%	100%	100%	100%	100%	100%			
	Grants revenues brought into the City per Fiscal Year (Recurring grants)		3.335 mill	\$1.375 mill	\$1.824 mill	\$2.291 mill	\$1.583 mill	1.014 mill	1.762 mill	\$2.000 mill			
	Audit and other revenues brought into the City	1.3	6.3	3.22	3.69	4.85	.78	.71	1.52				
	% of Annual Plan for Internal Audits completed			43%	60%	102%	55%	88%	65%	100%			
% of Annual Plan for Resort Tax Audits completed			95%	84%	90%	91%	81%	84%	100%				
Minimize Taxes	KPI: Operating Millage Rate	7.425	7.481	7.374	5.6555	5.6555	5.6555	6.2155	6.1655	5.6555			
Enhance external and internal communications from and within the City											<ul style="list-style-type: none"> Expand Performance Improvement component of Excellence Miami Beach website 		
Strengthen Internal Controls											<ul style="list-style-type: none"> Support Internal Audit's operational review of Fire Prevention Update citywide policies and procedures 		
Promote transparency of City operations											<ul style="list-style-type: none"> Utilize outside audit contractor to review/audit one area of the city's operations per year – FY 2012/13 Construction Projects 		

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