OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Department Mission/Purpose Statement

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

Department Description

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.

- 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.

Significant Prior Accomplishments

FY 2004/05

- City's Performance Excellence model formalized with the first-ever community satisfaction surveys conducted (resident, business, and community organizations) and budget and annual work plans aligned to address resulting Citywide priorities.

- Continued to increase number of training participants from 200 in FY 2002-03 to 2,000 in FY 2004/05.

- FY 2002/03, FY 2003/04 and FY 2004/05 Adopted Budgets have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).

- FY 2005/06 adopted budget included structural changes to ensure the long term financial stability of the City, including a Pay-As-You-Go Capital component, funding of the Capital Reserve to address unforeseen changes in capital project costs, funding for non-facility capital investment upkeep, funding to address shortfalls in the Risk Management Fund, and funding the City's 11 percent emergency reserve at the appropriate levels from the beginning of the fiscal year.

- Completed 2 parking audits, 1 expenditure audit, 6 revenue audits, 3 inventory audits, 1 program performance audit and 2 non-profit agency audits resulting in an additional $46,783 in savings and additional revenues to the City in FY 2004/05 and improvements to financial and operational internal control for parking, inventories, concessionaires, and waste haulers. Completed 240 resort tax audits for FY 2004/05 resulting in net assessments of $280,016. Collections for outstanding resort tax audit assessments during the same period amounted to $341,693

- Successfully received awarded grants in the amount of $2,272,825 as of September 30, 2005.

- Developed and implemented the Public Area Cleanliness Index and Assessment Program with the Public Works, Parks, and Parking departments.

- Completed the IT Building and Related Process System Analysis

- Completed a Building Workload Analysis on 11 position requests of which 7 were confirmed and approved for hire.

- Trained all full-time/part-time employees on Service Excellence Customer Service Standards and developed and pilot-tested a new citywide Service Shopper program with 100% of departments

Status of FY 2005/06 Initiatives

- Developed and implemented methodology for quarterly cleanliness assessments citywide; to be incorporated as part of broader measure regarding overall public appearance index to include landscaping, garages, facilities. Training conducted with

City Departments on cleanliness standards and incorporated into City contracts as appropriate.

- Management Consultant hired 2/27/06 to work to support performance improvement initiatives and grants.

- New E-Civis on-line grant subscription implemented – evaluation underway

- Performance Management Software implemented and department scorecards implemented for 100% of departments – however, department measures continue to be refined

- Training underway for all City employees regarding the City's Strategic Plan and each employee's "essential piece"; and incorporated into all future new hire orientation.

- Citywide training team established; content development underway for leadership curriculum; employee version of Neighborhood Leadership Academy; and process improvement.

- Focus groups completed in April 2006 to gain additional insight related to safety perceptions in business areas, waterway cleanliness, special events and cultural activities, construction in neighborhoods, affordable housing, and value for taxes paid.

- During FY 2005/06, prepared claims in conjunction with Risk Management for $1,858,061 for Hurricane Katrina, $31,355 for Hurricane Rita and an estimated $18,100,000 for Hurricane Wilma resulting in recoveries of city funds spent.

- Assisting Code Compliance in the defining and documenting of their Code system requirements and completion of their RFP.

- Information Technology Industry review to identify best practices and systems used in Building, Code, etc. underway.

- Provided project management support for Maximus Police Staffing Study completed in early 2006

- Implemented Service Shopper Program underway, including successful training and recruitment of Service Shopper volunteers for Q1 FY'06.

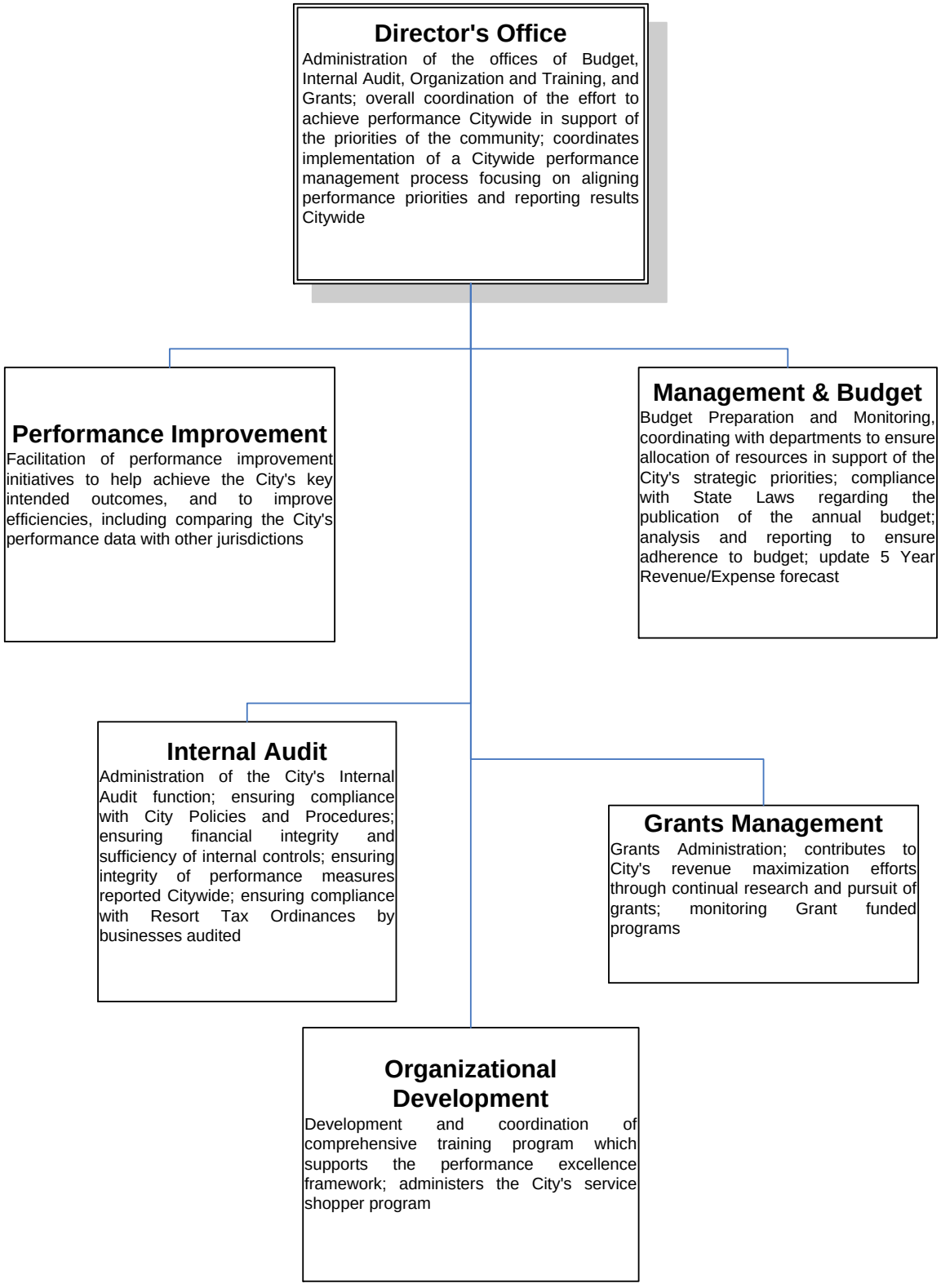
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
Increase resident satisfaction with employee contact	%of employees trained improving knowledge of the City	0	95%	95%	• Continue to identify most frequently requested information, questions, etc. to develop training plan on knowledge of the City. • Enhance Citywide training plan to add components related to knowledge of the City including work with Neighborhood Services incorporating an abbreviated component of the Neighborhood Leadership Academy.
	% departments with Service Shopper scores below 3	N/A	0%	0%	• Ensure all contract employees are trained in City's customer service standards, as well as City's Strategic Plan and their "essential piece." • Continue Service Shopper initiative and provide feedback and reports and training to departments with an average service shopper score of less than 4.
	% of departments service shopped	0	100%	100%	
Increase community satisfaction with City services	% of Citywide Key Performance Indicators (KPI) with improvements contributed by OBPI	0	18%	21%	• Develop community survey update and refine Citywide initiatives. • Develop process improvement intranet site, include results of past experiences, standard procedures and forms for process improvement. • Facilitate 2 process improvement teams supporting Citywide Key Intended Outcomes. • Conduct internal services survey.
	% of departments with citywide KPI's and supporting measures established	0	50%	100%	• Deploy standard format to ensure that all departments involve all employees at some level in annual work plan development.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
	# of departments with measures supported by documented methodologies and verified by audit	N/A	N/A	6	• Identify key measures and audit methodology integrity.
Ensure expenditure trends are sustainable over the long term	% increase in General Fund Current Service Levels (CSL) & enhancements in expenditure budget (w/o Capital or reserve transfers)	9.5%*	9%	8%	• Update financial trends through FY06. • Continue to work with Budget Advisory Committee (BAC) to establish financial policies to help ensure long term sustainable expenditure trends.
	% increase in General Fund Current Service Levels (CSL) expenditure budget (w/o capital or reserve transfers)	7.6%*	7%	7%	
Improve the City's overall financial health and maintain overall bond rating	Real revenue in $millions brought to the City through audits and grants	2.2	2.5	2.5	• Work with Departments to maximize use on online grants subscription database and grant applications through use of department grants liaisons.
	% of grants awarded	73%	73%	73%	
	Grant $'s applied for (in $ millions)	6.97	7.1	7.2	
	Government Finance Officers Association (GFOA) scores for Adopted Budget	2.80	3.0	3.0	No new activities for FY06/07
	# of days after quarter close for quarterly report of projected annual expenditures and revenues	60	45	45	No new activities for FY06/07
	% of Annual Audit Plan completed	52.3%	50%	80%	No new activities for FY06/07

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
Improve process through information technology	% of Citywide KPI's and supporting measures incorporated in performance software	0	95%	100%	• Continue to implement performance management software to monitor Citywide Key Intended Outcomes (KIO)'s and Key Performance Indicators (KPI)'s and supporting department measures.
Attract and maintain a quality workforce	% of management and employees satisfied with results oriented processes implemented City wide by OBPI	N/A	80%	85%	• Continue to enhance understanding of results-oriented government throughout management team and senior department staff and employees through workshops and retreats. • Conduct 360 review for senior OBPI staff and update Individual Performance Plans for related personnel development initiatives.
	# of employees annually with skills improved in:				• Continue to implement structured program to enhance training and facilitation skills, for personnel, through a train-the-trainer format, used to roll-out various training programs in all City departments.
	Technology	50	50	50	
	Process measurement and improvement	17	78	200	
	Facilitation skills	0	40	50	
	% of employees trained in results-oriented culture	0	95%	97%	
	OBPI employee satisfaction rate	TBD	TBD	TBD	• Develop employee satisfaction survey.

*FY03/04 actual not available. FY04/05 actual provided.
N/A: Not Applicable
TBD: To Be Determined

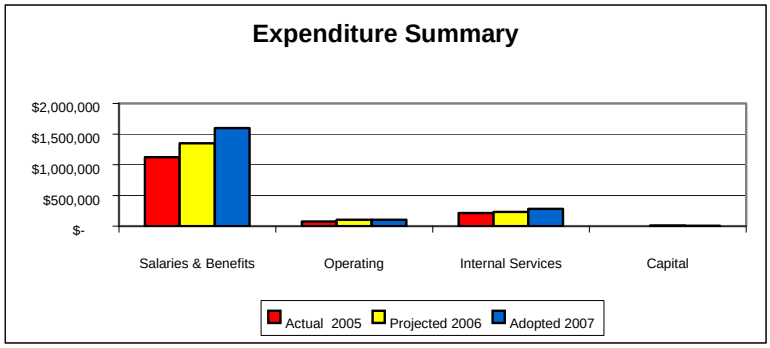

Director's Office
Administration of the offices of Budget, Internal Audit, Organization and Training, and Grants; overall coordination of the effort to achieve performance Citywide in support of the priorities of the community; coordinates implementation of a Citywide performance management process focusing on aligning performance priorities and reporting results Citywide
Performance Improvement
Facilitation of performance improvement initiatives to help achieve the City's key intended outcomes, and to improve efficiencies, including comparing the City's performance data with other jurisdictions
Management & Budget
Budget Preparation and Monitoring, coordinating with departments to ensure allocation of resources in support of the City's strategic priorities; compliance with State Laws regarding the publication of the annual budget; analysis and reporting to ensure adherence to budget; update 5 Year Revenue/Expense forecast
Internal Audit
Administration of the City's Internal Audit function; ensuring compliance with City Policies and Procedures; ensuring financial integrity and sufficiency of internal controls; ensuring integrity of performance measures reported Citywide; ensuring compliance with Resort Tax Ordinances by businesses audited
Grants Management
Grants Administration; contributes to City's revenue maximization efforts through continual research and pursuit of grants; monitoring Grant funded programs
Organizational Development
Development and coordination of comprehensive training program which supports the performance excellence framework; administers the City's service shopper program

Departmental Financial Summary

General Fund	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Adopted 2007
OBPI-Admin/Org Dev	$ 193,056	$ 327,995	$ 522,876	$ 513,810	$ 600,645
Internal Audit (GF)	316,757	319,379	385,333	309,677	423,993
Mgmt & Budget	573,395	620,194	660,502	693,004	777,736
Grants Mgmt	182,550	141,853	167,564	169,784	182,752
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**

	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Adopted 2007
Salaries & Benefits	$ 1,040,898	$ 1,124,532	$ 1,391,143	$ 1,347,342	$ 1,593,980
Operating	34,976	72,616	107,343	101,144	104,480
Internal Services	182,677	210,866	229,789	229,789	282,016
Capital	7,207	1,407	8,000	8,000	4,650
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**

Budgeted Positions				
General Fund	13	15 + 0 PT	15 + 0 PT	**15**
Resort Tax	4	4 + 0 PT	4 + 0 PT	**4**
Parking Fund	1	1 + 0 PT	1 + 0 PT	**1**
Sanitation Fund	0	0 + 1 PT	0 + 1 PT	**1**
Total Budg Positions	**18**	**20 + 1 PT**	**20 + 1 PT**	**21**



Resort Tax

	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Adopted 2007
Salaries & Benefits	$ 295,267	$ 309,388	$ 330,501	$ 329,820	$ 398,058
Operating	143,804	134,728	160,230	139,572	156,349
Internal Services	63,450	62,744	67,011	67,011	82,126
Capital	0	0	0	0	0
	$ 502,521	**$ 506,860**	**$ 557,742**	**$ 536,403**	**$ 636,533**
Budgeted Positions	**4**	**4**	**4**		**4**

OBPI-Admin/Org	**Actual**	**Actual**	**Budget**	**Projected**	**Adopted**
Expenditure Area	**2004**	**2005**	**2006**	**2006**	**2007**
Salaries & Benefits	$ 177,650	$ 293,040	$ 437,045	$ 427,229	$ 483,123
Operating	7,128	24,775	44,898	45,648	42,006
Internal Services	4,055	8,773	32,933	32,933	70,866
Capital	4,223	1,407	8,000	8,000	4,650
	$ 193,056	**$ 327,995**	**$ 522,876**	**$ 513,810**	**$ 600,645**
Budgeted Positions	**2**	**5.8**	**5.3**		**5.3**

Internal Audit-GF	**Actual**	**Actual**	**Budget**	**Projected**	**Adopted**
Expenditure Area	**2004**	**2005**	**2006**	**2006**	**2007**
Salaries & Benefits	$ 251,962	$ 242,036	$ 299,512	$ 225,296	$ 321,405
Operating	5,285	10,529	20,245	18,805	18,936
Internal Services	59,510	66,814	65,576	65,576	83,652
Capital	0	0	0	0	0
	$ 316,757	**$ 319,379**	**$ 385,333**	**$ 309,677**	**$ 423,993**
Budgeted Positions	**2.75**	**2.75**	**2.75**		**2.75**

Mgmt & Budget	**Actual**	**Actual**	**Budget**	**Projected**	**Adopted**
Expenditure Area	**2004**	**2005**	**2006**	**2006**	**2007**
Salaries & Benefits	$ 459,677	$ 495,241	$ 538,839	$ 575,125	$ 651,205
Operating	14,779	12,971	17,200	13,416	16,688
Internal Services	98,939	111,982	104,463	104,463	109,843
Capital	0	0	0	0	0
	$ 573,395	**$ 620,194**	**$ 660,502**	**$ 693,004**	**$ 777,736**
Budgeted Positions	**6.25**	**5.25**	**5.25**		**5.25**

Grants Mgmt	**Actual**	**Actual**	**Budget**	**Projected**	**Adopted**
Expenditure Area	**2004**	**2005**	**2006**	**2006**	**2007**
Salaries & Benefits	$ 151,609	$ 94,215	$ 115,747	$ 119,692	$ 138,247
Operating	7,784	24,341	25,000	23,275	26,850
Internal Services	20,173	23,297	26,817	26,817	17,655
Capital	2,984	0	0	0	0
	$ 182,550	**$ 141,853**	**$ 167,564**	**$ 169,784**	**$ 182,752**
Budgeted Positions	**2**	**1.2**	**1.7**		**1.7**

OBPI-All

	Actual	**Actual**	**Budget**	**Projected**	**Adopted**
	2004	**2005**	**2006**	**2006**	**2007**
Salaries & Benefits	$ 1,040,898	$ 1,124,532	$ 1,391,143	$ 1,347,342	$ 1,593,980
Operating	34,976	72,616	107,343	101,144	104,480
Internal Services	182,677	210,866	229,789	229,789	282,016
Capital	7,207	1,407	8,000	8,000	4,650
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**
Budgeted Positions	**13**	**15**	**15**		**15**

Budget Highlights

OBPI Administration & Organizational Development

- The OBPI will coordinate a second community survey to measure the success of the initiatives put in place pursuant to the first survey and identify any new areas of concern. Funding of $90,000 will be in the Citywide Accounts area.

Grants Management

- This budget provides funding for merit, COLA, pension, and health insurance increases for 1 Grants Manager, 50% of a Management Consultant, and 20% of an Organization Development Coordinator.

Internal Audit

- Funding of $31,771 will convert a Field Agent position from part-time to full-time. This position, funded by the Sanitation Department and reporting to the Internal Audit Division, monitors franchise, roll-off, right-of-way and other Sanitation Department fees. The additional cost of this position is anticipated to be completely offset by an equal increase in revenues generated by the Sanitation Department

Management & Budget

- This budget provides merit, COLA, pension, and health insurance for 5 positions and a receptionist whose time is charged 25% to this division and the remaining 75% is shared between Internal Audit General Fund and Resort Tax Divisions

Departmental Budget History

FY 2005/06

OBPI Administration & Organizational Development

- A vacant Organization & Training Coordinator in OBPI Administration position has been reclassified to a Management Consultant position at a savings of $17,713.

- Funding of $8,360 is provided for a Leadership Development Program for all senior-level to first-line supervisors to strengthen leadership effectiveness.

- This budget provides $6,885 to enhance training by instituting a program to develop in-house facilitation skills.

- Funding for various retreats and workshops for organizational development will be provided in the Citywide accounts in the amount of $63,161.

- The Information & Communications Technology Fund will provide funding of $80,000 to purchase Key Intended Outcome (KIO) software that will improve the budget

process by enabling linkage of performance measures to operational processes and thereby allowing the City to better allocate resources to processes.

Grants Management

- The Grants Management Division of OBPI will receive funding of $12,412 to subscribe to an on-line grants locator system. This system will be available to various departments and increase the possibilities for obtaining additional funding sources.

FY 2004/05

OBPI Administration & Organizational Development

- An Office Associate V position was created at a cost of $60,253 to provide clerical support to the OBPI Director.

- This budget provides funding of $86,815 for an Information Systems Analyst for Performance Improvement. This position will work first with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk throughs.

- A vacant Organization & Training Coordinator in OBPI Administration position was deferred at a savings of $62,540.

Internal Audit

- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division was created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The $24,888 cost of this position is completely offset by an equal increase in revenues generated by the Sanitation Department.

- The Internal Audit Division (GF) will defer a Sr. Internal Auditor position for 24 weeks once it becomes vacant for a savings of $19,766.

- The Internal Audit Division (RTX) has decreased professional services of outside auditors by $20,325.

FY 2003/04

- The Office of Budget and Performance Improvement was created in January of 2004. It consists of the former Grants Management Department, Internal Audit Department, Office of Management & Budget and 2 training positions formerly from the Human Resources Department. Each of these divisions has divisional and departmental responsibilities tied to citywide goals and objectives.

Internal Audit

- This budget provides funding for 2.75 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 1 Auditor position fully charged to the General Fund). In addition, the Parking Department provides funding for one auditor position to perform year-long audits of the parking system. Savings of $71,478 were achieved by eliminating General Fund funding of 1 Auditor position and using Parking Funds instead.

- This budget includes funding ($120,000) for two outside auditing firms.

Internal Audit/Resort Tax

- This budget provides funding for 4 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 3 Auditor positions fully charged to the Resort Tax Fund.) Savings of $66,196 were achieved by eliminating 1 Auditor position. Additional savings of $30,240 were achieved by reducing operating costs.

Management & Budget

- This budget includes funding to fill the Director of Management & Budget.

- Merit, COLA, and insurance increases for 6.25 positions are included in this budget. Also, additional funding in the amount of $1,000 is provided for outside storage of records.

- This budget provides funding for 6 positions and a receptionist whose time is charged 25% to this department and the remaining 75% is shared between Internal Audit General Fund and Resort Tax Divisions.

Grants

- This budget provides funding for merit, COLA, pension, and increases for 2 positions.

FY 2002/03

Internal Audit

- This budget included funding of $150,000 for two outside auditing firms

Office of Management & Budget

- This budget includes funding to fill Director of Management & Budget position in the beginning of the second quarter.

- This budget includes $1,000 for outside storage of records.

Grants

- A vacant position was deferred resulting in a savings of $51,000.