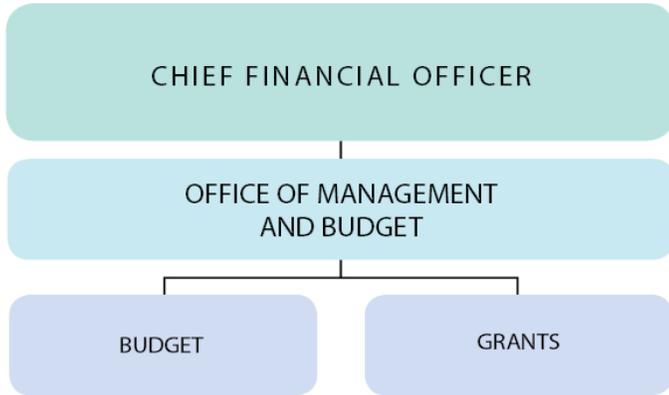


OFFICE OF MANAGEMENT & BUDGET

DEPARTMENT MISSION STATEMENT

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



DEPARTMENT DESCRIPTION

The Office of Management and Budget (OMB) was created in 2004 and is responsible for overseeing the implementation of the City’s vision across the organization by ensuring that the City’s financial resources are budgeted and managed in a way that produces results that advance the City’s priorities.

A vital effort of the office is to effectuate the implementation of a results-oriented budget, focused on efficiency and service-orientation, through the following initiatives:

- Focus the City’s annual budget process on being results-oriented
- Refocus the proposed and adopted budget documents to emphasize programs, strategic intended outcomes, and their related performance measures and targets
- Ensure that expenditure trends are sustainable over the long term by improving the City’s overall financial health
- Increase grants and maintain recurring grant dollars received by the City through federal, state, local, and private grant revenues
- Increase and maintain the dollars received by the City as part of revenue maximization activities

FISCAL ENVIRONMENT

OMB is primarily supported by the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

- **Organizational Innovation**
 - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement



Strategic Plan Actions:

- **IMPLEMENT** program budgeting.

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **PLANNING** Efficiently & Effectively Together
- **FINANCING** a Resilient Future
- **PILOT** Resilience Financing Decisions Toolkit

BUSINESS ENVIRONMENT

OMB has numerous responsibilities within the City and works with all City Departments to facilitate and provide consulting, advisory, organizational, and support services as needed.

The department also provides staff support to the Budget Advisory Committee, which is comprised of City residents.



OFFICE OF MANAGEMENT & BUDGET

SIGNIFICANT ACCOMPLISHMENTS

- **Implemented MuniCast forecasting and trend analysis model** of capital, revenue, and expenditures for multi-year forecasting, monthly analysis, capital and debt planning, and cash flow analysis. This model was commissioned to provide baseline revenue and spending forecasts with the functionality of generating various scenarios based on trends and correlations between economic, financial, and operating data, as well as additional assumptions and proposed initiatives.
- **Completed updated full cost and OMB (Federal) cost allocation plans** to accurately account for the cost of providing central City services by identifying indirect costs associated with all City departments, funds, and programs, as well as grant-related activities. The information from this plan is utilized to recover funds from non-General Fund sources, as well as identify indirect costs associated with programs such as Resort Tax.

“Increased General Fund reserve target from 17% to 25% and the Resort Tax reserve target from 3 months to 6 months in order to increase the city’s financial position and resilience”

- **Completed revenue cost factor increase analysis of the City’s current fees and charges** that can be adjusted by City Commission action or automatically through an indexing or pass-through provision to ensure fees and charges are systematically adjusted for cost increases. This analysis will integrate with the City’s recently implemented MuniCast financial forecasting model.
- **Awarded \$8.0 million in grants** in FY 2019. Key grants for the last fiscal year include funding for the Atlantic Greenway and Maurice Gibb Park dock/launch.
- Facilitated the development of a program budget (activity-based costing) for each department in response to the City Commission’s feedback regarding greater transparency and understanding of the existing programs and services currently included in the City’s budget. Each department’s service programs were identified, along with a description of each program. Other information presented included budgeted expenditures, full-time equivalents, program revenues, and applicable performance measures and targets. This approach is more user-friendly for elected officials and helps focus the decision-making process on desired levels of service by specific programs.

SIGNIFICANT ACCOMPLISHMENTS CONT’D

- Instituted a dedicated millage rate commencing in FY 2019 for Pay as You Go (PAYGO) dollars to fund capital projects. This dedicated millage rate will facilitate the City Commission’s goal of increasing future funding for capital projects in a fiscally responsible manner.
- Successfully managed the transfer of control of the Biscayne Point Security Guard Special Taxing District from Miami-Dade County to the City. This was a year-long process which resulted in the non-ad valorem assessment being less than the previous year’s assessment, despite the FY 2019 budget including an additional \$35,000 for security improvements.
- Increased transparency of the City’s financial data by enhancing the City’s transparency portal (OpenGov Transparency Portal). This was accomplished by converting the existing data source to the City’s new financial management system, which now allows for automated updates to the financial information presented on the City’s website. Transparency Portal Link: <https://miamibeachfl.opengov.com>
- Received the Government Finance Officers Association (GFOA’s) Distinguished Budget Presentation Award for its FY 2019 Adopted Budget document. This represents the 16th consecutive year that the City has received this prestigious award. In addition to receiving this award, the City received a special recognition for “Special Performance Measures.”
- Conducted first annual OMB Year-in-Review survey inclusive of departments citywide regarding assistance provided by the OMB team. The results indicated that 90.3% of respondents were either satisfied or extremely satisfied with the level of service provided by OMB staff.

CRITICAL SUCCESS FACTORS

- Ensure the Office of Management and Budget continues to provide a high level of customer service and expertise to guide each department toward fiscal responsibility
- Maintain communication on all aspects of the budgeting process with City administration and the Mayor and Commission
- Coordinate with outside agencies and City departments to identify funding for city priorities and unfunded projects

FUTURE OUTLOOK

- Play a critical role in the implementation and coordination of financial aspects of the General Obligation (G.O.) Bond program approved by the voters on November 6, 2018
- Continue to maintain fiscal responsibility in order to ensure that the City’s revenue and expenditure trends are sustainable over the long term
- Create a comprehensive plan for the renewal and replacement of capital assets citywide
- Automated indexing of the majority of City fees to a Consumer Price Index (CPI). This ensures that fees keep up with inflation and are sufficient to recover the costs of providing services to the City’s residents and customers.