

FINANCE

DEPARTMENT MISSION STATEMENT

We are dedicated to providing financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public, and others. Additionally, we create and support innovative PreK-12 educational programs that attract families to our community. We also help identify areas of improvement and maintain a high quality of service while enhancing experiences through performance initiatives that achieve positive measurable community outcomes.

DEPARTMENT DESCRIPTION

The Finance Department seeks the most efficient and effective use of City funds and develops, analyzes, and presents information about City finances to City departments, the public, the press, bond rating agencies, and other interested parties. It also works with the City’s financial advisors, underwriters, and bond counsel to prepare and implement the City’s financing strategies. The Customer Service Center provides services to residents and visitors including a call center, utility billing, Business Tax Receipts, parking permits, resort tax collections, lien searches, and cashing. Education and Performance Initiatives (EPI) was restructured in 2023 as a division of Finance to better align to the needs of the community by placing greater emphasis on educational initiatives that improve educational outcomes for our youth and attract/retain families. Additionally, the office implements several performance management programs to monitor and collect data on initiatives in order to identify areas of improvement and assure a high quality of service.

The major duties and responsibilities of the Department are:

- Managing the City’s financial cycle of billing, receipting, disbursements, recording, and reporting
- Managing the City’s investments, debt, treasury, and financing functions
- Managing the City’s One Stop Shop – Customer Service Center
- Facilitating and managing all education initiatives related to the Education Compact and other interlocal agreements with universities to enhance educational opportunities for youth, improve PreK-12 education in Miami Beach public, private, and charter schools, and increase post-secondary opportunities including paid internships
- Managing excellence program performance initiatives to drive improvements across the city related to the maintenance of our public rights of way and infrastructure, as well as customer service

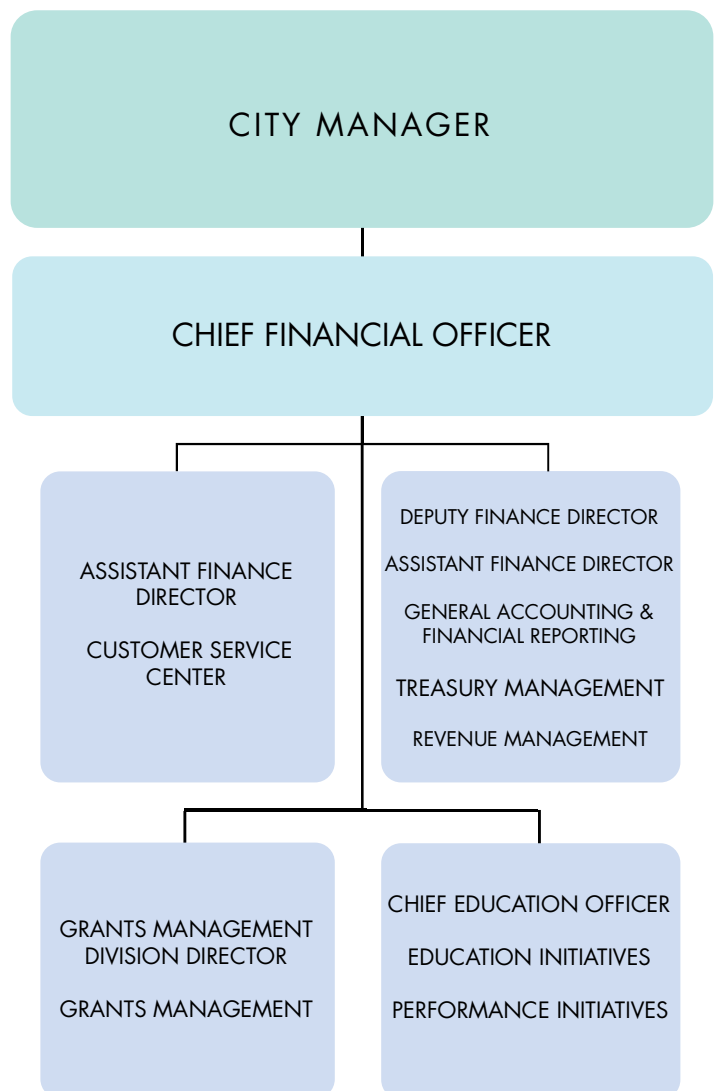
The Chief Financial Officer is responsible for all services and duties of the Finance Department. The Chief Financial Officer reports directly to the City Manager and is supported by a Deputy Finance Director, two Assistant Finance Directors, the Grants Division Director, and Chief Education Officer.

DEPARTMENT DESCRIPTION CONT'D

The duties of the Chief Financial Officer include:

- Providing policy support
- Establishing financial strategies
- Supporting management directives
- Giving departmental directions

The Chief Financial Officer additionally serves as the City’s Liaison to the Finance and Economic Resiliency Committee and Health Facilities Authority Board, and serves as a trustee for the Miami Beach Employees’ Retirement Plan and as the City’s Liaison to the Finance Committee of the Greater Miami Convention & Visitors Bureau. Finance staff also serve on the Fireman’s Relief Pension Fund Board, the Other Post-Employment Benefits (OPEB) Board, and the Miami City Ballet Board.



FINANCE

FISCAL ENVIRONMENT

The Finance Department is directly supported by the following six funding sources:

- General Fund
- Water and Sewer Fund
- Resort Tax Fund
- Parking Department Fund
- Building Department Fund
- Storm Water Fund
- Education Compact Fund

The General Fund charges an administrative fee to Enterprise and Special Revenue Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

Funding is also provided by the Sanitation, Parking, and Transportation Departments to support cleanliness/appearance index, garage index, garage attendant, garage security, restroom index programs.

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
 - Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans
 - Make Miami Beach more business and user-friendly through streamlining the development, permitting, procurement, and Business Tax Receipts processes
 - Maximize the use of innovative technology to help us be a Smart City, including open data, online transactions for customers, and threats like cybersecurity
 - Empower employees to provide excellent customer service, be problem solvers and solution finders through building a culture of process improvement



STRATEGIC ALIGNMENT CONT'D

Prosperity

- Be known for (K-12) educational excellence including expansion of enrichment programs into the public and private schools throughout Miami Beach; including arts, culture, technology, college and vocational school, climate literacy, and behavioral health

Neighborhoods

- Enhance the beautification, physical appearance, and cleanliness of neighborhoods, especially North Beach, City rights-of-way, town center areas, parks, and beaches

Strategic Plan Actions:

- **SUSTAIN** all educational initiatives currently underway and provide information to private and charter K-12 schools per expansion of Committee for Quality Education per amended ordinance
- **MAKE** 50% of all customer (and financial) transactions with the City available online within two years

Budget Enhancement Actions:

- Educational Enhancements for Additional Services and Equipment
- Additional Funding - Pre-K Scholarships Lottery Program
- Educational Initiatives Enhancements
- Additional Funding - Rock Ensemble
- Additional Funding - Beachfront Café Assessments (Café Index)
- Pridelines Miami Beach Project SAFE Grant
- Miami Dade College First Generation Scholarship Program
- Teacher Appreciation Events

BUSINESS ENVIRONMENT

The Finance Department:

- Provides financial management and procedural support to the Mayor and City Commission, City Manager's Office, and all City departments
- Is responsible for fair and accurate record keeping and reporting of the financial position of the City in accordance with Generally Accepted Accounting Principles (GAAP)
- Provides staff support to the Finance and Economic Resiliency Committee, the Health Facilities Authority, and others
- Operates the One-Stop Shop Customer Service Center

FINANCE

BUSINESS ENVIRONMENT CONT'D

- Education and Performance Initiatives provides staff support to the Committee for Quality Education, Youth Commission, and the Education Enhancement Task Force, comprised of students, residents, parent-teacher association members, and community organizations
- Represents the City administration at all education-related meetings, functioning as the City's education liaison
- Develops and implements performance initiatives that provide statistically valid data to departments across the City that are responsible for maintaining our public rights of way and ensuring that contractors meet established targets for cleanliness and service
- The Grants Management division increases funding received by the City from external state, federal and local agencies, and foundations

SIGNIFICANT ACCOMPLISHMENTS

Finance

- Completed the Advanced Metering Infrastructure (AMI) Water Meter upgrades; launching the billing component of a major infrastructure improvement project that will change how water meters are read throughout our community. New AMI meters provide real-time water usage information to the City and Customers, while also providing the City with an accurate overview of the water system's demands. This new technology will allow the City to identify potential leaks, and customers will have access to more up-to-date and detailed information online.

Issued the September 30, 2023 Annual Comprehensive Financial Report (ACFR) with an unmodified (clean) audit opinion provided by our independent external auditors and the Annual Audit Report with no findings reported by the external auditors.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Began the conversion process for the City's new Utility Billing Module, migrating from the 2006 EDEN Utility Billing System to the MUNIS Enterprise Utilities Module. The MUNIS product will provide solutions for streamlining our billing processes, scheduling service orders, and enhancing reporting capabilities. The MUNIS system also provides customers with a user-friendly interface for utility needs.
- Maintained the City's strong credit ratings of AA+ (Standard & Poor's) and Aa2 (Moody's)
- Successful issuance of \$101.7 million of Arts & Culture GO Bonds. The Series 2023A and 2023B Bonds were assigned high-grade ratings of AA+ by Standards and Poor's and Aa2 by Moody's. Bond proceeds will be used to finance the cost of improving arts and cultural facilities throughout the City.
- Maintained the City's Investment Policy strong rating of AAAf/SI rating with Standard and Poor's. The policy is also approved by the Association of Public Treasurers of the USA and Canada.
- Issued the September 30, 2023 Annual Comprehensive Financial Report (ACFR) with an unmodified (clean) audit opinion provided by our independent external auditors and the Annual Audit Report
- Awarded for the thirty-fifth (35th) consecutive year the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's September 30, 2022 Annual Comprehensive Financial Report (ACFR)

Education and Performance Initiatives

- Sustained the Dual enrollment participation program since inception, and it has provided 5,104 students with access to Miami Beach-funded dual enrollment classes for an approximate savings of \$3.0 million to Miami Beach families. During the 2023-2024 school year, approximately 346 students were enrolled in the classes.
- Automated and sustained a prekindergarten scholarship program for the 2023-2024 school year for approximately 148 Miami Beach children with an annual stipend of up to \$3,000 per child to expand access to early childhood education for Miami Beach children. Approximately 193 families applied for the program for the 2024-2025 school year. In the 2024-2025 school year, funding was increased to include 19 families that were wait-listed during the December 1st lottery run so that all 177 eligible families had access to the scholarship opportunity.

FINANCE

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Expanded, implemented and monitored all university partnerships including internships and research projects. This includes paid internships for students from Florida International University, the University of Miami, Florida Memorial University (FMU), Massachusetts Institute of Technology (MIT), Columbia University, Nova Southeastern University, Florida Atlantic University (FAU), Lindsey Hopkins Technical College, and Harvard University. As of spring 2024, 199 paid graduate and undergraduate student interns had been placed since partnership inception. These placements have yielded a high return, with students contributing to each department's success, some of which have resulted in the intern becoming a full-time employee.
- Completed the 5th year of the STEAM Plus program, reaching 3,425 students across all grade levels during the 2023-2024 school year, increasing access to arts-based learning experiences
- Revitalized all performance excellence programs previously paused, encompassing the Cleanliness Index, Appearance Index, Service Shopper Program, Restroom Index, Garage Index, Garage Attendant Program, Garage Security Program, Mystery Rider, and Cafe Index.
- Created a proprietary platform consolidating all initiatives into a singular system for heightened efficiency. This platform facilitates streamlined execution and enables the collection of accurate, real-time data. Additionally, it offers real-time alerts to pertinent stakeholders.
- Development of a PreK Scholarship platform that fully automates the family and parent experience to remove any obstacles from program participation and full utilization of the scholarship
- Infusion of \$275,000 of STEM equipment between five Miami Beach Schools creating programming and lab access to Miami Beach youth
- Awarded 44 Miami Beach residents attending Florida International University a Miami Beach First Generation Scholarship in the amount of \$2,387 for school 2022-2023 and 56 residences a scholarship in the amount of \$1,875 for the 2023-2024 school year for a total of \$105,000 for scholarships each school year

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- MB Safe Space was established for LGBTQIA+ youth and allies to be able to speak openly, interact, and engage in peer-led support and discussion groups. Programming includes the Rainbow Circle, Beyond the Binary, and a Focus Cohort.
- Miami Beach Cares launched to provide valuable information and resources to parents and youth in the LGBTQIA+ community including mental health, suicide prevention, faith/religion, homelessness/housing, youth programs, bullying, family acceptance, and more
- Partnered with Miami Beach Adult Education Center to provide free GED/ESOL classes to adult Miami Beach residents during the 2023-2024 year. For winter 2022, spring 2023, and fall 2023, 559 Miami Beach residents took advantage of free classes.
- Expansion of PreK-12 City educational enhancements to all private and public schools located within Miami Beach

Grants Management

- In fiscal year 2023, the City of Miami Beach received grants totaling over \$43.35 million for various projects. Notable grants included \$10 million for the Miami Beach West Avenue Neighborhood Adaptation, \$7.625 million for Citywide Gravity Sewer Mains Replacement, \$15 million for the First Street project, \$2.5 million for Fire Station 1, \$1.3895 million for the 23rd Street Complete Streets Project, and \$1.001 million for Miami Beach Dune Enhancements. These grants contributed significantly to the funding of essential infrastructure and development initiatives within the City.

CRITICAL SUCCESS FACTORS

- Continued involvement in the training of City staff as it relates to Munis accounts payable, general ledger, purchasing, budget, accounts receivable, grants compliance, and project accounting modules
- Achieving lower financing interest rates by maintaining or improving our bond ratings
- Ensuring staff is consistent and dependable in delivering exceptional and timely customer services in the Customer Service Center
- Maintaining internal controls and security along with processes and procedures around assets, receipts, disbursements, and reporting

FINANCE

CRITICAL SUCCESS FACTORS CONT'D

- Ongoing support from various departments needed to ensure the development and deployment of various PreK-12 educational enhancement components, including the paid internship program with FIU, UM, FMU, MIT, Columbia University, Nova Southeastern University, FAU, Lindsey Hopkins Technical College, and Harvard University
- Ongoing cooperation with Miami-Dade County Public Schools and other education partners to ensure Education Compact components are developed and implemented as agreed upon
- Ongoing support from all departments and municipal partners, including Miami-Dade County, to ensure data from various performance initiatives are used to improve City services and meet community expectations

FUTURE OUTLOOK

Online operations will continue to be improved and processes will continue to be reviewed to enhance customer service and increase efficiency and effectiveness. In addition, activity drivers for phone calls and walk-ins will be streamlined in the Customer Service Center to drive business on-line and reduce the need for residents to contact the City directly.

Other significant items include streamlining operations at the Customer Service Center, coordinating financial aspects of the implementation of the General Obligation (GO) Bond program.

FUTURE OUTLOOK CONT'D

External financial reporting operations will look to be streamlined with the acquisition and implementation of an Annual Comprehensive Financial Report (ACFR) automation software.

Over the next five years, we will continue to strengthen fiscal policies, support diversification of the City's economy to be more attractive to businesses, maintain and build reserve levels, manage the City's debt load, enhance customer service, and maintain or improve the City's credit ratings.

Additionally, ongoing support from various departments is needed to ensure the development and deployment of various Education Compact components, including the paid internship program with FIU, UM, FMU, MIT, Columbia University, Nova Southeastern University, FAU, Lindsey Hopkins Technical College and Harvard University.

Continued support is also needed from Florida International University to help obtain the 2:1 matching funds from donors to ensure the Miami Beach First Generation Scholarship Program can continue to provide financial support to Miami Beach residents who are first generation college students.

Cooperation with Miami-Dade County Public Schools and other education partners to ensure Education Compact components are developed and implemented as agreed upon is critical as additional educational initiatives are created and added. Should the Committee for Quality Education expand to include all K-12 schools in Miami Beach, the need for additional staff and funding is required in order to implement the current and new programs that will be requested.

