

1.0 Customer

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Ensure Timely Payment of Vendor Invoices</u>					
Timely Payment of Invoices (45 days) (ATTACHMENT)	FY10 Q3	93 %	90 %	93 %	90 %
Timely Payment of Invoices (30 days) (ATTACHMENT)	FY10 Q3	76 %	70 %	76 %	70 %
<u>Enhance customer service through new web tools and systems</u>					
Procure a new Tax Collection system	FY10 Q3	100 %	100 %	n/a	n/a
Acceptance of Major Credit Cards for Payment of Property Taxes	Jun 2010	80 % Complete	100 % Complete	n/a	n/a
Auto Tag WebMail for Customer Assistance	FY10 Q3	172	600	692	1,700
Vendor Payments Website Visits	FY10 Q3	2,614	n/a	n/a	n/a
<u>Improve Facilities to Enhance Customer Services</u>					
Relocate the Tax Collector's Office to a New Facility	FY10 Q3	32 %	90 %	n/a	n/a
<u>Increase Customer Awareness of Tax Collector Services</u>					
Tax Bill Printing Process	FY10 Q3	100 %	100 %	n/a	n/a
<u>Enhance Tax Collector Customer Service</u>					
Tax Collector Customer Satisfaction Surveys	Jun 2010	100 %	90 %	99 %	90 %
Acceptance of Major Credit Cards for Payment of Property Taxes	Jun 2010	80 % Complete	100 % Complete	n/a	n/a
Auto Tag Customer Relations Call Center Report	Jul 2010	8,509	8,600	104,590	86,000
Review Auto Tag Administrative Orders and Ordinances	FY10 Q2	100 %	n/a	n/a	n/a
Auto Tag WebMail for Customer Assistance	FY10 Q3	172	600	692	1,700
Procure a new Tax Collection system	FY10 Q3	100 %	100 %	n/a	n/a

2.0 Financial

Name	As of Date	Actual	Business	FYTD	FYTD Goal
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				Plan Goal	Actual	
<u>Compliance with Regulatory Requirements</u>						
<u>Report to Bond Holders (SEC)</u>	FY10 Q3	85 %	75 %	85 %	75 %	
<u>Annual Financial Report (CAFR)</u>	FY10 Q3	100 %	n/a	85 %	n/a	
<u>Sound asset management and financial investment strategies - Finance</u>						
<u>Bond Ratings Evaluation by Moody`s</u>	FY10 Q3	Aa3	Aa3	n/a	n/a	
<u>Bond Ratings Evaluation by Standard &amp; Poor's</u>	FY10 Q3	AA-	AA-	n/a	n/a	
<u>Bond/Loan Issuances (SEE ATTACHMENT)</u>	FY10 Q3	100 %	100 %	100 %	100 %	
<u>Improve Collections Assigned</u>						
<u>Monitor Gross Collections (ATTACHMENT)</u>	FY10 Q3	\$900,021	\$0	\$2,766,662	n/a	
<u>Collection of Key Taxes</u>						
<u>Total Auto Tag Revenue Collected Countywide</u>	Jun 2010	\$16,527 K	\$11,981 K	\$167,432 K	\$104,468 K	
<u>Total Local Business Tax Collected</u>	Jun 2010	\$120 k	\$147 k	\$4,974 k	\$5,411 k	
<u>Tourist Tax Collections (in thousands)</u>	Jul 2010	\$6,005 K	\$5,032 K	\$75,932 K	\$67,589 K	
<u>Total Ad Valorem Revenue Collected</u>	Jun 2010	\$96,328 K	\$91,131 K	\$4,569,340 K	\$4,622,954 K	
<u>Cumulative Collections and Enforcement TPP and LBT</u>	Jun 2010	\$8,243 k	\$4,877 k	\$34,306 k	\$24,504 k	
<u>Ensure County Investments Meet Earnings Targets</u>						
<u>Maximize Earnings on County Investments</u>	Jun 2010	0.75 %	n/a	0.85 %	n/a	
<u>Meet Budget Targets (Finance) (ATTACHMENT for all divisions)</u>						
<u>Revenue: Total (Finance)</u>	FY10 Q3	\$5,556 K	n/a	\$28,734 K	n/a	
<u>Expen: Total (Finance)</u>	FY10 Q3	\$8,302 K	\$10,217 K	\$24,972 K	\$30,643 K	
<u>Positions: Full-Time Filled (Finance)</u>	FY10 Q3	302	(319 - 323)	302	(319 - 323)	
<u>Budget Implementation FY 09-10 (Finance)</u>						

### 3.0 Internal



Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
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Cohesive, standardized countywide financial systems and processes - Finance

<u>Support ERP implementation effort in the County (ATTACHMENT)</u>	FY09 Q2	70 %	70 %	70 %	70 %
<u>Implement a Financial Data Warehouse - Phase I</u>	FY10 Q1	85 %	n/a	85 %	n/a
<u>Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular</u>					
<u>Number of Value Adjustment Board refunds processed monthly</u>	Jul 2010	8,540	n/a	16,861	n/a
<u>Tax Collector`s Office Value Adjustment Board refund processing time</u>	Jul 2010	9 days	n/a	7 days	n/a
<u>Total Value Adjustment Board tax refund processing time</u>	Jul 2010	52 days	30 days	21 days	57 days
<u>Streamline internal payment processing methods</u>					
<u>Ad Valorem Exceptions as a % of in-house mailed transactions</u>	Jun 2010	0.73 %	5.00 %	5.08 %	5.00 %
<u>Auto Tag Exceptions % of Mailed Vehicle &amp; Vessel Registrations</u>	Jun 2010	0.23 %	2.00 %	0.24 %	2.00 %
<u>Number of Exception Tax Bills Printed</u>	Jun 2010	6,072	7,912	64,557	74,713
<u>LBT Exceptions as a % of in-house mailed items</u>	Jul 2010	10 %	20 %	n/a	n/a
<u>Use Technology to Improve Payments Processing Systems</u>					
<u>Procure a new Tax Collection system</u>	FY10 Q3	100 %	100 %	n/a	n/a
<u>Monitor Online Auto Tag Registration Renewals</u>	FY10 Q3	94,095	107,216	305,809	340,899
<u>Monitor Online Ad Valorem Tax Payments (in thousands)</u>	Jul 2010	\$490 K	\$333 K	\$439,777 K	\$450,721 K
<u>Monitor Online Local Business Tax Renewals</u>	FY10 Q3	7.5 %	n/a	12.3 %	n/a
<u>Develop Auto Tag Revenue Distribution System</u>	Jul 2010	100 %	n/a	n/a	n/a
<u>Implement New Electronic Data Management Systems</u>	Jul 2010	100 %	n/a	n/a	n/a

**4.0 Learning and Growth**



Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Diversity Reports</u>					
<u>Bond Administration</u>	FY10 Q3	9	n/a	8	n/a

<u>Cash Management</u>	FY10 Q3	6	n/a	6	n/a
<u>Controller's Division</u>	FY10 Q3	103	n/a	106	n/a
<u>Director's Office</u>	FY10 Q3	7	n/a	7	n/a
<u>Tax Collector</u>	FY10 Q3	177	n/a	180	n/a
<u>Finance Department</u>	FY10 Q3	301	n/a	n/a	n/a

Filled/Vacancy Report - Finance

<u>Positions: Full-Time Filled (Finance)</u>	FY10 Q3	 302	(319 - 323)	 302	(319 - 323)
<u>Temporary positions (Finance)</u>	FY10 Q3	 9	14	 12	14
<u>Turnover rate - Finance Department</u>	FY10 Q3	2.2 %	n/a	2.6 %	n/a
<u>Vacancy positions (Finance)</u>	FY10 Q3	21	n/a	16	n/a

Monitor Training/Seminars Participation

<u>Countywide Financial and FEMA Systems Training</u>	FY10 Q3	38	n/a	137	n/a
<u>Finance Department Annual Hurricane Briefing Attendance</u>	FY10	 310.0	301.0	n/a	n/a
<u>Increase Employee Tuition Reimbursement Program Participation</u>	FY10 Q3	 16	17	 48	51
<u>Monitor Seminar Attendance</u>	FY10 Q1	20	n/a	20	n/a

Participation in Community Fundraising Events

<u>Armed Forces Service Center</u>	Cal08	 \$2,141	\$1,500	n/a	n/a
<u>Baynanza Biscayne Bay Cleanup Day</u>	FY09	 35	10	n/a	n/a
<u>Contribution to Animal Services Department</u>	Cal08	n/a	n/a	n/a	n/a
<u>Corporate Run Participants</u>	FY09	7	n/a	n/a	n/a
<u>Liga Contra el Cancer</u>	FY08	n/a	n/a	n/a	n/a
<u>Prevent Blindness Sight Savers Promotions</u>	Cal09	 \$3,614	\$2,500	n/a	n/a
<u>Strides Against Breast Cancer</u>	FY09	 1,880	1,500	n/a	n/a
<u>Toys for Tots</u>	Cal07	 \$425	\$300	n/a	n/a
<u>United Way Campaign</u>	FY09	 \$30,267	\$25,000	n/a	n/a

Diversity Initiative

Employee Evaluation Reports

<u>Evaluations Completed (ATTACHMENT)</u>	Jun 2010	 19	8	 173	99
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## College/University Enrollment

<u>Supervisory Courses</u>	FY10 Q3	4	n/a	n/a	n/a
<u>Non-Supervisory Courses</u>	FY10 Q3	2	n/a	n/a	n/a

## Monitor Interview Panel/RFP Selection Committee Participation

<u>Interview Panel Participation (hours)</u>	FY10 Q2	0	n/a	0	n/a
<u>RFP Selection Committee</u>	FY10 Q2	31	n/a	51	n/a

[Scorecard Exception Report](#)   [Business Plan Reports](#)

**Scorecard Owners:** [Cespedes, Graciela](#) [Padron, Blanca](#) [Casamayor, Fernando](#) [Hill, Chris](#) [Gonzalez, Mariela](#)  
[Hammer, Carter](#)

## Linked Objects

[Hide All](#)

### Child Scorecards

	Owners
<u>Controller's Division</u>	<a href="#">Cespedes, Graciela</a> <a href="#">Hammer, Carter</a> <a href="#">Padron, Blanca</a> <a href="#">Teintze, Jurgen</a>
<u>Tax Collector</u>	<a href="#">Cam, Peter</a> <a href="#">Casamayor, Fernando</a> <a href="#">Hammer, Carter</a>
<u>Bond Administration</u>	<a href="#">Hammer, Carter</a> <a href="#">Maresma, Liliana</a> <a href="#">Monzon-Aguirre, Lidia</a>
<u>Cash Management</u>	<a href="#">Gonzalez, Mariela</a> <a href="#">Hammer, Carter</a> <a href="#">Hill, Chris</a>

### Parent Scorecards

	Owners
<u>ACM Scorecard - Torriente, Susanne</u>	<a href="#">Fernandez, Margarita</a> <a href="#">Torriente, Susanne</a>

### Objectives

	Owners
<u>Ensure Timely Payment of Vendor Invoices</u>	<a href="#">Padron, Blanca</a> <a href="#">Suarez, Dennise</a>
<u>Enhance customer service through new web tools and systems</u>	<a href="#">Hammer, Carter</a> <a href="#">Suarez, Dennise</a>
<u>Improve Facilities to Enhance Customer Services</u>	<a href="#">Cam, Peter</a> <a href="#">Casamayor, Fernando</a> <a href="#">Gomez, Gerardo</a> <a href="#">Hammer, Carter</a> <a href="#">Suarez, Dennise</a> <a href="#">Teintze, Jurgen</a>
<u>(ES8.5.5) Increase Customer Awareness of Tax Collector Services</u>	<a href="#">Cam, Peter</a> <a href="#">Chuck, Paulette</a> <a href="#">Hammer, Carter</a> <a href="#">Suarez, Dennise</a> <a href="#">Teintze, Jurgen</a>

<u>(ES8.5.7) Enhance Tax Collector Customer Service</u>	<u>Cam, Peter Casamayor, Fernando Hammer, Carter Suarez, Dennise Teintze, Jurgen</u>
<u>Compliance with Regulatory Requirements</u>	<u>Hammer, Carter Suarez, Dennise</u>
<u>Sound asset management and financial investment strategies - Finance</u>	<u>Hammer, Carter Maresma, Liliana Monzon- Aguirre, Lidia</u>
<u>Improve Collections Assigned</u>	<u>Suarez, Dennise</u>
<u>Collection of Key Taxes</u>	<u>Suarez, Dennise</u>
<u>Ensure County Investments Meet Earnings Targets</u>	<u>Suarez, Dennise</u>
<u>(ES8.2.1.20) Meet Budget Targets (Finance) (ATTACHMENT for all divisions)</u>	<u>Casamayor, Fernando Hammer, Carter Suarez, Dennise</u>
<u>Budget Implementation FY 09-10 (Finance)</u>	<u>Hammer, Carter</u>
<u>Cohesive, standardized countywide financial systems and processes - Finance</u>	<u>Hammer, Carter Suarez, Dennise</u>
<u>(ES8.5.8) Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular</u>	<u>Cain, Maresa Cam, Peter Casamayor, Fernando Hammer, Carter Suarez, Dennise</u>
<u>Streamline internal payment processing methods</u>	<u>Cam, Peter Casamayor, Fernando Hammer, Carter Suarez, Dennise Teintze, Jurgen</u>
<u>(ES8.4.4) Use Technology to Improve Payments Processing Systems</u>	<u>Cam, Peter Casamayor, Fernando Hammer, Carter Strowd, Carl Suarez, Dennise Teintze, Jurgen</u>
<u>Diversity Reports</u>	<u>Garcia, Hilda Padron, Blanca Suarez, Dennise</u>
<u>Filled/Vacancy Report - Finance</u>	<u>Padron, Blanca Suarez, Dennise</u>
<u>Monitor Training/Seminars Participation</u>	<u>Padron, Blanca Suarez, Dennise</u>
<u>Participation in Community Fundraising Events</u>	<u>Suarez, Dennise</u>
<u>Diversity Initiative</u>	<u>Garcia, Hilda Suarez, Dennise</u>
<u>Employee Evaluation Reports</u>	<u>Garcia, Hilda</u>
<u>College/University Enrollment</u>	<u>Garcia, Hilda</u>
<u>Monitor Interview Panel/RFP Selection Committee Participation</u>	<u>Garcia, Hilda</u>

**Program Groups**

There are no program groups linked at this time.

**Initiatives**

Type	As Of	\$					%	Status	Owners
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<a href="#">Research, Design, Procure and Commence Implementation of Accounts Payable Shared Services Workflow</a>		09/30/2009	n/a	In Progress	<a href="#">Garcia, Hilda</a>
<a href="#">RFP for External Independent Audit Services</a>		06/30/2009	5%	In Progress	<a href="#">Garcia, Hilda</a>
<a href="#">Create Branch Auto Tag Agency Online Payment Application</a>		09/30/2009	100%	Complete	<a href="#">Frow, Sylvia</a> <a href="#">Casamayor, Fernando</a> <a href="#">Galea, Chuck</a> <a href="#">Wheeler, Eulyne</a>
<a href="#">Implement Sorties in Business Taxes and Licenses Unit. 2 in fy 2007,3 in fy2008, at least 2 in fy2009</a>		09/30/2009	100%	Complete	<a href="#">Teintze, Jurgen</a> <a href="#">Frow, Sylvia</a> <a href="#">Cam, Peter</a> <a href="#">Suarez, Dennise</a> <a href="#">Millet, Matty</a> <a href="#">Casamayor, Fernando</a>
<a href="#">Finance Department's Accountant I - Internship Program</a>		n/a	n/a	n/a	<a href="#">Padron, Blanca</a>
<a href="#">Received the 2006 National Association of Counties Achievement Award for the Vendor Payment Inquiry Website</a>		n/a	n/a	n/a	<a href="#">Padron, Blanca</a> <a href="#">Hammer, Carter</a>

### Processes

There are no processes linked at this time.

## REFERENCE CENTER

### Action Items

[Show Details](#)

Due Date	Status	Action	Owners
No Action Items to Report			
	Open		Overdue

### Comments

Author/Date	Comment	Show All
There are no comments at this time.		

### External Links



### Attached Documents



 <a href="#">Sortie - The Quest for Timely Payments</a>
 <a href="#">2008-2009 Business Plan</a>

	<b>Last Updated</b>	<b>Checked Out By</b>
  <a href="#">2009 - 2010 Business Plan</a>	03/17/2010	<a href="#">[Check Out]</a>

Customer Perspective

**Objective Name** **Owner(s)**

Ensure Timely Payment of Vendor Invoices

Blanca Padron Dennise Suarez

**Initiatives Linked To Objective** **Owner(s)** **GrandParent Objectives**

**Parent Objectives**

**Measure** **Owner(s)**

Timely Payment of Invoices (45 days) (ATTACHMENT)

Blanca Padron

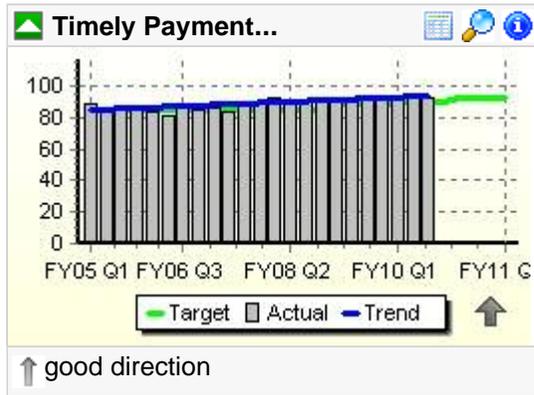
Percentage of invoices paid within 45 days

**Performance** **Initiatives Linked To Measure** **Owner(s)**

Ind	Actual	Target	Variance	Date
	93 %	90 %	3 %	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Accounts Payable (Emergency Checks)	404	1,000	FY10 Q3
	Accounts Payable (Checks Issued)	37,704	37,000	FY10 Q3
	Accounts Payable (Vouchers)	146,751	n/a	FY10 Q3
	ACH Payments (% of Dollars) (ATTACHMENT)	79 %	50 %	FY10 Q3
	Purchasing Card Program	\$584,708	\$500,000	FY10 Q3
	Travel Card Program	\$281,752	\$200,000	FY10 Q3



Measure	Owner(s)
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Timely Payment of Invoices (30 days) (ATTACHMENT)

Hilda Garcia

Percentage of invoices paid within 30 days

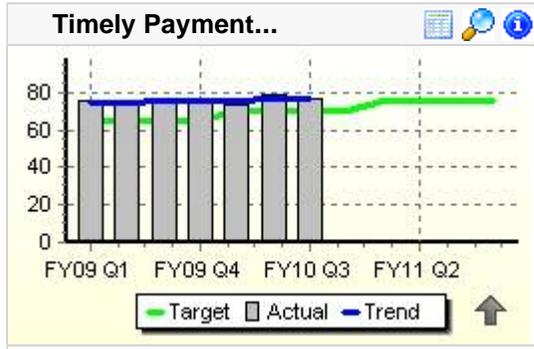
Performance
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Ind	Actual	Target	Variance	Date
▲	76 %	70 %	6 %	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Enhance customer service through new web tools and systems	Carter Hammer    Dennise Suarez    Finance
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Initiatives Linked To Objective	Owner(s)
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Received the 2006 National Association of Counties Achievement Award for the Vendor Payment Inquiry Website	Carter Hammer Blanca Padron
Create Branch Auto Tag Agency Online Payment Application	Fernando Casamayor Sylvia Frow Chuck Galea Eulyne Wheeler

GrandParent Objectives
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Parent Objectives
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Measure	Owner(s)
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Procure a new Tax Collection system	Carter Hammer    Peter Cam    Fernando Casamayor    Gerardo Gomez Dennise Suarez    Jurgen Teintze
Procure a replacement for the aging legacy tax system to include Ad Valorem, Tangible Personal Property, Local Business Taxes and Convention and Tourist Taxes.	

Performance
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Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY10 Q3



Initiatives Linked To Measure	Owner(s)
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Timeline to Procure a New Tax System	Peter Cam Fernando Casamayor Dennise Suarez
RFP Proposal Submission by Vendors	Peter Cam Fernando Casamayor Gerardo Gomez
Vendors Proposals Evaluation and Selection	Peter Cam Fernando Casamayor Gerardo Gomez
<i>Vendor Protest Period</i>	<i>Peter Cam Fernando Casamayor Gerardo Gomez</i>
Budget Planning & Sustainability Committee and BCC Contract Approval	Peter Cam Fernando Casamayor Gerardo Gomez

Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Acceptance of Major Credit Cards for Payment of Property Taxes Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

In order to enhance customer service delivery by broadening payment options, the Tax Collector intends to maximize the scope of property tax payment options available to our customers. In order to achieve this goal, the acceptance of Visa, MasterCard and American Express Credit cards is essential.

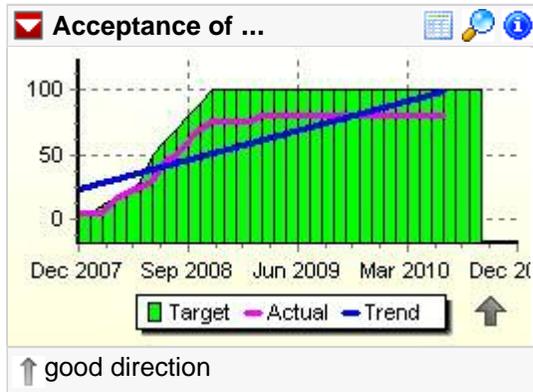
**Performance** **Initiatives Linked To Measure** **Owner(s)**

Ind	Actual	Target	Variance	Date
☑	80 % Complete	100 % Complete	(20) % Complete	Jun 2010

Market Research Regarding Credit Card Processing Fees Fernando Casamayor  
Mariela Gonzalez  
Chris Hill

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Auto Tag WebMail for Customer Assistance Fernando Casamayor Sylvia Frow Chuck Galea Gerardo Gomez Eulyne Wheeler

The Auto Tag web mail program was developed to assist with the increasing volume of incoming customer requests for information regarding vehicle/vessel titles and registrations. The program was implemented in 2006 and to date the average majority of all incoming auto tag emails are reviewed and closed within a 48-hour period.

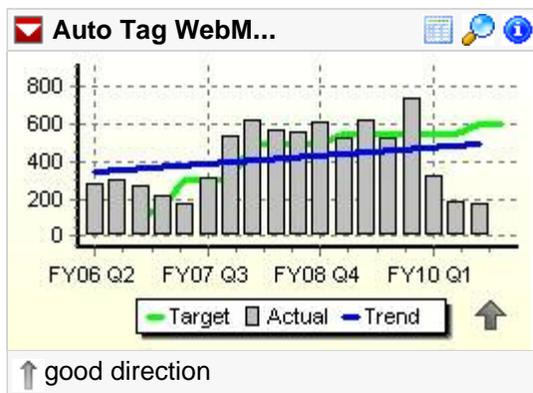
**Performance** **Initiatives Linked To Measure** **Owner(s)**

Ind	Actual	Target	Variance	Date
☑	172	600	(428)	FY10 Q3

Child Measures Linked To Measure

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Vendor Payments Website Visits

Hilda Garcia Dennise Suarez

Performance				
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Ind	Actual	Target	Variance	Date
	2,614	n/a	n/a	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Improve Facilities to Enhance Customer Services	Peter Cam Fernando Casamayor Gerardo Gomez Carter Hammer Dennise Suarez Jurgen Teintze Finance
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Identify tax collector facility improvement needs in order to enhance public service areas, staff areas and internal operation areas.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Plan, construct and maintain well-designed County facilities in time to meet the needs of the Miami-Dade County

Parent Objectives
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(ES6.2) Facilities aesthetically pleasing to the community

Measure	Owner(s)
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Relocate the Tax Collector's Office to a New Facility	Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze
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The Tax Collector's Offices are expected to relocate to a new facility planned for West Lot to be completed in December 2012. There will be six floors of parking located being four floors of office space occupied by the Tax Collector's Division alone.

Performance
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Ind	Actual	Target	Variance	Date
▼	32 %	90 %	(58) %	FY10 Q3



Initiatives Linked To Measure	Owner(s)
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|--|--|
| Tax Collector to Occupy West Lot building by December 2012                 | Peter Cam<br>Fernando Casamayor<br>Gerardo Gomez<br>Jurgen Teintze |
| Refine and update office configuration plans as office requirements change | Peter Cam<br>Fernando Casamayor<br>Gerardo Gomez                   |
| Implement Specialized Design Requirements                                  | Peter Cam<br>Fernando Casamayor<br>Gerardo Gomez                   |
| Plan and implement specialized security and access systems                 | Peter Cam  |
| Prepare staff and equipment for the move to West Lot                       | Peter Cam<br>Fernando Casamayor<br>Gerardo Gomez                   |

Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Increase Customer Awareness of Tax Collector Services	Peter Cam Paulette Chuck Carter Hammer Dennise Suarez Jurgen Teintze
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Increase customer awareness of Tax Collector Services by enhancing customer information including tax collector office brochures in several languages, web page revision and by improving official forms, notices and bills.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Expand outreach and availability of information	Peter Cam Fernando Casamayor Paulette Chuck Gerardo Gomez Dennise Suarez Jurgen Teintze	(ES8)Ensure the financial viability of the County through sound financial management practices
Enhance on-line tax payment services	Peter Cam Fernando Casamayor Sylvia Frow Gerardo Gomez Dennise Suarez Jurgen Teintze	(ES8.5) Effective County tax collection and property appraisal process
Develop Tangible Personal Property Website	Peter Cam Fernando Casamayor Sylvia Frow Gerardo Gomez Carter Hammer Dennise Suarez Jurgen Teintze	
Acceptance of tax payments in local Wachovia branches	Peter Cam Fernando Casamayor Sylvia Frow Gerardo Gomez Dennise Suarez Jurgen Teintze	
Relocate downtown Tax Collector`s Office operation in the forthcoming Overtown 2 complex	Peter Cam Fernando Casamayor Sylvia Frow Gerardo Gomez Jurgen Teintze	
Public Awareness Campaign	Peter Cam Fernando Casamayor Paulette Chuck Sylvia Frow Gerardo Gomez Jurgen Teintze	

Parent Objectives
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(ES8.5) Effective County tax collection and property appraisal process

Measure	Owner(s)
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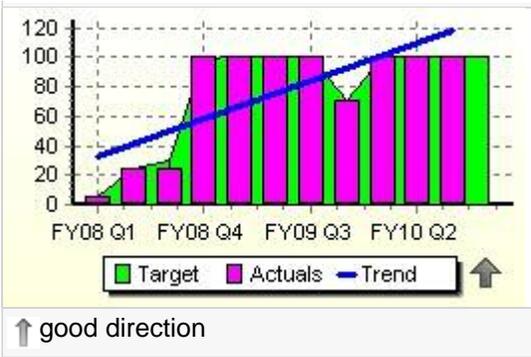
Tax Bill Printing Process	Maresa Cain Peter Cam Gerardo Gomez Dennise Suarez Fernando Casamayor
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The Ad Valorem tax bill printing and mailing process is a year round activity comprising of several printings and mail outs. The largest and most complex of these is the annual real estate tax bill which is mailed on November 1st each year. Customers on the quarterly payment plan receive a quarterly bill and tax payers who have not paid their tax bill receive a reminder in April. The processes are measured below.

Performance					Initiatives Linked To Measure	Owner(s)
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<b>Ind</b>	<b>Actual</b>	<b>Target</b>	<b>Variance</b>	<b>Date</b>		
	100 %	100 %	0 %	FY10 Q3	Tax Bill Process - November - May 2010	Peter Cam
					Tax Bill Process April - June 2009	Peter Cam
					Tax Bill Process - July 2009	Peter Cam
					Tax Bill Process - August & September	Peter Cam

Tax Bill Printing...



2009

Tax Bill Processing - October 2009

Peter Cam

Tax Bill Processing November - December

Peter Cam

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Objective Name	Owner(s)
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Enhance Tax Collector Customer Service	Peter Cam Fernando Casamayor Carter Hammer Dennise Suarez Jurgen Teintze
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Continue to enhance customer service by improving internal procedures and processes such as automating payments processing, managing customer inquiries via email and phone, reducing processing errors and continuing to work with our private auto tag agencies on initiatives to improve the services they provide the public.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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(ES8)Ensure the financial viability of the County through sound financial management practices

Parent Objectives
-------------------

Enhance customer service through new web tools and systems

(ES8.5) Effective County tax collection and property appraisal process

Measure	Owner(s)
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Tax Collector Customer Satisfaction Surveys	Maresa Cain Peter Cam Fernando Casamayor Chuck Galea Gerardo Gomez
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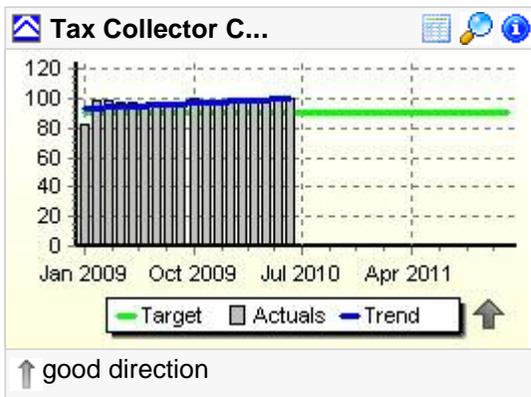
The Tax Collector is constantly striving to provide the best possible level of customer service available. By utilizing Customer Service Satisfaction Surveys in the Downtown and SDGC Public Service Offices (PSO), the Tax Collector will be able to measure and monitor the quality of to ensure the customer's expectations have been met.

Performance	Initiatives Linked To Measure	Owner(s)
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Ind	Actual	Target	Variance	Date
	100 %	90 %	10 %	Jun 2010

Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
	SDGC Customer Service Satisfaction	n/a	n/a	Jul 2010
	Ad Valorem Customer Service Satisfaction	98 %	90 %	Jul 2010
	Auto Tag PSO Customer Service Satisfaction	99 %	90 %	Jul 2010



Measure	Owner(s)
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Acceptance of Major Credit Cards for Payment of Property Taxes	Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze
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In order to enhance customer service delivery by broadening payment options, the Tax Collector intends to maximize the scope of property tax payment options available to our customers. In order to achieve this goal, the acceptance of Visa, MasterCard and American Express Credit cards is essential.

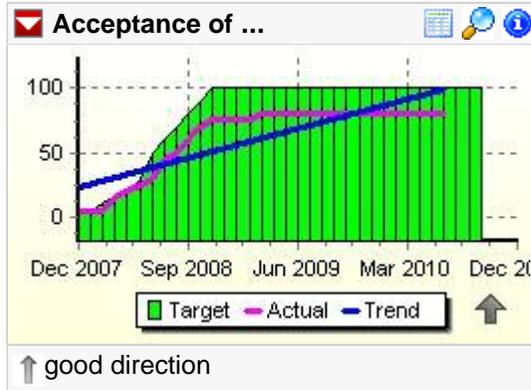
Performance	Initiatives Linked To Measure	Owner(s)
-------------	-------------------------------	----------

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	80 % Complete	100 % Complete	(20) % Complete	Jun 2010

Market Research Regarding Credit Card Processing Fees	Fernando Casamayor Mariela Gonzalez Chris Hill
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Auto Tag Customer Relations Call Center Report	Fernando Casamayor Sylvia Frow Chuck Galea Gerardo Gomez Eulyne Wheeler
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As stipulated by the Department of Highway Safety and Motor Vehicles, the Auto Tag Section must provide assistance to customers who call-in for help with their title and/or registrations. Since the realignment of Auto Tag in June 2005, the Customer Relations Unit has experienced significant increase in the volume of customer call-ins.

Performance	Initiatives Linked To Measure	Owner(s)
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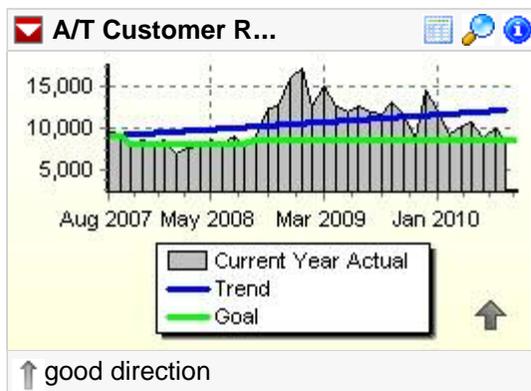
Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	8,509	8,600	(91)	Jul 2010

Auto Tag Customer Relations Productivity Sortie	Fernando Casamayor Sylvia Frow Eulyne Wheeler
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Auto Tag Customer Relations Sortie #2	Fernando Casamayor Sylvia Frow Chuck Galea Eulyne Wheeler
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Review Auto Tag Administrative Orders and Ordinances Fernando Casamayor Sylvia Frow Chuck Galea Gerardo Gomez

Review all Auto Tag Administrative Orders (4-83 & 4-108) and provisions in the County Code which govern private auto tag agencies to ensure the these authorizing polices are up to date and in compliance with County and State regulations.

**Performance**

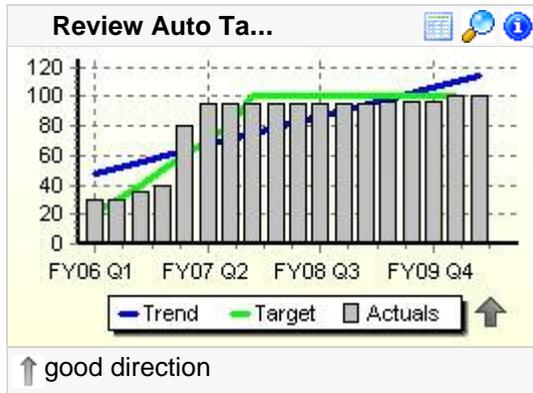
Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	FY10 Q2

**Initiatives Linked To Measure** **Owner(s)**

Review and Clean up of A.O.s and County Code Fernando Casamayor

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure** **Owner(s)**

Auto Tag WebMail for Customer Assistance Fernando Casamayor Sylvia Frow Chuck Galea Gerardo Gomez Eulyne Wheeler

The Auto Tag web mail program was developed to assist with the increasing volume of incoming customer requests for information regarding vehicle/vessel titles and registrations. The program was implementation in 2006 and to date the average majority of all incoming auto tag emails are reviewed and closed within a 48-hour period.

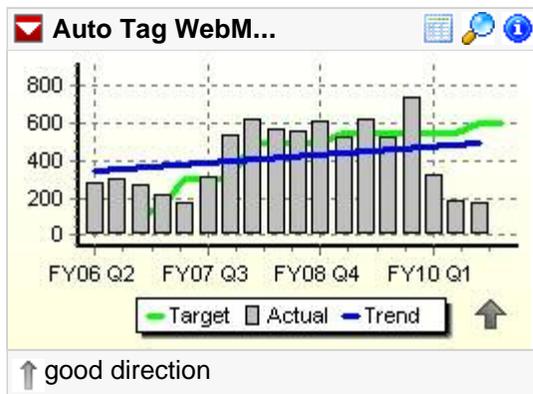
**Performance**

Ind	Actual	Target	Variance	Date
☑	172	600	(428)	FY10 Q3

**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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Procure a new Tax Collection system	Carter Hammer Peter Cam Fernando Casamayor Gerardo Gomez Dennise Suarez Jurgen Teintze
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Procure a replacement for the aging legacy tax system to include Ad Valorem, Tangible Personal Property, Local Business Taxes and Convention and Tourist Taxes.

Performance				
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Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY10 Q3



Initiatives Linked To Measure	Owner(s)
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Timeline to Procure a New Tax System	Peter Cam Fernando Casamayor Dennise Suarez
RFP Proposal Submission by Vendors	Peter Cam Fernando Casamayor Gerardo Gomez
Vendors Proposals Evaluation and Selection	Peter Cam Fernando Casamayor Gerardo Gomez
<i>Vendor Protest Period</i>	<i>Peter Cam Fernando Casamayor Gerardo Gomez</i>
Budget Planning & Sustainability Committee and BCC Contract Approval	Peter Cam Fernando Casamayor Gerardo Gomez

Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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# Financial Perspective

Objective Name	Owner(s)
Compliance with Regulatory Requirements	Carter Hammer Dennise Suarez

Initiatives Linked To Objective	Owner(s)
Annual Financial Audit	Hilda Garcia Blanca Padron Maria Rivero
Annual Financial Audit	Blanca Padron

## GrandParent Objectives

## Parent Objectives

Measure	Owner(s)
Report to Bond Holders (SEC)	Liliana Maresma Lidia Monzon-Aguirre

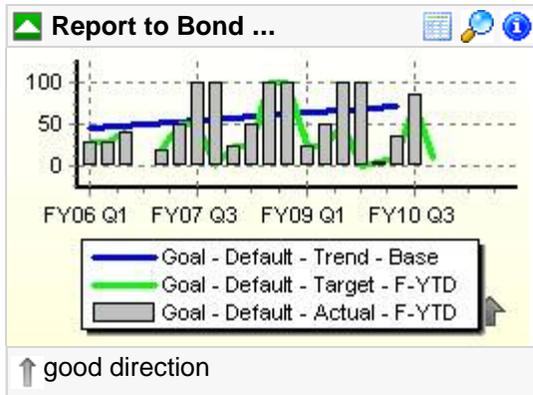
Electronic Filing of the County's annual report to bond holders by June 1st and distribution of the printed report (the Bond Book) subsequently.

## Performance

Ind	Actual	Target	Variance	Date
	85 %	75 %	(10) %	FY10 Q3

## Initiatives Linked To Measure

Initiatives Linked To Measure	Owner(s)
Annual Report to Bondholders FY 06-07	Liliana Maresma Lidia Monzon-Aguirre
Annual Report to Bondholders FY07-08	Liliana Maresma Lidia Monzon-Aguirre
Annual Report to Bondholders FY08-09	Liliana Maresma Lidia Monzon-Aguirre
Annual Report to Bondholders FY-09/10	Liliana Maresma Lidia Monzon-Aguirre



## Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Annual Financial Report (CAFR)

Hilda Garcia Blanca Padron Maria Rivero

Coordinate County's annual financial audit, develop financial statements in accordance with Governmental Accounting Standards and post on the County's by 03/31

**Performance**

Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure****Owner(s)**

Annual Financial Audit

Hilda Garcia  
Blanca Padron  
Maria Rivero**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Annual Financial Audit	60 %	n/a	FY10 Q1



**Objective Name****Owner(s)**

Sound asset management and financial investment strategies - Finance

Carter Hammer Lilitana Maresma Lidia Monzon-Aguirre Finance

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Bond Ratings Evaluation by Moody`s

Lilitana Maresma Lidia Monzon-Aguirre

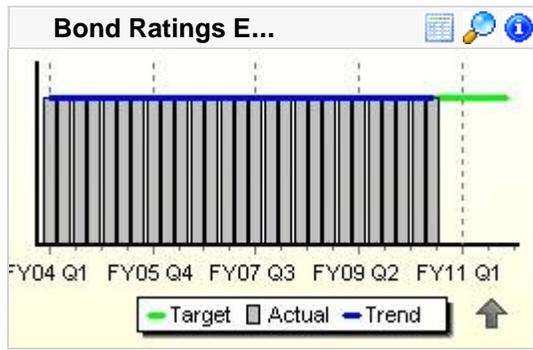
Miami-Dade County bond ratings from Moody's

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	Aa3	Aa3	n/a	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Bond Ratings Evaluation by Standard & Poor's

Carter Hammer Lilitana Maresma Lidia Monzon-Aguirre

Miami-Dade County bond rating from Standard and Poor's

**Performance**

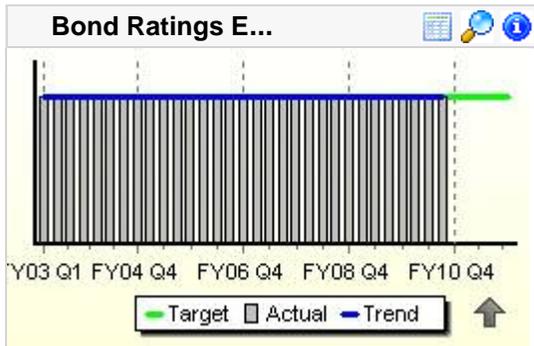
Ind	Actual	Target	Variance	Date
▲	AA-	AA-	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Bond/Loan Issuances (SEE ATTACHMENT)

Lilitana Maresma Lidia Monzon-Aguirre

**Performance**

Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	1-CDT -Baseball Stadium 2009A \$91.2M (Closed 7/09)	35	35	FY09 Q4
▲	2-GOB/BBC Baseball;others \$55M (Competitive) (Closed 2/2010)	100	100	FY10 Q2
▲	3-Prof. Sports Tax-TDT New Money Ser09A \$237M FY09 (Closed 7/09)	35	35	FY09 Q4
▲	4-Prof. Sports Tax Rfdg TDT-Ser09B \$100M (Closed 7/09)	35	35	FY09 Q4
▲	Aviation Revenue Bonds Series 2009 \$600M (Closed 5/7/09)	100	75	FY09 Q3
▲	Transit PTP Surtax Bonds (Closed 9/09))	35	35	FY09 Q4
	LILO's County's Facilities (In Progress)	n/a	n/a	
▲	Capital Asset Acq. Budget to Appr. \$175M Various	100	50	FY09 Q4



Projects (Closed  
9/09))



Public Facilities  
(Jackson Memorial)  
Series 2009 \$83M  
(Closed 9/09)

100

35

FY09 Q4



Aviation Revenue  
Bonds Series 2010  
(Closed 1/28/10)

100

100

FY10 Q2

**Objective Name**

**Owner(s)**

Improve Collections Assigned

Dennise Suarez

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Monitor Gross Collections (ATTACHMENT)

Hilda Garcia

**Performance**

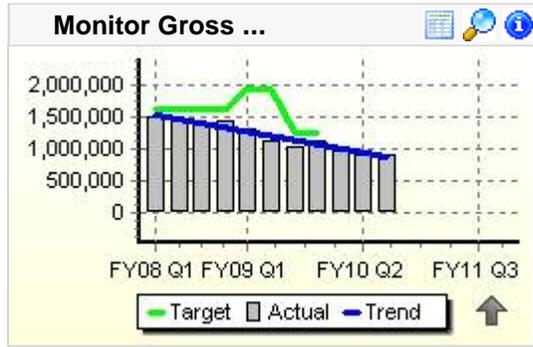
**Initiatives Linked To Measure**

**Owner(s)**

Ind	Actual	Target	Variance	Date
	\$900,021	\$0	\$900,021	FY10 Q3

Establishing New Referrals

Hilda Garcia  
Cristina Mekin  
Willis Patterson  
Dennise Suarez  
Jurgen Teintze



**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	New Placements as a % of Prior Year's Avg. Qtly Placements (ATTACHMENT)	30.39 %	n/a	FY10 Q3
	Dollars of Portfolio Collections (ATTACHMENT)	\$900,021	n/a	FY10 Q3
	Collections as a % of Prior Year's Qtly Avg. Placements	7.46 %	n/a	FY09 Q3

Objective Name	Owner(s)
Collection of Key Taxes	Dennise Suarez

**Initiatives Linked To Objective**      **Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

Measure	Owner(s)
Total Auto Tag Revenue Collected Countywide	Peter Cam

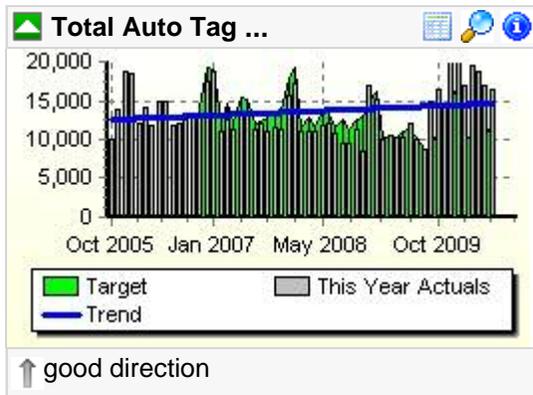
These figure show the total State and County Auto Tag related fees collected by the Tax Collector's Office and all 25 private tag agencies throughout Miami-Dade County. 2009-10 target figures were set flat to 2008-9 revenue.

Performance				
Ind	Actual	Target	Variance	Date
▲	\$16,527 K	\$11,981 K	\$4,546 K	Jun 2010

**Initiatives Linked To Measure**      **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Monitor Cumulative Auto Tag Fees Collected Countywide	\$167,434 K	\$104,468 K	Jun 2010



**Measure**

**Owner(s)**

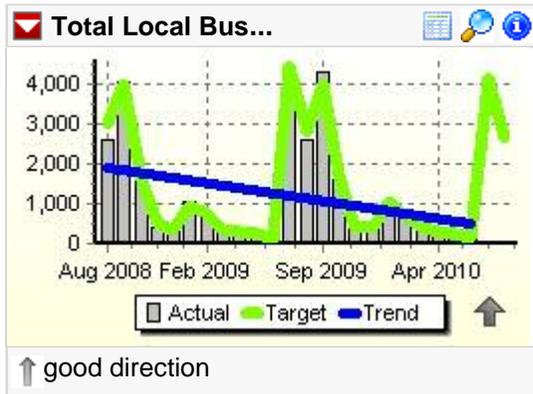
Total Local Business Tax Collected

Fernando Casamayor Sylvia Frow Gerardo Gomez Jurgen Teintze

Any person doing business in Miami-Dade County must obtain a Miami-Dade County Local Business Tax Receipt. Businesses also need to obtain a city Business Tax Receipt from the municipality where the business is located. The Local Business Tax is imposed for the privilege of doing business in Miami-Dade County. Persons who provide merchandise, entertainment, or services to the public, even if only a one-person company or home-based business, must obtain a Local Business Tax Receipt before starting to operate. Local Business Tax Receipts are valid for one year, starting October 1st and expiring September 30th of each year. Receipts not renewed by September 30th are delinquent and subject to applicable penalties.

**Performance**

Ind	Actual	Target	Variance	Date
☒	\$120 k	\$147 k	\$(27) k	Jun 2010



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
☒	Cumulative Pct of Local Business Tax Billings Collected	0.99	1.00	Jun 2010
	LBT section Phone history	3,213 Calls	n/a	Jun 2010
	ESRI Business Data Mining Project	n/a	n/a	
☒	Local Business Tax Receipt Renewals by Receipt Year	185.8 k	185.0 k	Cal09
☒	Local Business Tax Receipt additions and reductions for tax year	14,781	19,725	FY10
☒	Beacon Council Revenues	\$4,011 k	\$4,065 k	Cal09
☒	Local Business Tax Field Enforcement Collections	\$39 k	\$55 k	Jun 2010

**Measure**

**Owner(s)**

Tourist Tax Collections (in thousands)

Allen Eagle Fernando Casamayor

In total, there is a six percent (6%) tax collected on the rental amount from any person who rents, leases or lets for consideration any living quarter accommodations in a hotel, apartment hotel, motel, resort motel, apartment motel, rooming house, mobile home park, recreational vehicle park, single family dwelling, beach house, cottage, condominium, or any other sleeping accommodations rented for a period of six (6) months or less. If the rental is for more than six (6) months, a written lease must be provided in order to be exempt. The 6% tax is made up of the following 3 taxes:

**Performance**

Ind	Actual	Target	Variance	Date
☒	\$6,005 K	\$5,032 K	\$973 K	Jul 2010

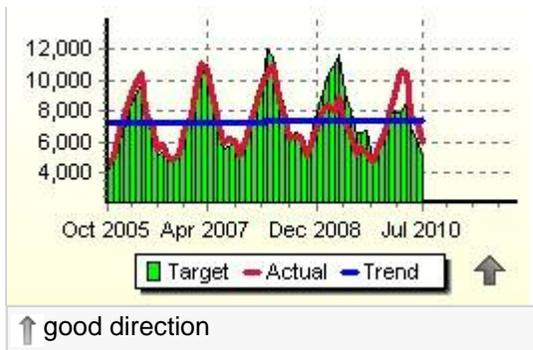


**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
☒	Convention Development Tax (CDT 3%)	\$2,862 K	\$2,321 K	Jul 2010



▲	Delinquent Returns	\$554 K	\$477 K	Jul 2010
▲	Homeless and Domestic Violence Tax on Sale of Food and Beverages	\$1,279 K	\$1,196 K	Jul 2010
▲	Professional Sports Tax Revenues (PST 1%)	\$508 K	\$405 K	Jul 2010
▲	Tourist Development Room Tax Revenue (TDT 2%)	\$1,016 K	\$809 K	Jul 2010
▲	Tourist Development Surtax (Hotel/Motel Food and Beverage)	\$340 K	\$301 K	Jul 2010

**Measure**

**Owner(s)**

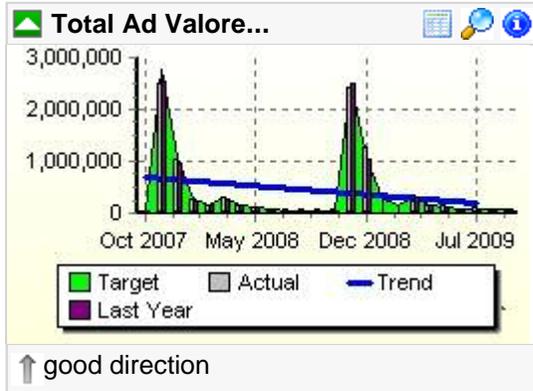
Total Ad Valorem Revenue Collected

Peter Cam Fernando Casamayor

This measure shows the total value of real estate property taxes collected monthly over time. As the total value of the tax roll for each fiscal year is known, the percentage of total Ad Valorem tax revenue collected to date can be shown cumulatively throughout the fiscal year with comparisons against previous years' performances so that at any time, the total value of taxes collected can be shown against the proportion of taxes that remain uncollected.

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$96,328 K	\$91,131 K	\$5,197 K	Jun 2010



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Monitor Cumulative Ad Valorem tax revenue by fiscal year	96 %	93 %	May 2010
▼	Total Ad Valorem cumulative tax revenue collected	\$4,557,590 K	\$4,622,616 K	Jun 2010
	Ad Valorem Transactions	31334	n/a	Jun 2010

**Measure**

**Owner(s)**

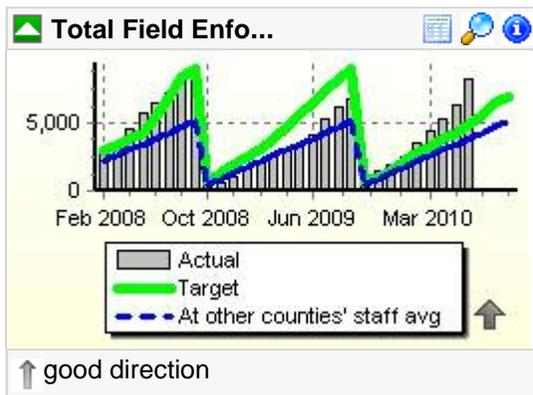
Cumulative Collections and Enforcement TPP and LBT

Fernando Casamayor Sylvia Frow Jurgen Teintze Peter Cam Gerardo Gomez Dennise Suarez

Delinquent Tangible Property Tax and Local Business Taxes collected by the Finance Collections and Enforcement Group

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$8,243 k	\$4,877 k	\$3,366 k	Jun 2010



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	TPP Taxes Uncollected Balance (w/interest)	\$74,171 k	\$77,769 k	FY10 Q3
	Pct Tangible Personal Property Tax Collected (Current)	92.0 %	n/a	Jun 2010
▲	TPP Field Enforcement Collections	\$1,874 k	\$462 k	Jun 2010
	Tangible Personal Property Tax Collected cumulative vs Roll	\$195,993 k	n/a	Jun 2010

	Local Business Tax Field Enforcement Collections	\$39 k	\$55 k	Jun 2010
	Tangible Personal Propert Tax Collect (current)	\$1,314 k	n/a	Jun 2010
	Open Accts for Enforcement	n/a	n/a	

**Objective Name**

**Owner(s)**

Ensure County Investments Meet Earnings Targets

Dennise Suarez

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Maximize Earnings on County Investments

Mariela Gonzalez Carter Hammer Chris Hill

Percent interest earned from investments made from the County

**Performance**

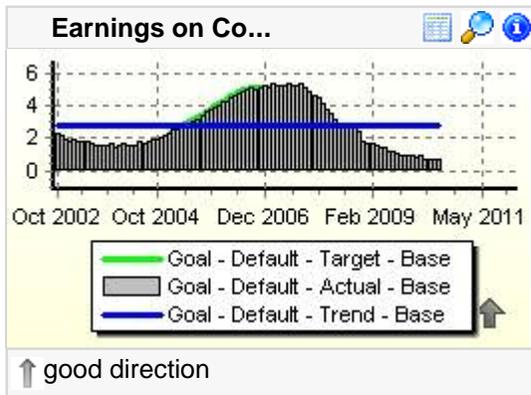
Ind	Actual	Target	Variance	Date
	0.75 %	n/a	n/a	Jun 2010

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Investment Return: 180-Day Avg. Return of T-Bill	n/a	0.20 %	Jun 2010
	Investment Return: Florida SBA Pool	n/a	0.35 %	Jun 2010



**Objective Name**

**Owner(s)**

Meet Budget Targets (Finance) (ATTACHMENT for all divisions)

Fernando Casamayor Carter Hammer Dennise Suarez

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

**Parent Objectives**

(ES8.2.1) Meet Budget Targets

**Measure**

**Owner(s)**

Revenue: Total (Finance)

Carter Hammer Peter Cam Fernando Casamayor Hilda Garcia

Total revenue in \$1,000s (from FAMIS)

**Performance**

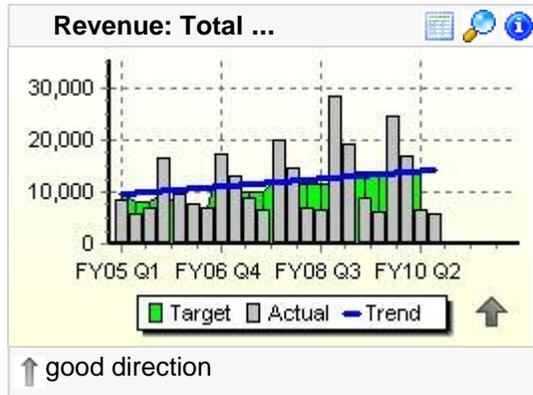
Ind	Actual	Target	Variance	Date
	\$5,556 K	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
☑	Ad Valorem Fees (in thousands)	\$1,294 K	\$5,633 K	FY10 Q3
☑	Auto Tag Fees (in thousands)	\$2,236 K	\$2,648 K	FY10 Q3
	Bond Admin Fees and Charges (in thousands)	\$9 K	n/a	FY10 Q3
☑	Carry Over - Total (in thousands)	\$0 K	\$2,589 K	FY10 Q3
☑	Cash Management Fees (in thousands)	\$733 K	\$323 K	FY10 Q3
☑	Credit and Collections Charges (in thousands)	\$374 K	\$391 K	FY10 Q3
☑	Local Business Tax Revenue to Finance (in thousands)	\$183 K	\$821 K	FY10 Q3
☑	Tourist Tax Fees (in thousands)	\$727 K	\$493 K	FY10 Q3



**Measure**

**Owner(s)**

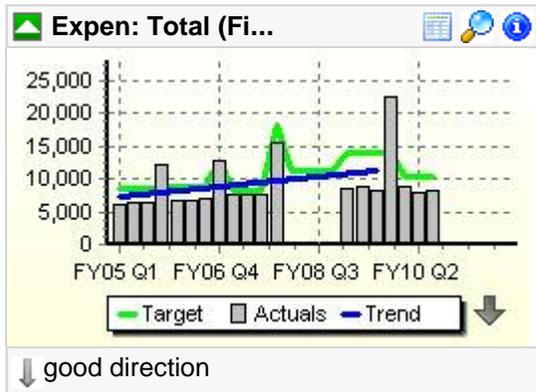
Expen: Total (Finance)

Carter Hammer Blanca Padron Peter Cam Hilda Garcia

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$8,302 K	\$10,217 K	\$1,915 K	FY10 Q3



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Expen: Total - Controllers & Directors Office (in thousands)	\$2,411 K	\$3,029 K	FY10 Q3
▲	Expen: Totals - Tax Collector (in thousands)	\$4,907 K	\$5,730 K	FY10 Q3
▲	Expen: Totals - Bond Administration (in thousands)	\$683 K	\$931 K	FY10 Q3
▲	Expen: Totals - Cash Management (in thousands)	\$301 K	\$527 K	FY10 Q3

**Measure**

**Owner(s)**

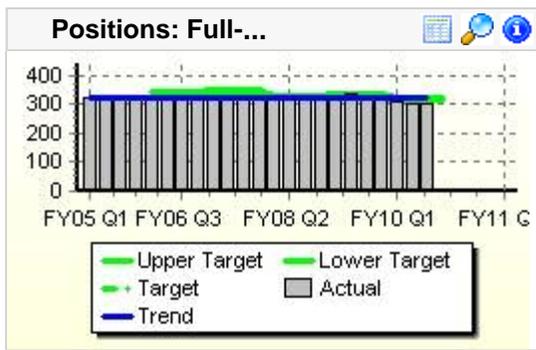
Positions: Full-Time Filled (Finance)

Carter Hammer

Actual number of filled positions at the end of each quarter

**Performance**

Ind	Actual	Target	Variance	Date
▼	302	323	(21)	FY10 Q3



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name****Owner(s)**

Budget Implementation FY 09-10 (Finance)

Carter Hammer

**Initiatives Linked To Objective****Owner(s)**

Close down South Dade Public Service Office and eliminate 8 positions in Tax Collector (FIN-1)

Carter Hammer

**GrandParent Objectives****Parent Objectives**

# Internal Perspective

Objective Name	Owner(s)
Cohesive, standardized countywide financial systems and processes - Finance	Carter Hammer Dennise Suarez

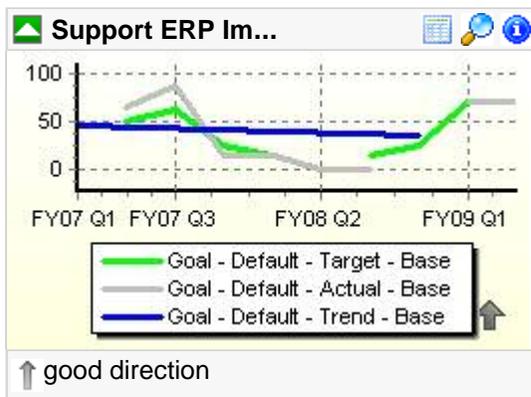
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Parent Objectives
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Measure	Owner(s)
Support ERP implementation effort in the County (ATTACHMENT)	Carter Hammer Blanca Padron

Performance
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Ind	Actual	Target	Variance	Date
▲	70 %	70 %	0 %	FY09 Q2



Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
▲	Shared Services Study	100 %	100 %	FY07 Q3
▼	Assisting of drafting RFP for Financial and Payroll System Integrators	10 %	25 %	FY08 Q1
▲	Oracle Insight Study	100	100	Dec 2008 W5
▲	Develop proposed implementation scope and timeframe and staffing requirements	45 %	45 %	FY09 Q2
	Plan for ERP implementation - Staffing Requirements (ATTACHMENT)	n/a	n/a	FY07 Q4

**Measure****Owner(s)**

Implement a Financial Data Warehouse - Phase I

Blanca Padron Connie White

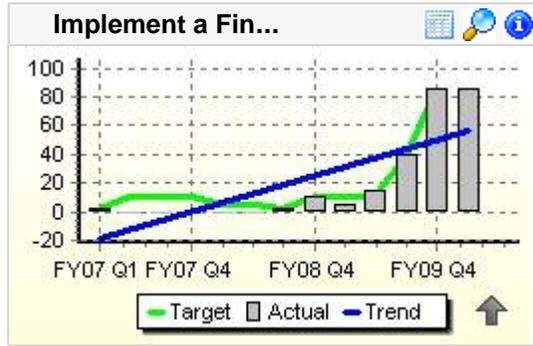
Phase One will include the setup and Installation of a data warehouse for a couple of pilot departments.

**Performance**

Ind	Actual	Target	Variance	Date
	85 %	n/a	n/a	FY10 Q1

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name**

**Owner(s)**

Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular

Maresa Cain Peter Cam Fernando Casamayor  
Carter Hammer Dennise Suarez

VAB refunds result when property owners challenge the assessed value of their property. When the VAB rules in favor of the property owner, an adjustment of the assessed value is made by the Property Appraiser which then creates a refund that is issued by the Tax Collector. Over recent years, there has been a dramatic increase in the number of VAB refunds as more property owners are petitioning to question the assessed value of property. The goal of this objective is to issue all VAB refunds in 60 days from the date of the final VAB hearing.

**Initiatives Linked To Objective**

**Owner(s)**

**GrandParent Objectives**

(ES8)Ensure the financial viability of the County through sound financial management practices

**Parent Objectives**

(ES8.5) Effective County tax collection and property appraisal process

**Measure**

**Owner(s)**

Number of Value Adjustment Board refunds processed monthly

Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez  
Jurgen Teintze

The measure shows the monthly volume of Value Adjustment Board refund payments processed by the Tax Collector's Office.

**Performance**

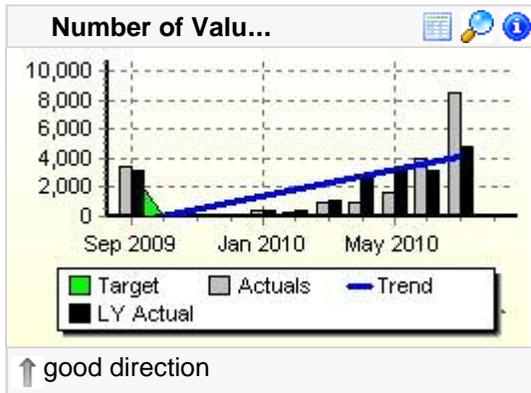
**Initiatives Linked To Measure**

**Owner(s)**

Ind	Actual	Target	Variance	Date
	8,540	n/a	n/a	Jul 2010

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Tax Collector`s Office Value Adjustment Board refund processing time

Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

State Statutes require that the Tax Collector's Office takes no more than thirty days to process a Value Adjustment Board (VAB) refund. This chart below shows the average number of days that the refund process takes within the Tax Collector's Office and the Accounts Payable section of the Controller's Office. This excludes the time taken between the VAB decision date and its arrival at the Tax Collector's Office.

**Performance**

Ind	Actual	Target	Variance	Date
	9 days	n/a	n/a	Jul 2010

**Initiatives Linked To Measure**

**Owner(s)**

Value Adjustment Board Refunds by Month Fernando Casamayor

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Total Value Adjustment Board tax refund processing time

Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

Property tax refunds are required by State Statute to be completed within sixty days from the date that the Value Adjustment Board (VAB) makes the decision to refund the tax payer. This measure shows the average number of days that it takes to process a tax refund from the date of the VAB hearing until the check is issued to the customer. This includes the amount of time taken by the Property Appraiser to notify the Tax Collector of the change in value after the VAB hearing is completed.

**Performance**

Ind	Actual	Target	Variance	Date
☑	52 days	30 days	(22) days	Jul 2010

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name**

**Owner(s)**

Streamline internal payment processing methods

Peter Cam Fernando Casamayor Carter Hammer Dennise Suarez  
Jurgen Teintze

The new Fast Payments Processing unit processes all division payments for Ad Valorem, Occupational License and Auto Tag. Mail extraction imaging and sorting equipment is used to prepare the payments for high speed processing by two NCR 7780 fast payment processors.

**Initiatives Linked To Objective**

**Owner(s)**

Investigate Point of Sale Technology

Peter Cam  
Fernando Casamayor

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Ad Valorem Exceptions as a % of in-house mailed transactions

Peter Cam Jurgen Teintze Fernando Casamayor Gerardo Gomez  
Dennise Suarez

Exception payments are created when the fast payments processing equipment rejects a payment. Most of these initial rejects are corrected within the FPPU. However, others are more complex or need a bill as we cannot as yet process a payment without a bill. The following are the main types of Ad Valorem "exceptions" payments: 1. All items that involve correspondence letters. 2. Items that need bills printed. 3. Items that have incorrect payment amounts. 4. Bills that are paid with an incorrect form of payment (e.g. personal check). Reducing the percentage of exception payments through system enhancement will further automate payments processing, thereby improving overall processing efficiency.

**Performance**

Ind	Actual	Target	Variance	Date
▲	0.73 %	5.00 %	4.27 %	Jun 2010

**Initiatives Linked To Measure**

**Owner(s)**

Fast Payment Processing Unit Photos

Peter Cam  
Fernando Casamayor

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Ad Valorem Exceptions	187	n/a	Jun 2010
	Ad Valorem Transactions	25,525	n/a	Jun 2010



**Measure**

**Owner(s)**

Auto Tag Exceptions % of Mailed Vehicle & Vessel Registrations

Fernando Casamayor Peter Cam Gerardo Gomez

Exceptions are those payments that cannot be processed on the high speed payments processor. Most of these initial rejects are now processed within the FPPU. However, others are more complex. These are the main types of Auto Tag "exceptions" payments which are now being processed by the FPPU: 1. Personalized plate applications. 2. Disabled parking permit applications. 3. Items rejected to customers or vehicle stops. 4. All items that have incorrect amounts. Reducing the percentage of exception payments through system improvements and programming will further automate payments processing, thereby increasing overall processing efficiency.

**Performance**

Ind	Actual	Target	Variance	Date
▲	0.23 %	2.00 %	1.77 %	Jun 2010

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Auto Tag Exceptions	164	n/a	Jun 2010
	Auto Tag Transactions	71,089	n/a	Jun 2010



**Measure**

**Owner(s)**

Number of Exception Tax Bills Printed

Peter Cam Fernando Casamayor Gerardo Gomez Dennise Suarez Jurgen Teintze

The FPPU commenced printing tax bills in October 2007 to reduce the number of payments that could not be fast processed and needed to be taken to another area of the division where a bill would be printed and the payment processed. As FPPU prints more tax bills thereby processing more payments within the unit, fewer exception payments are sent to the Ad Valorem Exceptions unit for further research and finally processing. The more bills that FPPU prints, the more efficient and timely tax payment processing becomes as payments are not moved around the division handled by different employees. The monthly target is a 2% increase in number of bills printed for the same month the previous year.

**Performance**

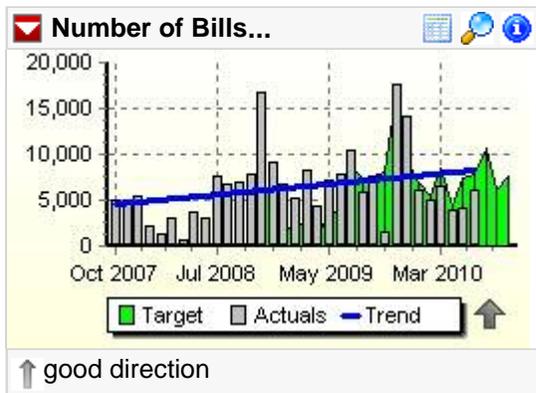
Ind	Actual	Target	Variance	Date
▼	6,072	7,912	(1,840)	Jun 2010

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

LBT Exceptions as a % of in-house mailed items

Peter Cam Gerardo Gomez

The Fast Payments Processing Unit has been processing LBT mailed in payments since 2006. In July 2010, FPPU has now further centralized the payments processing process by taking on LBT exception payments that require various changes on the system.

**Performance**

Ind	Actual	Target	Variance	Date
	10 %	20 %	(10) %	Jul 2010

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	LBT Exceptions	3,176	n/a	Jul 2010



Objective Name	Owner(s)
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Use Technology to Improve Payments Processing Systems	Peter Cam Fernando Casamayor Carter Hammer Carl Strowd Dennise Suarez Jurgen Teintze
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Develop a new tax collection and billing system to replace the aging legacy systems that provide limited reporting capabilities. New systems in our Convention and Tourist Tax, Local Business Tax and Property Tax sections are needed to improve operational efficiency, enhance customer service and improve compliance.

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives
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Create Branch Auto Tag Agency Online Payment Application	Fernando Casamayor Sylvia Frow Chuck Galea Eulyne Wheeler
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(ES8)Ensure the financial viability of the County through sound financial management practices

Tax Certificate Sale Statistics	Maresa Cain Peter Cam Fernando Casamayor
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Parent Objectives
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(ES8.4) Cohesive, standardized countywide financial systems and processes

Measure	Owner(s)
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Procure a new Tax Collection system	Carter Hammer Peter Cam Fernando Casamayor Gerardo Gomez Dennise Suarez Jurgen Teintze
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Procure a replacement for the aging legacy tax system to include Ad Valorem, Tangible Personal Property, Local Business Taxes and Convention and Tourist Taxes.

Performance
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Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY10 Q3

Initiatives Linked To Measure	Owner(s)
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Timeline to Procure a New Tax System	Peter Cam Fernando Casamayor Dennise Suarez
RFP Proposal Submission by Vendors	Peter Cam Fernando Casamayor Gerardo Gomez
Vendors Proposals Evaluation and Selection	Peter Cam Fernando Casamayor Gerardo Gomez
Vendor Protest Period	Peter Cam Fernando Casamayor Gerardo Gomez
Budget Planning & Sustainability Committee and BCC Contract Approval	Peter Cam Fernando Casamayor Gerardo Gomez



Child Measures Linked To Measure
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Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Monitor Online Auto Tag Registration Renewals

Peter Cam Fernando Casamayor Sylvia Frow Chuck Galea Gerardo Gomez Carter Hammer Jurgen Teintze

The revised registration renewal implemented in December 2004, promotes vehicle and vessel owners to renew their annual registrations online. It is expected that online renewals will continue to increase at 12% (target) per quarter as it is a quick and easy process. This measure will monitor the volume of online renewals over time.

**Performance**

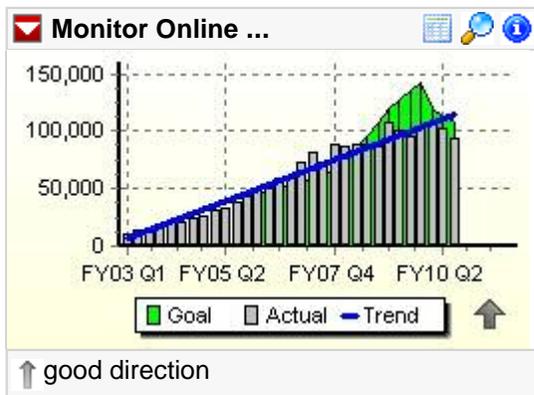
Ind	Actual	Target	Variance	Date
▼	94,095	107,216	(13,121)	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Monitor Countywide Vehicle and Vessel Title Transactions	67,634 K	n/a	Jun 2010



**Measure**

**Owner(s)**

Monitor Online Ad Valorem Tax Payments (in thousands)

Carter Hammer Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

Number in thousands of dollars. The target for 2009-10 was set with a 5% increase on last year. It is expected that with sluggish economic conditions expected to continue into 2010 that any shift of taxpayers to e-payments will be offset with taxpayers choosing to delay their tax payment. This number may be affected favorably with a soft launch of credit card payments during the 2009-10 tax cycle. An extremely favorable result is 10% above target.

**Performance**

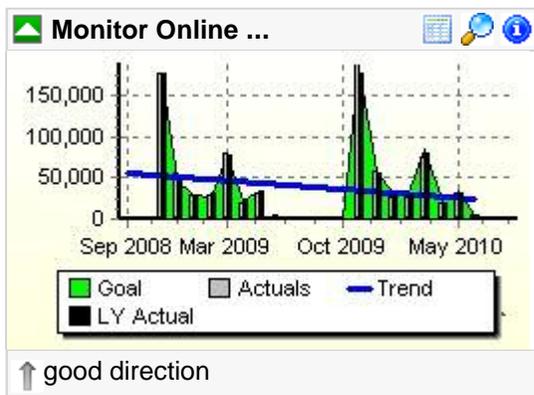
Ind	Actual	Target	Variance	Date
▲	\$490 K	\$333 K	\$157 K	Jul 2010

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Monitor Online Local Business Tax Renewals

Peter Cam Fernando Casamayor Sylvia Frow Jurgen Teintze Gerardo Gomez

Online renewals for Local Business Tax receipts is a safe and dependable option. Since its implementation, the number of renewals processed online have continued to increase steadily. The attached chart describes the percentage of online renewals processed compared to all transactions.

**Performance**

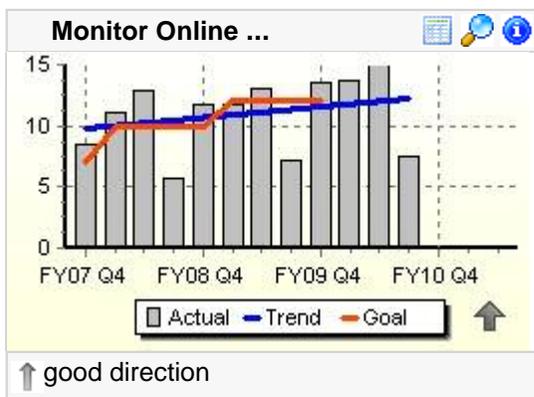
Ind	Actual	Target	Variance	Date
	7.5 %	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Develop Auto Tag Revenue Distribution System

Sylvia Frow Carl Strowd

This system will automate the input, auditing and reporting of information on revenue collected by 30 private and public Auto Tag Agencies in Miami-Dade County. Microsoft Visual Studio and SQL Server are being used as development tools. Most of the manual data entry currently being done using spreadsheets, etc. will be eliminated, resulting in a significant cost savings.

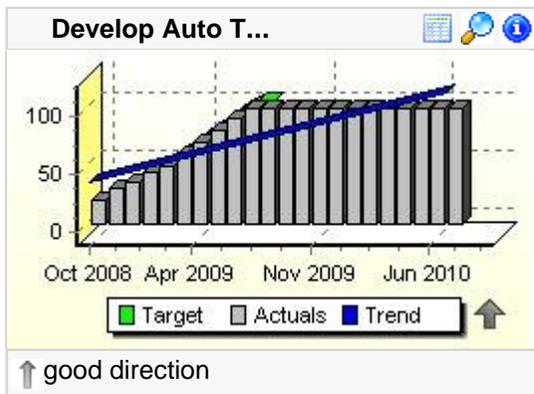
**Performance**

Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	Jul 2010

**Initiatives Linked To Measure**

**Owner(s)**

- Project Planning and Feasibility Study Sylvia Frow  
Carl Strowd
- Systems Analysis and Requirements Definition Sylvia Frow  
Carl Strowd
- Systems Design Sylvia Frow  
Carl Strowd
- Database Implementation Sylvia Frow  
Carl Strowd
- Application Implementation Sylvia Frow  
Carl Strowd
- Integration, Testing and Security Sylvia Frow  
Carl Strowd
- Parallel Testing and Implementation Sylvia Frow  
Carl Strowd



**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Implement New Electronic Data Management Systems

Sylvia Frow Carl Strowd

Develop six EDMS / imaging systems for the storage and retrieval of documents. Future benefits include high speed research of electronic archives and corresponding improvements in response times to customer inquires as well as faster processing of related refunds. The methodology used in implementing each system is as follows: - Identify and analyze documents to be scanned and determine the search criteria and indexes needed for their retrieval from the emPower Image Library. - Create a database schema and library and determine user security requirements. - Perform test scan of documents to verify fields are being captured correctly. - Create release scripts that convert the document images into PDF format for loading into the library. - Install scanners and Kofax Ascent Capture Software on workstations. - Configure employees' PCs for accessing the image library. - Train personnel in the scanning and retrieval of documents. - Provide user support including updating security groups and establishing logs for deleting files.

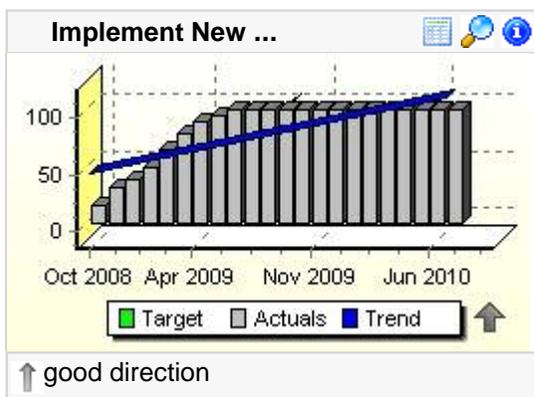
**Performance**

Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	Jul 2010

**Initiatives Linked To Measure**

**Owner(s)**

Litigation Documents	Sylvia Frow Carl Strowd
Convention and Tourism Tax Examiner Files	Sylvia Frow Carl Strowd
Convention and Tourism Collection Files	Sylvia Frow Carl Strowd
Real Estate and Tangible Personal Property Returned Bills	Sylvia Frow Carl Strowd
ETSD Ad Valorem Reports	Sylvia Frow Carl Strowd
Tax-Related Customer Refunds	Sylvia Frow Carl Strowd



**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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# Learning and Growth Perspective

## Objective Name Owner(s)

Diversity Reports

Hilda Garcia Blanca Padron Dennise Suarez Finance

Divisional Summaries by Job Groups with additional breakdown by Equal Employment Opportunity Commission (EEOC) groups.

## Initiatives Linked To Objective Owner(s) GrandParent Objectives

## Parent Objectives

## Measure Owner(s)

Bond Administration

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

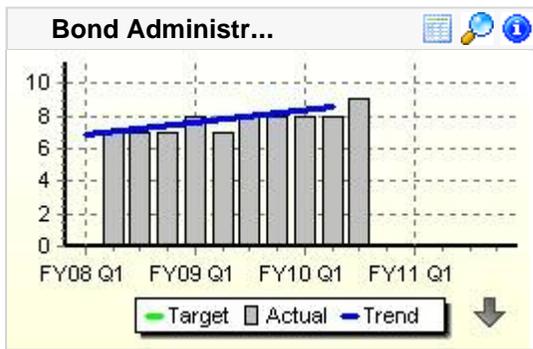
## Performance

Ind	Actual	Target	Variance	Date
9		n/a	n/a	FY10 Q3

## Initiatives Linked To Measure Owner(s)

## Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Black	2	n/a	FY10 Q3
	Hispanic	5	n/a	FY10 Q3
	Other	0	n/a	FY10 Q3
	White	2	n/a	FY10 Q3





**Measure** **Owner(s)**

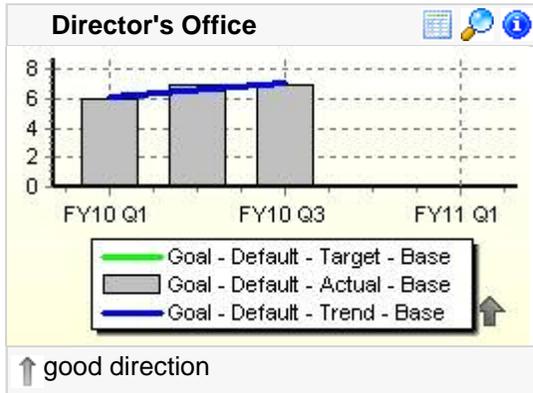
Director's Office

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

**Performance**

Ind	Actual	Target	Variance	Date
7		n/a	n/a	FY10 Q3



**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Black	2	n/a	FY10 Q3
	Hispanic	3	n/a	FY10 Q3
	White	2	n/a	FY10 Q3
	Other	0	n/a	FY10 Q3

**Measure** **Owner(s)**

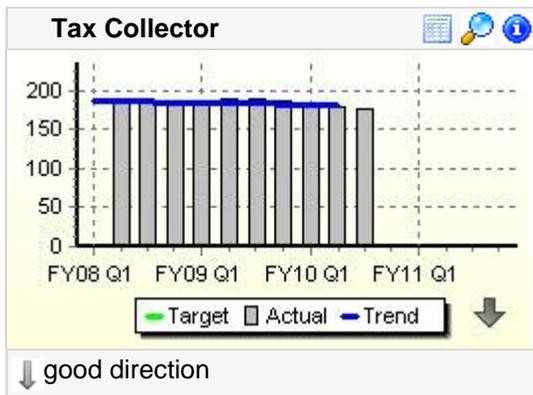
Tax Collector

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

**Performance**

Ind	Actual	Target	Variance	Date
177		n/a	n/a	FY10 Q3

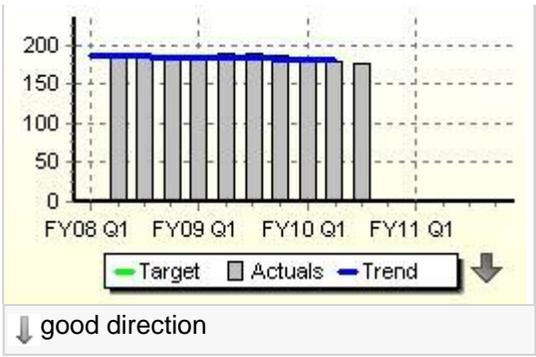


**Initiatives Linked To Measure** **Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Black	80	n/a	FY10 Q3
	Hispanic	80	n/a	FY10 Q3
	Other	2	n/a	FY10 Q3
	White	15	n/a	FY10 Q3





**Measure**

**Owner(s)**

Finance Department

Hilda Garcia Dennise Suarez

Departmental breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

**Performance**

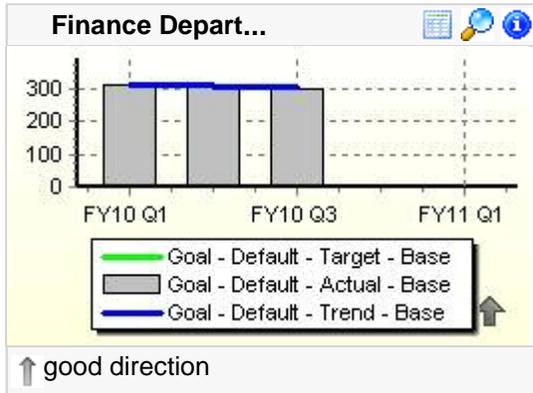
Ind	Actual	Target	Variance	Date
	301	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Executive/Administrative	19	n/a	FY10 Q3
	Protect/Serve	18	n/a	FY10 Q3
	Office/Clerical	150	n/a	FY10 Q3
	Technical	6	n/a	FY10 Q3
	Professionals	108	n/a	FY10 Q3



**Objective Name****Owner(s)**

Filled/Vacancy Report - Finance

Blanca Padron Dennise Suarez Finance

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Positions: Full-Time Filled (Finance)

Carter Hammer

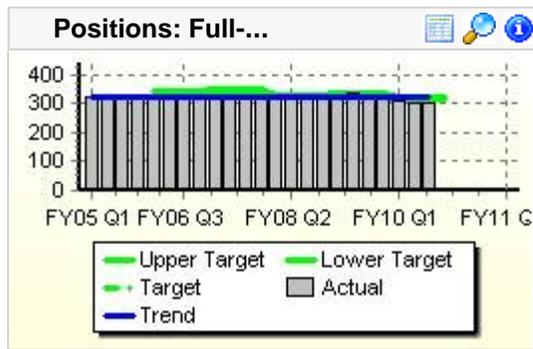
Actual number of filled positions at the end of each quarter

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
<input checked="" type="checkbox"/>	302	323	(21)	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Temporary positions (Finance)

Blanca Padron

Actual number of temporary positions at the end of each quarter

**Performance**

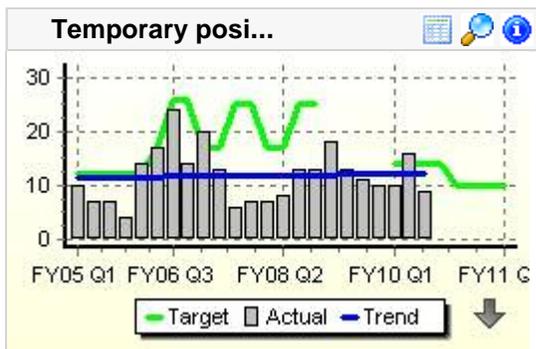
Ind	Actual	Target	Variance	Date
▲	9	14	5	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Turnover rate - Finance Department

Blanca Padron

Employee turnover rate is computed by dividing the number of separations divided by the total number in the Workforce. Employees may leave an organization for a variety of reasons, including Retirement, Resignation, Dismissal, Layoff, Disability, Leave of Absence, or Death.

**Performance**

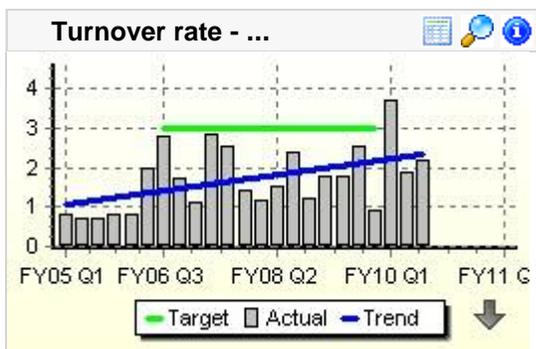
Ind	Actual	Target	Variance	Date
	2.2 %	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Vacancy positions (Finance)

Blanca Padron

Actual number of vacancy positions at the end of each quarter with goal defined as approved position net attrition.

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
	21	n/a	n/a	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name**

**Owner(s)**

Monitor Training/Seminars Participation

Blanca Padron Dennise Suarez Finance

**Initiatives Linked To Objective**

**Owner(s)**

Hurricane Preparedness Training

Carter Hammer  
Dennise Suarez

**GrandParent Objectives**

**Parent Objectives**

**Measure**

**Owner(s)**

Countywide Financial and FEMA Systems Training

Blanca Padron

Number of users trained in the County's Financial system (FAMIS) and the FEMA system

**Performance**

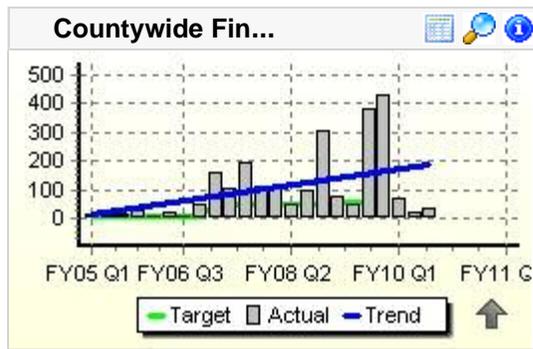
Ind	Actual	Target	Variance	Date
	38	n/a	n/a	FY10 Q3

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Finance Department Annual Hurricane Briefing Attendance

**Performance**

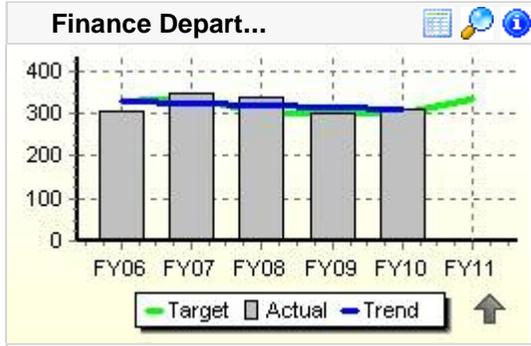
Ind	Actual	Target	Variance	Date
▲	310.0	301.0	9.0	FY10

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Increase Employee Tuition Reimbursement Program Participation

Blanca Padron Dennise Suarez

**Performance**

Ind	Actual	Target	Variance	Date
■	16	17	(1)	FY10 Q3

**Initiatives Linked To Measure**

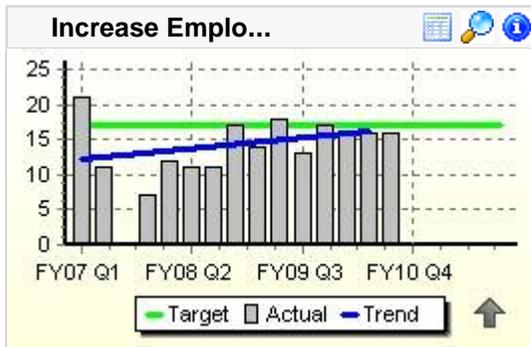
**Owner(s)**

Provide Discussion Sessions with Staff re: Tuition Reimbursement

Hilda Garcia  
Dennise Suarez

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

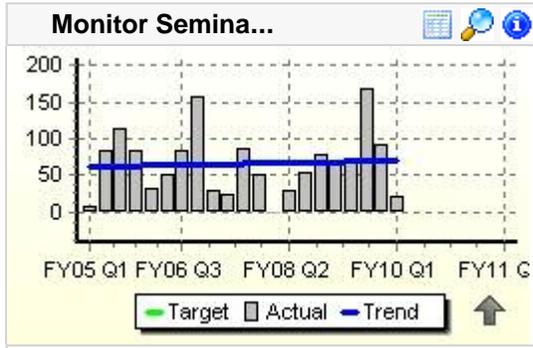
Monitor Seminar Attendance

Carter Hammer Peter Cam Blanca Padron

Total Number of employees who attended a seminar within the quarter for the Finance Department

**Performance**

Ind	Actual	Target	Variance	Date
	20	n/a	n/a	FY10 Q1



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Seminar Attendance - Miami-Dade County (In-House)	9	n/a	FY10 Q2
	Seminar Attendance - Educational (Local)	12	n/a	FY10 Q1
	Seminar Attendance - Educational (Travel)	2	n/a	FY10 Q1
	Seminar Attendance - Vendor Sponsored (Local)	4	n/a	FY10 Q2
	Seminar Attendance - Vendor Sponsored (Travel)	0	n/a	FY10 Q1
	Seminar Attendance - Web-Seminar	5	n/a	FY10 Q2

**Objective Name****Owner(s)**

Participation in Community Fundraising Events

Dennise Suarez

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Armed Forces Service Center

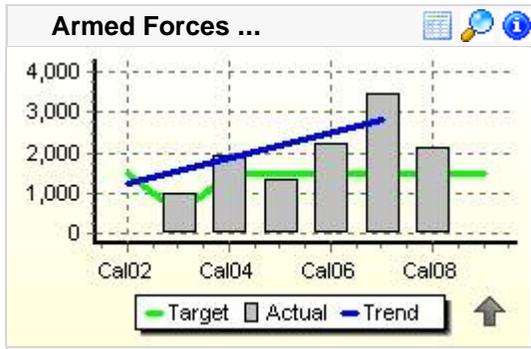
May is National Armed Forces Month, Finance raised funds for the Armed Forces Services Center at the Miami International Airport which opened in 1999 to support servicemen and women. The volunteers at the Center provide direct morale booster, well-being and recreational support for traveling military personnel and their families. In addition, the Center provides assistance to military spouses and families, providing toys, food and any assistance needed to make their travel in and out of Miami a pleasurable experience.

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
	\$2,141	\$1,500	\$641	Cal08

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Baynanza Biscayne Bay Cleanup Day

Dennise Suarez

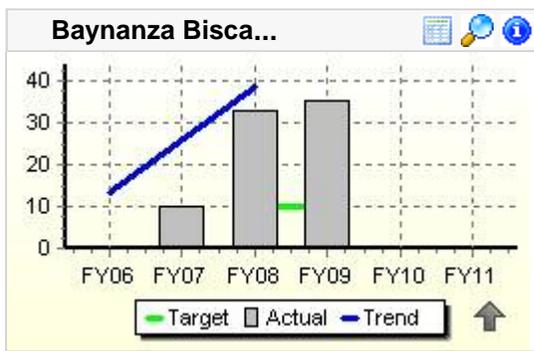
Number of employees participating in the annual Baynanza Biscayne Bay Cleanup Day. The goal of Biscayne Bay Cleanup Day is to educate our community about the impact of litter on the delicate shoreline and spoil islands of Biscayne Bay.

**Performance**

Ind	Actual	Target	Variance	Date
▲	35	10	25	FY09

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Contribution to Animal Services Department

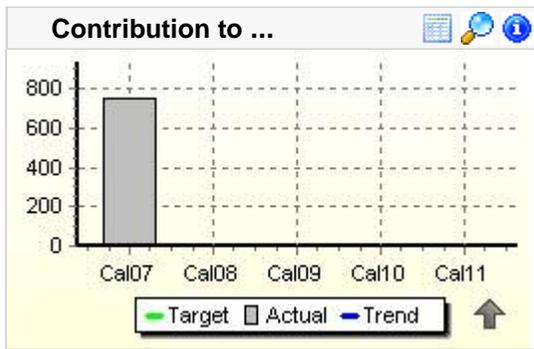
Total dollar amount in purchased items for the Animal Services Department

**Performance**

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	Cal08

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Corporate Run Participants

Dennise Suarez

Number of employees within Finace that participate in the annual corporate run.

**Performance**

Ind	Actual	Target	Variance	Date
	7	n/a	n/a	FY09

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Liga Contra el Cancer

Liga Contra el Cancer is a non-profit organization and depends on grants from the public and private sector, donations helping to continue the League's legacy of caring and commitment to the financially needy minority cancer patients.

**Performance**

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	FY08

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Prevent Blindness Sight Savers Promotions

Dennise Suarez

**Performance**

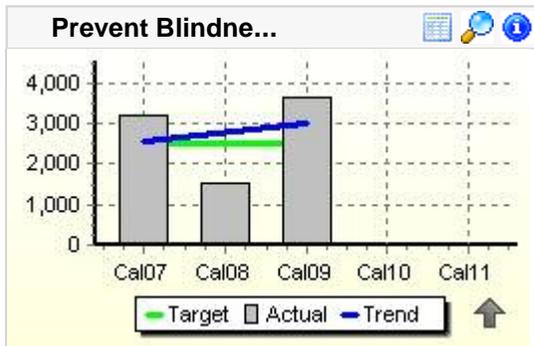
Ind	Actual	Target	Variance	Date
	\$3,614	\$2,500	\$1,114	Cal09

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Strides Against Breast Cancer

Peter Cam

This campaign runs annually commencing October 7. 2007 will be the third year that the Finance Department has been collecting and donating funds for this cause.

**Performance**

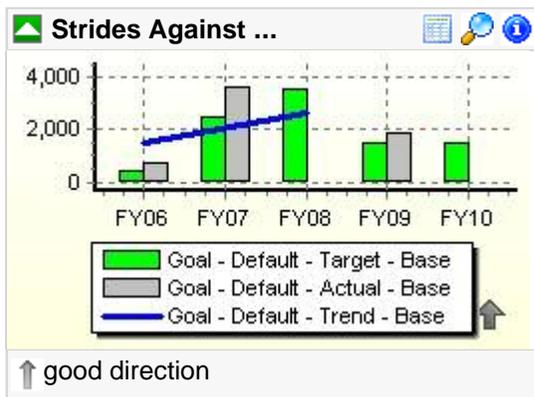
Ind	Actual	Target	Variance	Date
	1,880	1,500	380	FY09

**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

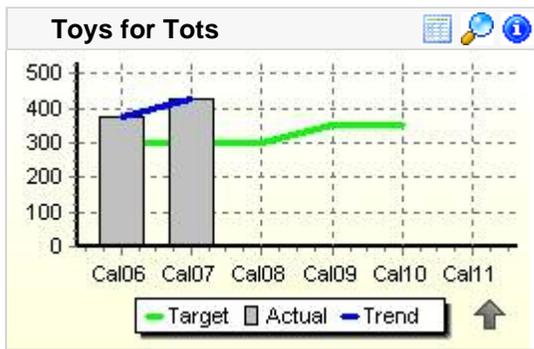
**Owner(s)**

Toys for Tots

Total amount raised for Toys for Tots

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$425	\$300	\$125	Cal07



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Total participating number of employees	27	n/a	Cal07

**Measure**

**Owner(s)**

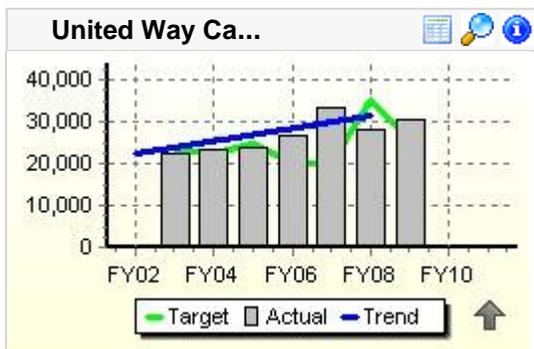
United Way Campaign

Hilda Garcia

Departmental Goal

**Performance**

Ind	Actual	Target	Variance	Date
▲	\$30,267	\$25,000	\$5,267	FY09



**Initiatives Linked To Measure**

**Owner(s)**

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	United Way - Percentage of Employee Pledges	64 %	n/a	FY08
▲	United Way - Special Events	\$7,209	\$5,000	FY09
▲	United Way - Employee Pledges	\$23,058	\$20,000	FY09

**Objective Name****Owner(s)**

Diversity Initiative

Hilda Garcia Dennise Suarez

Breakdown of employees by various categories

**Initiatives Linked To Objective****Owner(s)**Finance Diversity Matters eLearning  
Program Schedule

Hilda Garcia

**GrandParent Objectives****Parent Objectives**

**Objective Name****Owner(s)**

Employee Evaluation Reports

Hilda Garcia

Monitor completion rate of evaluation reports for the different divisions.

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Evaluations Completed (ATTACHMENT)

Hilda Garcia

Measures of Evaluations Completed (Actual) vs Due (Target)

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
▲	19	8	(11)	Jun 2010

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Director's Office	0	0	Jun 2010
▲	Cash Management	1	0	Jun 2010
▲	Bond Administration	0	0	Jun 2010
▲	Tax Collector	14	5	Jun 2010
▲	Controller's Division	4	3	Jun 2010



**Objective Name****Owner(s)**

College/University Enrollment

Hilda Garcia

Monitoring employee class enrollment in a college or university

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Supervisory Courses

Hilda Garcia

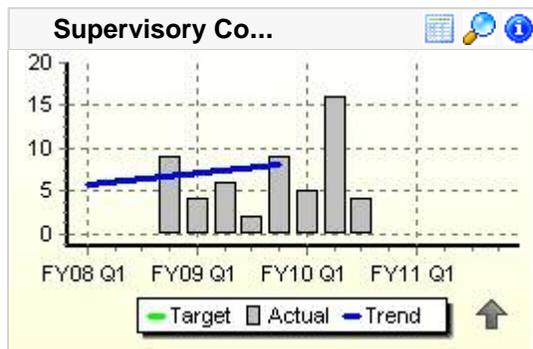
Monitoring employees enrolled in supervisory courses.

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
4		n/a	n/a	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure**

**Owner(s)**

Non-Supervisory Courses

Hilda Garcia

Monitoring employees enrolled in non-supervisory courses

**Performance**

**Initiatives Linked To Measure**

**Owner(s)**

Ind	Actual	Target	Variance	Date
2		n/a	n/a	FY10 Q3

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Objective Name****Owner(s)**

Monitor Interview Panel/RFP Selection Committee Participation

Hilda Garcia

**Initiatives Linked To Objective****Owner(s)****GrandParent Objectives****Parent Objectives****Measure****Owner(s)**

Interview Panel Participation (hours)

Hilda Garcia

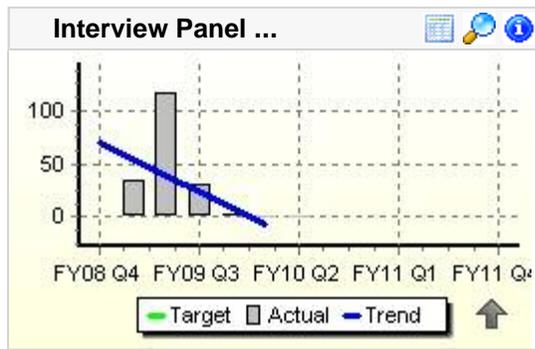
Participation of Finance employees in interview panels in Finance or aother departments.

**Performance****Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY10 Q2

**Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Internal Participation	0	n/a	FY10 Q2
	External Participation	0	n/a	FY10 Q2



**Measure****Owner(s)**

RFP Selection Committee

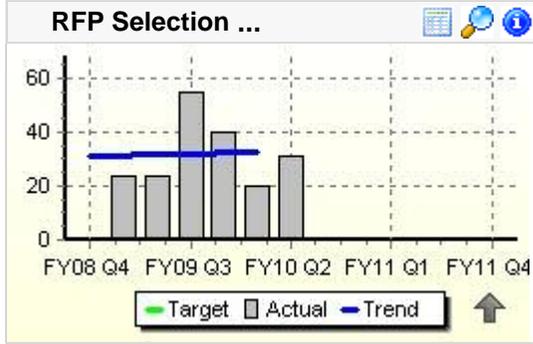
Hilda Garcia

**Performance**

Ind	Actual	Target	Variance	Date
	31	n/a	n/a	FY10 Q2

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Internal Participation	31	n/a	FY10 Q2
	External Participation	0	n/a	FY10 Q2



## Initiatives Linked To Scorecard

	Type	As Of	\$	🕒	✓	!	🔗	%	Status	Owners
<a href="#">Research, Design, Procure and Commence Implementation of Accounts Payable Shared Services Workflow</a>		<a href="#">09/30/2009</a>	▲	▲				n/a	In Progress	<a href="#">Garcia, Hilda</a>
<a href="#">RFP for External Independent Audit Services</a>		<a href="#">06/30/2009</a>	▲	▲				5%	In Progress	<a href="#">Garcia, Hilda</a>
<a href="#">Create Branch Auto Tag Agency Online Payment Application</a>		<a href="#">09/30/2009</a>	▲	▲				100%	Complete	<a href="#">Frow, Sylvia</a> <a href="#">Casamayor, Fernando</a> <a href="#">Galea, Chuck</a> <a href="#">Wheeler, Eulyne</a>
<a href="#">Implement Sorties in Business Taxes and Licenses Unit. 2 in fy 2007,3 in fy2008, at least 2 in fy2009</a>		<a href="#">09/30/2009</a>	▲	▲				100%	Complete	<a href="#">Teintze, Jurgen</a> <a href="#">Frow, Sylvia</a> <a href="#">Cam, Peter</a> <a href="#">Suarez, Dennise</a> <a href="#">Millet, Matty</a> <a href="#">Casamayor, Fernando</a>
<a href="#">Finance Department's Accountant I - Internship Program</a>		n/a						n/a	n/a	<a href="#">Padron, Blanca</a>
<a href="#">Received the 2006 National Association of Counties Achievement Award for the Vendor Payment Inquiry Website</a>		n/a						n/a	n/a	<a href="#">Padron, Blanca</a> <a href="#">Hammer, Carter</a>

## Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)

