

# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

## Finance

The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

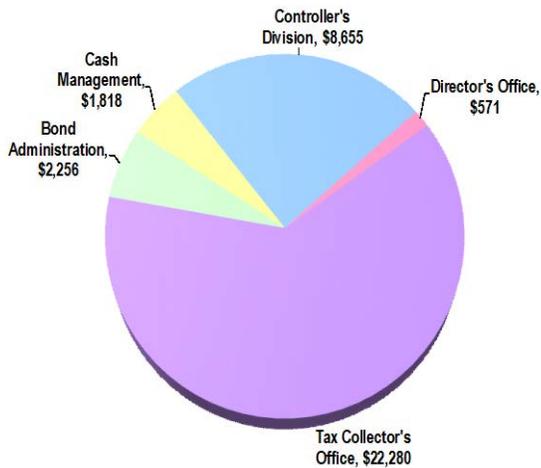
As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's general ledger system, and providing financial reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts, and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home, and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, and outside financial consultants.

### FY 2014-15 Adopted Budget

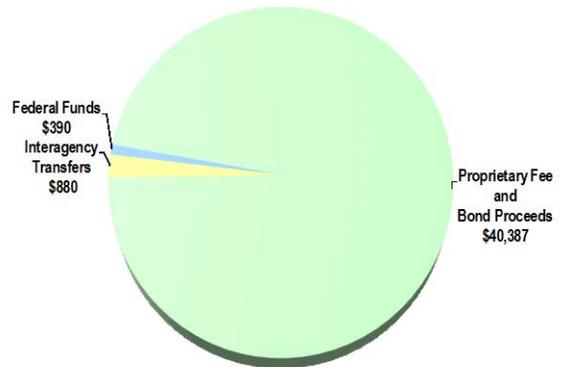
#### Expenditures by Activity

(dollars in thousands)



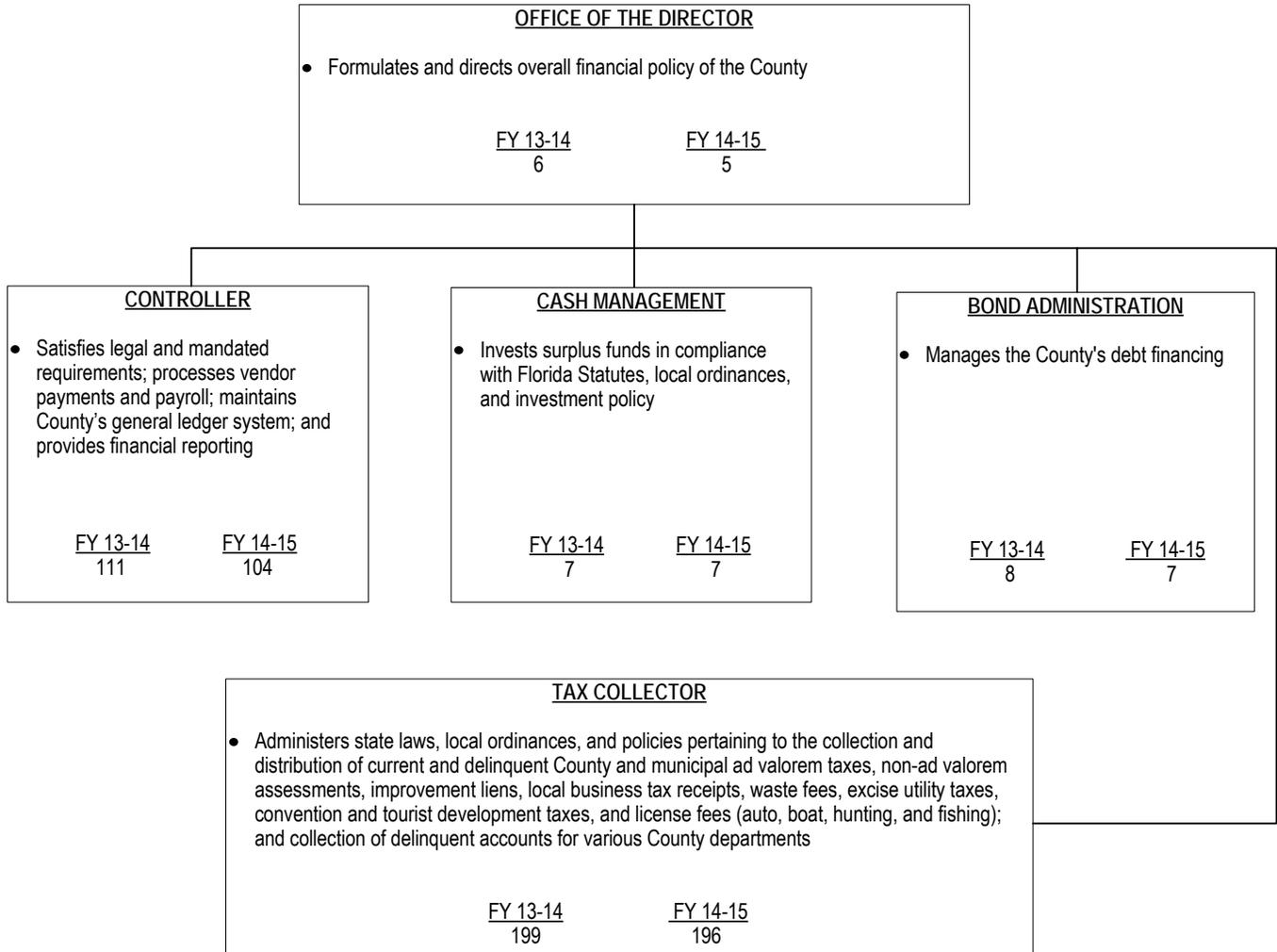
#### Revenues by Source

(dollars in thousands)



# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**



The FY 2014-15 total number of full-time equivalent positions is 328.9 FTEs.

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Adopted FY 14-15
<b>Revenue Summary</b>				
Ad Valorem Fees	12,913	12,303	12,750	13,042
Auto Tag Fees	10,780	11,193	11,834	11,604
Bond Transaction Fees	805	1,490	820	976
Carryover	1,933	3,048	1,953	1,393
Credit and Collections	2,153	2,913	3,081	3,576
Local Business Tax Receipt	3,198	3,099	3,157	3,200
Other Revenues	3,751	3,591	2,746	3,166
Tourist Tax Fees	2,866	3,102	3,191	3,430
Federal Funds	421	373	615	390
Interdepartmental Transfer	666	510	1,123	880
<b>Total Revenues</b>	<b>39,486</b>	<b>41,622</b>	<b>41,270</b>	<b>41,657</b>

#### **Operating Expenditures**

##### **Summary**

Salary	17,421	17,853	19,329	19,745
Fringe Benefits	4,073	4,020	5,361	5,891
Court Costs	8	1	6	11
Contractual Services	266	498	704	712
Other Operating	5,163	4,472	5,890	5,824
Charges for County Services	2,617	2,426	2,760	2,651
Grants to Outside Organizations	0	0	0	0
Capital	2,024	1,681	913	746
<b>Total Operating Expenditures</b>	<b>31,572</b>	<b>30,951</b>	<b>34,963</b>	<b>35,580</b>

#### **Non-Operating Expenditures**

##### **Summary**

Transfers	4,866	7,535	6,307	6,077
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>4,866</b>	<b>7,535</b>	<b>6,307</b>	<b>6,077</b>

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 13-14	Adopted FY 14-15	Budget FY 13-14	Adopted FY 14-15
<b>Strategic Area: General Government</b>				
Director's Office	640	571	6	5
Controller's Division	8,661	8,655	111	104
Tax Collector's Office	21,737	22,280	199	196
Bond Administration	2,248	2,256	8	7
Cash Management	1,677	1,818	7	7
<b>Total Operating Expenditures</b>	<b>34,963</b>	<b>35,580</b>	<b>331</b>	<b>319</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 11-12	Actual FY 12-13	Budget FY 13-14	Actual FY 13-14	Budget FY 14-15
Advertising	87	85	155	69	55
Fuel	0	0	0	0	0
Overtime	55	87	92	101	97
Rent	1,942	1,756	1,910	1,984	2,066
Security Services	171	165	200	195	217
Temporary Services	749	706	331	487	240
Travel and Registration	12	19	46	12	59
Utilities	357	298	398	257	405

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DIRECTOR'S OFFICE**

The Director's Office is responsible for formulating and directing overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector, and financial markets
- Provides overall administration of departmental operations

#### **DIVISION COMMENTS**

- *The FY 2014-15 Adopted Budget includes the elimination of one vacant Assistant Director position (\$148,000)*

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports, and the indirect cost allocation plan
- Records, reports on, and monitors the County's financial activities
- Maintains County financial accounting systems
- Processes vendor disbursements and County payroll
- Monitors County bank accounts to ensure timely reconciliations

#### **Strategic Objectives - Measures**

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Continue to improve accounts payable process countywide	Percentage of invoices paid within 45 calendar days	EF	↑	89%	92%	95%	90%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	69%	72%	70%	67%	70%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Ensure compliance with financial laws and Generally Accepted Accounting Principles (GAAP)	Compliance with special audits and reports	OC	↑	100%	100%	100%	100%	100%

#### **DIVISION COMMENTS**

- *In FY 2013-14, the Department's savings plan included the elimination of six vacant positions: one Telephone Console Operator, three Account Clerk, one Finance Shared Services Specialist 1 and one Special Project Administrator (\$276,300); the reductions in the Controller's Division may impact the County's ability to pay vendors in a timely manner, require the increase of the audit thresholds to \$100,000 and affect the compliance with Payment Card Industry (PCI) requirements and the Red Flag Identity Theft Fraud Prevention Program*
- *The FY 2014-15 Adopted Budget includes the conversion of three full-time positions to part-time positions*
- *The FY 2014-15 Adopted Budget includes the transfer of one Finance Administrator Coordinator from Tax Collector Division to enhance procurement activities*
- *The FY 2014-15 Adopted Budget includes the addition of one Accountant 3 position funded by Public Works and Waste Management (PWWM) to provide accounting related services as it relates to capital and construction projects (\$70,000)*

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### DIVISION: TAX COLLECTOR'S OFFICE

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property taxes, and non-ad valorem special assessments, for all local taxing authorities.

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes), and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing State motor vehicle, vessel, and mobile home licenses and tag renewals and title applications for automobiles, trucks, and mobile homes, in addition to collecting and remitting sales tax to the State for the above transactions and selling various hunting and fishing licenses and permits
- Collects delinquent accounts receivable
- Oversees 25 private auto tag agencies in the County

#### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Enhance Tax Collector customer service	Online vehicle/vessel registration renewals *	OP	↔	446,625	433,733	455,000	426,523	435,000

\*The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Enhance collection efforts	Daily accounts worked per collector*	EF	↑	73	50	75	56	50
	Debt portfolio fees collected (in thousands)*	OC	↑	\$2,154	\$2,913	\$2,389	\$3,027	\$3,271
Enhance Tax Collector customer service	Tax Certificates sold**	OP	↔	43,723	41,430	45,000	35,640	36,000
Effectively collect Convention and Tourist Taxes	Convention Development Tax (CDT) collected (in millions)	OC	↑	\$51.2	\$63.9	\$67.6	\$69.1	\$73.8
	Homeless and Domestic Violence Tax collected (in millions)	OC	↑	\$18.7	\$19.5	\$21.9	\$21.4	\$23.1
	Professional Sports Franchise Facility Tax Revenues (PST) collected (in millions)	OC	↑	\$9.7	\$10.6	\$11.1	\$11.4	\$12.2
	Tourist Development Room Tax Revenues (TDT) collected (in millions)	OC	↑	\$19.3	\$21.2	\$22.2	\$23.0	\$24.5
	Tourist Development Surtax collected (in millions)	OC	↑	\$6.3	\$6.7	\$6.6	\$6.9	\$7.4

\* The FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

\*\* Performance beginning in FY 2012-13 reflects a reduction in the number of certificates sold due to changes in State law

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2013-14, the Department's savings plan included the elimination of eight vacant positions: two Account Clerk, two Accountant 1, two Accountant 2, one Tax Record Specialist 1 and one Tax Record Specialist 2 (\$428,400); the elimination of these positions will delay the reconciliation and distribution of revenues to the municipalities and taxing authorities between five to six weeks, depending on the peak of the tax season
- In FY 2013-14, the Department's savings plan included the elimination of one Tax Record Specialist 2 and one Assistant Tax Collector (\$216,700)
- In FY 2014-15, the Department is considering outsourcing the collection of all delinquent Tangible Personal Property (TPP); In order to give the current employees an opportunity to compete with the private sector, a Managed Competition process will be conducted to ensure the most efficient and effective delivery of these services is selected
- In FY 2013-14, the Department added four overage positions: three Finance Collection Specialist and one Credit and Collection Supervisor to pursue payment for an increase of number of accounts handled by the Credit and Collection Section (\$279,000)
- The FY 2014-15 Adopted Budget includes the conversion of four part-time positions to full-time positions to expedite the reconciliation and distribution of revenues

### **DIVISION: BOND ADMINISTRATION**

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets in the most effective manner, to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Ensure sound asset management and financial investment strategies	Bond ratings evaluation by Fitch*	OC	↑	AA-	AA	AA-	AA	AAA
	Bond ratings evaluation by Moody's*	OC	↑	Aa3	Aa2	Aa3	Aa2	Aaa
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA-	AA-	AA-	AA	AAA

\*Bond ratings shown are for bonds backed by the general fund; the FY 2012-13 Actual performance measure has been corrected to reflect a scrivener's error

### DIVISION COMMENTS

- The FY 2014-15 Adopted Budget includes payments to the Office of Management and Budget (\$175,000) and the County Attorney's Office (\$450,000) for support related to bond issuances
- The FY 2014-15 Adopted Budget includes the conversion of one full-time position to one part-time position which may affect the timeliness in reporting to bond investors

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances, and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests County funds, from \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 11-12	FY 12-13	FY 13-14	FY 13-14	FY 14-15
				Actual	Actual	Budget	Actual	Target
Optimize earnings and portfolio size	General Fund interest earnings (in millions)	IN	↔	\$1.2	\$1.2	\$1.0	\$783k	\$800k
	Total portfolio interest earnings (in millions)	IN	↔	\$14.8	\$13.6	\$10.5	\$12.3	\$9.5
	Average value of total portfolio (in billions)	IN	↔	\$3.039	\$3.369	\$3.500	\$3.500	\$3.200
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.48%	0.40%	0.35%	0.35%	0.30%

### ADDITIONAL INFORMATION

- The FY 2014-15 Adopted Budget includes (\$627,000) in reimbursements from other County departments and funding sources including: Water and Sewer Department (\$50,000) and Aviation (\$65,000) for cash management activities; Federal Emergency Management Agency (FEMA) grant revenue for administrative services (\$389,000); Miami-Dade Transit (MDT) (\$60,000), Metropolitan Planning Organization (\$43,000), and Tourist Development Tax (\$20,000) for accounting support

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two Account Clerk positions in Controller-Accounts Payable Unit to process refunds via Special Service Refund website	\$20	\$78	2
Fund one Account Clerk position in Tax Collector-Accounting Unit to reduce delays in the posting/reporting of daily financial activities	\$10	\$39	1
Purchase Optix Payment Processing Machine	\$500	\$0	0
Fund one Accountant 3 in Controller-Accounting and Reporting Unit to respond to statutorily mandated financial reports	\$2	\$83	1
Fund one Accountant 2 position in Tax Collector-Accounting unit to reduce the delays in posting/reporting of daily Auto Tag and Real Estate financial activities	\$10	\$72	1
Fund three Tax Records Specialist 2 positions in Tax Collector to account for collections on tourist taxes and local business accounts	\$6	\$126	3
Fund one Special Projects Administrator position in Controller-Systems to work in the Red Flag Identity Theft Fraud Prevention Program which is a Federal Trade Commission regulated requirement covering risks associated with the use of Social Security numbers, bank account numbers, system security, bank wire transfers, cash payments, ACH payments, etc.	\$10	\$81	1
Fund two Accountant 2 positions in Tax Collector-Auto Tag Unit to manage Auto Tag accounting for 29 Miami Dade County Auto Tag Agencies	\$10	\$144	2
Fund one Tax Collection Supervisor and one Senior Tax Records Specialist to promptly process tax payments received through mail	\$4	\$110	2
Fund three Account Clerks in Tax Collector-Auto Tag Unit to manage, process, and audit transactions processed at private Auto Tag agencies	\$6	\$117	3
Fund three Tax Collector Supervisor 1s, two Tax Record Specialist 1s, two Tax Record Specialist 2s, and one Finance Chief in Tax Collector to provide call center support for auto tag inquiries	\$16	\$443	8
<b>Total</b>	<b>\$594</b>	<b>\$1,293</b>	<b>24</b>

# FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

## CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FUTURE	TOTAL
<b>Revenue</b>									
Department Operating Revenue	2,340	150	0	0	0	0	0	0	2,490
IT Funding Model	1,078	610	0	0	0	0	0	0	1,688
<b>Total:</b>	<b>3,418</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,178</b>
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Computer and Systems Automation	300	50	0	0	0	0	0	0	350
Computer Equipment	600	100	0	0	0	0	0	0	700
Improvements to County Processes	2,518	610	0	0	0	0	0	0	3,128
<b>Total:</b>	<b>3,418</b>	<b>760</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,178</b>

## CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2014-15 Adopted Budget and Multi-Year Capital Plan includes funding from the IT Funding model to continue the expansion of the accounts payable invoice imaging and workflow system (\$610,000), which will reduce the time needed to process invoices and create efficiencies Countywide for departments accessing payable documents while reducing storage costs
- The Department's FY 2014-15 Adopted Budget and Multi-Year Capital Plan reflects funding (\$100,000) to replace 25 percent of existing computer hardware that has exceeded its useful life
- The FY 2014-15 Adopted Budget and Multi-Year Capital Plan reflects funding for an Electronic Data Management System (EDMS) (\$50,000) for the Tax Collector Division to capture, process, index, sort, reproduce, distribute, and dispose financial and tax records
- During the fourth quarter of FY 2013-14, the Tax Collector's Office moved to the West Lot facility which will also house ISD's Parking Management Office and a food court area; the facility earned the Leadership in Energy and Environmental Design (LEED) Gold Certification from the U.S. Green Building Council (USGBC); the project was funded with Building Better Communities General Obligation Bond (BBC GOB) proceeds as well as Capital Asset bonds (\$28 million)
- In FY 2013-14, the Department transferred \$6.484 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects; in FY 2014-15, the Department will transfer \$5.197 million

## FUNDED CAPITAL PROJECTS

(dollars in thousands)

### FINANCE TECHNOLOGY IMPROVEMENT FUND

PROJECT #: 65380



DESCRIPTION: Replace 25 percent, on a yearly basis, of existing computer hardware that has exceeded its useful life  
 LOCATION: 140 W Flagler St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>FUTURE</b>	<b>TOTAL</b>
Department Operating Revenue	600	100	0	0	0	0	0	0	700
<b>TOTAL REVENUES:</b>	<b>600</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	600	100	0	0	0	0	0	0	700
<b>TOTAL EXPENDITURES:</b>	<b>600</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>

## FY 2014 - 15 Adopted Budget and Multi-Year Capital Plan

### ELECTRONIC DATA MANAGEMENT SYSTEM (EDMS)

PROJECT #: 67400

DESCRIPTION: Research, design, and implement an electronic data management strategy for the Finance Department in order to capture, process, index, sort, reproduce, distribute, and dispose of financial and tax records

LOCATION: 140 W Flagler St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	300	50	0	0	0	0	0	0	350
<b>TOTAL REVENUES:</b>	<b>300</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Planning and Design	80	0	0	0	0	0	0	0	80
Technology Hardware/Software	220	50	0	0	0	0	0	0	270
<b>TOTAL EXPENDITURES:</b>	<b>300</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

### A/P CONSOLIDATED INVOICE IMAGING AND WORKFLOW

PROJECT #: 69450

DESCRIPTION: Implement a countywide consolidated A/P invoice imaging and workflow process including the acquisition of hardware, software, and personnel required for its successful execution

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Department Operating Revenue	1,440	0	0	0	0	0	0	0	1,440
IT Funding Model	1,078	610	0	0	0	0	0	0	1,688
<b>TOTAL REVENUES:</b>	<b>2,518</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,128</b>
EXPENDITURE SCHEDULE:	PRIOR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	FUTURE	TOTAL
Technology Hardware/Software	2,518	610	0	0	0	0	0	0	3,128
<b>TOTAL EXPENDITURES:</b>	<b>2,518</b>	<b>610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,128</b>

Estimated Annual Operating Impact will begin in FY 2014-15 in the amount of \$1,070,000