

# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## Finance

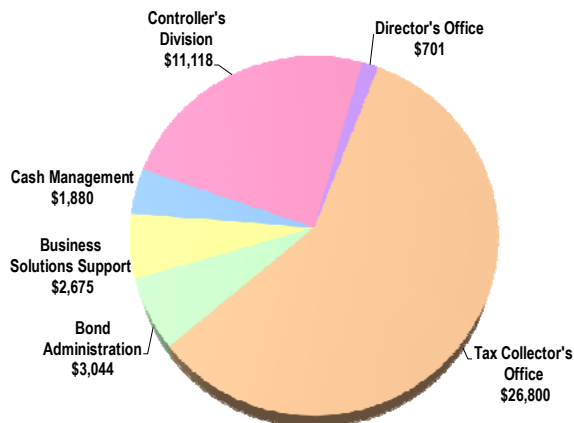
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

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.

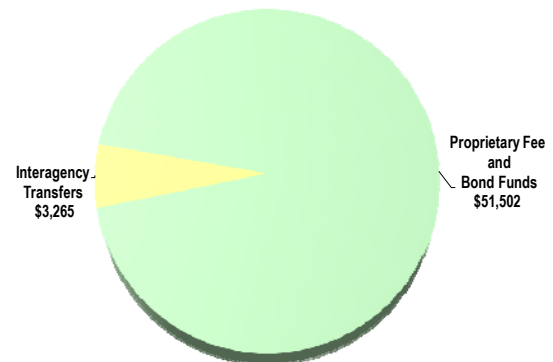
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

### FY 2017-18 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)

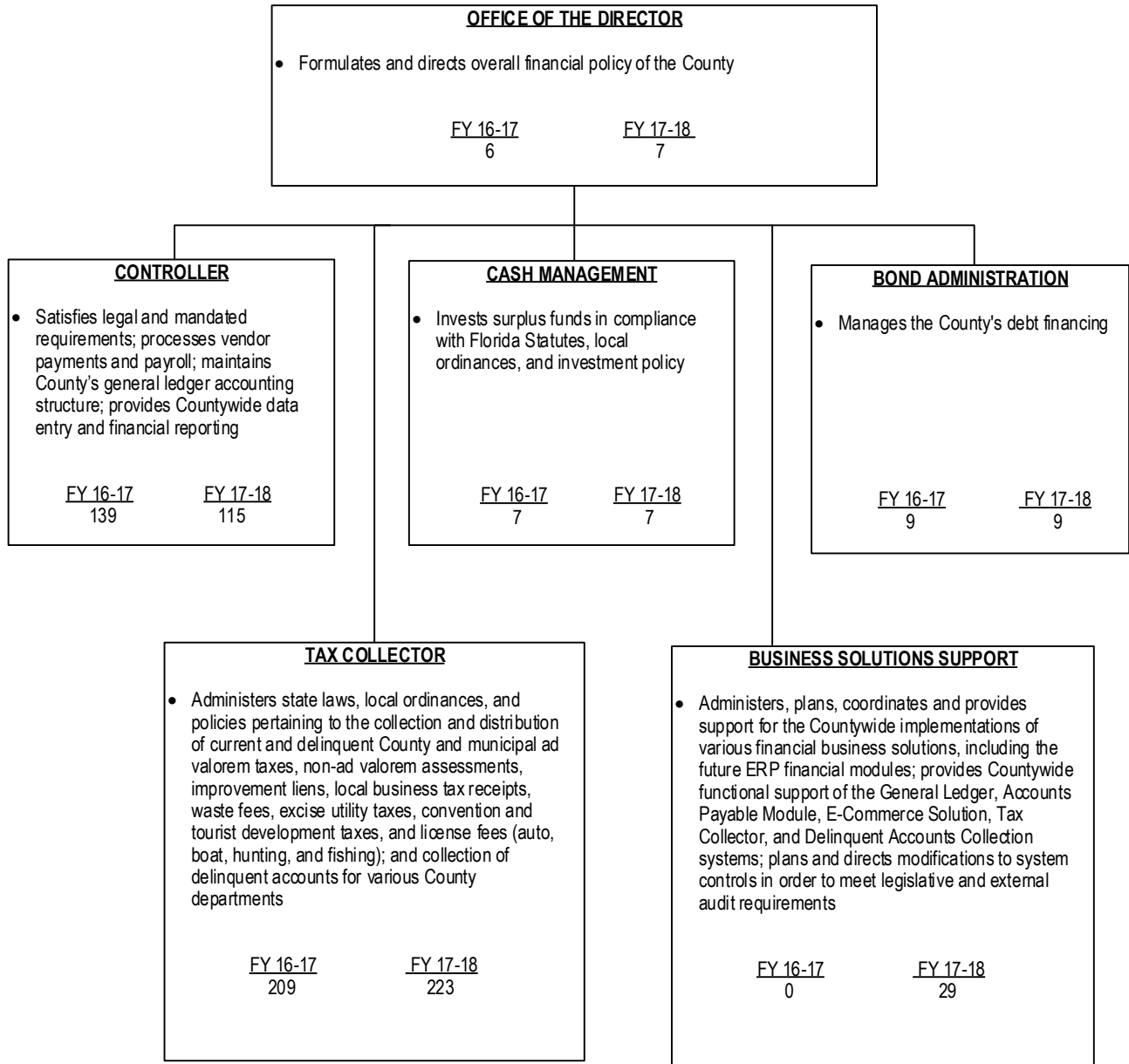


**Revenues by Source**  
(dollars in thousands)



# FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2017-18 total number of full-time equivalent positions is 397 FTEs

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Adopted FY 17-18
<b>Revenue Summary</b>				
Ad Valorem Fees	11,826	11,570	11,762	12,507
Auto Tag Fees	12,933	13,795	13,207	13,881
Bond Transaction Fees	2,911	3,358	1,257	645
Carryover	4,259	6,975	5,120	6,937
Credit and Collections	3,737	3,788	4,027	6,095
Local Business Tax Receipt	3,811	3,964	3,810	3,975
Other Revenues	3,926	3,962	3,578	3,702
Tourist Tax Fees	3,646	3,788	3,931	3,760
Federal Funds	0	0	171	0
Interdepartmental Transfer	484	576	1,360	749
Other	0	2,787	2,182	2,516
<b>Total Revenues</b>	<b>47,533</b>	<b>54,563</b>	<b>50,405</b>	<b>54,767</b>

### **Operating Expenditures**

<b>Summary</b>				
Salary	19,086	21,556	23,205	23,384
Fringe Benefits	5,714	6,459	8,186	8,962
Court Costs	10	16	17	17
Contractual Services	1,148	720	1,171	1,418
Other Operating	5,548	5,585	6,690	6,686
Charges for County Services	2,949	3,455	3,785	4,982
Grants to Outside Organizations	0	0	0	0
Capital	422	128	138	769
<b>Total Operating Expenditures</b>	<b>34,877</b>	<b>37,919</b>	<b>43,192</b>	<b>46,218</b>

### **Non-Operating Expenditures**

<b>Summary</b>				
Transfers	5,681	5,009	6,413	8,549
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	800	0
<b>Total Non-Operating Expenditures</b>	<b>5,681</b>	<b>5,009</b>	<b>7,213</b>	<b>8,549</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 16-17	Adopted FY 17-18	Budget FY 16-17	Adopted FY 17-18
<b>Strategic Area: General Government</b>				
Director's Office	730	701	6	7
Controller's Division	13,373	11,118	139	115
Tax Collector's Office	24,334	26,800	209	223
Bond Administration	2,867	3,044	9	9
Cash Management	1,888	1,880	7	7
Business Solutions Support	0	2,675	0	29
<b>Total Operating Expenditures</b>	<b>43,192</b>	<b>46,218</b>	<b>370</b>	<b>390</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 14-15	Actual FY 15-16	Budget FY 16-17	Actual FY 16-17	Budget FY 17-18
Advertising	57	52	75	59	95
Fuel	0	0	0	0	0
Overtime	141	83	116	123	99
Rent	2,066	2,014	2,124	2,255	2,453
Security Services	228	241	260	235	261
Temporary Services	641	739	310	245	477
Travel and Registration	32	40	95	34	111
Utilities	226	202	263	165	200

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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

The Director's Office is responsible for formulating and directing the 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
- Monitors Countywide financial regulatory compliance

#### **DIVISION COMMENTS**

- The FY 2017-18 Adopted Budget includes the transfer of one Special Projects Administrator I from the Controller's Division to enhance the quality assurance and regulatory compliance efforts of the department

### **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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	90%	87%	90%	87%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	67%	70%	70%	67%	70%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Certificate of Achievement for Excellence in Financial Reporting *	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)*	OC	↑	Awarded	Awarded	TBD	TBD	TBD

\* This objective is being introduced in FY 2017-18; however the County has been awarded this certificate in past years; the judging and award process takes place after completion of the County's Consolidated Annual Financial Report (CAFR); the certificate is generally awarded in September of the following fiscal year

#### **DIVISION COMMENTS**

- A Finance Section Manager position will be held vacant through FY 2017-18
- In FY 2017-18, ITD will continue to work with various County departments including Finance to streamline County IT functions; as of the end of FY 2016-17, two resources from Finance Controller's Division have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model; this on-going effort will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

- During FY 2016-17, as part of the departmental reorganization, 21 positions were transferred to the new Business Solutions Support Division for the support and centralization of Countywide financial applications, including future ERP systems, and one additional position was transferred to the Director's Office

### 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, tag renewals and title applications for automobiles, trucks, and mobile homes; 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Expand access to County government by placing information and transactions online *	Total dollar-value of web-enabled transactions completed using the online services portal (dollars in thousands)	OC	↑	\$1,030,290	\$1,243,750	\$1,368,120	\$1,452,932	\$1,547,160

\* This objective is being introduced in FY 2017-18; however the measure has been tracked in past years

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Process distributions of taxes collected to each taxing authority **	Total number of distributions processed	OP	↔	16	17	14	17	14
Enhance collection efforts	Debt portfolio fees collected (in thousands)	OC	↑	\$3,737	\$3,788	\$4,027	\$4,067	\$6,095
Maximize revenues through intensive collection activity***	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)	OC	↑	\$11,462	\$12,114	\$12,863	\$13,060	\$16,406
	Average number of accounts worked per day per collector	OP	↔	54	45	50	43	50

\*\* The distribution of taxes has a statutorily-required minimum of 14 distributions per year; the Tax Collector may process additional distributions for convenience of operations or as additional customer services

\*\*\* This objective is being introduced in FY 2017-18; during FY 2016-17, the Division added 21 overages to increase collections staffing and set higher collection targets for FY 2017-18

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- *As of the end of FY 2016-17, six resources from Finance Tax Collector's Office have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model*
- During FY 2016-17, the Division added 21 overages (20 Finance Collection Specialists and one Credit and Collections Supervisor) in an effort to process more accounts on behalf of various Miami-Dade County departments thereby increasing revenue distribution to the referring departments and to the General Fund
- The Credit and Collections unit has moved to a new location at the Martin Luther King Plaza as of the last quarter of FY 2016-17, in order to provide adequate space for the unit's expansion; the new overage positions are currently being filled
- During FY 2016-17, as part of the departmental reorganization, four positions were transferred to the Business Solutions Support Division for the support and centralization of Countywide financial applications, including future ERP systems
- The FY 2017-18 Adopted Budget includes the addition of three Senior Tax Records Specialists to monitor and enforce compliance with internal and external requirements including Florida State Statutes (\$182,000)

### **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 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
Monitor County-wide Bond Ratings	Percentage of debt service payments made timely	OC	↔	100%	100%	100%	100%	100%
	Bond ratings evaluation by Moody's*	OP	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	OP	↑	AA	AA	AA	AA	AA

\* Bond ratings shown are for General Obligation Bonds; FY 2015-16 Actual was corrected from AA- to AA due to a scrivener's error in the FY 2016-17 Adopted budget

## FY 2017 - 18 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 14-15	FY 15-16	FY 16-17	FY 16-17	FY 17-18
				Actual	Actual	Budget	Actual	Target
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	↑	0.36%	0.52%	0.55%	0.90%	1.00%

### DIVISION: BUSINESS SOLUTIONS SUPPORT

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementations of various financial business solutions, including the future ERP financial modules.

- Provides Countywide functional support of the General Ledger, Accounts Payable, E-Commerce, Tax Collection and Delinquent Account Collection Systems and other related financial systems
- Supports creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation, training, customer support, implementation support for upgrades, fixes and enhancements
- Plans and directs required modifications to above financial systems to meet legislative (BCC, state and federal) requirements
- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the department's financial business functions
- Ensures proper system controls are maintained for the General Ledger, Accounts Payable and Purchasing systems to respond to the annual external financial audit; monitors and provides support to over 5,700 users of these systems
- Coordinates with ITD and departments in the implementation of new financial technologies to support Countywide and departmental initiatives as they relate to financial systems, such as ERP implementation, which includes over 14 financial modules

### DIVISION COMMENTS

- During FY 2016-17, as part of the departmental reorganization, 25 positions were transferred from various divisions and one overage was added for the support and centralization of Countywide financial applications, including future ERP systems
- The FY 2017-18 Adopted Budget includes the addition of three positions to staff the ERP project; the positions will be funded by the ERP Capital Project resources

### ADDITIONAL INFORMATION

- The FY 2017-18 Adopted Budget includes \$3.285 million in reimbursements from other County departments and funding sources including: Water and Sewer Department (\$6,000) and Aviation (\$42,000) for cash management activities; Transportation and Public Works (\$385,000), Metropolitan Planning Organization (\$43,000), Office of Management and Budget (\$50,000), Parks, Recreation and Open Spaces (\$137,000), Regulatory and Economic Resources (\$12,000), Seaport (\$10,000), Internal Services (\$8,000), other General Fund departments (\$16,000), Tourist Development Tax (\$20,000), Aviation (\$23,000) and Water and Sewer Department (\$17,000) for accounting and compliance support; and an Information Technology Department transfer from the IT Funding Model (\$2.516 million) to support the operations of Image and Workflow Automation (IWA) and the FAMIS Service Level Agreement
- In FY 2016-17, the Department budgeted a transfer of \$5.053 million to Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects; the Department transferred an additional \$2.131 million transfer in FY 2016-17 for a total of \$7.184 million; in FY 2017-18 the Department has budgeted an \$7.8 million transfer to COR

## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

<b>Department Operational Unmet Needs</b>			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire an Accountant 3 (Payroll Unit) for succession planning	\$0	\$100	1
Hire an Accountant 3 (Accounting and Reporting Unit) to fulfill needs identified by a business process review	\$0	\$100	1
Hire an Assistant Tax Collector for succession planning	\$0	\$106	1
Hire a Finance Collection & Enforcement Officer to maximize collection of short term rental revenues	\$0	\$54	1
Hire two Tax Record Specialist 2s to assist with "RenewExpress" online auto tag payment system	\$0	\$89	2
Hire a Senior Tax Record Specialist for succession planning	\$0	\$48	1
Hire a Paralegal for succession planning and to assist with bankruptcy and litigation matters	\$0	\$57	1
Hire a Senior Tax Record Specialist to work on complex tax issues	\$0	\$48	1
Hire a Tax Collector Manager for succession planning	\$0	\$74	1
Hire two Tax Record Specialist 2s to restore the Auto Tag Customer Call Center	\$0	\$89	2
Hire two Credit & Collection Supervisors and 20 Finance Collection Specialists to complete the second phase expansion of the Credit & Collections Unit; these are revenue-generating positions	\$0	\$710	22
<b>Total</b>	<b>\$0</b>	<b>\$1,475</b>	<b>34</b>

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FUTURE	TOTAL
<b>Revenue</b>									
Department Operating Revenue	0	545	0	0	0	0	0	0	545
Total:	0	545	0	0	0	0	0	0	545
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Computer and Systems Automation	0	545	0	0	0	0	0	0	545
Total:	0	545	0	0	0	0	0	0	545

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2017-18 Adopted Budget and Multi-Year Capital Plan includes the acquisition and installation of an automated mail opener, extractor and scanner plus payment processing software to replace an aging system nearing the end of its service life, which has limited maintenance support (total project cost \$545,000)



## FY 2017 - 18 Adopted Budget and Multi-Year Capital Plan

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### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### **AUTOMATED PAYMENT PROCESSING SYSTEM**

**PROJECT #: 2000000701**

DESCRIPTION: Replace aging payment processing system to include hardware and software  
 LOCATION: 200 NW 2 Avenue  
 City of Miami

District Located: 5  
 District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>FUTURE</b>	<b>TOTAL</b>
Department Operating Revenue	0	545	0	0	0	0	0	0	545
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>545</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	0	50	0	0	0	0	0	0	50
Technology Hardware/Software	0	495	0	0	0	0	0	0	495
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>545</b>