

FY 2019 - 20 Proposed Budget and Multi-Year Capital Plan

Finance

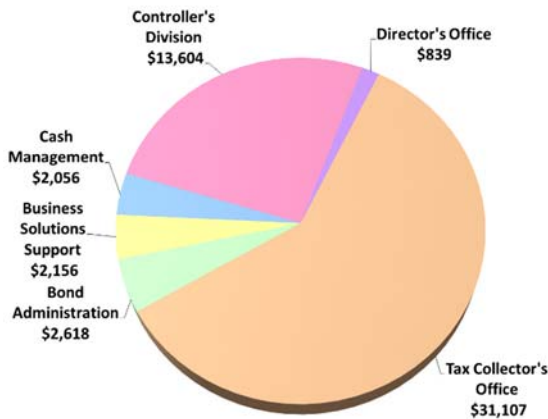
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution, code enforcement collections, 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.

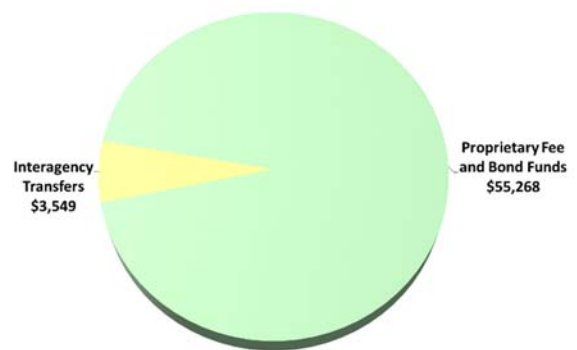
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

FY 2019-20 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2019 - 20 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p><u>OFFICE OF THE DIRECTOR</u> Formulates and directs overall financial policy of the County</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: center;">8</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	8	8
<u>FY 18-19</u>	<u>FY 19-20</u>				
8	8				
	<p><u>CONTROLLER</u> Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">138</td> <td style="text-align: center;">140</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	138	140
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138	140				
	<p><u>CASH MANAGEMENT</u> Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">7</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	7	7
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7	7				
	<p><u>BOND ADMINISTRATION</u> Manages the County's debt financing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: center;">9</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	8	9
<u>FY 18-19</u>	<u>FY 19-20</u>				
8	9				
	<p><u>TAX COLLECTOR</u> Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, and license fees; and collection of delinquent accounts for various County departments; oversees code enforcement collections</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">226</td> <td style="text-align: center;">241</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	226	241
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226	241				
	<p><u>BUSINESS SOLUTIONS SUPPORT</u> Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions, including the future ERP financial modules</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 18-19</u></td> <td style="text-align: center;"><u>FY 19-20</u></td> </tr> <tr> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> </tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	24	24
<u>FY 18-19</u>	<u>FY 19-20</u>				
24	24				

The FY 2019-20 total number of full-time equivalent positions is 435 FTEs

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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
- Serves on Enterprise Resource Planning (ERP) Steering Committee

DIVISION COMMENTS

- In FY 2018-19, the Department is expected to transfer \$8.7 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the Proposed Budget includes a \$3.542 million carryover into FY 2019-20 that will be part of the \$5.9 million transfer to the GGIF

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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Projection	Target
Percentage of invoices paid within 45 calendar days	ED1-2	ES-3	EF	↑	87%	91%	90%	90%	90%
Percentage of invoices paid within 30 calendar days	ED1-2	ES-3	EF	↑	67%	79%	70%	70%	70%
Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	GG4-1	LS-1	OC	↑	Awarded	Awarded	Award	Award	Award

DIVISION COMMENTS

- **The FY 2019-20 Proposed Budget includes the conversion of an Accountant 1 part-time position to full-time that is required for the maintenance of general ledgers; additionally, during FY 2018-19, one Accountant 3 overage was approved to assist with the FEMA cost reimbursement process from Hurricane Irma**
- During FY 2018-19, the Federal Government announced the approval of \$119 million in reimbursement towards the clean-up efforts that resulted from Hurricane Irma; it is anticipated that the State of Florida will cover an additional \$31 million bringing the total reimbursed to approximately \$150 million
- The FY 2019-20 Proposed Budget includes a \$3.012 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA)

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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 ad valorem taxes, and non-ad valorem special assessments, for various state, county, local and municipal 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
- Oversees operation of 25 private auto tag agencies in the County
- Collects delinquent accounts receivable for various County departments
- Collects code enforcement fees and fines on behalf of various departments that enforce the County's code


Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Projection	Target
Total number of distributions processed*	GG4-1	ES-3	OP	↔	17	16	14	14	14
Debt portfolio fees collected (in thousands)	GG4-1	ES-3	OC	↑	\$4,067	\$6,777	\$6,441	\$6,441	\$6,782
Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)	GG4-1	ES-3	OC	↑	\$13,093	\$22,123	\$20,869	\$21,215	\$22,129
Average number of accounts worked per day per collector	GG4-1	ES-3	EF	↑	43	46	50	50	45
Total dollar-value of web-enabled transactions completed using the online services portal (dollars in millions)**	GG1-1	LS-1	OC	↑	\$1,453	\$1,678	\$1,625	\$1,830	\$1,977

* 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

** The FY 2018-19 Projection and FY 2019-20 Target reflect increasing use and convenience of online transactions

DIVISION COMMENTS

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The FY 2019-20 Proposed Budget includes the transfer of the Code Enforcement Unit from the Office of Clerk to the Finance Department; this transfer aligns similar County functions in the Credit and Collections Division (15 positions, \$1.88 million)

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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

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Projection	Target
Percentage of debt service payments made timely	GG4-1	LS-1	OC	↔	100%	100%	100%	100%	100%
Bond ratings evaluation by Moody's*	GG4-1	LS-1	OP	↑	Aa2	Aa2	Aa2	Aa2	Aa2
Bond ratings evaluation by Standard and Poor's*	GG4-1	LS-1	OP	↑	AA	AA	AA	AA	AA

* Bond ratings shown are for General Obligation Bonds

DIVISION COMMENTS

- During FY 2018-19, a Senior Bond Analyst overage was approved and will focus on Public Private Partnership (P3) financings that will help with funding future infrastructure needs across the County

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 surplus County funds, averaging between \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Projection	Target
Compliance with investment policy and guidelines	GG4-1	LS-1	OC	↑	100%	100%	100%	100%	100%
Average rate of return earned from County investments	GG4-1	LS-1	OC	↑	0.90%	1.59%	1.46%	2.31%	1.25%

DIVISION COMMENTS

- The FY 2019-20 Proposed Budget includes transfers of \$8,000 from the Water and Sewer Department and \$34,000 from the Aviation Department for cash management activities

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DIVISION: BUSINESS SOLUTIONS SUPPORT

The Business Solutions Support Division is responsible for administering, planning, coordinating, and providing support for the Countywide implementation 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, and training; provides customer support and 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 the Information Technology Department (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

- The implementation of the Enterprise Resource Planning (ERP) System, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department will continue to configure and build the ERP and provide change management services to replace the legacy applications of FAMIS, ADPICS, and Time & Leave (Payroll); it is estimated that this implementation will be completed by FY 2023-24; the FY 2019-20 Proposed Budget includes \$2.053 million from the ERP Project to reimburse the Finance department for ERP related expenses

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2019-20 Proposed Budget and Multi-Year Capital Plan includes the acquisition and implementation of a credit and collection system to replace the existing application that is outdated and can no longer support the volume and complexity of today's operation; the Department is projecting to complete this project by the close of FY 2020-21 (total project cost \$400,000 with \$300,000 programmed in FY 2019-20)
- The Department's FY 2019-20 Proposed Budget and Multi-Year Capital Plan includes the acquisition and installation of an automated payment processing system to replace aging equipment no longer being supported by the vendor; the Department is projecting the installation of the system to be completed by the close of FY 2019-20 (total project cost \$400,000 with \$50,000 programmed in FY 2019-20)

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Projection FY 18-19	Proposed FY 19-20
Advertising	59	54	94	102	103
Fuel	0	0	0	0	0
Overtime	123	93	103	110	120
Rent	2,255	2,431	2,402	2,402	2,521
Security Services	235	252	306	291	291
Temporary Services	320	328	422	551	849
Travel and Registration	34	47	133	133	125
Utilities	165	155	198	189	193

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Proposed FY 19-20
Revenue Summary				
Ad Valorem Fees	13,402	12,794	13,951	13,368
Auto Tag Fees	13,651	14,408	14,435	14,354
Bond Transaction Fees	1,253	2,267	600	1,807
Carryover	11,636	9,212	6,672	3,543
Code Fines / Lien Collections	0	0	0	1,860
Credit and Collections	4,067	6,777	6,441	6,782
Local Business Tax Receipt	3,913	4,117	4,000	4,111
Miscellaneous Revenues	0	0	0	20
Other Revenues	4,060	4,649	3,862	4,730
Tourist Tax Fees	3,806	4,304	4,217	4,693
Interdepartmental Transfer	557	557	164	537
Other	2,287	2,876	2,963	3,012
Total Revenues	58,632	61,961	57,305	58,817

Operating Expenditures

Summary	21,529	22,793	25,200	27,551
Salary	21,529	22,793	25,200	27,551
Fringe Benefits	7,753	8,764	10,102	10,759
Court Costs	17	16	26	61
Contractual Services	1,007	947	1,037	1,214
Other Operating	5,937	6,281	6,872	7,343
Charges for County Services	4,428	4,286	4,911	4,955
Grants to Outside Organizations	0	0	0	0
Capital	8	168	293	497
Total Operating Expenditures	40,679	43,255	48,441	52,380

Non-Operating Expenditures

Summary	8,742	9,757	8,864	6,437
Transfers	8,742	9,757	8,864	6,437
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
Total Non-Operating Expenditures	8,742	9,757	8,864	6,437

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 18-19	Proposed FY 19-20	Budget FY 18-19	Proposed FY 19-20
Strategic Area: General Government				
Director's Office	1,025	839	8	8
Controller's Division	13,081	13,604	138	140
Tax Collector's Office	27,854	31,107	226	241
Bond Administration	2,347	2,618	8	9
Cash Management	1,970	2,056	7	7
Business Solutions Support	2,164	2,156	24	24
Total Operating Expenditures	48,441	52,380	411	429

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
Revenue									
Finance Operating Revenues	2,000	300	100	0	0	0	0	0	2,400
Total:	2,000	300	100	0	0	0	0	0	2,400
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	350	50	0	0	0	0	0	0	400
E-Government Projects	0	300	100	0	0	0	0	0	400
Facility Improvements	300	1,300	0	0	0	0	0	0	1,600
Total:	650	1,650	100	0	0	0	0	0	2,400

FUNDED CAPITAL PROJECTS

(dollars in thousands)

AUTOMATED PAYMENT PROCESSING SYSTEM

PROJECT #: 200000701



DESCRIPTION: Replace aging payment processing system to include hardware and software

LOCATION: 200 NW 2 Ave

City of Miami

District Located: 5

District(s) Served:

5

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Finance Operating Revenues	400	0	0	0	0	0	0	0	400
TOTAL REVENUES:	400	0	0	0	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	350	50	0	0	0	0	0	0	400
TOTAL EXPENDITURES:	350	50	0	0	0	0	0	0	400

CREDIT AND COLLECTION SYSTEM REPLACEMENT

PROJECT #: 200001261



DESCRIPTION: Replace aging credit and collections system

LOCATION: 2525 NW 62 St

Unincorporated Miami-Dade County

District Located: 3

District(s) Served:

3

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Finance Operating Revenues	0	300	100	0	0	0	0	0	400
TOTAL REVENUES:	0	300	100	0	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	0	300	100	0	0	0	0	0	400
TOTAL EXPENDITURES:	0	300	100	0	0	0	0	0	400

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RECONFIGURE - 25TH AND 26TH FLOORS

PROJECT #: 200000975



DESCRIPTION: Reconfigure the Finance area of the 25th and 26th floors to improve work flow and maximize the usage of space to meet current departmental needs

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Finance Operating Revenues	1,600	0	0	0	0	0	0	0	1,600
TOTAL REVENUES:	1,600	0	0	0	0	0	0	0	1,600
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	300	1,300	0	0	0	0	0	0	1,600
TOTAL EXPENDITURES:	300	1,300	0	0	0	0	0	0	1,600

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Hire an Accountant I in the Tax Collector Division to assist with daily accounting functions	\$0	\$77	1
Hire an Inventory Clerk in the Tax Collection Division to assist with mail room clerical functions	\$0	\$54	1
Hire an Accountant IV in the Controller's Division to oversee compliance for ACH controls	\$0	\$85	1
Total	\$0	\$216	3