MIAMI-DADE COUNTY

Finance Department Business Plan

Fiscal Years: 2013 and 2014

(10/1/2012 through 9/30/2014)

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Delivering Excellence Every Day

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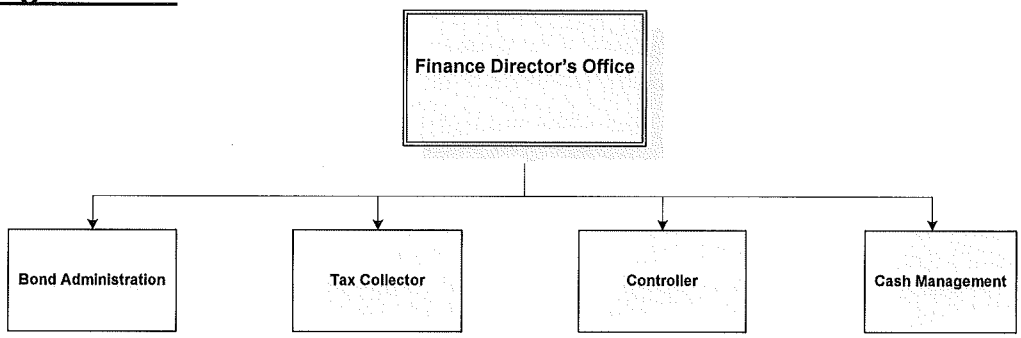
DEPARTMENT OVERVIEW

Department Mission

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

Table of Organization



Strategic Alignment Summary

GG1-2	Develop a customer-oriented organization
GG2-1	Attract and hire new talent
GG3-2	Effectively deploy technology solutions
GG3-3	Improve information security

Our Customers, Partners, and Stakeholders

The Finance Department serves the public and additionally services all departments countywide. Customer, customer groups, and market segments needs are identified and determined by Federal, State, and County statutory mandates. In addition, critical internal customers are listed below:

1. Information Technology Department – systems support (across the Finance Department)
2. County Attorney's Office – legal support (across the Finance Department)
3. Property Appraiser's Office – Annual Tax Roll (Tax Collector's Division)
4. Clerk of the Courts – Tax Deed Sales, payments, Tax Collector's Division, Controller's Division, and Cash Management Division.
5. Internal Services Department
    a. Procurement Management Division – support for procurement processes (across the Finance Department)
    b. Printing tax bills and facilities management (across the Finance Department)
    c. Human Resources Division – payroll process, recruitment, retention, labor management, and succession planning (across the Finance Department)
6. Customer Information and Outreach
    a. 311 Answer Center, Web Portal, Secret Shopper (across the Finance Department)
7. Office of Management and Budget – support for rating presentations and budget appropriations (across the Finance Department)

KEY ISSUES

1. **Replacement of legacy systems with cohesive, standardized countywide financial systems and processes**

   The County's general ledger system, Financial Accounting Management Information System (FAMIS), is a mainframe legacy system first implemented over 30 years ago. It is used by over 22 Departments with over 3,000 users. The majority of the County's accounting transactions are processed in the system including vendor payments. The information is used in the preparation of the County's Comprehensive Annual Financial Report (CAFR) and all other Federal and State required financial reporting.

   The budget system interfaces to the general ledger to enable budget control at various organizational levels. The County's Procurement Systems (ADPICS) is integrated with FAMIS; the systems share the same chart of accounts and vendor file, and most vouchers originate in the ADPICS Accounts Payable subsystem. The Payroll system also interfaces with FAMIS. The FAMIS suite of modules has been upgraded and its functionality enhanced throughout the years. Nonetheless as a legacy system, it has limited reporting capabilities, it is becoming obsolete and securing adequate maintenance support is challenging.

   The Finance Department is focusing on implementing several key technological projects as steps towards an Enterprise Resource Program (ERP) implementation to replace the FAMIS/ADPICS legacy system. These steps, resulting in expanded use of technology, include an Electronic Content Management System (ECMS) to reduce and ultimately eliminate paper files; and an Accounts Payable (AP) Imaging Workflow Automation (IWA) to expedite approval paths for vendor payments. The IWA project implementation started with a few pilot departments in September, 2012. It is expected to be rolled out to all county departments using FAMIS within two years.

   The Finance Department is working with the Information Technology Department, the Internal Services Department, and the Office of Budget and Management in an overall ERP implementation strategy that will leverage the investment that the County has made in the Oracle PeopleSoft products. An RFP solicitation for implementation services is expected to be released during Fiscal Year 2013.

   A new Tax Collection and Billing system, to replace the aging legacy system, is expected go-live June 2013. The new system will be a fully integrated windows-based turnkey system enabling staff to navigate between modules from the same screen, with active record retention with EDMS.

   The changes to I.O. 3-9 (Write-Off Accounts Receivable Arising from User Charges), requiring all departments to refer delinquent accounts to the Credit and Collection Section, will continue to impact required staffing levels and will increase the need for collection technology enhancements such as a "dialer."

   Current staffing levels are lean and will continue to impact our daily operations and will affect the speed of implementation of systems and upgrades of technology.

2. **Economic and financial market uncertainties**

   Instability of certain market sectors (asset backed securities) may impact the County's ability to invest in certain security instruments resulting in lower returns. We continuously monitor the marketplace in consultation with an investment adviser to place investments in prudent and secure instruments.

According to the latest Federal Reserve interest forecast (October 30, 2012), expectations are that short-term rates will remain low for the next three years. There are several factors that could drive short-term yields even lower in coming years. The financial markets are offering fewer investment vehicles such as Government Sponsored Enterprises (GSE's), steps/calls, and commercial paper securities that would allow us to generate higher investment returns.

Legislative changes and the unpredictable economic environment may lower the ability of the County and other taxing authorities to obtain revenue from Ad Valorem taxes. Additional exemptions, revenue caps and further changes to the laws regulating taxation continue to be mentioned at the State level. Furthermore, changes to State law often require additional operational adjustments including programming, personnel training, and often increased workload.

The 75% partial payment compliance prior to Value Adjustment Board application approval may result in additional tax certificates available for purchase at smaller values. This combined with the instability in the financial markets could reduce the number of investors willing to participate in our tax certificate sale resulting in higher interest rates to property owners and/or unsold tax certificates. We also work with entities like the National Tax Lien Association to showcase Miami Dade County's creditworthiness and efficient redemption process.

Legislative changes as mentioned above require the Tax Collector's division to continue to expand public awareness of changes to State law, available alternative payment programs, important deadlines and discount periods.

3. **Succession Planning**
We have been proactively managing our succession plan for the Department; a number of our executive team is in DROP or eligible to retire within the next five years. We are in the process of mitigating the skill gaps, attempting to expand the talent within the Department by analyzing gaps in staff skills as we fill positions. We offer cross-training and rotation opportunities. The successful recruitment and hiring of competent personnel minimizes the impact to our daily business processes, and ability to deliver excellent services.

Tax Collectors' Division will continue to have critical impacts on its ability to perform essential work due to the loss of many years of experience and knowledge of the people that filled eliminated positions. This will also hinder the quality of testing of many aspects of the new tax collection and billing system, as the individuals that now occupy these positions do not have the knowledge, skill, and experience.

PRIORITY INITIATIVES

Many of the Finance Department's projects scheduled to take place in FY 2012-13 will extend into FY 2013-14 as well. Some of the key projects expected to begin or continue in FY 2012-13 include:

1. Support a Countywide financial management system. Continue implementation of Accounts Payable document workflow system. Complete implementation of a new, state of the art Tax Collection and Billing system to replace the legacy based system in place over 25 years.
2. Expand use of electronic content management technology to improve processing time for research requests and reduce backlog.
3. Continue to expand public awareness of available alternative tax payment programs. Monitor, track, and promote on-line services and payment activities. Expand web inquiry and service capabilities for citizens, customers, County vendors, and loan recipients.
4. Continue debt issuances as needed for approved projects and make all debt service payments.

5. Initiate implementation of ERP to all of the County departments starting with the issuance of the RFP for an Integration services.
6. Convert the Bond Administration legal documents into ECMS database.
7. Issue e-Payable and debit card RFPs in order to provide additional payment options to vendors and potentially obtain additional funds for the County, as well as streamlining some of the payroll payment processes.
8. Work with the Information Technology Leadership Council (ITLC) in the development and implementation of a Countywide cashiering policy that addresses revenue collection for sales, goods, and services while complying with all Payment Card Industry (PCI) regulations.
9. Implement remote capture technology (Check 21) to improve the effectiveness of our high speed payment processing and public service cashiering as well as improving the timeliness of our daily deposit.

FUTURE OUTLOOK

The Finance Department is focusing on implementing several key technological projects including an Accounts Payable (AP) Workflow system resulting in expanded use of technology which includes an Electronic Content Management system to reduce and ultimately eliminate paper files; and a way to expedite approval paths for vendor payments; enhancement of fast payment processing hardware and software to further improve the Tax Collector's payment process; and replacing various components of the Tax Collector's systems for an integrated solution.

We have been proactively managing our succession plan for the Department; a number of our executive team is in the Deferred Retirement Option Program (DROP) or is eligible to retire within the next five years. We are in the process of mitigating the skill gaps, expanding the talent within the Department as possible, analyzing gaps in staff skills as we fill positions. It becomes more difficult to find competent skills for future workforce as recruiting outside of current County employees is limited. In order to mitigate some of this impact, we have implemented cross-training and rotation opportunities.