MIAMI-DADE COUNTY

Finance Department Business Plan

Fiscal Years: 2014 and 2015

(10/1/2013 through 9/30/2015)

Approved by:

Blanca Padron, Deputy Finance Director

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Plan Date: December 13, 2013

Delivering Excellence Every Day

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BUSINESS PLAN REPORT

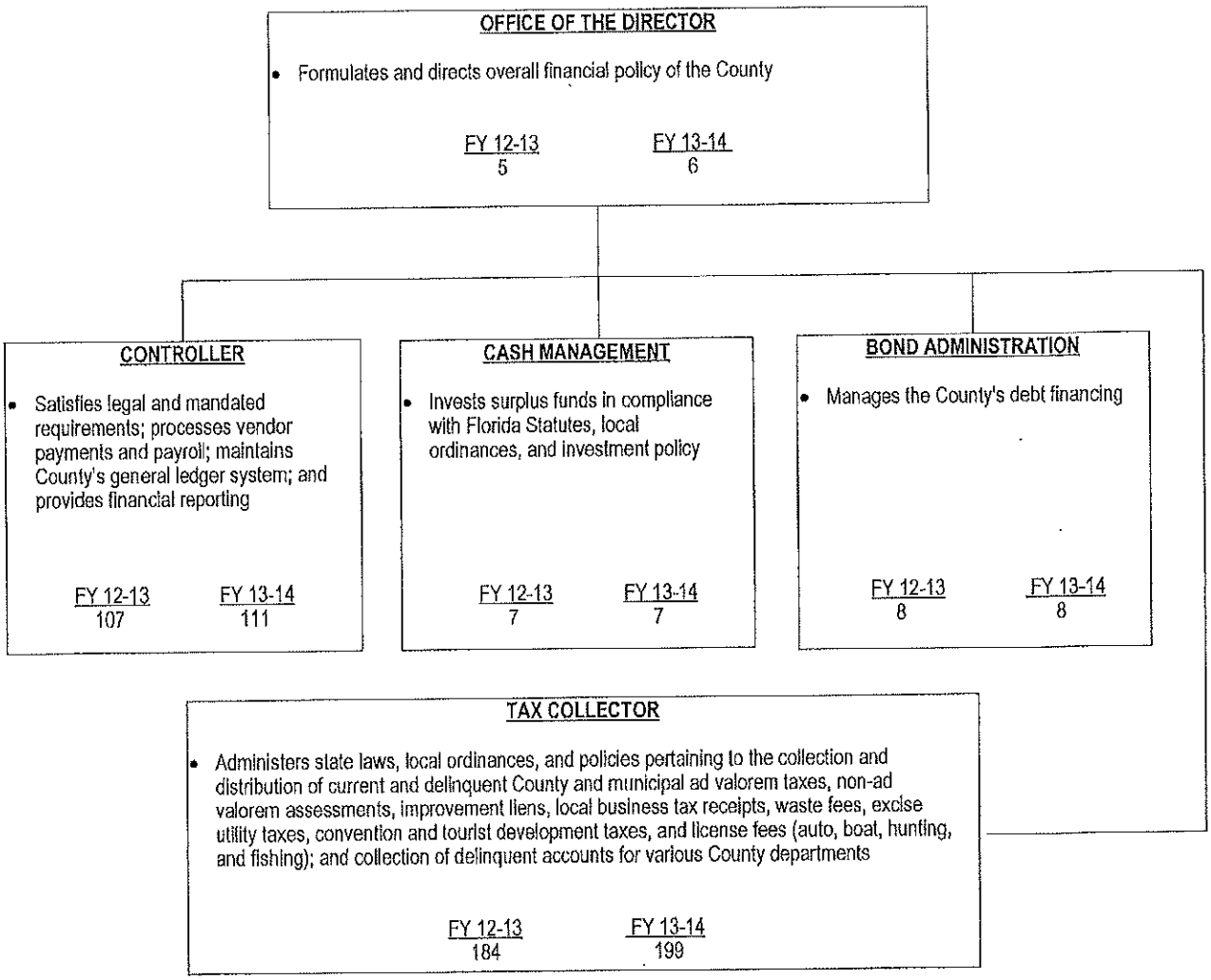
Departmental Business Plan and Outlook
Department Name: Finance Department
FY2013-14 & FY2014-15

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

General Government Goal:

- Develop a customer-oriented organization
- Develop and retain excellent employees and leaders: Attract and hire new talent
- Effectively deploy technology solutions: Modernize from existing legacy systems and Implementation of Enterprise Resource Program (ERP).
- Provide sound financial and risk management: improve internal controls through strengthened procedures and internal controls.

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)
6. Human Resources Department – payroll process, recruitment, retention, labor management, and succession planning (across the Finance Department)
7. Customer Information and Outreach
    a. 311 Answer Center, Web Portal (across the Finance Department)
8. 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 Finance Department is working with the Information Technology Department, the Internal Services Department, Human Resources 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 was released during Fiscal Year 2013 and expected to be awarded during fiscal year 2014.

   The Finance Department is focusing on implementing several key technological projects as steps towards an Enterprise Resource Program (ERP) implementation of 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 continue the deployment of the Accounts Payable (AP) Imaging Workflow Automation (IWA) to phase II to expedite approval paths for vendor payments. The IWA project implementation started with a few pilot departments in September, 2012. It is expected to integrate with the respective ERP modules.

2. **Economic and financial market uncertainties**
   Instability of certain market sectors 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.

   As the economic recovery enters its fifth year, the economy remains mired in a pattern of disappointingly slow growth. As a result, the Federal Reserve remains committed to a very accommodative monetary policy stance. Although it is likely the Federal Reserve will begin to reduce its so called quantitative easing program sometime during the next few months, it is likely to be more than a year before the Federal Reserve begins to raise the overnight fed funds target rate, currently set in a range between 0% and 0.25%. Their most recent forecast, released on September 18, 2013, does not anticipate the first rate hikes until sometime in 2015. Portfolio yields have also been hampered by reduced issuance from the Government Sponsored Entities (GSEs), which has resulted in a shortage of available securities. Finally, uncertainty emanating from Washington over the budget and debt-ceiling debate is contributing to a lack of confidence, and further depressing economic projections and investment yields.

3. **Succession Planning**
   We have been proactively managing our succession plan for the Department; 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.

   Personnel resources are being identified with the upcoming ERP project, personnel backfill is imminent. Project Team is expected to be phased in starting in the second quarter of FY14. It becomes difficult to find the competent workforce with the skills having specialized experience at current pay rates.

   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.

PRIORITY INITIATIVES

Many of the Finance Department's projects scheduled to take place in FY 2013-14 will extend into FY 2014-15 as well. Some of the key projects expected to begin or continue in FY 2013-14 include:

1. Support a Countywide financial management system. Continue implementation of Accounts Payable document workflow system. Ensure proper performance and full utilization of efficiencies gained with the new tax collection and billing system implemented system in June of 2013.
2. Test the budget (Hyperion) integration with FAMIS.
3. Continue debt issuances as needed for approved projects and make all debt service payments.
4. Work closely with ITD, OMB, HR, and ISD departments, to award RFP for integration and implementation of ERP System.
5. Convert the Bond Administration legal documents into ECMS database.
6. Award RFP and Implement e-Payables and debit card programs. This implementation will provide additional payment options to vendors streamline some of the payroll payment processes and potentially generate additional funds for the County.
7. 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.

8. 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.
9. Implement Grant Restriction Indicator (GRI). This software modification will provide a methodology to help identify contracts with the necessary language and requirements established by the grant procurement specifications. This enhancement will restrict the use of grant funding on contracts that have not been flagged (GRI indicator set) with the corresponding grant value.
10. Assess other methods of converting financial physical files into electronic folders and establish an electronic library.
11. Explore electronic validation for financial processes to improve accuracy and mitigate fraud.
12. Explore other financial on-line self-service for employees pending ITD security software capabilities.
13. In the 2011 Session, the Florida Legislature passed F.S. 215.89, titled Charts of Accounts. The Statute directs the State's Chief Financial Officer (the CFO) to establish a Uniform Chart of Accounts (UCOA) with the intent of having State agencies and Local governments submit monthly reports of revenues and expenditures to his office. On January 15, 2014, the CFO will present the UCOA to the Florida Legislature, along with the cost of implementation of the program. Starting in fiscal year 2014, the County may be required to report monthly revenues and expenditures to the State of Florida's Chief Financial Officer using a Uniform Chart of Accounts. The implementation of this program will necessitate additional staff hours in the Finance Department as well as in other County departments that maintain separate accounting systems (WASD, Aviation, PHT, and Housing)

FUTURE OUTLOOK

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 22 Departments with over 3,000 users. The majority of the County's accounting transactions are processed in this 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 Finance Department is working with HRD, ISD, ITD, and OMB to solicit proposals for implementation and integration services to lead a County-wide Enterprise Resource Planning (ERP) implementation of the PeopleSoft ERP applications and Oracle Analytics applications

The new ERP Solution is expected to deploy "best practices" of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approvals and process efficiency. ERP will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting, and Reporting for the County. This multi-year project will include application architecting, business process design, application modification where required to meet business needs, implementation, configuration, testing, planning, data migration, documentation, training, development of required interfaces programs, change management, and subsequent post go-live support.

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.

The focus of the IT upgrade makes the Finance Department's recruitment strategies for future years much more critical as we continue to proactively managing our succession plan. We are in constant skill gap review and mitigation-mode when vacancies occur, expanding the breadth and depth of the talent within the Department as possible when we fill positions. A number of our executive team is in the Deferred Retirement Option Program (DROP) or is eligible to retire within the next five years. It becomes more difficult to find competent skills for future workforce as recruiting outside of current County employees is limited. In order to try to mitigate some of this impact, we have implemented cross-training and rotation opportunities, but recruitment of qualified personnel continues to be a challenge.

Scorecard	Description	Owners
Finance Department		Padron, Blanca (FIN)

Customer

Objective	Description	Owners
Improve Facilities to Enhance Customer Services (FIN)	Identify tax collector facility improvement needs in order to enhance public service areas, staff areas and internal operation areas.	Cam, Peter (FIN); Suarez, Dennise (FIN); Teintze, Jurgen (FIN); Casamayor, Fernando ; Gomez, Gerardo (FIN); Finance

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Relocate the Tax Collector's Office to a New Facility		'14 FQ1	75%	85%	-10%	Cam, Peter (FIN); Casamayor, Fernando; Teintze, Jurgen (FIN); Gomez, Gerardo

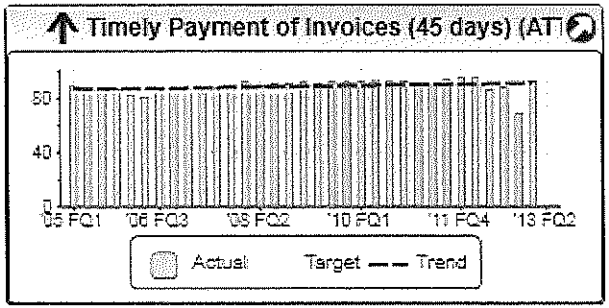
Initiatives Linked to Measure	Est. Start	Est. End	Type	As Of	%	Status	Owners
Tax Collector to Occupy West Lot building by February 2013	10/1/2007	2/28/2013		12/23/2013	70%	In Progress	Cam, Peter (FIN); Casamayor, Fernando; Teintze, Jurgen (FIN); Gomez, Gerardo (FIN)
Prepare staff and equipment for the move to West Lot	11/1/2008	6/1/2014		12/23/2013	10%	In Progress	Cam, Peter (FIN); Gomez, Gerardo (FIN); Casamayor, Fernando

Objective	Description	Owners
Ensure Timely Payment of Vendor Invoices (FIN)		Suarez, Dennise (FIN); Padron, Blanca (FIN)

Grandparent Objectives	Description	Owners
ED4 Entrepreneurial development opportunities within Miami-Dade County		Miami-Dade County

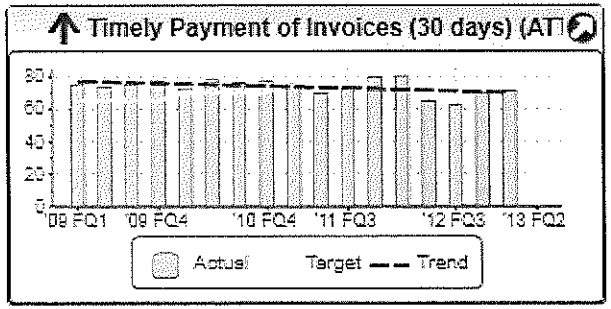
Parent Objectives	Description	Owners
ED4-2 Create a business friendly environment		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Timely Payment of Invoices (45 days) (ATTACHMENT)	'13 FQ1	93%	n/a	n/a	Padron, Blanca (FIN)



Child Measures	Period	Actual	Target	Variance	Owners
Accounts Payable (Emergency Checks)	'13 FQ2	302	n/a	n/a	Diaz, Denis (FIN); Bridgeman, Sandra (FIN)
Accounts Payable (Checks Issued)	'13 FQ2	19,902	n/a	n/a	Diaz, Denis (FIN);

						Bridgeman, Sandra (FIN)
Accounts Payable (Vouchers)		'13 FQ2	196,879	n/a	n/a	Diaz, Dania (FIN); Bridgeman, Sandra (FIN)
ACH Payments (% of Dollars) (ATTACHMENT)		'13 FQ1	71%	50%	21%	Padron, Blanca (FIN); Diaz, Dania (FIN)
Purchasing Card Program		'13 FQ2	$749,891	$500,000	$249,891	Padron, Blanca (FIN)
Travel Card Program		'13 FQ2	$263,526	$200,000	$63,526	Padron, Blanca (FIN)
Timely Payment of Invoices (30 days) (ATTACHMENT)		'13 FQ1	71%	n/a	n/a	Garcia, Hilda (FIN)



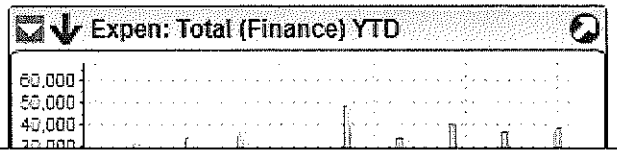
Financial

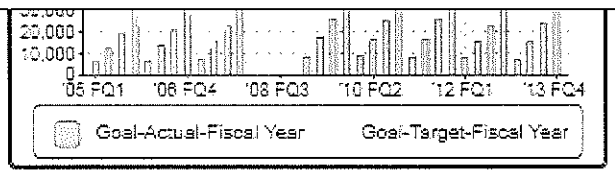
Objective	Description	Owners
Meet Budget Targets (Finance) (ATTACHMENT for all divisions)		Suarez, Dennise (FIN); Casamayor, Fernando

Grandparent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs	Admin, Admin

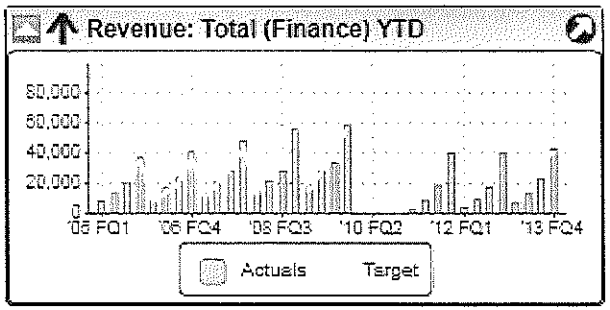
Parent Objectives	Description	Owners
Meet Budget Targets - Archived		Office of Management and Budget
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."	Moon, Jennifer (OMB)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Expen: Total (Finance)		'13 FQ4	$14,508K	$10,307K	$-4,201K	Cam, Peter (FIN); Padron, Blanca (FIN); Garcia, Hilda (FIN)



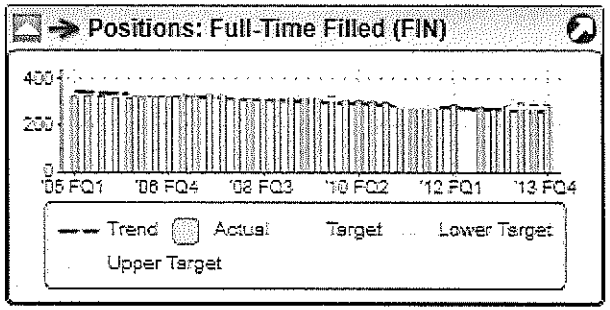


Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (FIN)	'13 FQ4	$4,986K	$5,646K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Other Operating (FIN)	'13 FQ4	$921K	$1,276K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Capital (FIN)	'13 FQ4	$974K	$460K	$-514K	Padron, Blanca (FIN); Alfonso, Madelin
Expenditure: Charges for County Services (FIN)	'13 FQ4	$283K	$638K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Court Costs (FIN)	'13 FQ4	$-6K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Contractual Services (FIN)	'13 FQ4	$184K	$179K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Debt Service (FIN)	'13 FQ4	$0K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Distribution of Funds in Trust (FIN)	'13 FQ4	$0K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Depreciation, Amortization, Depletion (FIN)	'13 FQ4	$0K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Grants to Outside Organizations (FIN)	'13 FQ4	$0K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Intrsdepartmental Transfers (FIN)	'13 FQ4	$161K	$187K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Reserves (FIN)	'13 FQ4	$0K	$0K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Expenditure: Transfers Out (FIN)	'13 FQ4	$7,025K	$1,921K	n/a	Alfonso, Madelin; Padron, Blanca (FIN)
Revenue: Total (Finance)	'13 FQ4	$19,781K	$10,307K	$9,454K	Cam, Peter (FIN); Casamayor, Fernando; Rizzo, Madelin (FIN); Garcia, Hilda (FIN)



Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (FIN)	'13 FQ4	$0K	$148K	$-148K	Alfonso, Madelin; Padron, Blanca (FIN)
Revenue: General Fund (FIN)	'13 FQ4	$0K	$0K	$0K	Alfonso, Madelin; Padron, Blanca (FIN)
Revenue: Proprietary (FIN)	'13 FQ4	$19,511K	$9,825K	$9,686K	Alfonso, Madelin; Padron, Blanca (FIN)
Revenue: Federal (FIN)	'13 FQ4	$89K	$147K	$-58K	Alfonso, Madelin; Padron, Blanca (FIN)
Revenue: State (FIN)	'13 FQ4	$0K	$0K	$0K	Alfonso, Madelin; Padron, Blanca (FIN)

Revenue: Interagency/Intradepartmental (FIN)		'13 FQ4	$181K	$187K	$-26K	Alfonso, Madelin; Padron, Blanca (FIN)
Ad Valorem Fees (in thousands)		'13 FQ1	$99K	n/a	n/a	Casamayor, Fernando; Suarez, Dennise (FIN); Cam, Peter (FIN); Gomez, Gerardo
Auto Tag Fees (in thousands)		'13 FQ1	$981K	n/a	n/a	Casamayor, Fernando; Cam, Peter (FIN); Gomez, Gerardo
Tourist Tax Fees (in thousands)		'11 FQ3	$836K	$539K	$297K	Cam, Peter (FIN); Casamayor, Fernando; Suarez, Dennise (FIN); Gomez, Gerardo
Local Business Tax Revenue to Finance (in thousands)		'13 FQ3	$136K	$792K	$-656K	Cam, Peter (FIN); Casamayor, Fernando; Teintze, Jurgen (FIN); Gomez, Gerardo
Bond Admin Fees and Charges (in thousands)		'11 FQ3	$740K	$618K	$122K	Leverette, Arlesa; Hinton, Frank
Cash Management Fees (in thousands)		'11 FQ3	$408K	$388K	$20K	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Carry Over - Total (in thousands)		'11 FQ3	$167K	$167K	n/a	Casamayor, Fernando; Suarez, Dennise (FIN)
Credit & Collection Expenses (in thousands)		'13 FQ4	$561K	n/a	n/a	Teintze, Jurgen (FIN); Casamayor, Fernando; Cam, Peter (FIN); Gomez, Gerardo; Mekin, Cristina (FIN)
Transfer from fD030 for FAMIS/ADPICS		'11 FQ3	$0k	$189k	$-189k	Padron, Blanca (FIN); Alfonso, Madelin; Garcia, Hilda (FIN)
Federal Funds		'11 FQ3	$154k	$164k	$-10k	Padron, Blanca (FIN); Alfonso, Madelin; Garcia, Hilda (FIN)
Transfer from QNIP		'11 FQ3	$0k	$26k	$-26k	Padron, Blanca (FIN); Alfonso, Madelin; Garcia, Hilda (FIN)
Positions: Full-Time Filled (FIN)		'13 FQ4	288	311 (275 - 311)	n/a	Alfonso, Madelin; Padron, Blanca (FIN)



Objective	Description	Owners
Sound asset management and financial investment strategies - Cash Management		Hill, Christopher (FIN); Suarez, Dennise (FIN); Gomez, Mariela (FIN); Torres, Maria (FIN); Lefarga, Ryan (FIN)

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Compliance with Investment Policy and Guidelines		'14 FQ1	100%	100%	0%	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan

Child Measures	Period	Actual	Target	Variance	Owners
Treasuries - Cash Management	'14 FQ1	1%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Agencies - Cash Management	'14 FQ1	97%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Commercial Paper - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Banker's Acceptance - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Time Deposits - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
SBA/Investment Pools - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Money Market Funds - Cash Management	'14 FQ1	1%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Repurchase Agreement - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Open/Closed End Funds - Cash Management	'14 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Interest Bearing Deposit - Cash Management	'14 FQ1	2	n/a	n/a	Hill, Christopher (FIN); Torres, Maria; La Farga, Ryan
Maximize Earnings on County Investments	Dec '13	0.34%	0.07%	0.27%	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan

Child Measures	Period	Actual	Target	Variance	Owners
Investment Return: 180-Day Avg. Return of T-Bill	Jan '13	n/a	0.13%	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Investment Return: Florida SBA Pool	Jan '13	n/a	0.22%	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan

Objective	Description	Owners
Collection of Key Taxes (FIN)		Suarez, Dennise (FIN)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Auto Tag Revenue Collected Countywide	Sep '13	$17,831K	$16,747K	$1,084K	Cam, Peter (FIN); Teintze, Jurgen (FIN); Wheeler, Eulyne (FIN)

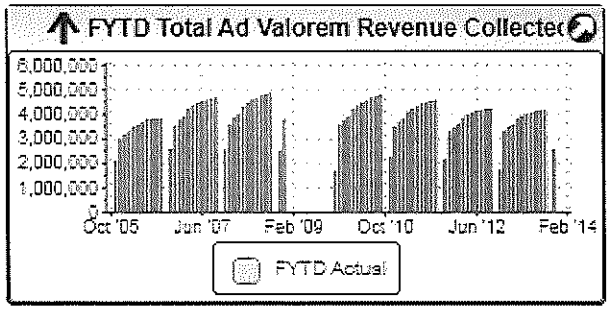
Child Measures	Period	Actual	Target	Variance	Owners
Monitor Cumulative Auto Tag Fees Collected Countywide	Nov '11	$34,152K	$32,406K	$1,746K	Cam, Peter (FIN)

Tourist Tax Collections (in thousands)	Dec '13	$9,982K	$9,904K	$78K	Eagle, Allen (FIN); Casamayor, Fernando

Child Measures	Period	Actual	Target	Variance	Owners

Convention Development Tax (CDT 3%)		Dec '13	$4,961K	$4,822K	$139K	Casamayor, Fernando; Eagle, Allen (FIN)
Homeless and Domestic Violence Tax on Sale of Food and Beverages		Dec '13	$1,601K	$1,818K	$-217K	Casamayor, Fernando; Eagle, Allen (FIN); Cam, Peter (FIN); Teintze, Jurgen (FIN)
Professional Sports Tax Revenues (PST 1%)		Dec '13	$944K	$892K	$52K	Cam, Peter (FIN); Eagle, Allen (FIN); Casamayor, Fernando; Teintze, Jurgen (FIN)
Tourist Development Room Tax Revenue (TDT 2%)		Dec '13	$1,887K	$1,784K	$103K	Casamayor, Fernando; Cam, Peter (FIN); Eagle, Allen (FIN); Teintze, Jurgen (FIN)
Tourist Development Surtax (Hotel/Motel Food and Beverage)		Dec '13	$589K	$588K	$1K	Cam, Peter (FIN); Eagle, Allen (FIN); Casamayor, Fernando; Teintze, Jurgen (FIN)
Delinquent Returns		Dec '13	$497K	$447K	$50K	Cam, Peter (FIN); Eagle, Allen (FIN); Casamayor, Fernando
Total Local Business Tax Collected		Nov '13	$469k	n/a	n/a	Casamayor, Fernando; Teintze, Jurgen (FIN); Gomez, Gerardo

Child Measures		Period	Actual	Target	Variance	Owners
Cumulative Pct of Local Business Tax Billings Collected		Oct '13	0.80	n/a	n/a	Teintze, Jurgen (FIN); Cam, Peter (FIN); Casamayor, Fernando; Gomez, Gerardo
LBT section Phone history		Oct '13	4,018Calls	n/a	n/a	Teintze, Jurgen (FIN)
Local Business Tax Receipt Renewals by Receipt Year		2013	176.8k	n/a	n/a	Teintze, Jurgen (FIN); Cam, Peter (FIN); Casamayor, Fernando; Gomez, Gerardo
ESRI Business Data Mining Project		n/a	n/a	n/a	n/a	Teintze, Jurgen (FIN)
Local Business Tax Receipt additions and reductions for tax year		2013 FY	11,353	12,479	-1,126	Teintze, Jurgen (FIN); Cam, Peter (FIN); Gomez, Gerardo
Sescon Council Revenues		2013	$3,738k	n/a	n/a	Teintze, Jurgen (FIN)
Local Business Tax Field Enforcement Collections		Nov '13	n/a	n/a	n/a	Cam, Peter (FIN); Casamayor, Fernando; Suarez, Dennise (FIN); Teintze, Jurgen (FIN); Gomez, Gerardo
Total Ad Valorem Revenue Collected		Nov '13	$2,525,351K	n/a	n/a	Cam, Peter (FIN); Casamayor, Fernando



Child Measures		Period	Actual	Target	Variance	Owners
Monitor Cumulative Ad Valorem tax revenue by fiscal year		Mar '13	90%	n/a	n/a	Cam, Peter (FIN); Casamayor, Fernando
Total Ad Valorem cumulative tax revenue collected		Mar '13	$3,810,850K	n/a	n/a	Cam, Peter (FIN); Casamayor, Fernando
Ad Valorem Transactions		Mar '13	64,030	n/a	n/a	Cam, Peter (FIN); Gomez, Gerardo

Cumulative Collections and Enforcement TPP and LST		Nov '13	$1,239k	$1,012k	$227k	Cam, Peter (FIN); Suarez, Dennise (FIN); Teintze, Jurgen (FIN); Casamayor, Fernando; Gomez, Gerardo

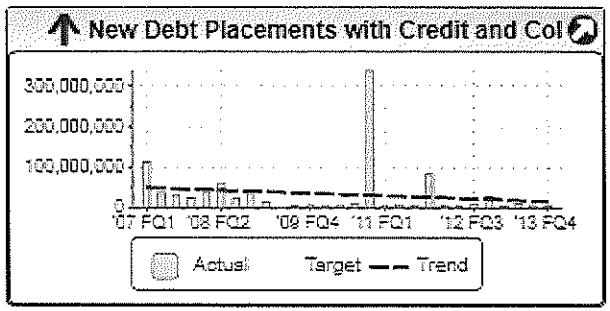
Child Measures	Period	Actual	Target	Variance	Owners
TPP Taxes Uncollected Balance (w/ interest)	'13 FQ4	$57,710k	n/a	n/a	Teintze, Jurgen (FIN); Millet, Matty (FIN); Casamayor, Fernando; Gomez, Gerardo
Pct Tangible Personal Property Tax Collected (Current)	Oct '13	n/a	n/a	n/a	Teintze, Jurgen (FIN); Cam, Peter (FIN); Millet, Matty (FIN); Cain, Maresa; Gomez, Gerardo
TPP Field Enforcement Collections	Nov '13	n/a	n/a	n/a	Cam, Peter (FIN); Teintze, Jurgen (FIN); Gomez, Gerardo
Tangible Personal Property Tax Collected cumulative vs Roll	Oct '13	$200,670k	n/a	n/a	Teintze, Jurgen (FIN); Cam, Peter (FIN); Casamayor, Fernando; Gomez, Gerardo
Tangible Personal Propert Tax Collect (current)	Oct '13	n/a	n/a	n/a	Teintze, Jurgen (FIN); Cam, Peter (FIN); Gomez, Gerardo; Casamayor, Fernando
Local Business Tax Field Enforcement Collections	Nov '13	n/a	n/a	n/a	Cam, Peter (FIN); Casamayor, Fernando; Suarez, Dennise (FIN); Teintze, Jurgen (FIN); Gomez, Gerardo

Objective	Description	Owners
Improve Collections Assigned (FIN)		Suarez, Dennise (FIN)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Debt Placements with Credit & Collection Section	'13 FQ4	$5,446,029	n/a	n/a	Suarez, Dennise (FIN); Mekin, Cristina (FIN); Teintze, Jurgen (FIN); Cam, Peter (FIN); Casamayor, Fernando; Gomez, Gerardo



Objective	Description	Owners
Ensure County Investments Meet Earnings Targets (FIN)		Suarez, Dennise (FIN)

Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County

Parent Objectives	Description	Owners
GG4-1 Provide sound financial and risk management		Miami-Dade County

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Maximize Earnings on County Investments		Dec '13	0.34%	0.07%	0.27%	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan

Child Measures	Period	Actual	Target	Variance	Owners
Investment Return: 180-Day Avg. Return of T-Bill	Jan '13	n/a	0.13%	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan
Investment Return: Florida SBA Pool	Jan '13	n/a	0.22%	n/a	Hill, Christopher (FIN); Gonzalez, Mariela; Torres, Maria; La Farga, Ryan

Internal

Learning and Growth

Objective	Description	Owners
Diversity Reports (FIN)	Divisional Summaries by Job Groups with additional breakdown by Equal Employment Opportunity Commission (EEOC) groups.	Garcia, Hilda (FIN); Padron, Blanca (FIN); Suarez, Dennise (FIN); Finance

Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Parent Objectives	Description	Owners
GG2-3 Ensure an inclusive workforce that reflects diversity		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Finance Department	'13 FQ1	287	n/a	n/a	Suarez, Dennise (FIN); Garcia, Hilda (FIN)

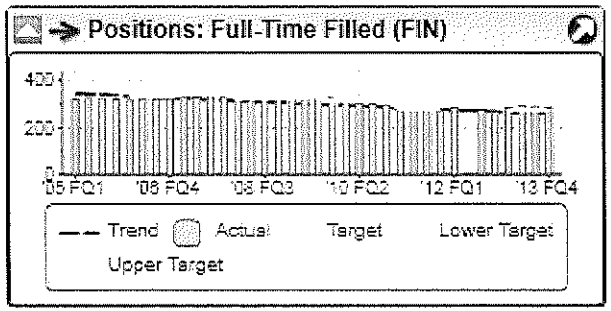
Child Measures		Period	Actual	Target	Variance	Owners
Executive/Administrative		'13 FQ1	21	0	21	Suarez, Dennise (FIN); Garcia, Hilda (FIN)
Protect/Serve		'13 FQ1	18	0	18	Suarez, Dennise (FIN); Garcia, Hilda (FIN)
Office/Clerical		'13 FQ1	139	0	139	Suarez, Dennise (FIN); Garcia, Hilda (FIN)
Technical		'13 FQ1	6	n/a	n/a	Suarez, Dennise (FIN); Garcia, Hilda (FIN)
Professionals		'13 FQ1	105	0	105	Suarez, Dennise (FIN); Garcia, Hilda (FIN)

Objective	Description	Owners
Filled/Vacancy Report - Finance		Padron, Blanca (FIN); Suarez, Dennise (FIN) ; Finance

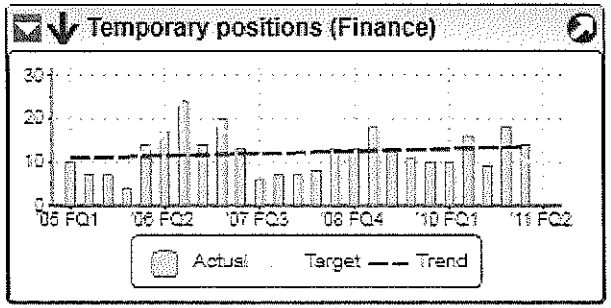
Grandparent Objectives	Description	Owners
GG2 Excellent, engaged workforce		Miami-Dade County

Parent Objectives	Description	Owners
GG2-1 Attract and hire new talent		Miami-Dade County

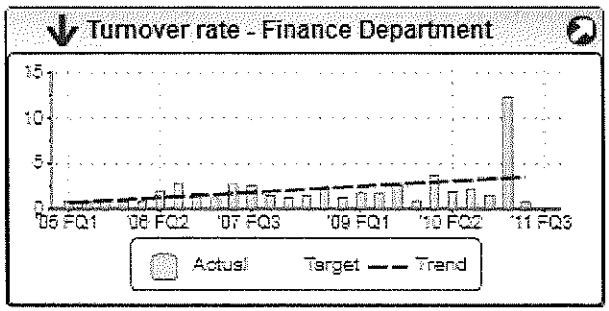
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Positions: Full-Time Filled (FIN)		'13 FQ4	288	311 (275 - 311)	n/a	Alfonso, Madelin; Padron, Blanca (FIN)



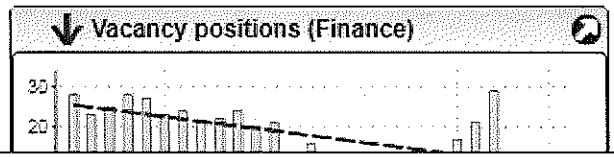
Temporary positions (Finance)		'11 FQ1	14	10	-4	Padron, Blanca (FIN)

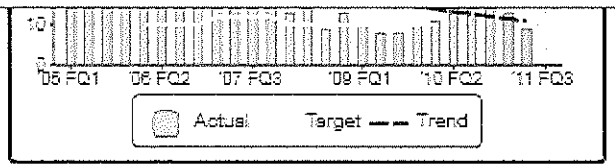


Turnover rate - Finance Department		'11 FQ2	0.7%	n/a	n/a	Padron, Blanca (FIN)



Vacancy positions (Finance)		'11 FQ2	9	n/a	n/a	Padron, Blanca (FIN)




10
0
'05 FQ1
'06 FQ2
'07 FQ3
'09 FQ1
'10 FQ2
'11 FQ3
Actual
Target
Trend