

1.0 Customer

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Ensure Timely Payment of Vendor Invoices (FIN)</u>					
<u>Timely Payment of Invoices (45 days) (ATTACHMENT)</u>	FY11 Q4	▲ 95 %	92 %	▲ 93 %	92 %
<u>Timely Payment of Invoices (30 days) (ATTACHMENT)</u>	FY11 Q4	▲ 80 %	75 %	▼ 75 %	75 %

2.0 Financial

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Compliance with Regulatory Requirements (FIN)</u>					

Initiative Name	Type	As Of	\$	%	Status	Owners
<u>Annual Financial Audit</u>		07/31/2009	▲▲	100%	Complete	Padron, Blanca Rivero, Maria Garcia, Hilda
<u>Annual Financial Audit</u>		05/31/2007	▼	100%	Complete	Padron, Blanca

<u>Report to Bond Holders (SEC)</u>	FY11 Q4	100 %	n/a	100 %	n/a
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Initiative Name	Type	As Of	\$	%	Status	Owners
<u>Annual Report to Bondholders FY 06-07</u>		06/30/2008	▲▲	100%	Complete	Monzon-Aguirre, Lidia Leverette, Arlesa
<u>Annual Report to Bondholders FY07-08</u>		09/30/2009	▲▲	100%	Complete	Monzon-Aguirre, Lidia Leverette, Arlesa
<u>Annual Report to Bondholders FY08-09</u>		09/30/2009	▲▲	100%	Complete	Monzon-Aguirre, Lidia Leverette, Arlesa
<u>Annual Report to Bondholders FY-09/10</u>		06/30/2010	▲	100%	Complete	Monzon-Aguirre, Lidia Leverette, Arlesa
<u>Annual Report to Bondholders FY 10-11</u>		03/31/2011	▲▲	100%	Complete	Leverette, Arlesa Monzon-Aguirre, Lidia

<u>Annual Financial Report (CAFR)</u>	FY11 Q4	100 %	n/a	88 %	n/a
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Initiative Name	Type	As Of	\$	%	Status	Owners
<u>Annual Financial Audit</u>		07/31/2009	▲▲	100%	Complete	Padron, Blanca Rivero, Maria Garcia, Hilda

Sound asset management and financial investment strategies (FIN)

<u>Bond Ratings Evaluation by Standard & Poor's</u>	FY11 Q4	▲ AA-	AA-	n/a	n/a
<u>Bond Ratings Evaluation by Moody`s</u>	FY11 Q4	▲ Aa2	Aa2	n/a	n/a
<u>Bond/Loan Issuances (SEE ATTACHMENT)</u>	FY11 Q4	▲ 100 %	100 %	▲ 100 %	100 %

Improve Collections Assigned (FIN)

Monitor Gross Collections (Credit and Collection Section)

FY11 Q4

\$1,444,155 n/a

\$4,650,097 n/a

Initiative Name	Type	As Of		%	Status	Owners
<u>Establishing New Referrals</u>		03/31/2008		n/a	Not Started	Suarez, Dennise Garcia, Hilda Mekin, Cristina Teintze, Jurgen

Collection of Key Taxes (FIN)

Total Auto Tag Revenue Collected Countywide

Nov 2011



\$17,270 K

\$15,992 K



\$34,159 K

\$32,406 K

Total Local Business Tax Collected

Nov 2011



\$452 k

\$496 k



\$1,615 k

\$1,760 k

Tourist Tax Collections (in thousands)

Dec 2011



\$10,125 K

\$8,206 K



\$24,220 K

\$21,101 K

Total Ad Valorem Revenue Collected

Dec 2011



\$1,133,518 K

\$1,205,961 K



\$3,268,825 K

\$3,461,926 K

Cumulative Collections and Enforcement TPP and LBT

Oct 2011



\$640 k

\$501 k

\$640 k

n/a

Ensure County Investments Meet Earnings Targets (FIN)

Maximize Earnings on County Investments

Oct 2011



0.50 %

0.07 %



0.50 %

0.07 %

Meet Budget Targets (Finance)
(ATTACHMENT for all divisions)

Revenue: Total (Finance)

FY11 Q3



\$9,725 K

\$11,406 K



\$20,217 K

\$34,218 K

Expen: Total (Finance)

FY11 Q3



\$7,501 K

\$7,087 K



\$22,852 K

\$21,250 K

Positions: Full-Time Filled (Finance)

FY11 Q4



271

(280 - 285)



271

(280 - 285)

3.0 Internal

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Cohesive, standardized countywide financial systems and processes - Finance</u>					
<u>Implement a Financial Data Warehouse - Phase I</u>	FY10 Q1	85 %	n/a	85 %	n/a
<u>Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular (FIN)</u>					
<u>Total Value Adjustment Board tax refund processing time</u>	Dec 2011	32 days	30 days	11 days	30 days
<u>Number of Value Adjustment Board refunds processed monthly</u>	Dec 2011	201	n/a	201	n/a

Tax Collector`s Office Value Adjustment Board refund processing time

Dec 2011

32 days

n/a

11 days

n/a

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Value Adjustment Board Refunds by Month</u>		n/a		n/a	n/a	Casamayor, Fern

Use Technology to Improve Payments Processing Systems (FIN)

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Create Branch Auto Tag Agency Online Payment Application</u>		09/30/2009	 	100%	Complete	Casamayor, Fern Wheeler, Eulyne
<u>Tax Certificate Sale Statistics</u>		n/a		n/a	n/a	Casamayor, Fern Cam, Peter

Implement a new Tax Collection system

FY12 Q1

 50 %

80 %

n/a

n/a

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Timeline to Procure a New Tax System</u>		06/30/2010		100%	Complete	Cam, Peter Casamayor, Fern Suarez, Dennise
<u>RFP Proposal Submission by Vendors</u>		02/27/2009		100%	Complete	Cam, Peter Gomez, Gerardo Casamayor, Fern
<u>Vendors Proposals Evaluation and Selection</u>		07/31/2009		100%	Complete	Cam, Peter Gomez, Gerardo Casamayor, Fern
<u>Vendor Protest Period</u>		02/09/2010		100%	Complete	Cam, Peter Gomez, Gerardo Casamayor, Fern
<u>Budget Planning & Sustainability Committee and BCC Contract Approval</u>		03/31/2010		100%	Complete	Cam, Peter Gomez, Gerardo Casamayor, Fern
<u>Implement New Tax System</u>		12/31/2011		50%	In Progress	Cam, Peter

Monitor Online Auto Tag Registration Renewals

FY11 Q4

 110,180

102,652

 414,232

419,708

Monitor Online Ad Valorem Tax Payments (in thousands)

Dec 2011

 \$62,904 K

\$60,708 K

 \$364,427 K

\$306,312 K

Monitor Online Local Business Tax Renewals

FY11 Q4

 17.0 %

15.0 %

 14.5 %

14.3 %

Develop Auto Tag Revenue Distribution System

Aug 2011

100 %

n/a

n/a

n/a

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Project Planning and Feasibility Study</u>		10/31/2008		100%	Complete	Strowd, Carl
<u>Systems Analysis and Requirements Definition</u>		11/30/2008		100%	Complete	Strowd, Carl
<u>Systems Design</u>		12/31/2008		100%	Complete	Strowd, Carl
<u>Database Implementation</u>		01/31/2009		100%	Complete	Strowd, Carl
<u>Application Implementation</u>		03/31/2009		100%	Complete	Strowd, Carl
<u>Integration, Testing and Security</u>		04/30/2009	 	100%	Complete	Strowd, Carl
<u>Parallel Testing and</u>		07/31/2009	 	100%	Complete	Strowd, Carl

Implementation

Implement New Electronic Data Management Systems

Aug 2011 95 % 96 % n/a n/a

Initiative Name	Type	As Of		%	Status	Owners
<u>Litigation Documents</u>		10/31/2008		100%	Complete	<u>Strowd, Carl</u>
<u>Convention and Tourism Tax Examiner Files</u>		01/31/2009		100%	Complete	<u>Strowd, Carl</u>
<u>Convention and Tourism Collection Files</u>		01/31/2009		100%	Complete	<u>Strowd, Carl</u>
<u>Real Estate and Tangible Personal Property Returned Bills</u>		06/30/2009		100%	Complete	<u>Strowd, Carl</u>
<u>ETSD Ad Valorem Reports</u>		02/28/2009		100%	Complete	<u>Strowd, Carl</u>
<u>Tax-Related Customer Refunds</u>		04/30/2009		100%	Complete	<u>Strowd, Carl</u>
<u>CRS Access Security Forms</u>		12/31/2010		100%	Complete	<u>Strowd, Carl</u>
<u>Wachovia Lockbox Images</u>		03/31/2011		100%	Complete	<u>Strowd, Carl</u>
<u>Web Services Interface for New Tax System Cashiering Module</u>		09/30/2011		66%	On Hold	<u>Strowd, Carl</u>
<u>Fast Payment Processing - Real Estate and Tangible Personal Property</u>		09/30/2011		95%	In Progress	<u>Strowd, Carl</u>
<u>Fast Payment Processing - Local Business Tax and Convention/Tourism</u>		09/30/2011		95%	In Progress	<u>Strowd, Carl</u>
<u>Fast Payment Processing - Division of Motor Vehicles</u>		09/30/2011		95%	In Progress	<u>Strowd, Carl</u>

Monthly Credit Card Values

Aug 2011 \$6 K \$2 K \$25,247 K \$17,680 K

4.0 Learning and Growth

Name	As of Date	Actual	Business Plan Goal	FYTD Actual	FYTD Goal
<u>Diversity Reports (FIN)</u>					
<u>Director's Office</u>	FY11 Q2	5	n/a	5	n/a
<u>Bond Administration</u>	FY11 Q2	7	n/a	7	n/a
<u>Cash Management</u>	FY11 Q2	6	n/a	6	n/a
<u>Controller's Division</u>	FY11 Q2	85	n/a	85	n/a
<u>Tax Collector</u>	FY11 Q2	175	n/a	173	n/a
<u>Finance Department</u>	FY11 Q1	264	n/a	n/a	n/a
<u>Filled/Vacancy Report - Finance</u>					
<u>Positions: Full-Time Filled (Finance)</u>	FY11 Q4	271	(280 - 285)	271	(280 - 285)
<u>Temporary positions (Finance)</u>	FY11 Q1	14	10	14	10
<u>Turnover rate - Finance Department</u>	FY11 Q2	0.7 %	n/a	6.5 %	n/a
<u>Vacancy positions (Finance)</u>	FY11 Q2	9	n/a	11	n/a

Monitor Training/Seminars Participation
(FIN)

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Hurricane Preparedness Training</u>		n/a		n/a	n/a	<u>Suarez, Dennise</u> <u>Hammer, Carter</u>
<u>Countywide Financial and FEMA Systems Training</u>	FY11 Q1	0		n/a	0	n/a
<u>Finance Department Annual Hurricane Briefing Attendance</u>	FY10	 310.0		301.0	n/a	n/a
<u>Increase Employee Tuition Reimbursement Program Participation</u>	FY11 Q1	 14		17	 14	17
Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Provide Discussion Sessions with Staff re: Tuition Reimbursement</u>		n/a		n/a	n/a	<u>Suarez, Dennise</u> <u>Garcia, Hilda</u>
<u>Monitor Seminar Attendance</u>	FY10 Q4	22		n/a	98	n/a

Participation in Community Fundraising Events (FIN)

<u>United Way Campaign</u>	FY09	 \$30,267		\$25,000	n/a	n/a
<u>Armed Forces Service Center</u>	Cal09	n/a		\$1,500	n/a	n/a
<u>Prevent Blindness Sight Savers Promotions</u>	Cal09	 \$3,614		\$2,500	n/a	n/a
<u>Corporate Run Participants</u>	FY10	7		n/a	n/a	n/a
<u>Baynanza Biscayne Bay Cleanup Day</u>	FY10	38		n/a	n/a	n/a
<u>Strides Against Breast Cancer</u>	FY09	 1,880		1,500	n/a	n/a

Diversity Initiative

Initiative Name	Type	As Of	\$    	%	Status	Owners
<u>Finance Diversity Matters eLearning Program Schedule</u>		09/30/2009	 	0%	In Progress	<u>Garcia, Hilda</u>

Employee Evaluation Reports (FIN)

<u>Evaluations Completed (ATTACHMENT)</u>	Dec 2010	 10		3	 64	7
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College/University Enrollment (FIN)

<u>Supervisory Courses</u>	FY11 Q2	9		n/a	n/a	n/a
<u>Non-Supervisory Courses</u>	FY11 Q2	0		n/a	n/a	n/a

Monitor Interview Panel/RFP Selection Committee Participation (FIN)

<u>Interview Panel Participation (hours)</u>	FY11 Q1	0		n/a	0	n/a
<u>RFP Selection Committee</u>	FY10 Q2	31		n/a	51	n/a

Scorecard Owners: [Cespedes, Graciela](#) [Padron, Blanca](#) [Casamayor, Fernando](#) [Hill, Chris](#) [Gonzalez, Mariela](#)
[Torres, Maria](#)

Linked Objects

Hide All

Child Scorecards

	Owners
Controller's Division	Cespedes, Graciela Hammer, Carter Padron, Blanca
Tax Collector	Cam, Peter Casamayor, Fernando Hammer, Carter
Bond Administration	Hammer, Carter Leverette, Arlesa Monzon-Aguirre, Lidia
Cash Management	Gonzalez, Mariela Hammer, Carter Hill, Chris La Farga, Ryan Torres, Maria

Parent Scorecards

	Owners
General Government Strategic Area	Admin, Admin

Objectives

	Owners
Ensure Timely Payment of Vendor Invoices (FIN)	Padron, Blanca Suarez, Dennise
Compliance with Regulatory Requirements (FIN)	Suarez, Dennise
Sound asset management and financial investment strategies (FIN)	Leverette, Arlesa Monzon-Aguirre, Lidia
Improve Collections Assigned (FIN)	Suarez, Dennise
Collection of Key Taxes (FIN)	Suarez, Dennise
Ensure County Investments Meet Earnings Targets (FIN)	Suarez, Dennise
(ES8.2.1.20) Meet Budget Targets (Finance) (ATTACHMENT for all divisions)	Casamayor, Fernando Suarez, Dennise
Cohesive, standardized countywide financial systems and processes - Finance	Suarez, Dennise
(ES8.5.8) Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular (FIN)	Cain, Maresa Cam, Peter Casamayor, Fernando Suarez, Dennise
(ES8.4.4) Use Technology to Improve Payments Processing Systems (FIN)	Cam, Peter Casamayor, Fernando Suarez, Dennise Teintze, Jurgen
Diversity Reports (FIN)	Garcia, Hilda Padron, Blanca Suarez, Dennise
Filled/Vacancy Report - Finance	Padron, Blanca Suarez, Dennise
Monitor Training/Seminars Participation (FIN)	Padron, Blanca Suarez, Dennise

[Participation in Community Fundraising Events \(FIN\)](#)

[Suarez, Dennise](#)

[Diversity Initiative](#)

[Garcia, Hilda](#)
[Suarez, Dennise](#)

[Employee Evaluation Reports \(FIN\)](#)

[Garcia, Hilda](#)

[College/University Enrollment \(FIN\)](#)

[Garcia, Hilda](#)

[Monitor Interview Panel/RFP Selection Committee Participation \(FIN\)](#)

[Garcia, Hilda](#)

Program Groups

There are no program groups linked at this time.

Initiatives

	Type	As Of	\$	🏆	✓	!	🔄	%	Status	Owners
Research, Design, Procure and Commence Implementation of Accounts Payable Shared Services Workflow		09/30/2009	▲	▲				n/a	In Progress	Garcia, Hilda
RFP for External Independent Audit Services		06/30/2009	▲	▲				5%	In Progress	Garcia, Hilda
Create Branch Auto Tag Agency Online Payment Application		09/30/2009	▲	▲				100%	Complete	Casamayor, Fernando Wheeler, Eulyne
Implement Sorties in Business Taxes and Licenses Unit. 2 in fy 2007,3 in fy2008, at least 2 in fy2009		09/30/2009	▲	▲				100%	Complete	Teintze, Jurgen Cam, Peter Suarez, Dennise Millet, Matty Casamayor, Fernando
Finance Department's Accountant I - Internship Program		n/a						n/a	n/a	Padron, Blanca
Received the 2006 National Association of Counties Achievement Award for the Vendor Payment Inquiry Website		n/a						n/a	n/a	Padron, Blanca Hammer, Carter

Processes

There are no processes linked at this time.

REFERENCE CENTER

Action Items

[Show Details](#)

Due Date	Status	Action	Owners
No Action Items to Report			

 Open  Overdue

Comments



Author/Date

Comment

Show All

There are no comments at this time.

External Links



-  [Sortie - The Quest for Timely Payments](#)
-  [2008-2009 Business Plan](#)
-  [Risk Assessment Dashboard](#)

Attached Documents



	Last Updated	Checked Out By
  2009 - 2010 Business Plan	03/17/2010	[Check Out]

Customer Perspective

Objective Name	Owner(s)
Ensure Timely Payment of Vendor Invoices (FIN)	Blanca Padron Dennise Suarez

Initiatives Linked To Objective	Owner(s)

GrandParent Objectives
ED4_Entrepreneurial development opportunities within Miami-Dade County

Parent Objectives
ED4-2 Create a business friendly environment

Measure	Owner(s)
Timely Payment of Invoices (45 days) (ATTACHMENT)	Blanca Padron

Percentage of invoices paid within 45 days

Performance

Ind	Actual	Target	Variance	Date
▲	95 %	92 %	3 %	FY11 Q4

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Accounts Payable (Emergency Checks)	354	n/a	FY11 Q4
	Accounts Payable (Checks Issued)	46,194	n/a	FY11 Q4
	Accounts Payable (Vouchers)	173,503	n/a	FY11 Q4
▲	ACH Payments (% of Dollars) (ATTACHMENT)	59 %	50 %	FY11 Q4
▲	Purchasing Card Program	\$577,500	\$500,000	FY11 Q4
■	Travel Card Program	\$191,632	\$200,000	FY11 Q4



Measure	Owner(s)
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Timely Payment of Invoices (30 days) (ATTACHMENT)

Hilda Garcia

Percentage of invoices paid within 30 days

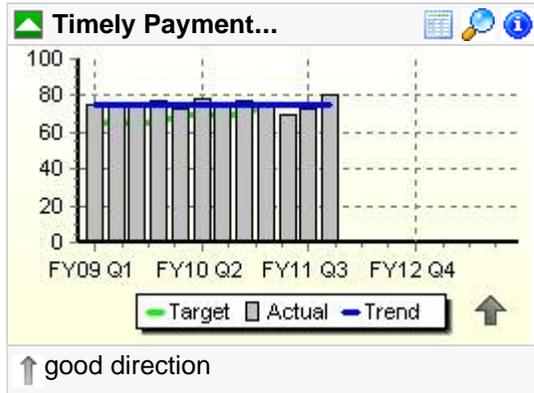
Performance				
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Ind	Actual	Target	Variance	Date
▲	80 %	75 %	5 %	FY11 Q4

Initiatives Linked To Measure		Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Financial Perspective

Objective Name	Owner(s)
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Compliance with Regulatory Requirements (FIN)	Dennise Suarez
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Initiatives Linked To Objective	Owner(s)
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Annual Financial Audit	Hilda Garcia Blanca Padron Maria Rivero
Annual Financial Audit	Blanca Padron

GrandParent Objectives

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure	Owner(s)
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Report to Bond Holders (SEC)	Arlesa Leverette Lidia Monzon-Aguirre
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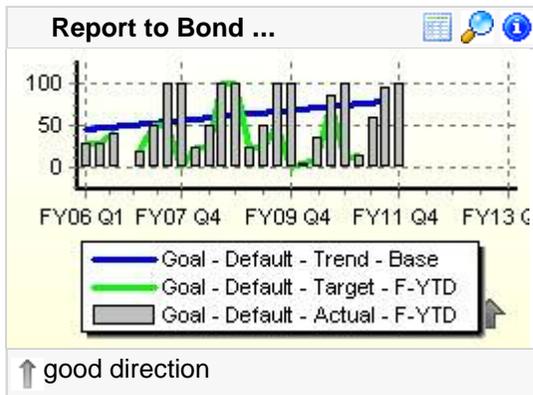
Electronic Filing of the County's annual report to bond holders by June 1st and distribution of the printed report (the Bond Book) subsequently.

Performance				
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Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	FY11 Q4

Initiatives Linked To Measure	Owner(s)
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Annual Report to Bondholders FY 06-07	Arlesa Leverette Lidia Monzon-Aguirre
Annual Report to Bondholders FY07-08	Arlesa Leverette Lidia Monzon-Aguirre
Annual Report to Bondholders FY08-09	Arlesa Leverette Lidia Monzon-Aguirre
Annual Report to Bondholders FY-09/10	Arlesa Leverette Lidia Monzon-Aguirre
Annual Report to Bondholders FY 10-11	Arlesa Leverette Lidia Monzon-Aguirre



Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Annual Financial Report (CAFR)

Hilda Garcia Blanca Padron Maria Rivero

Coordinate County's annual financial audit, develop financial statements in accordance with Governmental Accounting Standards and post on the County's by 03/31

Performance

Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	FY11 Q4

Initiatives Linked To Measure**Owner(s)**

Annual Financial Audit

Hilda Garcia
Blanca Padron
Maria Rivero

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Annual Financial Audit	100 %	n/a	FY11 Q4



Objective Name**Owner(s)**

Sound asset management and financial investment strategies (FIN)

Arlesa Leverette Lidia Monzon-Aguirre Finance

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure**Owner(s)**

Bond Ratings Evaluation by Standard & Poor's

Carter Hammer Arlesa Leverette Lidia Monzon-Aguirre

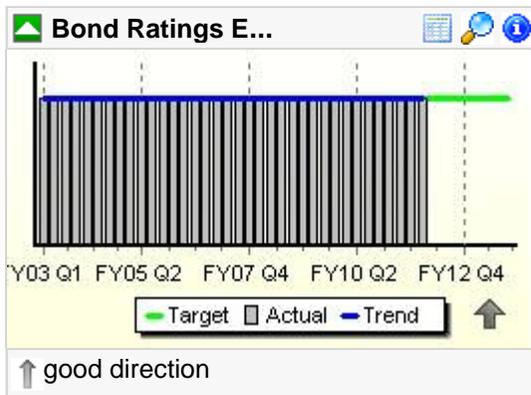
Miami-Dade County bond rating from Standard and Poor's

Performance

Ind	Actual	Target	Variance	Date
▲	AA-	AA-	n/a	FY11 Q4

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Bond Ratings Evaluation by Moody`s

Arlesa Leverette Lidia Monzon-Aguirre

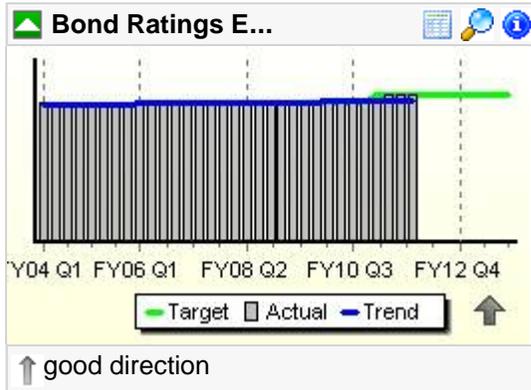
Miami-Dade County bond ratings from Moody's

Performance

Ind	Actual	Target	Variance	Date
▲	Aa2	Aa2	n/a	FY11 Q4

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Bond/Loan Issuances (SEE ATTACHMENT)

Arlesa Leverette Lidia Monzon-Aguirre

Performance

Ind	Actual	Target	Variance	Date
▲	100 %	100 %	0 %	FY11 Q4

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Objective Name

Owner(s)

Improve Collections Assigned (FIN)

Dennise Suarez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure

Owner(s)

Monitor Gross Collections (Credit and Collection Section)

Peter Cam Fernando Casamayor Gerardo Gomez Cristina Mekin
Jurgen Teintze

Performance

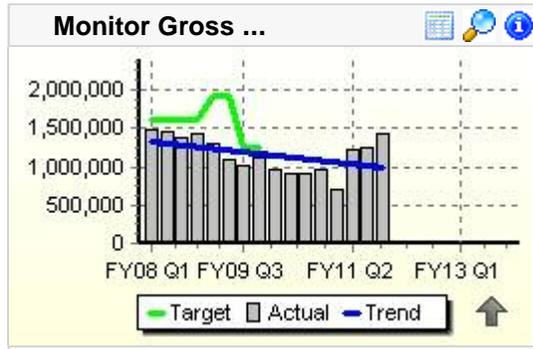
Ind	Actual	Target	Variance	Date
	\$1,444,155	n/a	n/a	FY11 Q4

Initiatives Linked To Measure

Owner(s)

Establishing New Referrals

Hilda Garcia
Cristina Mekin
Dennise Suarez
Jurgen Teintze



Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Gainsharing Collections (in thousands)	\$1,174 K	n/a	FY11 Q4
	JMH collections (\$)	\$551,754	n/a	FY11 Q4
	All Others Collections (\$)	\$892,401	n/a	FY11 Q4
▲	Outside Agency Collections (in thousands)	\$38.0 K	\$24.0 K	FY11 Q4
	New Debt Placements with Credit and Collections Section	\$83,112,888	n/a	FY11 Q4
▼	Daily Accounts Worked Per Collector	80	95	FY11 Q4
	Credit and Collections Charges (in thousands)	\$581 K	n/a	FY11 Q4

Objective Name**Owner(s)**

Collection of Key Taxes (FIN)

Dennise Suarez

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure**Owner(s)**

Total Auto Tag Revenue Collected Countywide

Peter Cam

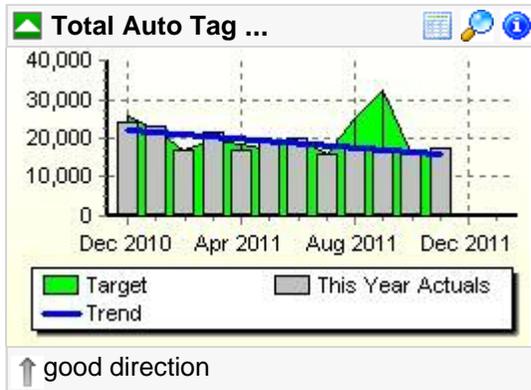
These figure show the total State and County Auto Tag related fees collected by the Tax Collector's Office and all 25 private tag agencies throughout Miami-Dade County. 2009-10 target figures were set flat to 2008-9 revenue.

Performance

Ind	Actual	Target	Variance	Date
▲	\$17,270 K	\$15,992 K	\$1,278 K	Nov 2011

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Monitor Cumulative Auto Tag Fees Collected Countywide	\$34,152 K	\$32,406 K	Nov 2011



Measure

Owner(s)

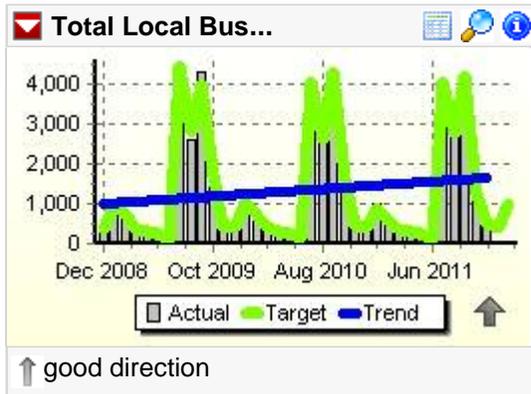
Total Local Business Tax Collected

Fernando Casamayor Gerardo Gomez Jurgen Teintze

Any person doing business in Miami-Dade County must obtain a Miami-Dade County Local Business Tax Receipt. Businesses also need to obtain a city Business Tax Receipt from the municipality where the business is located. The Local Business Tax is imposed for the privilege of doing business in Miami-Dade County. Persons who provide merchandise, entertainment, or services to the public, even if only a one-person company or home-based business, must obtain a Local Business Tax Receipt before starting to operate. Local Business Tax Receipts are valid for one year, starting October 1st and expiring September 30th of each year. Receipts not renewed by September 30th are delinquent and subject to applicable penalties.

Performance

Ind	Actual	Target	Variance	Date
❌	\$452 k	\$496 k	\$(44) k	Nov 2011



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
✅	Cumulative Pct of Local Business Tax Billings Collected	0.73	0.71	Sep 2011
	LBT section Phone history	2,657 Calls	n/a	Oct 2011
	ESRI Business Data Mining Project	n/a	n/a	
	Local Business Tax Receipt Renewals by Receipt Year	178.6 k	n/a	Cal11
✅	Local Business Tax Receipt additions and reductions for tax year	17,413	16,905	FY11
	Beacon Council Revenues	\$3,987 k	n/a	Cal10
✅	Local Business Tax Field Enforcement Collections	\$43 k	\$31 k	Sep 2011

Measure

Owner(s)

Tourist Tax Collections (in thousands)

Allen Eagle Fernando Casamayor

In total, there is a six percent (6%) tax collected on the rental amount from any person who rents, leases or lets for consideration any living quarter accommodations in a hotel, apartment hotel, motel, resort motel, apartment motel, rooming house, mobile home park, recreational vehicle park, single family dwelling, beach house, cottage, condominium, or any other sleeping accommodations rented for a period of six (6) months or less. If the rental is for more than six (6) months, a written lease must be provided in order to be exempt. The 6% tax is made up of the following 3 taxes:

Performance

Ind	Actual	Target	Variance	Date
✅	\$10,125 K	\$8,206 K	\$1,919 K	Dec 2011

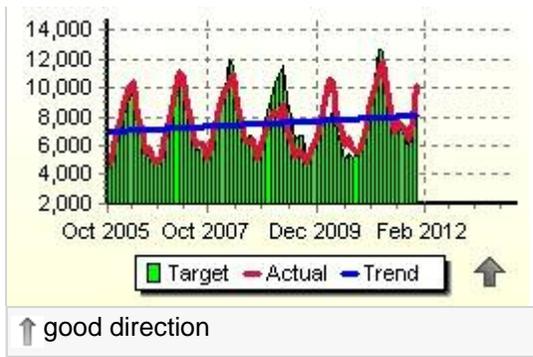


Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
✅	Convention Development Tax (CDT 3%)	\$5,063 K	\$4,197 K	Dec 2011



▲	Delinquent Returns	\$698 K	\$500 K	Dec 2011
▲	Homeless and Domestic Violence Tax on Sale of Food and Beverages	\$1,590 K	\$1,498 K	Dec 2011
▲	Professional Sports Tax Revenues (PST 1%)	\$931 K	\$696 K	Dec 2011
▲	Tourist Development Room Tax Revenue (TDT 2%)	\$1,863 K	\$1,391 K	Dec 2011
▲	Tourist Development Surtax (Hotel/Motel Food and Beverage)	\$678 K	\$424 K	Dec 2011

Measure

Owner(s)

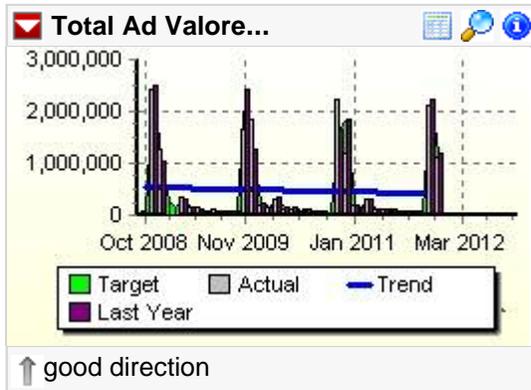
Total Ad Valorem Revenue Collected

Peter Cam Fernando Casamayor

This measure shows the total value of real estate property taxes collected monthly over time. As the total value of the tax roll for each fiscal year is known, the percentage of total Ad Valorem tax revenue collected to date can be shown cumulatively throughout the fiscal year with comparisons against previous years' performances so that at any time, the total value of taxes collected can be shown against the proportion of taxes that remain uncollected.

Performance

Ind	Actual	Target	Variance	Date
❑	\$1,133,518 K	\$1,205,961 K	\$(72,443) K	Dec 2011



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
❑	Monitor Cumulative Ad Valorem tax revenue by fiscal year	99 %	100 %	Sep 2011
❑	Total Ad Valorem cumulative tax revenue collected	\$3,268,826 K	\$3,450,060 K	Dec 2011
	Ad Valorem Transactions	281615	n/a	Dec 2011

Measure

Owner(s)

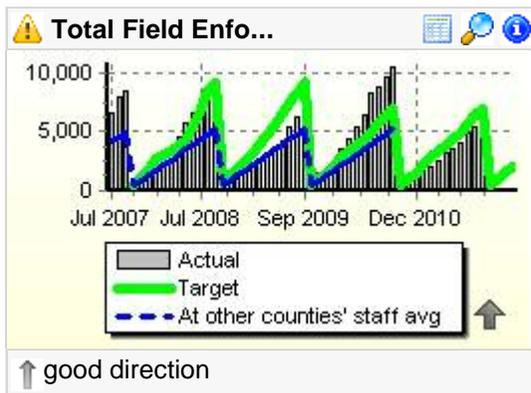
Cumulative Collections and Enforcement TPP and LBT

Fernando Casamayor Jurgen Teintze Peter Cam Gerardo Gomez
Dennise Suarez

Delinquent Tangible Property Tax and Local Business Taxes collected by the Finance Collections and Enforcement Group

Performance

Ind	Actual	Target	Variance	Date
⚠	\$640 k	\$501 k	n/a	Oct 2011



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
❑	TPP Taxes Uncollected Balance (w/interest)	\$66,422 k	\$65,500 k	FY11 Q4
	Pct Tangible Personal Property Tax Collected (Current)	86.0 %	n/a	Sep 2011
✅	TPP Field Enforcement Collections	\$904 k	\$467 k	Sep 2011
❑	Tangible Personal Property Tax Collected cumulative vs Roll	\$209,113 k	\$242,274 k	Sep 2011



Local
Business Tax
Field
Enforcement
Collections

\$43 k

\$31 k

Sep 2011

Tangible
Personal
Propert Tax
Collect
(current)

\$959 k

n/a

Sep 2011

Open Accts
for
Enforcement

n/a

n/a

Objective Name**Owner(s)**

Ensure County Investments Meet Earnings Targets (FIN)

Dennise Suarez

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG4_Effective management practices

Parent Objectives

GG4-1 Provide sound financial and risk management

Measure**Owner(s)**

Maximize Earnings on County Investments

Mariela Gonzalez Ryan La Farga Maria Torres Chris Hill

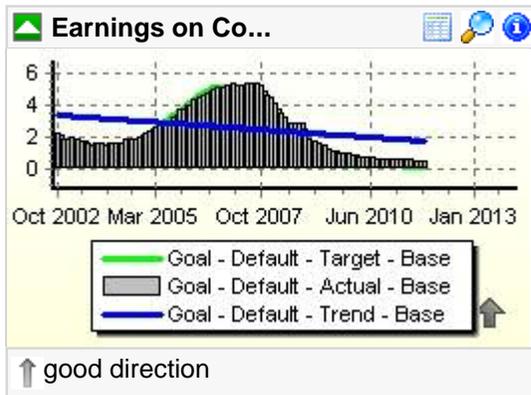
Percent interest earned from investments made from the County

Performance

Ind	Actual	Target	Variance	Date
▲	0.50 %	0.07 %	0.43 %	Oct 2011

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Investment Return: 180-Day Avg. Return of T-Bill	n/a	0.07 %	Oct 2011
	Investment Return: Florida SBA Pool	n/a	0.26 %	Oct 2011



Objective Name

Owner(s)

Meet Budget Targets (Finance) (ATTACHMENT for all divisions)

Fernando Casamayor Dennise Suarez

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

GG4-2 Effectively allocate resources to meet current and future operating and capital needs

zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Parent Objectives

Meet Budget Targets (All Miami-Dade County)

(ES8.2.1) Meet Budget Targets - Archived

Measure

Owner(s)

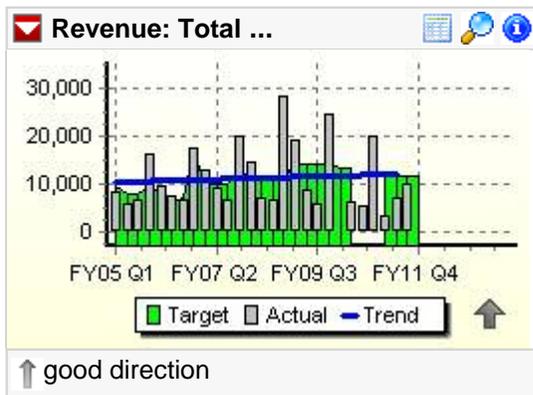
Revenue: Total (Finance)

Madelin Alfonso Peter Cam Fernando Casamayor Hilda Garcia

Total revenue in \$1,000s (from FAMIS)

Performance

Ind	Actual	Target	Variance	Date
☑	\$9,725 K	\$11,406 K	\$(1,681) K	FY11 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
☑	Ad Valorem Fees (in thousands)	\$278 K	\$5,040 K	FY11 Q3
☑	Auto Tag Fees (in thousands)	\$3,686 K	\$2,675 K	FY11 Q3
☑	Tourist Tax Fees (in thousands)	\$836 K	\$539 K	FY11 Q3
☑	Local Business Tax Revenue to Finance (in thousands)	\$155 K	\$803 K	FY11 Q3
☑	Bond Admin Fees and Charges (in thousands)	\$740 K	\$618 K	FY11 Q3
☑	Cash Management Fees (in thousands)	\$408 K	\$388 K	FY11 Q3
⚠	Carry Over - Total (in thousands)	\$167 K	\$167 K	FY11 Q3
	Credit and Collections Charges (in thousands)	\$581 K	n/a	FY11 Q4
☑	Transfer from fD030 for FAMIS/ADPICS	\$0 k	\$189 k	FY11 Q3
☑	Federal Funds	\$154 k	\$164 k 1/24/2012	FY11 Q3

Measure

Owner(s)

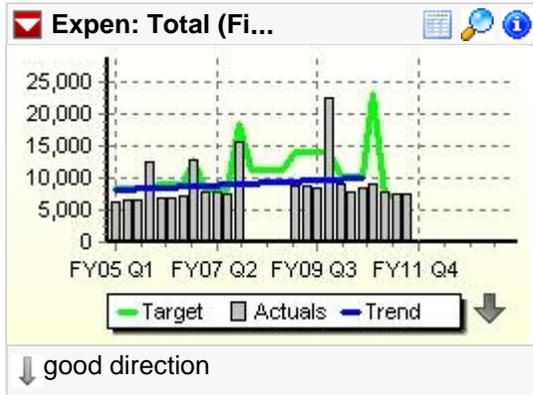
Expen: Total (Finance)

Carter Hammer Blanca Padron Peter Cam Hilda Garcia

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

Ind	Actual	Target	Variance	Date
☑	\$7,501 K	\$7,087 K	\$(414) K	FY11 Q3



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
☑	Expen: Total - Controllers & Directors Office (in thousands)	\$2,205 K	\$2,057 K	FY11 Q3
☑	Expen: Totals - Tax Collector (in thousands)	\$4,372 K	\$3,859 K	FY11 Q3
☑	Expen: Totals - Bond Administration (in thousands)	\$489 K	\$618 K	FY11 Q3
☑	Expen: Totals - Cash Management (in thousands)	\$435 K	\$553 K	FY11 Q3

Measure

Owner(s)

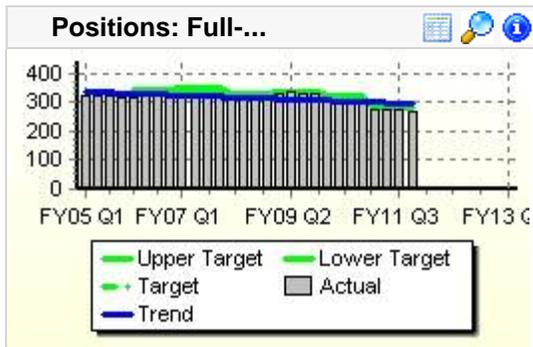
Positions: Full-Time Filled (Finance)

Dennise Suarez

Actual number of filled positions at the end of each quarter

Performance

Ind	Actual	Target	Variance	Date
☑	271	285	(14)	FY11 Q4



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Internal Perspective

Objective Name	Owner(s)
Cohesive, standardized countywide financial systems and processes - Finance	Dennise Suarez

Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
			GG4_Effective management practices

Measure	Owner(s)
Implement a Financial Data Warehouse - Phase I	Blanca Padron Connie White
Phase One will include the setup and Installation of a data warehouse for a couple of pilot departments.	

Performance				
Ind	Actual	Target	Variance	Date
	85 %	n/a	n/a	FY10 Q1

Initiatives Linked To Measure		Owner(s)		
Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date



Objective Name

Owner(s)

Improve the refund process for property tax payments; Value Adjustment Board (VAB) refunds in particular (FIN)

Maresa Cain Peter Cam Fernando Casamayor
Dennise Suarez

VAB refunds result when property owners challenge the assessed value of their property. When the VAB rules in favor of the property owner, an adjustment of the assessed value is made by the Property Appraiser which then creates a refund that is issued by the Tax Collector. Over recent years, there has been a dramatic increase in the number of VAB refunds as more property owners are petitioning to question the assessed value of property. The goal of this objective is to issue all VAB refunds in 60 days from the date of the final VAB hearing.

Initiatives Linked To Objective

Owner(s)

GrandParent Objectives

- GG1_Friendly government
- GG1_Friendly government

Parent Objectives

- GG1-2 Develop a customer-oriented organization
- GG1-3 Foster a positive image of County government

Measure

Owner(s)

Total Value Adjustment Board tax refund processing time

Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez
Jurgen Teintze

Property tax refunds are required by State Statute to be completed within sixty days from the date that the Value Adjustment Board (VAB) makes the decision to refund the tax payer. This measure shows the average number of days that it takes to process a tax refund from the date of the VAB hearing until the check is issued to the customer. This includes the amount of time taken by the Property Appraiser to notify the Tax Collector of the change in value after the VAB hearing is completed.

Performance

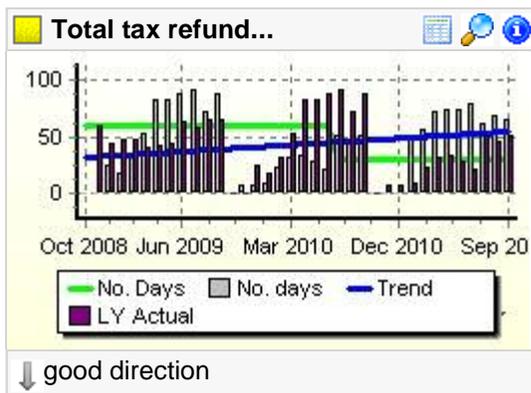
Ind	Actual	Target	Variance	Date
■	32 days	30 days	(2) days	Dec 2011

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Number of Value Adjustment Board refunds processed monthly Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

The measure shows the monthly volume of Value Adjustment Board refund payments processed by the Tax Collector's Office.

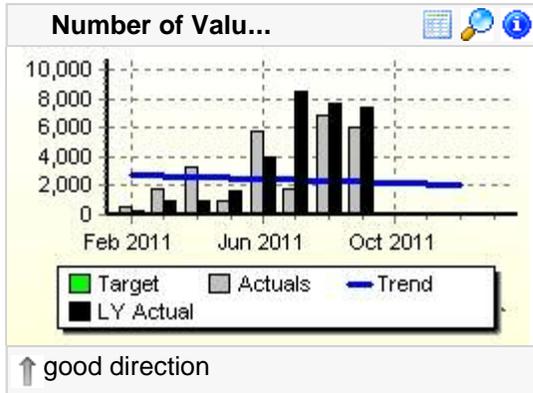
Performance

Ind	Actual	Target	Variance	Date
	201	n/a	n/a	Dec 2011

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure **Owner(s)**

Tax Collector's Office Value Adjustment Board refund processing time Maresa Cain Peter Cam Fernando Casamayor Gerardo Gomez Jurgen Teintze

State Statutes require that the Tax Collector's Office takes no more than thirty days to process a Value Adjustment Board (VAB) refund. This chart below shows the average number of days that the refund process takes within the Tax Collector's Office and the Accounts Payable section of the Controller's Office. This excludes the time taken between the VAB decision date and its arrival at the Tax Collector's Office. As a result of delays in the previous year's VAB early cycle corrections are delayed by several months until the start of that year's VAB. Tax Collector Staff is currently working on prior year's VAB corrections and their information is not captured electronically to report as part of this measure.

Performance

Ind	Actual	Target	Variance	Date
	32 days	n/a	n/a	Dec 2011

Initiatives Linked To Measure **Owner(s)**

Value Adjustment Board Refunds by Month Fernando Casamayor

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name

Owner(s)

Use Technology to Improve Payments Processing Systems (FIN) Peter Cam Fernando Casamayor Dennise Suarez Jurgen Teintze

Develop a new tax collection and billing system to replace the aging legacy systems that provide limited reporting capabilities. New systems in our Convention and Tourist Tax, Local Business Tax and Property Tax sections are needed to improve operational efficiency, enhance customer service and improve compliance.

Initiatives Linked To Objective

Owner(s)

Create Branch Auto Tag Agency Online Payment Application Fernando Casamayor Eulyne Wheeler
 Tax Certificate Sale Statistics Maresa Cain Peter Cam Fernando Casamayor

GrandParent Objectives

GG3_Efficient and effective service delivery through technology

Parent Objectives

GG3-2 Effectively deploy technology solutions

Measure

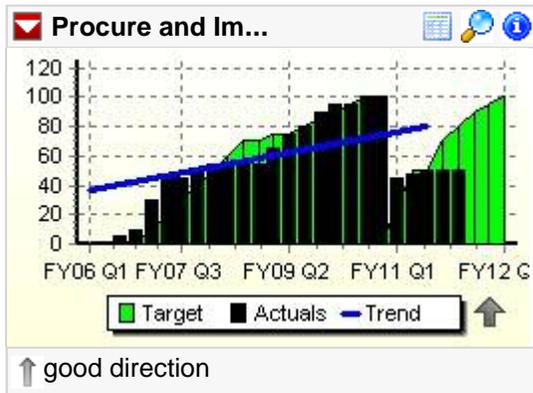
Owner(s)

Implement a new Tax Collection system Carter Hammer Peter Cam Fernando Casamayor Gerardo Gomez Dennise Suarez Jurgen Teintze

Procure a replacement for the aging legacy tax system to include Ad Valorem, Tangible Personal Property, Local Business Taxes and Convention and Tourist Taxes.

Performance

Ind	Actual	Target	Variance	Date
▼	50 %	80 %	(30) %	FY12 Q1



Initiatives Linked To Measure

Owner(s)

Timeline to Procure a New Tax System Peter Cam Fernando Casamayor Dennise Suarez
 RFP Proposal Submission by Vendors Peter Cam Fernando Casamayor Gerardo Gomez
 Vendors Proposals Evaluation and Selection Peter Cam Fernando Casamayor Gerardo Gomez
 Vendor Protest Period Peter Cam Fernando Casamayor Gerardo Gomez
 Budget Planning & Sustainability Committee and BCC Contract Approval Peter Cam Fernando Casamayor Gerardo Gomez
 Implement New Tax System Peter Cam

Child Measures Linked To Measure

Ind Name Actual Target Date

Measure

Owner(s)

Monitor Online Auto Tag Registration Renewals

Peter Cam Fernando Casamayor Gerardo Gomez Carter Hammer
Jurgen Teintze

The revised registration renewal implemented in December 2004, promotes vehicle and vessel owners to renew their annual registrations online. It is expected that online renewals will continue to increase at 5% (target) on the same qtr last year per. This measure will monitor the volume of online renewals over time.

Performance

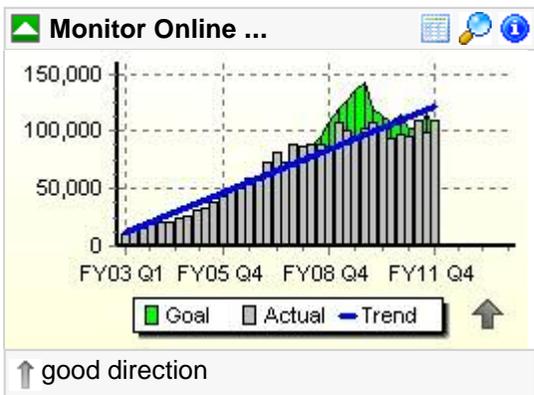
Ind	Actual	Target	Variance	Date
▲	110,180	102,652	7,528	FY11 Q4

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Monitor Countywide Vehicle and Vessel Title Transactions	68,933 K	n/a	Jun 2011



Measure

Owner(s)

Monitor Online Ad Valorem Tax Payments (in thousands)

Carter Hammer Maresa Cain Peter Cam Fernando Casamayor
Gerardo Gomez Jurgen Teintze

Number in thousands of dollars. The target for 2009-10 was set with a 5% increase on last year. It is expected that with sluggish economic conditions expected to continue into 2010 that any shift of taxpayers to e-payments will be offset with taxpayers choosing to delay their tax payment. This number may be affected favorably with a soft launch of credit card payments during the 2009-10 tax cycle. An extremely favorable result is 10% above target.

Performance

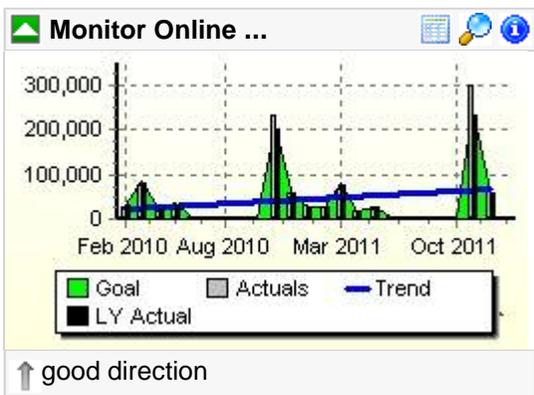
Ind	Actual	Target	Variance	Date
▲	\$62,904 K	\$60,708 K	\$2,196 K	Dec 2011

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Monitor Online Local Business Tax Renewals

Peter Cam Fernando Casamayor Jurgen Teintze Gerardo Gomez

Online renewals for Local Business Tax receipts is a safe and dependable option. Since its implementation, the number of renewals processed online have continued to increase steadily. The attached chart describes the percentage of online renewals processed compared to all transactions.

Performance

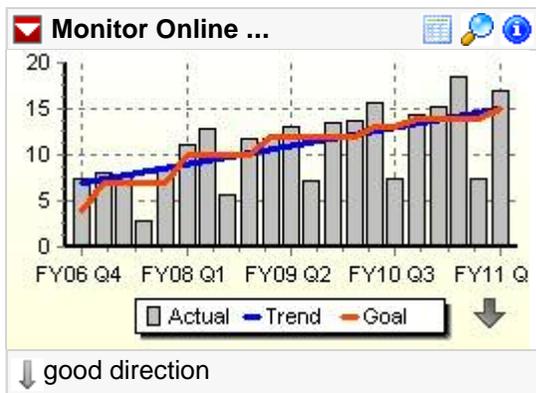
Ind	Actual	Target	Variance	Date
☑	17.0 %	15.0 %	2.0 %	FY11 Q4

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Develop Auto Tag Revenue Distribution System

Carl Strowd

This system will automate the input, auditing and reporting of information on revenue collected by 30 private and public Auto Tag Agencies in Miami-Dade County. Microsoft Visual Studio and SQL Server are being used as development tools. Most of the manual data entry currently being done using spreadsheets, etc. will be eliminated, resulting in a significant cost savings.

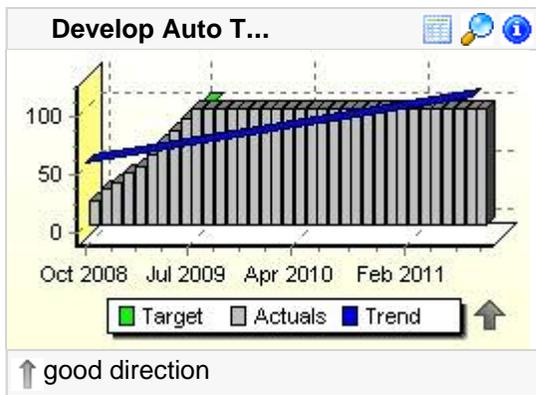
Performance

Ind	Actual	Target	Variance	Date
	100 %	n/a	n/a	Aug 2011

Initiatives Linked To Measure

Owner(s)

- Project Planning and Feasibility Study Carl Strowd
- Systems Analysis and Requirements Definition Carl Strowd
- Systems Design Carl Strowd
- Database Implementation Carl Strowd
- Application Implementation Carl Strowd
- Integration, Testing and Security Carl Strowd
- Parallel Testing and Implementation Carl Strowd



Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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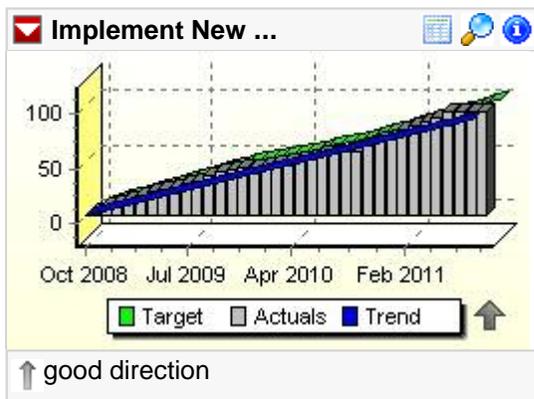
Implement New Electronic Data Management Systems

Carl Strowd

Develop six EDMS / imaging systems for the storage and retrieval of documents. Future benefits include high speed research of electronic archives and corresponding improvements in response times to customer inquires as well as faster processing of related refunds. The methodology used in implementing each system is as follows: - Identify and analyze documents to be scanned and determine the search criteria and indexes needed for their retrieval from the emPower Image Library. - Create a database schema and library and determine user security requirements. - Perform test scan of documents to verify fields are being captured correctly. - Create release scripts that convert the document images into PDF format for loading into the library. - Install scanners and Kofax Ascent Capture Software on workstations. - Configure employees' PCs for accessing the image library. - Train personnel in the scanning and retrieval of documents. - Provide user support including updating security groups and establishing logs for deleting files.

Performance				
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Ind	Actual	Target	Variance	Date
☑	95 %	96 %	(1) %	Aug 2011



Initiatives Linked To Measure	Owner(s)
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Litigation Documents	Carl Strowd
Convention and Tourism Tax Examiner Files	Carl Strowd
Convention and Tourism Collection Files	Carl Strowd
Real Estate and Tangible Personal Property Returned Bills	Carl Strowd
ETSD Ad Valorem Reports	Carl Strowd
Tax-Related Customer Refunds	Carl Strowd
CRS Access Security Forms	Carl Strowd
Wachovia Lockbox Images	Carl Strowd
Web Services Interface for New Tax System Cashiering Module	Carl Strowd
Fast Payment Processing - Real Estate and Tangible Personal Property	Carl Strowd
Fast Payment Processing - Local Business Tax and Convention/Tourism	Carl Strowd
Fast Payment Processing - Division of Motor Vehicles	Carl Strowd

Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
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Measure	Owner(s)
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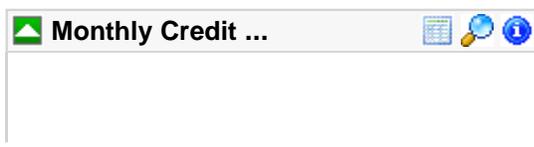
Monthly Credit Card Values

Peter Cam Gina Royero

The Tax Collectors Office worked closely with ETSD on the development of an online application so that tax payers could pay their property taxes online using a credit card. The application went live on Sept. 8, 2010.

Performance				
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Ind	Actual	Target	Variance	Date
☑	\$6 K	\$2 K	\$4 K	Aug 2011



Initiatives Linked To Measure	Owner(s)
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Child Measures Linked To Measure				
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Ind	Name	Actual	Target	Date
	Monthly Credit Card Transactions	5,281	n/a	Dec 2011
☑	Credit Cards as a Percentage of total Ad Valorem	0.08 %	2.00 %	Aug 2011

Transactions



Learning and Growth Perspective

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

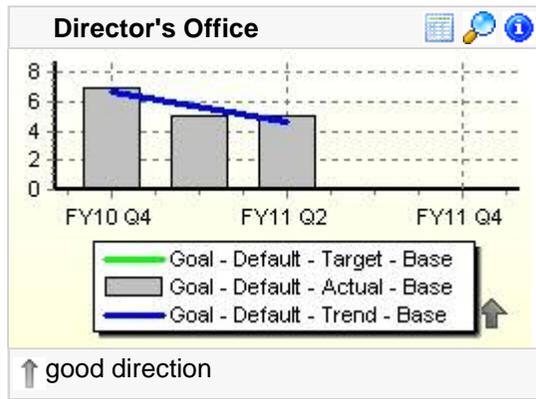
Initiatives Linked To Objective	Owner(s)	GrandParent Objectives	Parent Objectives
		GG2 Excellent, engaged workforce	GG2-3 Ensure an inclusive workforce that reflects diversity

Measure	Owner(s)
Director's Office Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.	Hilda Garcia Blanca Padron Dennise Suarez

Performance				
Ind	Actual	Target	Variance	Date
	5	n/a	n/a	FY11 Q2

Initiatives Linked To Measure	Owner(s)

Child Measures Linked To Measure				
Ind	Name	Actual	Target	Date
	Black	2	n/a	FY11 Q2
	Hispanic	3	n/a	FY11 Q2
	White	0	n/a	FY11 Q2
	Other	0	n/a	FY11 Q2



Measure**Owner(s)**

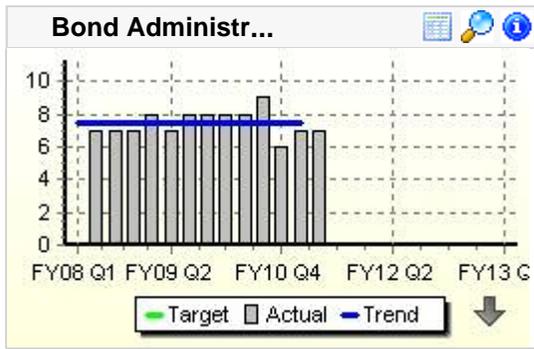
Bond Administration

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

Performance

Ind	Actual	Target	Variance	Date
7		n/a	n/a	FY11 Q2

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Black	2	n/a	FY11 Q2
	Hispanic	4	n/a	FY11 Q2
	Other	0	n/a	FY11 Q2
	White	1	n/a	FY11 Q2

Measure**Owner(s)**

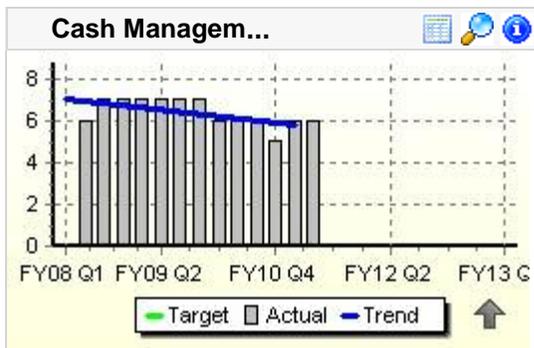
Cash Management

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

Performance

Ind	Actual	Target	Variance	Date
6		n/a	n/a	FY11 Q2

**Initiatives Linked To Measure****Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Black	2	n/a	FY11 Q2
	Hispanic	4	n/a	FY11 Q2
	Other	0	n/a	FY11 Q2
	White	0	n/a	FY11 Q2

Measure

Owner(s)

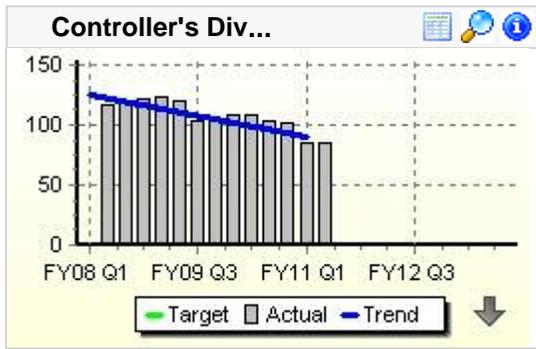
Controller's Division

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

Performance

Ind	Actual	Target	Variance	Date
	85	n/a	n/a	FY11 Q2



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Black	13	n/a	FY11 Q2
	Hispanic	67	n/a	FY11 Q2
	Other	1	n/a	FY11 Q2
	White	4	n/a	FY11 Q2

Measure

Owner(s)

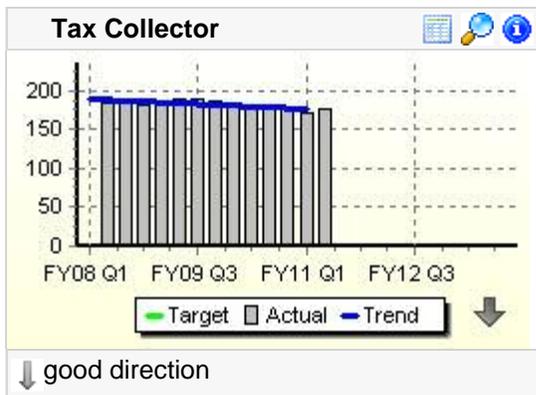
Tax Collector

Hilda Garcia Blanca Padron Dennise Suarez

Breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

Performance

Ind	Actual	Target	Variance	Date
	175	n/a	n/a	FY11 Q2



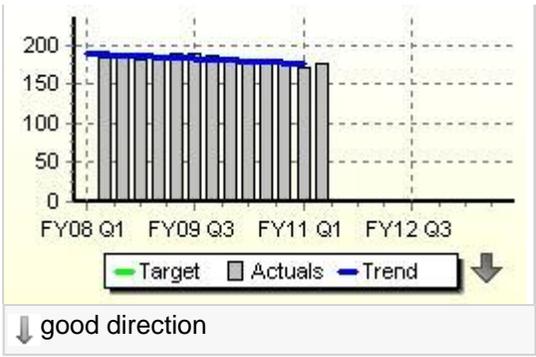
Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Black	79	n/a	FY11 Q2
	Hispanic	80	n/a	FY11 Q2
	Other	2	n/a	FY11 Q2
	White	14	n/a	FY11 Q2





Measure**Owner(s)**

Finance Department

Hilda Garcia Dennise Suarez

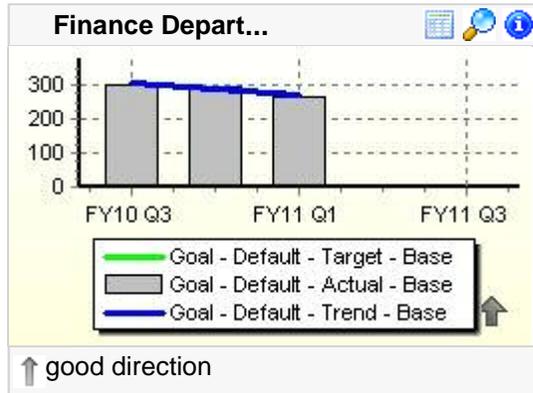
Departmental breakdown of Executive, Administrative, Professional, Technical, Office, Clerical, Protective and Service positions by race.

Performance

Ind	Actual	Target	Variance	Date
	264	n/a	n/a	FY11 Q1

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Executive/Administrative	20	n/a	FY11 Q1
	Protect/Serve	14	n/a	FY11 Q1
	Office/Clerical	131	n/a	FY11 Q1
	Technical	6	n/a	FY11 Q1
	Professionals	93	n/a	FY11 Q1



Objective Name**Owner(s)**

Filled/Vacancy Report - Finance

Blanca Padron Dennise Suarez Finance

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG2 Excellent, engaged workforce

Parent Objectives

GG2-1 Attract and hire new talent

Measure**Owner(s)**

Positions: Full-Time Filled (Finance)

Dennise Suarez

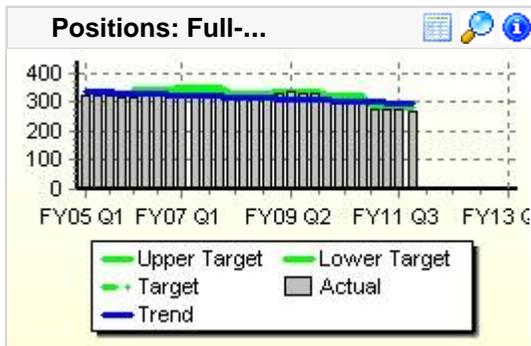
Actual number of filled positions at the end of each quarter

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
☑	271	285	(14)	FY11 Q4

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Temporary positions (Finance)

Blanca Padron

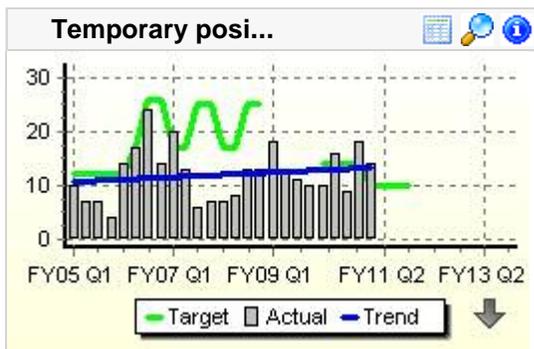
Actual number of temporary positions at the end of each quarter

Performance

Ind	Actual	Target	Variance	Date
▼	14	10	(4)	FY11 Q1

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Turnover rate - Finance Department

Blanca Padron

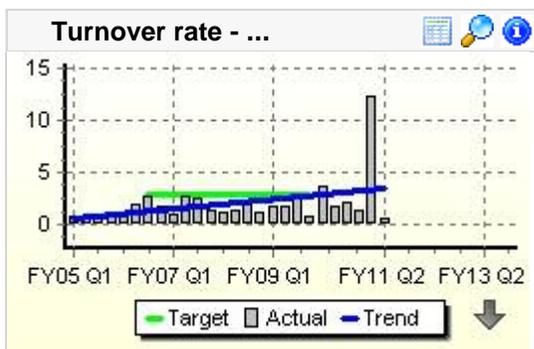
Employee turnover rate is computed by dividing the number of separations divided by the total number in the Workforce. Employees may leave an organization for a variety of reasons, including Retirement, Resignation, Dismissal, Layoff, Disability, Leave of Absence, or Death.

Performance

Ind	Actual	Target	Variance	Date
	0.7 %	n/a	n/a	FY11 Q2

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Vacancy positions (Finance)

Blanca Padron

Actual number of vacancy positions at the end of each quarter with goal defined as approved position net attrition.

Performance

Ind	Actual	Target	Variance	Date
	9	n/a	n/a	FY11 Q2

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Objective Name**Owner(s)**

Monitor Training/Seminars Participation (FIN)

Blanca Padron Dennise Suarez Finance

Initiatives Linked To Objective**Owner(s)**

Hurricane Preparedness Training

Carter Hammer
Dennise Suarez**GrandParent Objectives**

GG2 Excellent, engaged workforce

Parent Objectives

GG2-2 Develop and retain excellent employees and leaders

Measure**Owner(s)**

Countywide Financial and FEMA Systems Training

Blanca Padron

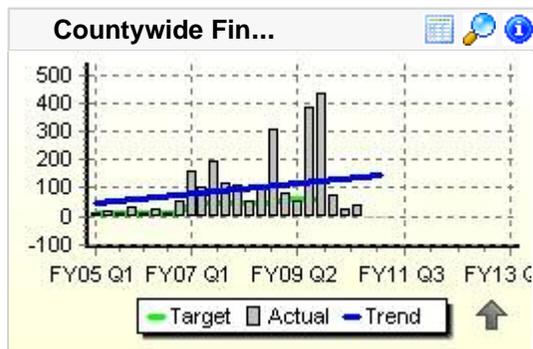
Number of users trained in the County's Financial system (FAMIS) and the FEMA system

Performance

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY11 Q1

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Finance Department Annual Hurricane Briefing Attendance

Performance

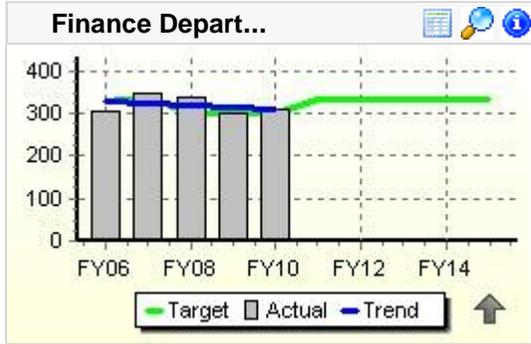
Ind	Actual	Target	Variance	Date
▲	310.0	301.0	9.0	FY10

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Increase Employee Tuition Reimbursement Program Participation

Blanca Padron Dennise Suarez

Performance

Ind	Actual	Target	Variance	Date
■	14	17	(3)	FY11 Q1

Initiatives Linked To Measure

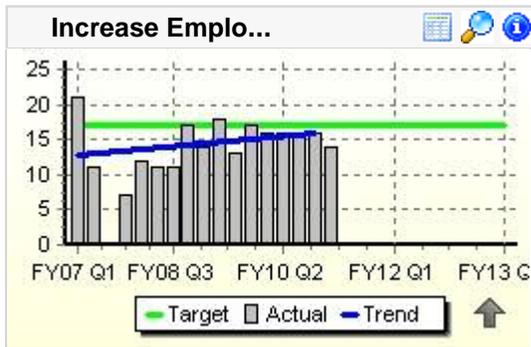
Owner(s)

Provide Discussion Sessions with Staff re: Tuition Reimbursement

Hilda Garcia
Dennise Suarez

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

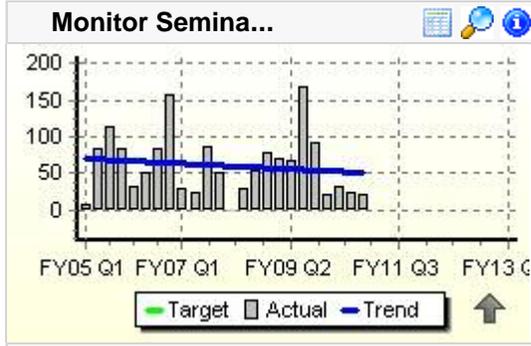
Monitor Seminar Attendance

Carter Hammer Peter Cam Blanca Padron

Total Number of employees who attended a seminar within the quarter for the Finance Department

Performance

Ind	Actual	Target	Variance	Date
	22	n/a	n/a	FY10 Q4



Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Seminar Attendance - Miami-Dade County (In-House)	10	n/a	FY10 Q4
	Seminar Attendance - Educational (Local)	1	n/a	FY11 Q3
	Seminar Attendance - Educational (Travel)	1	n/a	FY11 Q3
	Seminar Attendance - Vendor Sponsored (Local)	0	n/a	FY10 Q4
	Seminar Attendance - Vendor Sponsored (Travel)	0	n/a	FY10 Q4
	Seminar Attendance - Web-Seminar	8	n/a	FY10 Q4

Objective Name**Owner(s)**

Participation in Community Fundraising Events (FIN)

Dennise Suarez

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives****Parent Objectives**

GG2 Excellent, engaged workforce

Measure**Owner(s)**

United Way Campaign

Hilda Garcia

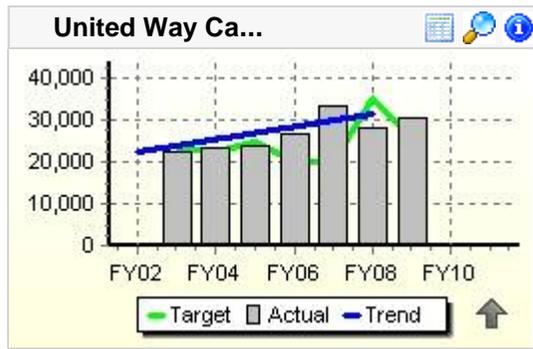
Departmental Goal

Performance

Ind	Actual	Target	Variance	Date
▲	\$30,267	\$25,000	\$5,267	FY09

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	United Way - Percentage of Employee Pledges	64 %	n/a	FY08
▲	United Way - Special Events	\$7,209	\$5,000	FY09
▲	United Way - Employee Pledges	\$23,058	\$20,000	FY09



Measure

Owner(s)

Armed Forces Service Center

May is National Armed Forces Month, Finance raised funds for the Armed Forces Services Center at the Miami International Airport which opened in 1999 to support servicemen and women. The volunteers at the Center provide direct morale booster, well-being and recreational support for traveling military personnel and their families. In addition, the Center provides assistance to military spouses and families, providing toys, food and any assistance needed to make their travel in and out of Miami a pleasurable experience.

Performance

Ind	Actual	Target	Variance	Date
	n/a	\$1,500	n/a	Cal09

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Prevent Blindness Sight Savers Promotions

Dennise Suarez

Performance

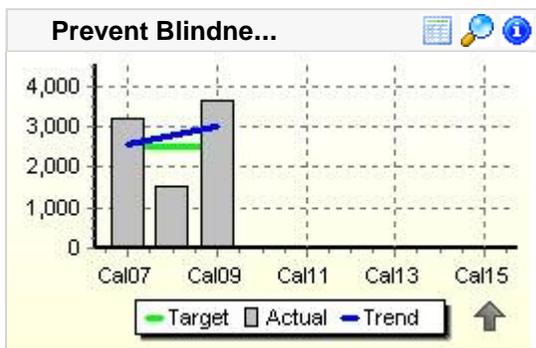
Ind	Actual	Target	Variance	Date
	\$3,614	\$2,500	\$1,114	Cal09

Initiatives Linked To Measure

Owner(s)

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Corporate Run Participants

Dennise Suarez

Number of employees within Finace that participate in the annual corporate run.

Performance

Ind	Actual	Target	Variance	Date
	7	n/a	n/a	FY10

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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**Measure****Owner(s)**

Baynanza Biscayne Bay Cleanup Day

Dennise Suarez

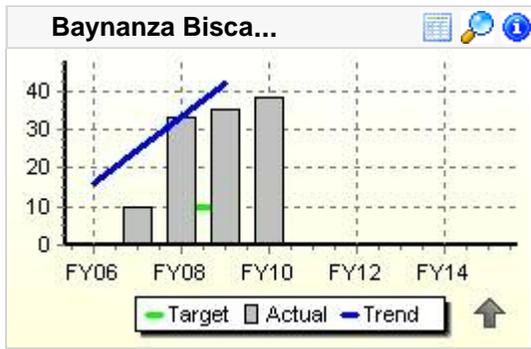
Number of employees participating in the annual Baynanza Biscayne Bay Cleanup Day. The goal of Biscayne Bay Cleanup Day is to educate our community about the impact of litter on the delicate shoreline and spoil islands of Biscayne Bay.

Performance

Ind	Actual	Target	Variance	Date
	38	n/a	n/a	FY10

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Measure**Owner(s)**

Strides Against Breast Cancer

Peter Cam

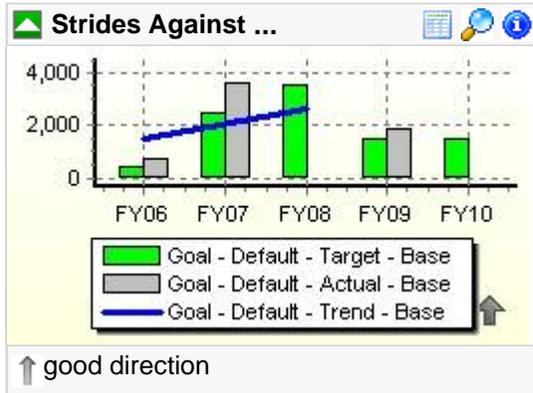
This campaign runs annually commencing October 7. 2007 will be the third year that the Finance Department has been collecting and donating funds for this cause.

Performance

Ind	Actual	Target	Variance	Date
▲	1,880	1,500	380	FY09

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
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Objective Name**Owner(s)**

Diversity Initiative

Hilda Garcia Dennise Suarez

Breakdown of employees by various categories

Initiatives Linked To Objective**Owner(s)**Finance Diversity Matters eLearning
Program Schedule

Hilda Garcia

GrandParent Objectives**Parent Objectives**

Objective Name**Owner(s)**

Employee Evaluation Reports (FIN)

Hilda Garcia

Monitor completion rate of evaluation reports for the different divisions.

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG2 Excellent, engaged workforce

Parent Objectives

GG2-2 Develop and retain excellent employees and leaders

Measure**Owner(s)**

Evaluations Completed (ATTACHMENT)

Hilda Garcia

Measures of Evaluations Completed (Actual) vs Due (Target)

Performance

Ind	Actual	Target	Variance	Date
▲	10	3	(7)	Dec 2010

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
▲	Director's Office	0	0	Dec 2010
▲	Cash Management	0	0	Dec 2010
▲	Bond Administration	0	0	Dec 2010
▲	Tax Collector	7	3	Dec 2010
▲	Controller's Division	3	0	Dec 2010



Objective Name**Owner(s)**

College/University Enrollment (FIN)

Hilda Garcia

Monitoring employee class enrollment in a college or university

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives**

GG2 Excellent, engaged workforce

Parent Objectives

GG2-2 Develop and retain excellent employees and leaders

Measure**Owner(s)**

Supervisory Courses

Hilda Garcia

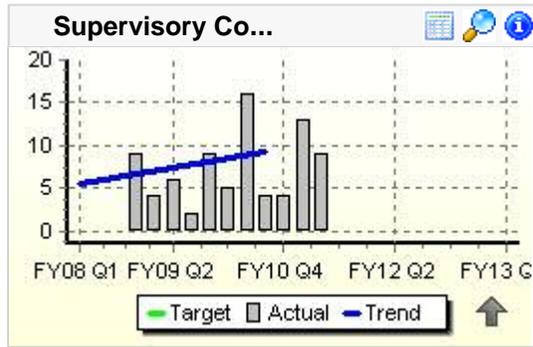
Monitoring employees enrolled in supervisory courses.

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
	9	n/a	n/a	FY11 Q2

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Measure

Owner(s)

Non-Supervisory Courses

Hilda Garcia

Monitoring employees enrolled in non-supervisory courses

Performance

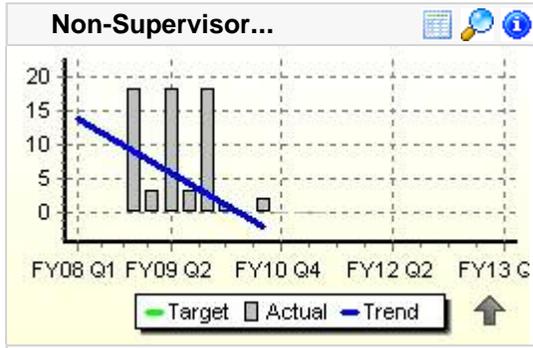
Initiatives Linked To Measure

Owner(s)

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY11 Q2

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
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Objective Name**Owner(s)**

Monitor Interview Panel/RFP Selection Committee Participation (FIN)

Hilda Garcia

Initiatives Linked To Objective**Owner(s)****GrandParent Objectives****Parent Objectives**

GG2 Excellent, engaged workforce

Measure**Owner(s)**

Interview Panel Participation (hours)

Hilda Garcia

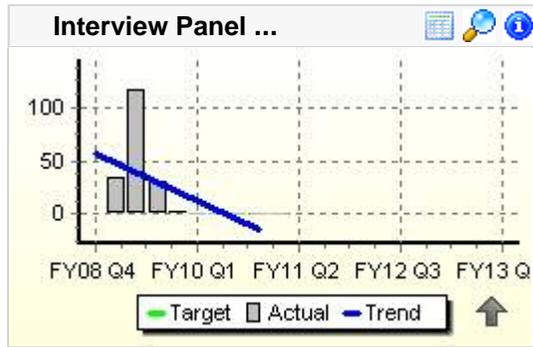
Participation of Finance employees in interview panels in Finance or aother departments.

Performance**Initiatives Linked To Measure****Owner(s)**

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	FY11 Q1

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Internal Participation	0	n/a	FY11 Q1
	External Participation	0	n/a	FY11 Q1



Measure**Owner(s)**

RFP Selection Committee

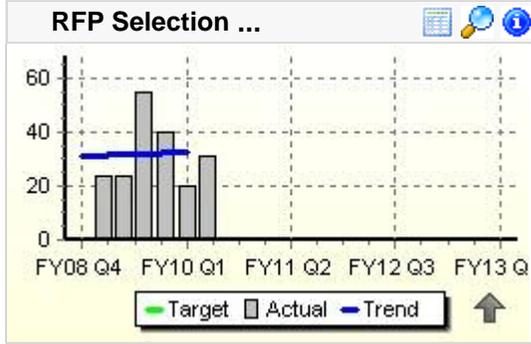
Hilda Garcia

Performance

Ind	Actual	Target	Variance	Date
	31	n/a	n/a	FY10 Q2

Initiatives Linked To Measure**Owner(s)****Child Measures Linked To Measure**

Ind	Name	Actual	Target	Date
	Internal Participation	31	n/a	FY10 Q2
	External Participation	0	n/a	FY10 Q2



Initiatives Linked To Scorecard

	Type	As Of	\$	🏆	✓	!	🎯	%	Status	Owners
Research, Design, Procure and Commence Implementation of Accounts Payable Shared Services Workflow		09/30/2009	▲	▲				n/a	In Progress	Garcia, Hilda
RFP for External Independent Audit Services		06/30/2009	▲	▲				5%	In Progress	Garcia, Hilda
Create Branch Auto Tag Agency Online Payment Application		09/30/2009	▲	▲				100%	Complete	Casamayor, Fernando Wheeler, Eulyne
Implement Sorties in Business Taxes and Licenses Unit. 2 in fy 2007,3 in fy2008, at least 2 in fy2009		09/30/2009	▲	▲				100%	Complete	Teintze, Jurgen Cam, Peter Suarez, Dennise Millet, Matty Casamayor, Fernando
Finance Department's Accountant I - Internship Program		n/a						n/a	n/a	Padron, Blanca
Received the 2006 National Association of Counties Achievement Award for the Vendor Payment Inquiry Website		n/a						n/a	n/a	Padron, Blanca Hammer, Carter

Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)

