

# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## Finance

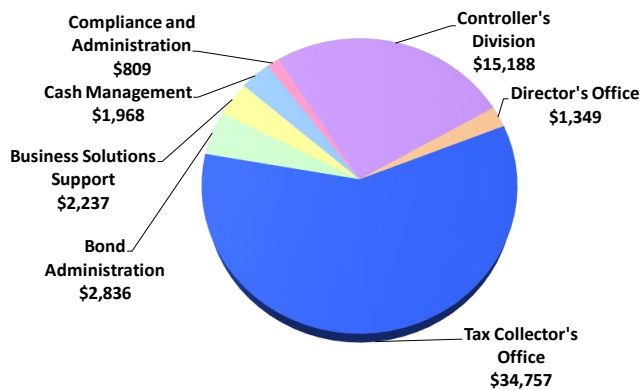
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution and collection on delinquent accounts owed to County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and maintaining the County's general ledger system, as well as providing financial compliance reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

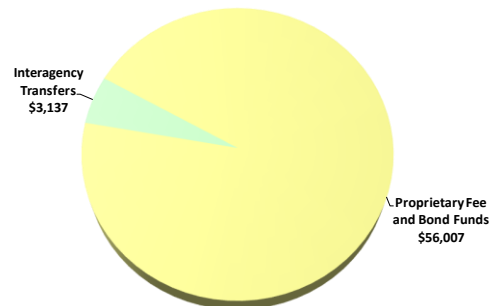
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

### FY 2021-22 Adopted Operating Budget

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



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



# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

	<p><b>OFFICE OF THE DIRECTOR</b></p> <p>Formulates and directs financial policy for the County and provides leadership and direction of departmental operations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	6	6
<u>FY 20-21</u>	<u>FY 21-22</u>				
6	6				
	<p><b>COMPLIANCE AND ADMINISTRATION</b></p> <p>Provides administration of departmental activities and monitors Countywide payment card industry compliance</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	5	6
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	<p><b>BOND ADMINISTRATION</b></p> <p>Manages the County's debt financing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">8</td> <td style="text-align: center;">8</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	8	8
<u>FY 20-21</u>	<u>FY 21-22</u>				
8	8				
	<p><b>CASH MANAGEMENT</b></p> <p>Invests surplus funds in compliance with Florida Statutes, local ordinances and investment policy</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">6</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	7	6
<u>FY 20-21</u>	<u>FY 21-22</u>				
7	6				
	<p><b>CONTROLLER</b></p> <p>Satisfies legal and mandated requirements; processes vendor payments; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">132</td> <td style="text-align: center;">136</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	132	136
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132	136				
	<p><b>TAX COLLECTOR</b></p> <p>Administers state laws, local ordinances and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes and license fees (auto, boat, hunting, and fishing), collection on code violations and collection of delinquent accounts owed to County departments</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">250</td> <td style="text-align: center;">252</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	250	252
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250	252				
	<p><b>BUSINESS SOLUTIONS SUPPORT</b></p> <p>Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 20-21</u></td> <td style="text-align: center;"><u>FY 21-22</u></td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">10</td> </tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	7	10
<u>FY 20-21</u>	<u>FY 21-22</u>				
7	10				

The FY 2021-22 total number of full-time equivalent positions is 427

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector and financial markets
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Serves on Enterprise Resource Planning (ERP) Steering Committee

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes transfers from Transportation and Public Works (\$383,000), Parks, Recreation and Open Spaces (\$31,000), Regulatory and Economic Resources (\$13,000), Seaport (\$7,000), Internal Services (\$6,000), Tourist Development Tax (\$20,000), Aviation (\$68,000) and Water and Sewer (\$21,000) for accounting and compliance support
- In FY 2020-21, the Department is expected to transfer \$5.678 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2021-22 Adopted Budget includes a \$8.450 million transfer to the GGIF
- During FY 2020-21, the Department facilitated the collection and reporting of COVID-19 expenditures and is working with the state and federal governments on establishing procedures for potential reimbursements

### **DIVISION: COMPLIANCE AND ADMINISTRATION**

The Compliance and Administration Office is responsible for administering, planning and directing financial and compliance activities for the County, as well as providing departmental support including procurement, budget and human resources.

- Monitors Countywide financial payment card industry compliance and oversees the Attestation of Compliance reporting process
- Directs and manages the preparation of the departmental business plan, budget development and continuity of operation plans
- Oversees the planning, implementation and monitoring of departmental strategic initiatives
- Oversees compliance for the Board of County Commissioners items and Mayoral requests
- Provides overall administration of departmental activities

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Cash Management Division to the Compliance and Administration Office

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: BOND ADMINISTRATION**

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Makes payments on bonds/loan debt service
- Prepares and submits the Annual Report to Bondholders encompassing all the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of debt service payments made timely	GG4-1	LS-1	OC	↑	100%	100%	100%	100%	100%
Bond ratings evaluation by Moody's*	GG4-1	LS-1	OC	↑	Aa2	Aa2	Aa2	Aa2	Aa2
Bond ratings evaluation by Standard and Poor's*	GG4-1	LS-1	OC	↑	AA	AA	AA	AA	AA

\* Bond ratings are for General Obligation Bonds

### **DIVISION: CASH MANAGEMENT**

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests surplus County funds, averaging between \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Average rate of return earned from County investments*	GG4-1	LS-1	OC	↑	2.34%	1.20%	0.60%	0.60%	0.07%
Compliance with investment policy and guidelines	GG4-1	LS-1	OC	↑	100%	100%	100%	100%	100%

\* The FY 2021-22 Target reflects declining interest rates

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes transfers of \$9,000 from the Water and Sewer Department and \$36,000 from the Aviation Department for cash management activities
- The FY 2021-22 Adopted Budget includes the transfer of one position from the Cash Management Division to the Compliance and Administration Office as part of a re-organization process

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Monitors County bank accounts to ensure timely reconciliations
- Processes vendor disbursements
- Records, reports on and monitors the County's financial activities
- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports and the indirect cost allocation plan

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Percentage of invoices paid within 45 calendar days	ED1-2	ES-3	EF	↑	94%	94%	90%	90%	90%
Percentage of invoices paid within 30 calendar days	ED1-2	ES-3	EF	↑	85%	85%	70%	70%	70%
Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	GG4-1	LS-1	OC	↑	Awarded	Awarded	Award	Award	Award

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes the addition of a Finance Section Manager (\$110,000), a Finance Manager (\$129,000) and two Accountant 4s (\$192,000) to the Controller Division; these added positions will assist with bank reconciliation, accounts receivable and payable functions and on-going research into accounting functions and standards as updated by the Governmental Accounting Standards Board**
- **The FY 2021-22 Adopted Budget includes the conversion of two part-time Accountant 1's (\$10,000) to full-time in an effort to reduce high turnover rates in the grants and accounts payable sections**
- The FY 2021-22 Adopted Budget includes a \$3.139 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA), which is currently supporting the accounts payable function in INFORMS (Integrated Financial and Resources Management System)
- *In FY 2020-21, the Finance Department transferred two positions (Office Support Specialist II and Accountant 1) to the Human Resources (HR) Department from the Controller's Division to better align the support of INFORMS with the functions in the HR Department*

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: TAX COLLECTOR'S OFFICE**

The Tax Collector's primary responsibility is to collect, account for and distribute current and delinquent real and personal property ad valorem taxes and non-ad valorem special assessments, for various state, county, local and municipal taxing authorities and debt collections.

- Administers state laws, local ordinances and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes) and issues Local Business Tax Receipts for businesses located in the County
- Oversees operation of 25 private auto tag agencies in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing state motor vehicle, vessel and mobile home licenses; issuing tag renewals and title applications for automobiles, trucks and mobile homes; collecting and remitting sales tax to the State for the above transactions; and selling various hunting and fishing licenses and permits
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code
- Collects delinquent accounts receivable owed to County departments

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 18-19	FY 19-20	FY 20-21	FY 20-21	FY 21-22
					Actual	Actual	Budget	Projection	Target
Total number of distributions processed*	GG4-1	ES-3	OP	↔	16	15	14	14	14
Debt portfolio fees collected (in thousands)**	GG4-1	ES-3	OC	↑	\$6,954	\$5,306	\$7,286	\$4,403	\$6,898
Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)**	GG4-1	ES-3	OC	↑	\$22,101	\$16,291	\$23,336	\$13,906	\$23,394
Average number of accounts worked per day per collector**	GG4-1	ES-3	EF	↑	54	40	50	39	45
Total dollar-value of web-enabled transactions completed using the online services portal (dollars in millions)	GG1-1	LS-1	OC	↑	\$1,856	\$2,158	\$2,200	\$2,200	\$2,400

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

\*\* The FY 2019-20 Actual and FY 2020-21 Projection were impacted by COVID-19

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes the addition of two Accountant 3's (\$175,000) to assist with increased volume and complexity in Tax Collector operations**

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: BUSINESS SOLUTIONS SUPPORT**

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

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

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget for Business Solutions Support will add three positions including a Functional Analyst (\$136,000), a Junior Analyst (\$118,000) and a Reporting Analyst (\$136,000); these positions will facilitate INFORMS functions such as asset management, receivables, hardware, technical requests, and writing and maintenance of new reports**

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

- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the acquisition and implementation of a credit and collection system to replace the existing application that is outdated and can no longer support the volume and complexity of today's operation; the Department is projecting to complete this project by the close of FY 2021-22 (total project cost \$800,000 with the remaining \$400,000 programmed in FY 2021-22)(capital program#2000001261)

### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

Line-Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Budget FY 21-22
Advertising	53	43	103	100	93
Fuel	0	0	0	0	0
Overtime	107	235	181	200	50
Rent	2,329	2,726	2,628	2,935	3,029
Security Services	262	291	329	276	311
Temporary Services	291	56	471	262	480
Travel and Registration	55	13	132	117	150
Utilities	168	182	244	190	190

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Adopted FY 21-22
<b>Revenue Summary</b>				
Ad Valorem Fees	15,095	17,622	14,116	15,308
Auto Tag Fees	14,009	14,039	14,021	14,345
Bond Transaction Fees	2,373	3,427	1,235	2,110
Carryover	8,947	8,630	5,318	5,941
Code Fines / Lien Collections	0	0	2,094	3,212
Credit and Collections	6,954	5,306	7,287	10,438
Local Business Tax Receipt	4,539	4,404	4,414	4,410
Other	1,280	2,566	2,813	3,137
Other Revenues	4,771	4,152	4,503	3,943
Tourist Tax Fees	4,487	3,152	4,850	4,750
Interdepartmental Transfer	0	520	412	0
Total Revenues	62,455	63,818	61,063	67,594

### Operating Expenditures

#### Summary

Salary	24,361	23,851	28,544	31,045
Fringe Benefits	9,593	9,821	11,101	12,093
Court Costs	56	37	82	113
Contractual Services	894	1,002	1,338	1,324
Other Operating	6,409	6,303	8,100	8,427
Charges for County Services	3,589	3,789	4,935	5,226
Capital	24	76	455	916
Total Operating Expenditures	44,926	44,879	54,555	59,144

### Non-Operating Expenditures

#### Summary

Transfers	8,900	6,200	6,508	8,450
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	8,900	6,200	6,508	8,450

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Adopted FY 21-22	Budget FY 20-21	Adopted FY 21-22
<b>Strategic Area: General Government</b>				
Director's Office	1,411	1,349	6	6
Compliance and Administration	500	809	5	6
Bond Administration	2,663	2,836	8	8
Cash Management	2,082	1,968	7	6
Controller's Division	13,653	15,188	132	136
Tax Collector's Office	32,183	34,757	250	252
Business Solutions Support	2,063	2,237	7	10
Total Operating Expenditures	54,555	59,144	415	424



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FUTURE	TOTAL
<b>Revenue</b>									
Finance Operating Revenues	3,400	0	0	0	0	0	0	0	3,400
Total:	3,400	0	0	0	0	0	0	0	3,400
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
E-Government Projects	400	400	0	0	0	0	0	0	800
Facility Improvements	400	2,200	0	0	0	0	0	0	2,600
Total:	800	2,600	0	0	0	0	0	0	3,400

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### **CREDIT AND COLLECTION SYSTEM REPLACEMENT**

**PROGRAM #: 200001261**

DESCRIPTION: Replace aging credit and collections system  
 LOCATION: 2525 NW 62 St  
 Unincorporated Miami-Dade County

District Located: 3  
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Finance Operating Revenues	800	0	0	0	0	0	0	0	800
<b>TOTAL REVENUES:</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Technology Hardware/Software	400	400	0	0	0	0	0	0	800
<b>TOTAL EXPENDITURES:</b>	<b>400</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800</b>

#### **INFRASTRUCTURE IMPROVEMENTS - RECONFIGURE 25TH AND 26TH FLOORS**

**PROGRAM #: 200000975**

DESCRIPTION: Reconfigure the Finance area of the 25th and 26th floors to improve workflow and maximize the usage of space to meet current departmental needs  
 LOCATION: 111 NW 1 St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Finance Operating Revenues	2,600	0	0	0	0	0	0	0	2,600
<b>TOTAL REVENUES:</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Furniture Fixtures and Equipment	400	2,200	0	0	0	0	0	0	2,600
<b>TOTAL EXPENDITURES:</b>	<b>400</b>	<b>2,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,600</b>