



Finance Department Business Plan

Fiscal Years: 2019 and 2020
(10/1/2018 through 9/30/2020)

Approved by:

A handwritten signature in blue ink, appearing to read "Blanca Padron", written over a horizontal line.

Blanca Padron, Deputy Finance Director

2/11/19

Date

A handwritten signature in blue ink, appearing to read "Edward Marquez", written over a horizontal line.

Edward Marquez, Deputy Mayor

2/13/19

Date

Plan Date: February 11, 2019

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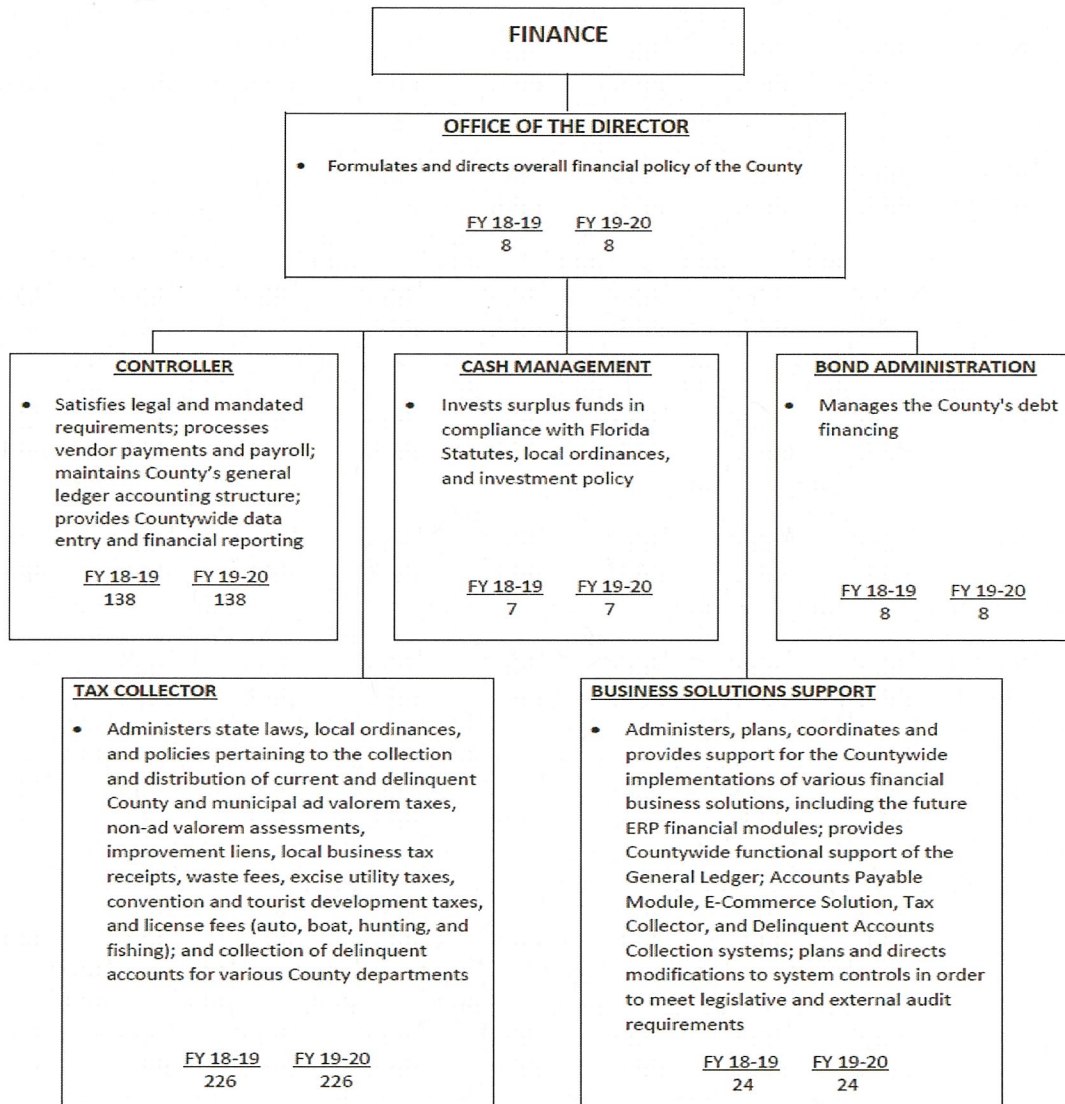


DEPARTMENT OVERVIEW

Department Mission

The Finance Department delivers efficient and effective 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 services, tax collection and distribution, and the collection of delinquent accounts for various County departments.

Table of Organization



The FY 2019-20 total number of employees = 420 (includes 9 P/T employees) or 418 FTEs



Strategic Alignment Summary

General Government

- Friendly Government
 - *Provide easy access to information and services-*
 - ✓ Continue expanding our electronic services to the community
 - ✓ Update procedures to enhance and provide secure services
- Excellent, engaged workforce
 - *Develop and retain excellent employees and leaders-*
 - ✓ Continue to address succession planning needs
 - ✓ Increase employee training, cross training, and ensure transfer of knowledge for key positions for those retiring due to DROP program and transfers for the Enterprise Resource Planning (ERP) project implementation
 - *Attract and hire new talent-*
 - ✓ Hire new employees to address changes in financial environment and new technology
- Efficient and effective service delivery through technology
 - *Effectively deploy technology solutions-*
 - ✓ Modernize and migrate from existing legacy systems and infrastructure through implementation of the ERP financial software system; reduce dependence on end of life technologies
 - *Improve information security-*
 - ✓ Maintain compliance with Payment Card Industry (PCI) data security standards by reviewing and monitoring processes and training all employees with access to data annually
 - ✓ Continuously monitor and enhance controls, processes, policies and procedures to secure customer data (Financial Audit & PCI Compliance)
- Effective management practices
 - *Provide sound financial and risk management-*
 - ✓ Maintain bond ratings at current levels or better
 - ✓ Ensure interest earned on County investments exceeds the six-month average of the 180 day Treasury Bill while adhering to the County's investment policy
- Effective and timely reporting
 - *Compliance with external reporting requirements-*
 - ✓ Maintain compliance with Governmental Accounting Standards Board (GASB) and the State of Florida Auditor General through completion of the Comprehensive Annual Financial Statements (CAFR) and submission to the State of Florida, Chief Financial Officer, of the Annual Financial Report (AFR) containing the local government financial reporting data.
 - ✓ Ensure timely review and adherence to Single Audit requirements.
 - ✓ Maintain compliance and timely reporting with Bond Disclosure reporting requirements and Payment Card Industry (PCI) annual Attestation of Compliance.



Our Customer

The Finance Department provides services to internal and external customers. Customer, customer groups, and market segments needs are identified and determined by Federal, State, and County statutory mandates. Our main focus is to provide service to the public, employees, County departments or external agencies.

In addition, the Finance Department coordinates with various County departments and external agencies during the normal course of business some of these include:

1. Information Technology Department (ITD) – ERP implementation, financial systems support, and PCI Compliance
2. County Attorney's Office (CAO) – legal support
3. Property Appraiser's Office (PA) – Annual Tax Roll (Tax Collector's Division)
5. Clerk of the Courts (COC) – Tax Deed Sales, Cash Management Division for the Investment Advisory Committee, and Credit and Collections for all citations
6. Internal Services Department (ISD)
 - Countywide support for procurement processes
 - Printing tax bills and facilities management
6. Human Resources Department (HR) – payroll process, recruitment, retention, labor management, and succession planning
7. Office of Management and Budget (OMB) – support for rating presentations and budget appropriations
8. External Agencies- Banks, IRS, State Agencies, Auditors, Rating Agencies, Payment Card Industry, etc.



KEY ISSUES

DIRECTOR/DEPARTMENT-WIDE KEY ISSUES

- **Enterprise Resource Planning (ERP) Implementation** – Continuation with the ERP project implementation. Challenges will include, hiring knowledgeable staff to work on development and design of financial modules and Change Management.
- **Federal Emergency Management Agency (FEMA) Reimbursement** - The impact of Hurricane IRMA to the County and the reimbursement process related to the FEMA Grant Program is extensive. FEMA adopted a “new process” that will require additional documentation and steps before approving and obligating projects and ultimately reimbursement from the State. Priority is being placed on processing, reviewing and expediting documents to secure reimbursement from FEMA through the State.
- **Legislative Changes-** Researching the impact to the Finance Department of the November 6, 2018 electorate vote for an elected Tax Collector expected to take office January 2025.
- **Contract Expirations and Renewals-** Various departmental contracts will be expiring in the next couple of years. Decisions will need to be made on options and impact with on-going ERP implementation.
- **Compliance** - The Finance Department has to ensure compliance with regulatory agencies and industry changes. Finance needs to keep abreast of changes in Governmental Accounting Standards Board (GASB), Securities and Exchange Commission (SEC), Internal Revenue Service (IRS), Federal Deposit Insurance Corporation (FDIC), Automated Clearing House (ACH), Payment Card Industry (PCI), Red Flag, and other Federal, State, and local regulations. As a credit card merchant, Miami Dade County (MDC) is required to complete an annual Payment Card Industry review of its credit card systems and sign an Attestation of compliance form annually for the services it provides to its customers. The requirements for securing cardholder data are expected to continue to increase as the industry standards change and the transaction volume levels increase.
- **Staffing and Training** - It is becoming difficult to find the competent workforce with the required specialized skills and experience. Training needs to be incorporated or expanded to increase our workforce skills.



Bond Administration Division - Key Issues

- The Tax Cuts and Jobs Act was signed into law in December 2017, the law eliminates the ability to issue tax-exempt advance refunding bonds, this is expected to continue to impact the divisions' ability to do refunding transactions in the future.
- Maintaining good ratings while continuing to work with departments to ensure they understand the ratings process and criteria so that the County can proactively position our credits with the rating agencies.
- Compliance with the Security and Exchange Commission Rule 15C2-12 which requires issuers to disclose debt obligations intended to include a lease, will need to be disclosed in the Electronic Municipal Market Access (EMMA) website effective February, 2019.
- Interest rates will continue to be a deciding factor in the cost of issuing debt.

Cash Management Division – Key Issues

- County purchases are limited to short, fixed income securities. This conservative strategy means that Fed rate policy continues to have a major influence on County earnings.
- The current banking contract with Wells Fargo bank has a final end date of March 2020, and is currently in the final Options-to-Renew (OTR) period. Due to the number of banking related processes that will be impacted as a result of the ERP implementation, the County is coordinating with ISD and Wells Fargo Bank, to determine if the contract can be extended until the completion of the implementation and stabilization of the system.
- In July 2018, BankServ, the County's E-check service provider, notified the County that they would stop servicing the retail E-Check market effective June 30, 2019. In fiscal year 2018, \$1.6 billion in taxes were collected from E-check transactions. The County is currently working towards migrating this service to Elavon which is under the current Banking contract and offers E-check services by April 2019.

Controller's Office Division – Key Issues

- Staffing and Training: Continue to recruit to staff for key individuals retiring and develop bench strength and an enhanced understanding of accounting processes and transactions to ensure knowledge transfer for employees retiring.
- Reorganization required to accommodate best practices as identified in the "Change Management" phase of the ERP System Implementation.
- Reimbursement process related to FEMA Grant Program for Hurricane IRMA is complex and time consuming and is expected to continue the recovering and reimbursement beyond fiscal year 2020.
- Review of the County-wide Prompt Payment to Small Business Enterprises (SBE's).



Tax Collector Division - Key Issues

- Researching the impact to the Finance Department of the November 6, 2018 electorate vote for an elected Tax Collector to take office January 2025.
- Continue to refine business processes and compliance within the tax system (TaxSys) to ensure efficient payments processing and customer service delivery.
- Continue to implement recommendations from Office of Management and Budget (OMB) and Tax Collector following Consultant studies on Local Business Tax (LBT), Credit & Collections unit and Tangible Personal Property (TPP).
- Timely processing of refunds, centralization of Property Appraiser corrections and refunds reducing interest payments with appropriate internal controls.
- Continuation of the project in association with ITD to create a Geographic Information System (GIS) platform in association with other County departments that will ease the process of identifying new and defunct businesses in Miami-Dade County and its municipalities, enhancing the collection efforts of Local Business tax and Tangible Personal Property taxes.
- Increase delinquent debt collections efficiency and profitability with a new Credit and Collection system.

Business Solutions Support Division

- ERP implementation project.
 - Hire staff with knowledge and experience in the implementation of financial systems and/or expertise in specific functional areas to establish a cohesive, well-rounded team.
 - Identify most processes that will require business process redesign, document and obtain the backing of Steering Committee and departments on this endeavor.
 - Identify interfaces from external systems that will be updating the ERP financial modules.
 - Continue to work with consulting firm on implementation, including among others, business process change management, user training, knowledge transfer and user acceptance testing.
 - Stay on schedule and budget for the Finance suite of ERP modules implementation.
- Continue enhancing usage of electronic document technology in order to increase service efficiencies.
- Continue working with ITD to support the Invoice Workflow Automation (IWA) application which poses challenges due to vendor limited support and tool at end of life while continuing to integrate with the ERP system.



PRIORITY INITIATIVES

DEPARTMENT-WIDE INITIATIVES

1. Continue to support the County-wide financial management ERP system. Work closely with ITD, OMB, HR, and ISD departments for integration and implementation of ERP. Complete team recruitment and continue working with ERP consultants.
2. Researching and understanding the impact to the Finance Department and the County of the November 6, 2018 electorate vote for an elected Tax Collector to take office January 2025.
3. Continue working with all County departments, FEMA and the State to expedite invoice processing and reimbursements of the FEMA Grant Program.
4. Staying abreast of external reporting requirements; GASB, SEC, ACH, IRS, PCI, FDIC, Red Flag, and other Federal, State, and local regulations. Implement new policies as required by the Payment Card Industry Security Standards Council and monitor countywide financial compliance.
5. Review all departmental contracts that will be expiring in the next couple of years to determine best procurement options for continuity of services (OTR, RFP, etc.). Decisions will need to be made on options to mitigate impact with on-going ERP implementation.
6. Continue plan to address Succession Planning efforts for the Department. Focus on talent development through cross-training to ensure transfer of knowledge.
7. Review business processes and increase employee training in order to ensure transfer of knowledge and address changes in technology.
8. Ensure all debt service payments are made on a timely basis.
9. Establish a process to monitor compliance with the County-wide Prompt Payment to SBE's.



FUTURE OUTLOOK

The Finance Department will continue to provide and expand services to its customers as we transition to a new ERP system, train new employees, seek FEMA reimbursements, and manage the changes brought as a result of the November 6, 2018 electorate vote for an elected Tax Collector expected to take office on January 2025.





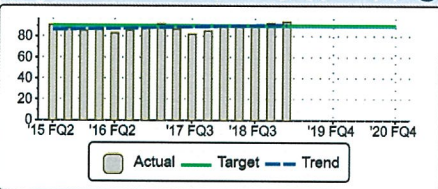






The new ERP Solution is expected to deploy “best practices” of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approval and process efficiency. ERP will become the system of record/functionality for Human 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.

A number of these factors may affect the department’s operations within the next two to four years. In addition to the ERP system implementation which replaces the current financial accounting systems, several key employees with significant knowledge will be retiring. Cross-training of new and existing employees will be a key objective in our succession planning. Additionally, county-wide financial compliance continuous to increase (reporting and fraud detection), and more resources towards FEMA reimbursements will need to be dedicated.

Our focus will continue to be on providing financial services to the public and county departments, while we expand our technology, cross train our employees, and proactively manage the legislative changes, compliance, staffing levels and our succession plan.



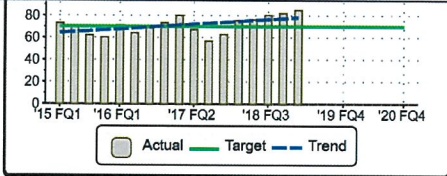
Business Plan Report - Finance Department

Scorecard	Description				Owners
Finance Department					Padron, Blanca (FIN); Marquez, Edward (Office of the Mayor); Delgado, Vivian (FIN)
Customer					
Objective	Description				Owners
Monitor and Report Timely Payment of Invoices					Diaz, Dania (FIN); Rufat, Berta (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
Miami-Dade County: AP Aging (45 Days) 	'19 FQ1	94% (68,243 / 72,488)	90%	4%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Diaz, Dania (FIN) ; Oroz, Dalilah (FIN); Hurtado, Gloria (FIN); Rufat, Berta (FIN)
<div><div><div><div><div></div><div></div></div><div>Miami-Dade County: AP Aging (45 Days)</div><div></div></div><div></div></div></div>					
Child Measures	Period	Actual	Target	Variance	Owners
Finance: AP Aging (45 Days) 	'19 FQ1	95% (619 / 650)	90%	5%	Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Animal Services: AP Aging (45 Days) 	'19 FQ1	71% (363 / 510)	90%	-19%	Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Audit & Management: AP Aging (45 Days) 	'19 FQ1	100% (22 / 22)	90%	10%	Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Community Action & Human Serv: AP Aging (45 Days) 	'19 FQ1	99% (3,063 / 3,084)	90%	9%	Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Communications: AP Aging (45 Days) 	'19 FQ1	99% (322 / 326)	90%	9%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Corrections & Rehabilitation: AP Aging (45 Days) 	'19 FQ1	82% (4,800 / 5,840)	90%	-8%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)

			(1,890 / 2,310)		Oroz, Dalilah (FIN)
Cultural Affairs: AP Aging (45 Days)	▲	'19 FQ1	96% (809 / 841)	90%	6% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Elections: AP Aging (45 Days)	▲	'19 FQ1	100% (757 / 758)	90%	10% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Human Resources: AP Aging (45 Days)	▲	'19 FQ1	97% (311 / 319)	90%	7% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Information Technology: AP Aging (45 Days)	▲	'19 FQ1	97% (1,328 / 1,367)	90%	7% Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)
Internal Services: AP Aging (45 Days)	▲	'19 FQ1	95% (24,693 / 26,027)	90%	5% Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Juvenile Services: AP Aging (45 Days)	▲	'19 FQ1	99% (93 / 94)	90%	9% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Library: AP Aging (45 Days)	▲	'19 FQ1	94% (2,513 / 2,686)	90%	4% Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Medical Examiner: AP Aging (45 Days)	▲	'19 FQ1	99% (226 / 228)	90%	9% Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)
Metropolitan Planning Organization: AP Aging (45 Days)	▼	'19 FQ1	78% (56 / 72)	90%	-12% Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Office of Management & Budget: AP Aging (45 Days)	▲	'19 FQ1	99% (1,655 / 1,670)	90%	9% Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)
Parks & Recreation: AP Aging (45 Days)	▲	'19 FQ1	96% (8,091 / 8,467)	90%	6% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Police : AP Aging (45 Days)	▲	'19 FQ1	98% (1,962 / 2,001)	90%	8% Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Solid Waste Management: AP Aging (45 Days)	▲	'19 FQ1	95% (1,817 / 1,905)	90%	5% Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Regulatory & Economic Resources: AP Aging (45 Days)		'19 FQ1	99% (1,597 / 1,612)	n/a	n/a Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Seaport: AP Aging (45 Days)	▲	'19 FQ1	92% (1,178 / 1,283)	90%	2% Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Transit: AP Aging (45 Days)	▼	'19 FQ1	85% (6,182 / 7,239)	90%	-5% Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Accounts Payable (Vouchers)		'19 FQ1	174,241	n/a	n/a Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Miami-Dade County: AP Aging (30 Days)	▲	'19 FQ1	85% (51,374 / 60,288)	70%	15% Rufat, Berta (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Hurtado, Gloria (FIN); Diaz, Dania (FIN)

Miami-Dade County: AP Aging (30 Days)

Business Plan Report - Finance Department



Child Measures		Period	Actual	Target	Variance	Owners
Animal Services: AP Aging (30 Days)	▼	'19 FQ1	50% (232 / 462)	70%	-20%	Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Audit & Management: AP Aging (30 Days)	▲	'19 FQ1	100% (22 / 22)	70%	30%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Community Action & Human Serv: AP Aging (30 Days)	▲	'19 FQ1	98% (2,677 / 2,734)	70%	28%	Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Communications: AP Aging (30 Days)	▲	'19 FQ1	96% (297 / 308)	70%	26%	Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Corrections & Rehabilitation: AP Aging (30 Days)	▲	'19 FQ1	77% (1,476 / 1,929)	70%	7%	Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)
Cultural Affairs: AP Aging (30 Days)	▲	'19 FQ1	93% (763 / 821)	70%	23%	Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Elections: AP Aging (30 Days)	▲	'19 FQ1	99% (730 / 741)	70%	29%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Finance: AP Aging (30 Days)	▲	'19 FQ1	94% (581 / 619)	70%	24%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Fire Rescue: AP Aging (30 Days)	▲	'19 FQ1	80% (2,952 / 3,671)	70%	10%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Human Resources: AP Aging (30 Days)	▲	'19 FQ1	90% (280 / 311)	70%	20%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Information Technology: AP Aging (30 Days)	▲	'19 FQ1	89% (938 / 1,049)	70%	19%	Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Internal Services: AP Aging (30 Days)	▲	'19 FQ1	83% (15,720 / 18,994)	70%	13%	Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)
Library: AP Aging (30 Days)	▼	'19 FQ1	69% (1,654 / 2,407)	70%	-1%	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)
Medical Examiner: AP Aging (30 Days)	▲	'19 FQ1	97% (190 / 196)	70%	27%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Metropolitan Planning Organization: AP Aging (30 Days)	▲	'19 FQ1	71% (51 / 72)	70%	1%	Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Office of Management & Budget: AP Aging (30 Days)	▲	'19 FQ1	94% (1,564 / 1,670)	70%	24%	Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN); Jimenez, Luis (FIN)

Business Plan Report - Finance Department

Parks & Recreation: AP Aging (30 Days)		'19 FQ1	(1,364 / 1,070)	91%	70%	21%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Police : AP Aging (30 Days)		'19 FQ1	(6,634 / 7,324)	96%	70%	26%	Mendoza, Ninoska (FIN); Jimenez, Luis (FIN); Oroz, Dalilah (FIN)
Solid Waste Management: AP Aging (30 Days)		'19 FQ1	(1,697 / 1,768)	91%	70%	21%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Regulatory & Economic Resources: AP Aging (30 Days)		'19 FQ1	(1,458 / 1,606)	95%	70%	25%	Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN); Jimenez, Luis (FIN)
Seaport: AP Aging (30 Days)		'19 FQ1	(979 / 1,228)	80%	70%	10%	Jimenez, Luis (FIN); Oroz, Dalilah (FIN); Mendoza, Ninoska (FIN)
Transit: AP Aging (30 Days)		'19 FQ1	(4,518 / 6,097)	74%	70%	4%	Oroz, Dalilah (FIN); Jimenez, Luis (FIN); Mendoza, Ninoska (FIN)
Accounts Payable (Vouchers)		'19 FQ1	174,241		n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (FIN); Oroz, Dalilah (FIN)

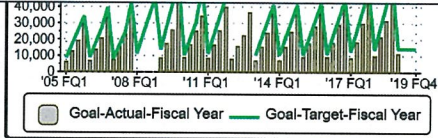
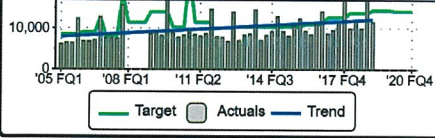
Objective	Description					Owners															
Provide Accurate, Timely Reporting						Rufat, Berta (FIN)															
Grandparent Objectives	Description					Owners															
GG4 Effective management practices						Miami-Dade County															
Parent Objectives	Description					Owners															
GG4-1 Provide sound financial and risk management						Miami-Dade County															
Measures Linked to Objective	Period	Actual	Target	Variance	Owners																
Certificate of Achievement for Excellence in Financial Reporting Awarded	2017 FY	1	1	0	Rufat, Berta (FIN); Hernandez, Maria T. (FIN)																
<div><div><div><div><div></div><div></div></div><div>Certificate of Achievement for Excellence</div><div></div></div><div><table><thead><tr><th>Period</th><th>Actual</th><th>Target</th><th>Trend</th></tr></thead><tbody><tr><td>2017 FY</td><td>1</td><td>1</td><td>1</td></tr><tr><td>2018 FY</td><td></td><td>1</td><td>1</td></tr><tr><td>2019 FY</td><td></td><td>1</td><td>1</td></tr></tbody></table></div></div></div>						Period	Actual	Target	Trend	2017 FY	1	1	1	2018 FY		1	1	2019 FY		1	1
Period	Actual	Target	Trend																		
2017 FY	1	1	1																		
2018 FY		1	1																		
2019 FY		1	1																		
Objective	Description					Owners															
Expand Access to County Government by Placing Information and Transactions on-line	The Tax Collector's Office has encouraged on-line transactions with convenient and user-freindly web portal interfaces that provide account information and easy execution via E-Check and Credit Card Payment options.					Saiz, Marcus; Cam, Peter (FIN); Teintze, Jurgen (FIN); White, Connie (FIN); Royero, Gina (FIN)															
Grandparent Objectives	Description					Owners															

Business Plan Report - Finance Department

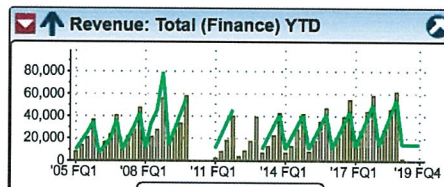
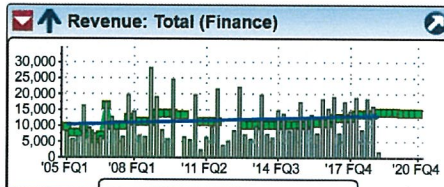
GG1 Friendly government		Miami-Dade County				
Parent Objectives		Description				Owners
GG1-1 Provide easy access to information and services		Miami-Dade County				
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal		2018	\$1,678,541,947	\$1,547,160,000	\$131,381,947	Saiz, Marcus; Teintze, Jorgen (FIN); Cam, Peter (FIN); White, Connie (FIN); Royero, Gina (FIN); Hernandez, Rosetta (FIN)
<p>Number of Web-enabled Transactions Cor</p> <p>2,000,000,000</p> <p>1,000,000,000</p> <p>0</p> <p>2015 2016 2017 2018 2019 2020</p> <p>Actual Target Trend</p>						

Financial						
Objective		Description				Owners
Meet Budget Targets (Finance)						Padron, Blanca (FIN); Delgado, Vivian (FIN); Rufat, Berta (FIN); White, Connie (FIN); Saiz, Marcus; Wood, Arlesa (FIN); Hill, Christopher (FIN)
Grandparent Objectives		Description				Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County				
Parent Objectives		Description				Owners
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) (Annual budget divided by quarters)		'19 FQ1	\$11,504K	\$14,326K	\$2,822K	Cam, Peter (FIN); Padron, Blanca (FIN); Wood, Arlesa (FIN); Delgado, Vivian (FIN); Rivero, Maria (FIN); White, Connie (FIN); Hill, Christopher (FIN); Rufat, Berta (FIN); Saiz, Marcus; Ayala, Angel (FIN)
<p>Expen: Total (Finance)</p> <p>20,000</p>						
<p>Expen: Total (Finance) YTD</p> <p>60,000</p> <p>50,000</p>						

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Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (FIN)	▼	'19 FQ1	\$9,018K	\$8,825K	\$193K	Ayala, Angel (FIN); Rivero, Maria (FIN); Padron, Blanca (FIN)
Expenditure: Other Operating (FIN)	▲	'19 FQ1	\$1,412K	\$1,718K	\$-306K	Padron, Blanca (FIN); Ayala, Angel (FIN); Rivero, Maria (FIN)
Expenditure: Capital (FIN)	▲	'19 FQ1	\$9K	\$73K	\$64K	Padron, Blanca (FIN); Rivero, Maria (FIN); Ayala, Angel (FIN)
Expenditure: Charges for County Services (FIN)	▲	'19 FQ1	\$935K	\$1,227K	\$-292K	Padron, Blanca (FIN); Rivero, Maria (FIN); Ayala, Angel (FIN)
Expenditure: Court Costs (FIN)	▼	'19 FQ1	\$8K	\$6K	\$2K	Rivero, Maria (FIN); Ayala, Angel (FIN); Padron, Blanca (FIN)
Expenditure: Contractual Services (FIN)	▲	'19 FQ1	\$120K	\$259K	\$-139K	Ayala, Angel (FIN); Rivero, Maria (FIN); Padron, Blanca (FIN)
Expenditure: Debt Service (FIN)	▲	'19 FQ1	\$0K	\$0K	\$0K	Padron, Blanca (FIN); Ayala, Angel (FIN); Rivero, Maria (FIN)
Expenditure: Distribution of Funds in Trust (FIN)	▲	'19 FQ1	\$0K	\$0K	\$0K	Padron, Blanca (FIN); Rivero, Maria (FIN); Ayala, Angel (FIN)
Expenditure: Depreciation, Amortization, Depletion (FIN)		'19 FQ1	\$0K	n/a	n/a	Padron, Blanca (FIN); Ayala, Angel (FIN); Rivero, Maria (FIN)
Expenditure: Grants to Outside Organizations (FIN)	▲	'18 FQ4	\$0K	\$0K	\$0K	Ayala, Angel (FIN); Padron, Blanca (FIN); Rivero, Maria (FIN)
Expenditure: Intradepartmental Transfers (FIN)	▲	'19 FQ1	\$0K	\$41K	\$-41K	Padron, Blanca (FIN); Rivero, Maria (FIN); Ayala, Angel (FIN)
Expenditure: Reserves (FIN)	▲	'18 FQ4	\$0K	\$0K	\$0K	Rivero, Maria (FIN); Padron, Blanca (FIN); Ayala, Angel (FIN)
Expenditure: Transfers Out (FIN)	▲	'19 FQ1	\$0K	\$2,175K	\$-2,175K	Padron, Blanca (FIN); Rivero, Maria (FIN); Ayala, Angel (FIN)
Revenue: Total (Finance) (Annual budget divided by quarters)	▼	'19 FQ1	\$1,749K	\$14,326K	\$-12,577K	Cam, Peter (FIN); Rufat, Berta (FIN); White, Connie (FIN); Delgado, Vivian (FIN); Padron, Blanca (FIN); Rivero, Maria (FIN); Wood, Arlesa (FIN); Ayala, Angel (FIN); Saliz, Marcus; Hill, Christopher (FIN)



Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (FIN)		'19 FQ1	\$8,947K	\$1,668K	\$7,279K	Rivero, Maria (FIN); Padron, Blanca (FIN); Ayala, Angel (FIN)
Revenue: General Fund (FIN)		'19 FQ1	\$0K	\$0K	\$0K	Padron, Blanca (FIN); Ayala, Angel (FIN); Rivero, Maria (FIN)
Revenue: Proprietary (FIN)		'19 FQ1	\$8,895K	\$12,617K	\$-3,722K	Rivero, Maria (FIN); Padron, Blanca (FIN); Ayala, Angel (FIN)
Revenue: Federal (FIN)		'19 FQ1	\$0K	\$0K	\$0K	Rivero, Maria (FIN); Ayala, Angel (FIN); Padron, Blanca (FIN)
Revenue: State (FIN)		'19 FQ1	\$0K	\$0K	\$0K	Rivero, Maria (FIN); Ayala, Angel (FIN); Padron, Blanca (FIN)
Revenue: Interagency/Intradepartmental (FIN)		'19 FQ1	\$0K	\$41K	\$-41K	Ayala, Angel (FIN); Rivero, Maria (FIN); Padron, Blanca (FIN)

Objective	Description	Owners
Sound Asset Management and Financial Investment Strategies - Cash Management		Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	Jan '19	2.40%	2.42%	-0.02%	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)

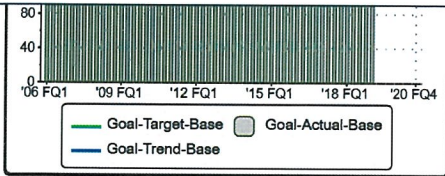
Earnings on County Investments

Child Measures	Period	Actual	Target	Variance	Owners
Investment Return: 180-Day Avg. Return of T-Bill	Jan '19	n/a	2.42%	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Investment Return: Florida SBA Pool	Jan '19	n/a	2.67%	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)

Child Measures	Period	Actual	Target	Variance	Owners
Compliance with Investment Policy and Guidelines	'19 FQ1	100%	100%	0%	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)

Compliance with Investment Policy and Guidelines

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Child Measures	Period	Actual	Target	Variance	Owners
Treasuries - Cash Management	'19 FQ1	4%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Agencies - Cash Management	'19 FQ1	60%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Commercial Paper - Cash Management	'19 FQ1	34%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)
Banker's Acceptance - Cash Management	'19 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)
Time Deposits - Cash Management	'19 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)
SBA/Investment Pools - Cash Management	'19 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Money Market Funds - Cash Management	'19 FQ1	1%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)
Repurchase Agreement - Cash Management	'19 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stefy (FIN)
Open/Closed End Funds - Cash Management	'19 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Israeli Bonds	'19 FQ1	1	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)
Interest Bearing Deposit - Cash Management	'19 FQ1	0	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stefy (FIN); Mendoza, Nestor (FIN)

Objective	Description	Owners			
Tax Collector Distributions per Florida § 197.383	197.383. Distribution of Taxes. The Tax Collector will distribute taxes collected to each taxing authority at least four times during the first two months (Nov & Dec) and at least one time in all other months. For C & T and LBT one distribution per month for all months is required.	Saiz, Marcus; Cam, Peter (FIN); Teintze, Jurgen (FIN); Royero, Gina (FIN)			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Property Tax Distributions	Jan '19	1	1	0	Hernandez, Rosetta (FIN)

Business Plan Report - Finance Department

0 Hernandez, Rosalia (FIN);
Cam, Peter (FIN); Teintze, Jorgen (FIN);
Saiz, Marcus; Royero, Gina (FIN)

Property Tax Distributions

Actual Target Trend

Oct '14 Dec '15 Feb '17 May '18 Jul '19 Sep '20

Local Business Tax Distributions	Jan '19	1	1	0 Saiz, Marcus; Teintze, Jorgen (FIN); Cam, Peter (FIN); Royero, Gina (FIN)
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Local Business Tax Distributions

Actual Target Trend

Oct '15 Oct '16 Oct '17 Oct '18 Oct '19 Sep '20

Convention & Tourist Tax Distributions	Jan '19	1	1	0 Teintze, Jorgen (FIN); Cam, Peter (FIN); Royero, Gina (FIN); Saiz, Marcus
Bank Interest Distributions	Jan '19	1	1	0 Cam, Peter (FIN); Teintze, Jorgen (FIN); Saiz, Marcus; Royero, Gina (FIN)
Property Tax Installment Distributions	Jan '19	1	1	0 Cam, Peter (FIN); Saiz, Marcus; Royero, Gina (FIN); Teintze, Jorgen (FIN)

Objective	Description	Owners			
Maximize Revenues through Intensive Collection Activity (Credit and Collection)	Collection of Department and Jackson Health System debts (whenever placed for collection with the Credit and Collection Section)	Saiz, Marcus; Cam, Peter (FIN); Mekin, Cristina (FIN); Teintze, Jorgen (FIN); Royero, Gina (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 Revenue Collected on all Delinquent Debts (Countywide)	'19 FQ1	\$4,936,615	\$5,303,750	\$-367,135	Teintze, Jorgen (FIN); Cam, Peter (FIN); Gomez, Gerardo (FIN); Mekin, Cristina (FIN); Osorno, David (FIN);

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Average No. of Accounts Worked Per Day Per Collector		<div><div></div></div>	'19 FQ1	47	50	-3	Saiz, Marcus; Royero, Gina (FIN) Mekin, Cristina (FIN); Teintze, Jorgen (FIN) ; Osorno, David (FIN); Saiz, Marcus; Cam, Peter (FIN); Royero, Gina (FIN)	
Debt Portfolio Fees		<div><div></div></div>	'19 FQ1	\$1,546K	\$1,610K	\$-64K	Mekin, Cristina (FIN); Saiz, Marcus; Cam, Peter (FIN); Osorno, David (FIN); Royero, Gina (FIN); Teintze, Jorgen (FIN)	

Objective	Description						Owners
Monitor Countywide Bond Ratings							Wood, Arlesa (FIN)
Measures Linked to Objective		Period	Actual	Target	Variance		Owners
Debt Service Payments	<div><div></div></div>	'19 FQ1	100%	100%	0%		Monsalve, Andrea (FIN); Wood, Arlesa (FIN)
Bond Ratings Evaluation by Moody's	<div><div></div></div>	'19 FQ1	Aa2	Aa2	n/a		Wood, Arlesa (FIN); Monsalve, Andrea (FIN)
Bond Ratings Evaluation by Standard & Poor's	<div><div></div></div>	'19 FQ1	AA	AA	n/a		Wood, Arlesa (FIN); Monsalve, Andrea (FIN)

Internal

Objective	Description						Owners	
Cohesive, Standardized Countywide Financial Systems and Processes - Finance							White, Connie (FIN); Carcache, Alvaro A. (FIN); Morales, Norman (FIN)	
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	<div><div></div><div></div><div></div><div></div><div></div></div>	%	Status	Owners
Roll out Miami-Dade County's ERP PeopleSoft Financial Modules	7/30/2018	10/1/2020		2/4/2019		23.17 %	In Progress	Carcache, Alvaro A. (FIN); White, Connie (FIN); Morales, Norman (FIN)
IWA - Workflow Initiative	10/1/2014	9/30/2017		10/11/2018		90%	In Progress	White, Connie (FIN); Rufat, Berta (FIN); Carcache, Alvaro A. (FIN); Morales, Norman (FIN)

Learning and Growth

Objective	Description						Owners
Learning/Training							Delgado, Vivian (FIN); Castillo, Hilda (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
No. of Employee Trainings Attended	<div><div></div></div>	'19 FQ1	330	88	242		Castillo, Hilda (FIN); Delgado, Vivian (FIN)
Positions: Full-Time Filled (FIN)	<div><div></div></div>	'19 FQ1	356	411	n/a		Castillo, Hilda (FIN); Delgado, Vivian (FIN)
				(380 - 418)			
No. of Part-Time Interns Participating from Various Universities	<div><div></div></div>	'19 FQ1	5	6	-1		Delgado, Vivian (FIN); Castillo, Hilda (FIN)

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