



# Finance Department Business Plan

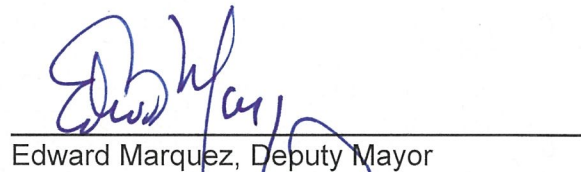
**Fiscal Years: 2020 and 2021**

(10/1/2019 through 9/30/2021)

Approved by:

  
Barbara Gomez, Deputy Finance Director

1-28-2020  
Date

  
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2/4/20  
Date

Plan Date: February 10, 2020

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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

<p><b><u>OFFICE OF THE DIRECTOR</u></b></p> <ul style="list-style-type: none"> <li>Formulates and directs overall financial policy of the County and provides leadership and direction of departmental operations</li> </ul> <p><u>FY 19-20</u>    <u>FY 20-21</u> 8                  6</p>
<p><b><u>COMPLIANCE AND ADMINISTRATION</u></b></p> <p>Provides administration of departmental activities and monitors Countywide financial Payment Card Industry Compliance</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 0                  5</p>
<p><b><u>BOND ADMINISTRATION</u></b></p> <p>Manages the County's debt financing</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 9                  8</p>
<p><b><u>CASH MANAGEMENT</u></b></p> <p>Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 7                  7</p>
<p><b><u>CONTROLLER</u></b></p> <p>Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 140              140</p>
<p><b><u>TAX COLLECTOR</u></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); and collection of delinquent accounts for various County departments</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 241              250</p>
<p><b><u>BUSINESS SOLUTIONS SUPPORT</u></b></p> <p>Administers, plans, implements, and supports the county-wide financial applications, including future ERP system.</p> <p><u>FY 19-20</u>    <u>FY 20-21</u> 24                  16</p>

The FY 2020-21 total number of employees = 432 (includes 6 P/T employees) or 436 FTEs





### **Strategic Alignment Summary**

#### General Government

- Friendly Government
  - *Provide easy access to information and services- GG1-1*
    - ✓ Continue expanding our electronic services to the community
    - ✓ Update procedures to enhance and provide secure services
- Excellent, engaged workforce
  - *Promote employee development and leadership- GG2-2*
    - ✓ 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
    - ✓ Implement work life balance initiatives to create employee engagement and improve employee retention efforts
  - *Attract and hire new talent- GG2-1*
    - ✓ Continue talent acquisition efforts to hire new employees whose skills set and experience enable us to address succession planning, changes in financial environment and new technology
- Efficient and effective service delivery through technology
  - *Deploy effective and reliable technology solutions that support Miami-Dade County services- GG3-1*
    - ✓ Modernize and migrate from existing legacy systems and infrastructure through implementation of the ERP financial software system; reduce dependence on end of life technologies
  - *Ensure security of systems and data- GG3-2*
    - ✓ 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- GG4-1*
    - ✓ 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
  - *Provide sound financial and risk management- GG4-1*
    - ✓ 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.
9. Countywide– Guidance on Reporting and Payments; CAFR and Single Audit, etc.



## KEY ISSUES

### DIRECTOR/DEPARTMENT-WIDE KEY ISSUES

- **Enterprise Resource Planning (ERP) Implementation** – Continuation with the ERP project implementation. Challenges include completion of all financial modules design, Change Management, data conversion and successful user acceptance testing for go live.
- **Federal Emergency Management Agency (FEMA) Reimbursement** - The impact of Hurricane IRMA to the County and the reimbursement process related to the FEMA Grant Program has been 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.
- **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.
- **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.
- **Technology-** Aging computer equipment that is not able to work with new ERP system, IWA upgrades, and with banking partners upgraded systems.
- **Connectivity** on 25<sup>th</sup> and 26<sup>th</sup> floors is extremely slow. Computers often freeze and/or require reboot. In addition WI-FI is poor.
- **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 and develop talent for succession planning. Flex schedules and other work life balance programs make it difficult to compete for talent with other industries.





**Compliance and Administration Division - Key Issues**

- 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.
- Expiring contracts and renewal process needs to be reviewed to provide adequate timing for County RFP negotiation process.
- Review inventory of laptops, cell phones and air cards.
- Ensuring new employees are properly acquainted with Finance environment and processes.
- Impact of ERP implementation going live on 10/01/20 and effects on staffing and Finance budget.

**Bond Administration Division - Key Issues**

- The Tax Cuts and Jobs Act was signed into law in December 2017, the law eliminated the ability to issue tax-exempt advance refunding bonds, this is expected to continue to impact the divisions' ability to do refunding transactions.
- Working with departments to ensure they understand the bond issuance process and Master Lease Program. Also, continue to provide guidance to departments on the ratings process so that the County can proactively position our credits with the rating agencies.
- Compliance with new amendment to the Security and Exchange Commission Rule 15c2-12 which requires issuers to disclose incurrences of material financial obligations including leases to be disclosed in the Electronic Municipal Market Access (EMMA) website effective February 2019. Continue working with departments and the County Attorney's Office to ensure that departments are adhering to the memo of April 19, 2019, issued by the Mayor requiring departments to provide a copy of any agenda item relating to the disclosure requirements set forth in the Rule to Bond Administration.
- Reviewing and negotiating termination of the County's swap portfolio with Deutsche Bank, due to considerable uncertainty over the future of Deutsche Bank and Deutsche Bank's U.S. operations and with Bank of New York due to decreasing cash flows.
- 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.
- 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 2019, \$1.76 billion in taxes were collected from E-check transactions. The County migrated this service to Elavon which is under the current Banking contract and offers E-check services by April 2019 in order to ensure November 2019 taxes could be processed. Need to continue exploring backup options due to Miami-Dade County high dollar volume.
- In February 2019, Wells Fargo bank announced the sale of its Retail Lockbox business with Remitco. The County is working closely with ISD on the reassignment of the Lockbox services to Remitco.
- In July 2019, Principal Financial Services, Inc. completed the acquisition of Wells Fargo bank's Custodial Services. The operational change will take effect in approximately 18 months. As more information becomes available, the County will analyze the functionality and benefits offered by Principal as a result of the acquisition.
- In July 2020, the Investment Management software contract with FIS Sungard will expire. The County is currently working with ISD to issue a new RFP for a five year term.

### **Controller's Office Division – Key Issues**

- NEW GASBs- Pronouncements covering Leases, Fund Classification, and Asset Retirement Obligations must be implemented in the next 2 years.
- 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.
- Policies and Procedures in Reporting – Develop understanding of what policies and procedures exist and further understand the underlying rationale; Document the policies and procedures and improve as needed, for efficiency and to enhance controls.
- 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 we expect to continue recovering reimbursements beyond fiscal year 2020.
- Review of the County-wide Prompt Payment to Small Business Enterprises (SBE's).



**Tax Collector Division - Key Issues**

- Inability to accept in-person credit card payments at the public service office counter.
- Continue to refine business processes and compliance within the tax system (TaxSys) to ensure efficient payments processing and customer service delivery.
- Restart 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.
- Enhanced Department of Revenue (CFCA) training for Tax Collector staff to increase proficiency by improving knowledge of all taxes, and professionalism through available Tax Collector's Association courses of learning.
- Continue implementation of recommendations by OMB/TC following efficiency studies on Local Business Tax (LBT), Collections and Credit & Collections unit (C & C) and Tangible Personal Property (TPP). (Ongoing) and our latest project, the Convention and Tourist taxes (C & T) unit.
- All transient rental accommodations, including ones using peer to peer platforms such as Airbnb and VRBO, will be required to register for local business tax.
- Working with ISD on Credit and Collections system which must be implemented by January 2021.
- New Code Enforcement Billing section transferred from Clerk of Courts needs to be incorporated into the Credit and Collections unit.



**Business Solutions Support Division- Key Issues**

- ERP implementation project.
  - Continue to identify most processes that will require business process redesign, document and obtain the backing of Steering Committee and departments on this endeavor.
  - Continue to 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. Continue working with all teams and ensure go live is ready for October implementation.
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. Engaging expert third party support to develop robust process for future information gathering and reporting.
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 with divisions 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.
10. Working with OMB, COC, and others departments to incorporate the new Code Enforcement Unit into the Credit and Collections Section of the Tax Collector's Division.
11. Research options to accept credit cards at the public service office counter while being compliant with County policies.
12. Review our current computer inventory for Finance and determine minimum requirements for ERP, IWA and banking. Establish a plan for upgrades/replacements to ensure continuity of operations. Provide divisions with reports of technology inventory for review and approval on a quarterly basis and initiate form for issuance/change/cancellation.
13. Improve and upgrade the SPCC computer environment (network) including the WI-FI connectivity.
14. Flexible work schedules and other work programs will be incorporated to aid in attracting and maintaining workforce.
15. Initiate new employee orientation program working with all Division Directors.



## **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. Emphasis for improving work life balance will be key as we seek to motivate, recruit, and retain talented workforce.





## Business Plan Report - Finance Department

Scorecard	Description				Owners
Finance Department					Delgado, Vivian (FIN); Gomez, Barbara (FIN) ; Marquez, Edward (Office of the Mayor)
Customer					
Objective	Description				Owners
Monitor and Report Timely Payment of Invoices					Diaz, Dania (FIN); Rufat, Berta (FIN)
Grandparent Objectives	Description				Owners
ED1: An environment that promotes a growing, resilient and diversified economy					Miami-Dade County
Parent Objectives	Description				Owners
ED1-2: Create and maintain an environment friendly to businesses, large and small					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Miami-Dade County: AP Aging (45 Days)	'20 FQ1	95% (68,992 / 72,951)	90%	5%	Mendoza, Ninoska (FIN); Diaz, Dania (FIN) ; Oroz, Dallah (FIN); Hurtado, Gloria (FIN); Rufat, Berta (FIN)
Miami-Dade County: AP Aging (30 Days)	'20 FQ1	87% (52,907 / 60,707)	70%	17%	Rufat, Berta (FIN); Mendoza, Ninoska (FIN) ; Oroz, Dallah (FIN); Hurtado, Gloria (FIN); Diaz, Dania (FIN)
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## Business Plan Report - Finance Department

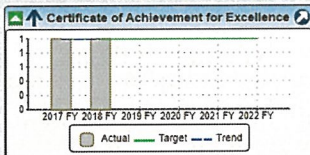
Office of Management & Budget: AP Aging (30 Days)	▲	'20 FQ1	92%	70%	22%	Mendoza, Ninoska (FIN); Croz, Dallah (FIN)
			(1,672 / 1,814)			
Parks & Recreation: AP Aging (30 Days)	▲	'20 FQ1	85%	70%	15%	Croz, Dallah (FIN); Mendoza, Ninoska (FIN)
			(5,861 / 6,919)			
Police : AP Aging (30 Days)	▲	'20 FQ1	88%	70%	18%	Mendoza, Ninoska (FIN); Croz, Dallah (FIN)
			(1,203 / 1,367)			
Solid Waste Management: AP Aging (30 Days)	▲	'20 FQ1	83%	70%	13%	Croz, Dallah (FIN); Mendoza, Ninoska (FIN)
			(1,233 / 1,490)			
Regulatory & Economic Resources: AP Aging (30 Days)	▲	'20 FQ1	88%	70%	18%	Croz, Dallah (FIN); Mendoza, Ninoska (FIN)
			(1,388 / 1,560)			
Seaport: AP Aging (30 Days)	■	'20 FQ1	54%	70%	-16%	Croz, Dallah (FIN); Mendoza, Ninoska (FIN)
			(922 / 1,695)			
Transit: AP Aging (30 Days)	▲	'20 FQ1	79%	70%	9%	Croz, Dallah (FIN); Mendoza, Ninoska (FIN)
			(5,145 / 6,488)			
Accounts Payable (Vouchers)		'20 FQ1	144,743	n/a	n/a	Mendoza, Ninoska (FIN); Croz, Dallah (FIN)

Objective	Description	Owners
Provide Accurate, Timely Reporting		Rufat, Berta (FIN); Ayala, Angel (FIN); Perez, Leany (FIN); Cartagena, Melvin (FIN)

Grandparent Objectives	Description	Owners
GG4: Effective leadership and 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	2018 FY	1	1	0	Perez, Leany (FIN); Ayala, Angel (FIN); Rufat, Berta (FIN); Cartagena, Melvin (FIN)



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-friendly web portal interfaces that provide account information and easy execution via E-Check and Credit Card Payment options	Cam, Peter (FIN); Teintze, Jurgen (FIN); Royer, Gina (FIN)

Grandparent Objectives	Description	Owners
GG1: Accessible, fair and responsible government		Miami-Dade County

Parent Objectives	Description	Owners
GG1-1: Provide easy access to information and services		Miami-Dade County


## Business Plan Report - Finance Department

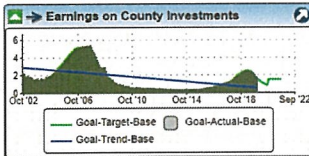
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	2019	\$1,856,154,561	\$1,762,000,000	\$94,154,561	Teitze, Jurgen (FIN); Cam, Peter (FIN); Royero, Gina (FIN); Hernandez, Rosetta (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 2019 2020 2021</p> <p>Actual Target Trend</p>					
Financial					
Objective	Description				Owners
Meet Budget Targets (Finance)					Delgado, Vivian (FIN); Rufat, Berta (FIN); Wood, Arlesa (FIN); Hill, Christopher (FIN); Gomez, Barbara (FIN); Cam, Peter (FIN); Ayala, Angel (FIN)
Grandparent Objectives	Description				Owners
GG4-2: Effectively allocate and utilize 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)	'20 FQ1	\$11,898K	\$13,095K	\$1,197K	Cam, Peter (FIN); Wood, Arlesa (FIN); Delgado, Vivian (FIN); Gomez, Barbara (FIN); Hill, Christopher (FIN); Rufat, Berta (FIN); Ayala, Angel (FIN)
Revenue: Total (Finance) (Annual budget divided by quarters)	'20 FQ1	\$17,451K	\$17,362K	\$89K	Cam, Peter (FIN); Rufat, Berta (FIN); Delgado, Vivian (FIN); Wood, Arlesa (FIN); Ayala, Angel (FIN); Hill, Christopher (FIN); Gomez, Barbara (FIN)
Objective	Description				Owners
Sound Asset Management and Financial Investment Strategies - Cash Management					Hill, Christopher (FIN); Torres, Maria (FIN)
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Compliance with Investment Policy and Guidelines	'20 FQ1	100%	100%	0%	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stef (FIN)
<p>Compliance with Investment Policy and Guidelines</p> <p>80</p> <p>40</p> <p>0</p> <p>'08 FQ1 '09 FQ2 '12 FQ4 '16 FQ1 '19 FQ3 '22 FQ4</p> <p>Goal-Target-Base Goal-Actual-Base Goal-Trend-Base</p>					
Child Measures	Period	Actual	Target	Variance	Owners
Treasuries - Cash Management	'20 FQ1	5%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)
Agencies - Cash Management	'20 FQ1	65%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)
Commercial Paper - Cash Management	'20 FQ1	21%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stef (FIN)



## Business Plan Report - Finance Department


Time Deposits - Cash Management	'20 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stef (FIN)
SBA/Investment Pools - Cash Management	'20 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)
Money Market Funds - Cash Management	'20 FQ1	4%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stef (FIN)
Repurchase Agreement - Cash Management	'20 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN); Moreau, Stef (FIN)
Open/Closed End Funds - Cash Management	'20 FQ1	0%	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN)
Israel Bonds	'20 FQ1	0	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)
Interest Bearing Deposit - Cash Management	'20 FQ1	0	n/a	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)

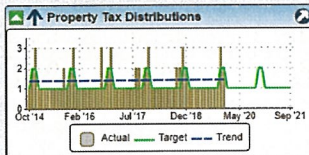
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)  Dec '19 1.69% 1.57% -0.12% Hill, Christopher (FIN); Torres, Maria (FIN); Mendoza, Nestor (FIN) (1.37% - 1.77%)



Child Measures	Period	Actual	Target	Variance	Owners
Investment Return: 180-Day Avg. Return of T-Bill	Dec '19	n/a	1.75%	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)
Investment Return: Florida SBA Pool	Dec '19	n/a	1.82%	n/a	Hill, Christopher (FIN); Torres, Maria (FIN); Moreau, Stef (FIN); Mendoza, Nestor (FIN)

Objective	Description	Owners
Tax Collector Distributions per Florida § 197.353	197.353. 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.	Cam, Peter (FIN); Teintze, Jurgen (FIN); Royero, Gina (FIN); Gomez, Gerardo (FIN)

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Property Tax Distributions 	Dec '19	2	2	0	Hernandez, Rosetta (FIN); Cam, Peter (FIN); Teintze, Jurgen (FIN); Royero, Gina (FIN)





## Business Plan Report - Finance Department

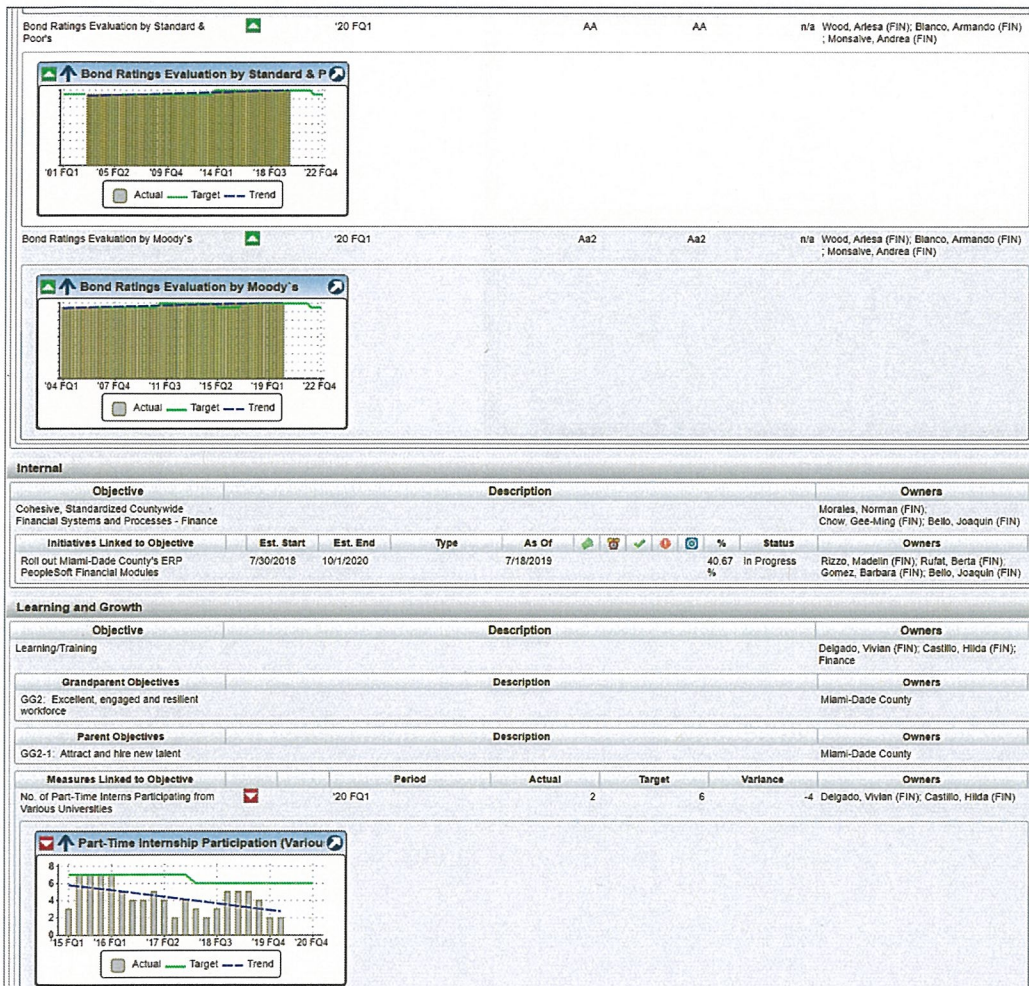
Local Business Tax Distributions	Dec '19	1	1	0 Teintze, Jorgen (FIN); Cam, Peter (FIN); Royero, Gina (FIN)
Convention & Tourist Tax Distributions	Dec '19	1	1	0 Teintze, Jorgen (FIN); Cam, Peter (FIN); Royero, Gina (FIN)
Bank Interest Distributions	Dec '19	0	0	0 Cam, Peter (FIN); Teintze, Jorgen (FIN); Royero, Gina (FIN)
Property Tax Instalment Distributions	Dec '19	0	0	0 Cam, Peter (FIN); Royero, Gina (FIN); Teintze, Jorgen (FIN)
<b>Objective</b>	<b>Description</b>		<b>Owners</b>	
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)		Cam, Peter (FIN); Mekin, Cristina (FIN); Teintze, Jorgen (FIN); Royero, Gina (FIN); Gomez, Gerardo (FIN)	
<b>Grandparent Objectives</b>	<b>Description</b>		<b>Owners</b>	
GG4: Effective leadership and management practices			Miami-Dade County	
<b>Parent Objectives</b>	<b>Description</b>		<b>Owners</b>	
GG4-1: Provide sound financial and risk management			Miami-Dade County	

## Business Plan Report - Finance Department

Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Average No. of Accounts Worked Per Day Per Collector	'20 FQ1	57	45	12	Mekin, Cristina (FIN); Teintze, Jurgen (FIN); Osorno, David (FIN); Cam, Peter (FIN); Gomez, Gerardo (FIN); Royero, Gina (FIN)
Total Revenue Collected on all Delinquent Debts (Countywide)	'20 FQ1	\$6,090,003	\$5,532,382	\$557,621	Teintze, Jurgen (FIN); Cam, Peter (FIN); Gomez, Gerardo (FIN); Mekin, Cristina (FIN); Osorno, David (FIN); Royero, Gina (FIN)
Child Measures	Period	Actual	Target	Variance	Owners
Average No. of Accounts Worked Per Day Per Collector	'20 FQ1	57	45	12	Mekin, Cristina (FIN); Teintze, Jurgen (FIN); Osorno, David (FIN); Cam, Peter (FIN); Gomez, Gerardo (FIN); Royero, Gina (FIN)
Debt Portfolio Fees	'20 FQ1	\$1,935K	\$1,695K	\$240K	Mekin, Cristina (FIN); Cam, Peter (FIN); Osorno, David (FIN); Gomez, Gerardo (FIN); Royero, Gina (FIN); Teintze, Jurgen (FIN)
Objective	Description	Owners			
Monitor Countywide Bond Ratings		Wood, Arlesa (FIN); Bianco, Armando (FIN)			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Debt Service Payments	'20 FQ1	100%	100%	0%	Blanco, Armando (FIN); Monsalve, Andrea (FIN); Wood, Arlesa (FIN)



## Business Plan Report - Finance Department



Business Plan Report - Finance Department

