



FINANCE DEPARTMENT Business Plan

Fiscal Years: 2022 and 2023*
(10/1/2021 through 9/30/2023)

Approved by:

A handwritten signature in cursive script, reading 'Barbara Gomez'.

Barbara Gomez, Deputy Finance Director

02/07/2022

Date

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02/08/2022

Date

Plan Date: February 9, 2022

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DEPARTMENT OVERVIEW

Department Vision and Mission

Vision Statement

Effectively employ technology and resources to improve, standardize, and streamline processes/procedures to deliver excellent customer service and enhance internal controls.

Mission Statement

The Finance Department delivers efficient and effective financial services for sound management decision-making, and is responsible for financial compliance oversight, centralized accounting, cash management, business systems solutions, financial and debt management services, tax collection and distribution, the collection of delinquent accounts for various County departments, and the administration of code enforcement citations, providing services to the public and all of the county departments and offices.

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, offices or external agencies while promoting innovation and equity among our residents and workforce. Our goal is to provide better access to data and move towards a greener environment to aid in enhancing the customer experience. We continuously work with and meet with our financial counterparts throughout the county to provide routine support, informative/regulatory changes, and to discuss/facilitate project goals.



Departmental Business Plan and Outlook
Department Name: Finance Department
FY2021-22 & FY2022-23

Table of Organization

<u>OFFICE OF THE DIRECTOR</u>		
Formulates and directs overall financial policy of the County and provides leadership and direction of departmental operations		
	<u>FY 21-22</u> 6	<u>FY 22-23</u> 6
<u>COMPLIANCE AND ADMINISTRATION DIVISION</u>		
Provides administration of departmental activities, departmental support including procurement, budget and human resources, and monitors Countywide financial Payment Card Industry Compliance		
	<u>FY 21-22</u> 6	<u>FY 22-23</u> 6
<u>BOND ADMINISTRATION DIVISION</u>		
Manages the County's debt financing		
	<u>FY 21-22</u> 8	<u>FY 22-23</u> 8
<u>CASH MANAGEMENT DIVISION</u>		
Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy		
	<u>FY 21-22</u> 6	<u>FY 22-23</u> 6
<u>CONTROLLER DIVISION</u>		
Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting		
	<u>FY 21-22</u> 136	<u>FY 22-23</u> 136
<u>TAX COLLECTOR DIVISION</u>		
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, license fees (auto, boat, hunting, and fishing)		
	<u>FY 21-22</u> 176	<u>FY 22-23</u> 176
<u>CREDIT AND COLLECTION DIVISION</u>		
Collects delinquent accounts receivable owed to County departments and collects code enforcement citations owed on behalf of various departments that enforce the County's code		
	<u>FY 21-22</u> 76	<u>FY 22-23</u> 76
<u>BUSINESS SOLUTIONS SUPPORT DIVISION</u>		
Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP		
	<u>FY 21-22</u> 10	<u>FY 22-23</u> 10
Total number of full-time equivalent positions 427		



Strategic Alignment Summary

Friendly Government (Engagement)

- *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
 - ✓ Promote no wrong door training throughout the department

Excellent, engaged workforce (Equity)

- *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
 - ✓ Complete market analysis to ensure that our professional positions pay and duties remain competitive
- *Promote employee development and leadership- GG2-2*
 - ✓ Create a formal Succession Plan
 - ✓ Develop a Training Program along with updates of processes and procedures to assist employees in learning job function, ensure transfer of knowledge and develop our workforce
 - ✓ Continue to support work life balance initiatives to create employee engagement, aid in recruitment efforts, and improve employee retention efforts
- *Ensure an inclusive and diverse workforce GG2-3*
 - ✓ Continue to employ fair employment practices

Efficient and effective service delivery through technology (Economy)

- *Deploy effective and reliable technology solutions that support Miami-Dade County services- GG3-1*
 - ✓ Continue to expand/optimize our Enterprise Resource Planning (ERP) System through development of modules in support of County processes and services
- *Ensure security of systems and data- GG3-2*
 - ✓ Maintain compliance with Payment Card Industry (PCI) data security standards by reviewing, enhancing controls, and monitoring processes and training all employees with access to data annually (PCI Compliance)
 - ✓ Continuously monitor and enhance controls, processes, policies, and procedures to secure customer data (ERP security controls and Financial Systems Audit)



Strategic Alignment Summary- continued

Effective leadership and 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
 - ✓ Maintain compliance with Governmental Accounting Standards Board (GASB) and the State of Florida Auditor General
 - ✓ Encourage and support "resiliency" through reduction of printed documents and a move toward electronic storage (Environment)

Effective and timely reporting

- *Provide sound financial and risk management- GG4-1*
 - ✓ Completion of the Annual Comprehensive Financial Statements (ACFR) and submission to the State of Florida, Chief Financial Officer, of the Annual Financial Report (ACFR) 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
 - ✓ Compliance with State of Florida Tax Collector reporting requirements



KEY ISSUES

1. **Compliance-** Ensure compliance with regulatory departments, 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. Remaining responsive to Audit and Management, Inspector General, Office of Commissioner Auditor, external auditors, etc. on all audit findings.
2. **Enterprise Resource System (ERP)-** Optimization of the ERP system implementation to expand usage and analysis capabilities for our internal and external customers.
3. **Customer Service-** Implementing processes, procedures and services in support of customer needs while remaining compliant with County policies.
4. **Organization and Budget implications-** Work with OMB on continued processes for county-wide FEMA reimbursements. Need to minimize the impact on the organization and funding due to the November 6, 2018 electorate vote for an elected Tax Collector expected to take office January 2025.
5. **Resiliency-** Reduce or eliminate paper printed documents to provide for a green and secure environment
6. **Succession Planning, Staffing and Training-** It continues to be difficult to find professional workforce with the required specialized skills and experience due to the effects of the Pandemic and the salary levels offered. Training needs to be incorporated or expanded to increase our workforce skills and develop talent. Incorporate changing environment and the new norm with employees working from home.

PRIORITY INITIATIVES

1. **Compliance**
 - ✓ Staying abreast of **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. Ensure all debt service payments are made on a timely basis. Timely and effective responses to all audit questions/findings.
 - ✓ 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 and to ensure that we are delivering customer focused solutions. (Thrive305 #12.2)
2. **Enterprise Resource System**
 - ✓ Continue to **support the County-wide financial management ERP system**. Work closely with ITD, OMB, HR, and ISD departments for development and optimization of modules, enhanced security options, and reporting. Review staffing levels for the increased and enhanced internal controls. Review options for check



printing to allow for improved customer service and continuity of operations during emergencies. (Engagement)(Thrive305#12)

3. **Customer Service-** (Engagement) (Thrive305 #1.1, 12.2)

- ✓ Enhance and facilitate access to data, increase options to communicate with the departments, expand technology, and services in support of customer needs while remaining compliant with County policies.
- ✓ update contracts
- ✓ Document changes in process/procedures to aid in delivering customer-focused solutions.
- ✓ Continue working with all departments on changing environment (ERP, Work at Home, etc.) to determine **options for changes** that can aid in efficiencies while maintaining appropriate levels of controls.

4. **Organization and Budget Implications**

- ✓ Begin to implement **divisional changes** due to the November 6, 2018, electorate vote for an elected Tax Collector to take office January 2025. Determine organizational changes, additional services that need to be provided, and assists the Tax Collector in working towards their independence while remaining compliant with County policies. (Thrive305#12)
- ✓ **Work with OMB** for continued assistance with handling the **impact of pandemic on budget, staffing and on funding options** after the transition of the Tax Collector to an Elected office.
- ✓ Working with OMB to develop procedures for both OMB and Finance on FEMA section responsibilities.

5. **Resiliency**

- ✓ Begin to move towards a **green environment** by eliminating printed documents while providing access/training and a secure/safe data storage. Provide budget needs for scanners or increased electronic storage space. (Environment)

6. **Succession Planning, Staffing and Training**

- ✓ Develop a **formal Succession Plan** to ensure appropriate staffing, funding, and transfer of knowledge.
- ✓ Establish **formal training** to develop workforce and provide for cross-training that encourages a “No Wrong Door” approach. Encourage staff development and maintain our workforce diversity. (Equity)(Thrive305#’s1.1, 12.2)
- ✓ Implement a **formal employee orientation** program geared towards delivering customer-focused solutions and includes resource for staff, such as buddy system, mentor, etc. (Thrive305#’s1.1, 12.2)
- ✓ Work with County HR to review and determine if **salary levels** are in line with market and competitors for key professional positions.(Equity)(Economy)
- ✓ Implement “work at home” processes to ensure that we remain **customer-focused and are delivering excellent customer service.** (Engagement)(Economy)(Thrive305 #’s1.1, 12.2)



DIVISION OVERVIEW-

FINANCE, COMPLIANCE, AND ADMINISTRATION-

- 1) Compliance- Payment Card Industry (PCI) review of County-wide credit card systems and Annual Attestation of compliance certification for the security of our customers' credit card data.
 - a) Increased requirements for securing cardholder
 - b) Industry standards changes, new compliance version including the addition for E-check compliance
 - c) Continue working with and supporting the departments and expanding the knowledge of the PCI Liaisons (Engagement) (Thrive305 #12)
- 2) Customer Service- Monitoring and renewal of departmental contracts and supply requisitions.
 - a) Impact of changes due to Banking and Credit Card contract renewals to service fees and processes for the County (Equity)(Economy)
 - b) Impact to processing due to pending directives regarding payment applications and crypto payments (if applicable)
- 3) Enterprise Resource Planning (ERP) Implementation- Security for Finance Requisition, Procurement and Invoice has impacted the current supervisory approval methods used. Reports needed to facilitate access to information and reconciliations to aid in providing faster responses for our customers. (Engagement) (Thrive305 #12)
 - a) Support the Human Resources Department implementation of Peoplesoft HR modules
- 4) Resiliency- Working with Divisions on elimination of paper to encourage a green environment and ensure security of Finance documents. (Environment)
- 5) Staffing and Training- Maintain and improve our workforce talent.
 - a) Impact to staffing and budget due to ERP implementation, Pandemic, and Tax Collector constitutional office changes
 - b) Due to the Pandemic, it is becoming difficult to find the competent workforce with the required specialized skills and experience. "Pay levels"
 - c) Need for a formal training program and New Hire Orientation to aid in workforce development. This will allow for continued support of the No Wrong Door approach, knowledge transfer/enhancement and improve the overall customer experience (Thrive305 #'s 1,5, 12)
 - d) Establish a formal succession plan program to ensure training of qualified personnel and transfer of knowledge for a successful turnover prior to the retirees' departure
 - e) Continue providing diversity in key leadership and management roles (Equity)(Engagement) (Thrive305 #8.2)



CASH MANAGEMENT-

- 1) Organization and Budget Implications- County purchases are limited to short, fixed income securities.
 - a) This conservative strategy means that Fed rate policy continues to have a major influence on County earnings (Economy)
- 2) Compliance- Wells Fargo Bank has asked the County to maintain low daily cash balances in the bank accounts going forward on a month- to- month basis to comply with asset size limitations placed on the bank by regulators.
 - a) Liquidity management is key so that funds will be available to be left on deposit when the restrictions on the banks' asset size is lifted by regulators
- 3) The Banking RFP initial period expires in 2023 with 1 - 2-year OTR, for a final expiration date in 2025. The timing for a full RFP process can take two years.
 - a) Developing scope of services for new contract
- 4) Organization and Budget Implications - During FY20-21, The Board of County Commissioners created a Cryptocurrency Task Force whose main goal is to study the feasibility of accepting cryptocurrency as an acceptable method of payment for County Taxes, fees, and services.
 - a) The Task Force will review and analyze efforts undertaken by other governments with regards to cryptocurrencies
 - b) Cash Management was assigned to staff the Task Force
 - c) This task involves engaging public residents and local businesses in the meetings to receive their feedback to aid in delivering a customer-focused solution (Equity) (Engagement) (Thrive305 #12.2)
- 5) Compliance - Wells Fargo sold its custodial services business to Principal Financial services which has scheduled the custodial transition of the County's portfolio for February 2022.
 - a) The portfolios that will transition are the General Operating, Water and Sewer, and PHCD (Housing)
 - b) Train staff on new reporting tools
- 6) The Investment Advisory Services contract expires on 2/28/2024 (assuming the 3rd OTR is exercised).
 - a) On 3/1/2021, the first OTR option was exercised by Procurement Department.
 - b) Developing scope of services for new contract



BOND ADMINISTRATION-

- 1) Interest rates will continue to be a deciding factor in the cost of issuing debt.
 - a) Monitor market interest rates and new innovative financing structures (Economy)
- 2) Compliance with the Security and Exchange Commission Rule 15c2- 12 and continue to monitor any budgetary effects created by COVID-19.
 - a) Timely electronic filing of Annual Report to Bondholders, Series 26
 - b) Timely payment of all debt service payments
 - c) Working with County departments financing and disclosure requirements (Engagement)
- 3) Compliance-Working and guiding departments to ensure they understand the bond issuance process and lease programs. (Engagement/Environment) (Thrive305 #1)
- 4) Compliance- The Tax Cuts and Jobs Act was signed into law in December 2017.
 - a) 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 (Economy)

CONTROLLER'S-

- 1) Compliance, Organization and Budget Implications- Governmental Accounting Standards Board (GASB) is continuously issuing new accounting standards.
 - a) GASB Statement No. 87, Leases is effective for reporting FY 2022. This standard changes the methodology for recording leases, including defining imbedded leases
 - b) The County must identify all leases, including imbedded leases and account for the leases in accordance with the new methodology
 - c) To comply with GASB Statement No. 87, this will require consulting services and a leasing software tool (Engagement)
- 2) Compliance, ERP- The reporting ledger is currently still being configured in INFORMS.
 - a) This ledger is crucial for external financial statement reporting requirements, including the enterprise funds, given that this is where the full-accrual method of accounting is captured
 - b) Organization Implications- Delays can impact the external audits and external reporting requirements county-wide
 - c) Departments must reconcile and review financial transactions and statements to ensure accuracy and timelines of items posted to the general ledger (Engagement) (Thrive305 #12)
 - d) Staffing requirements and processes will need to be evaluated (Engagement)



- 3) Organization Implications, ERP- Difficulty by departments in processing transactions and reconciling in Informs Accounts Receivables and Billing Modules.
 - a) Implementation of these modules required new business processes and reconciliations by department
 - b) Review and work with departments on their management of accounts receivables and collections (Engagement)
 - c) Review staffing needs to provide greater centralized oversight and review (Engagement) (Thrive #'s 5, 12)
- 4) Organization Implications, ERP- Impact to bank reconciliations due to Informs Bank reconciliation module.
 - a) Reconciliations are performed in the system and linked to various modules within Informs, thus requiring users to have greater technical knowledge of the various system transactions
 - b) Continue to provide training and assistance as needed (Engagement) (Thrive #'s5, 12)

TAX COLLECTOR-

- 1) Organization Implications- The largest issue facing the Tax Collector Division is the pending transition to an Elected Office. The Tax Collector's Office must prepare and invest in its assets to ensure a smooth transition and continuity of operations. Some key issues include:
 - a) Ensure that the Tax Collector's Office is staffed with appropriate positions in preparation for the transition (Economy)
 - b) Ensure staff is appropriately trained before the transition to increase proficiency by investing in local talent to secure the jobs and assets of Tax Collector's future (Economy) (Thrive305 #12)
 - c) Some sections within the Tax Collector's office will not fall under the purview of the new elected Tax Collector's Office and so future transition planning must take place. Begin transition planning, or alternative, for Convention and Tourism, Local Business Tax, and Credit and Collections Section
- 2) Customer Service- Leveraging new technology in several key areas to enhance its operation and deliver a higher level of service to its customers. Areas where the Tax Collector is looking to improve and implement enhancements include:
 - a) Customer engagement and responsiveness (Engagement) (Thrive305 #1)
 - b) Ability to accept in-person credit card payments at the Public Service Office to enhance equity and inclusion for all Miami-Dade taxpayers (Equity)
 - c) Efficiency of processing payments in the Fast Payment Processing Unit to increase the efficiency of payment processing and enhance timely access to data and information (Engagement) (Thrive305 #1)
 - d) Locating unregistered and non-compliant Short-Term Rentals (Economy)



- 3) Compliance- Remain in compliance with all applicable rules and regulations which requires a constant review and audit of its business processes and practices.
 - a) The tax system must be reviewed to ensure compliance and enhance operations. This will aid to ensure efficient payments processing which will enhance customer engagement while becoming more resilient to climate stressors by minimizing the need for paper (Engagement, Environment) (Thrive305 #'s 1, 12)
 - b) Audit findings from efficiency studies conducted by Office of Management & Budget and Audit Management Services need to be addressed to promote a growing and inclusive economy (Economy)
 - c) Transient rentals currently do not register for Local Business Tax accounts (Economy)

FINANCE CREDIT AND COLLECTIONS- (Proposed New Division)

- 1) Staffing and Training- Accounting section operational readiness and training continues to be an issue which needs to be addressed.
 - a) Consolidate functions and responsibilities of the section in a centralized environment. Prioritize training and determine staffing requirements (Equity)
- 2) Organization and Budget Implications- Current Credit and Collections system will no longer be supported by the vendor for updates or issues and must be replaced.
 - a) The new system, scheduled to begin February 2022 with a go-live date of August 2023, will not be implemented prior to the expiration of the current system's maintenance contract
 - b) Credit and Collections will seek a contract modification to the current contract until the new system is implemented
 - c) At completion of the implementation, Credit and Collections will be able to enhance the community's access to timely data and information while investing in the future operation (Engagement) (Thrive305 #'s1,12)
- 3) Customer Service, Resiliency, Compliance- Adapting the collections to implement the Mayor's working from home initiative while protecting the customers' data. This will aid in becoming more resilient to climate stressors. (Environment) (Thrive305 #12)
- 4) Organization and Budget Implications- The Code Enforcement Financial Application mainframe system requires replacement. This new system will invest in the future while ensuring that the public has access to timely and accurate information regarding their citations. (Engagement) (Thrive305 #'s 1, 12)
 - a) Work with Finance Procurement, Finance and ITD PCI Team and Finance Business Solutions Support to aid in entering into an agreement with ITD to implement and manage the new system (service license) (Economy)
- 5) Organization and Budget Implications- Improve on the automated distribution cost and allocation to County Departments. (Economy) (Thrive305 #12)
- 6) Customer Service- Inability to accept electronic checks for citation payments.



- a) Implement e-checks payments to allow residents as many options as possible for payments (Engagement, Equity) (Thrive305 #1,12)

FINANCE BUSINESS SOLUTIONS SUPPORT-

- 1) ERP- Release 1 of the INFORMS system has been completed but we continue to interface the legacy payroll system via a temporary bridge interface.
 - a) Continue mapping between FAMIS accounting structures and INFORMS chartfields
 - b) Continue to process employee expense reports and advances using paper forms
 - c) Continue working on Release 2 that will integrate payroll and expense processing (Engagement)
- 2) Data Warehouse \ Reporting – The sunseting of FAMIS\ADPICS also sunsetted the Cognos Data Warehouse where a substantial number of reports would be produced county-wide.
 - a) Oracle\PeopleSoft Business Intelligence will replace the Cognos Data Warehouse and allow for more sophisticated reporting across the enterprise planned for Release 4 (Engagement)
- 3) Organization Implications- Business Process Approvals – the INFORMS automated workflow in modules such as Requisitions, Purchase Orders, Payment Requests, Vouchers, Journals, etc. are occurring at the Department level vs. the Division Level.
 - a) Division approvers must review a vast pool of transactions to identify the transactions pertinent to their particular division
 - b) Redesign the approval workflow related to Financials and Supply Chain transactions such as Requisitions, Purchase Orders, Payment Requests, AP Vouchers, etc. (Engagement, Equity, Economy)
- 4) Compliance-Segregation of Duties and Internal Controls.
 - a) Analyze the usage of INFORMS new roles
 - b) Ensure segregation of duties (SOD) to prevent internal controls issues
 - c) Work with ITD PeopleSoft Security to redefine and streamlines security roles and permission lists (Engagement)
- 5) Customer Service- INFORMS production support requires knowledgeable analysts to resolve user and system issues during the stabilization of the system.
 - a) Continue to hire and train Production Support Team for INFORMS across all PeopleSoft Financials modules (Engagement)
 - b) Continue to work with Strategic Business Management (OMB) and ITD to finalize reports and assist in solving system, business process, and change management issues (Engagement)
- 6) Customer Service-Provide efficiencies, improve customer service and allow for continuity of operations during emergencies.
 - a) The automations of check printing, signing of checks, mailing and overall handling needs to improve



- b) The mass production of checks is not a core competency of the Finance department whose staff are better utilized in the audit and review of payments. Streamline and/or outsource the payment process (Engagement)

FUTURE OUTLOOK

The Finance Department will continue to provide and expand services to internal and external customers while optimizing our ERP system, train employees, seek FEMA reimbursements, and implement the necessary changes brought as a result of Amendment 10, the November 6, 2018 electorate vote for an elected Tax Collector expected to take office on January 2025.

The ERP system has become the system record/functionality for Procurement, Finance, Budgeting, and Reporting for the County. Current emphasis is on Human Resources and enhancement of implemented functionality. This multi-year project includes 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 will require continued 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 replaced the current financial accounting systems, several key employees with significant knowledge have retired. Workforce development and cross-training of new and existing employees has become a key objective in our succession planning. Emphasis will be placed on employee orientation and staff training. Additionally, county-wide financial compliance continues to increase (reporting and fraud detection), and more resources will need to be dedicated.

The implementation of Amendment 10 resulting in an elected Tax Collector will bring changes to our organizational structure and funding methodology. These changes are being evaluated with management and the Office of Management and Budget.

Our focus will continue to be on providing excellent financial services to the public and county departments, while we expand our technology, develop our workforce, and proactively manage the legislative changes, compliance, staffing, salary levels and our succession plan. Emphasis on innovation and efficiency will be key as we continue to roll out the ERP system and implement new processes and procedures county-wide. Efforts towards improving remote work will continue as we seek to motivate, recruit, and retain talented workforce with the new "norm" and virtual environment.

ATTACHMENT 1

BUSINESS PLAN REPORT



As Of <= 12/31/2021

Business Plan Report
Finance Department

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Monitor and Report Timely Payment of Invoices (Thrive305 #12)	ED1: An environment that promotes a growing, resilient and diversified economy	ED1-2: Create and maintain an environment friendly to businesses, large and small	Miami-Dade County: AP Aging (30 Days)	📉	'22 FQ1	📈	76%	70%	70%	70%
				Miami-Dade County: AP Aging (45 Days)	📉	'22 FQ1	📉	83%	90%	90%	90%
	Provide Accurate, Timely Reporting (Thrive305 #12)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Certificate of Achievement for Excellence in Financial Reporting Awarded	📊	2019 FY	📈	1	1	1	1
	Expand Access to County Government by Placing Information and Transactions on-line (Engagement)	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Total Dollar Value of Tax Collector Web-enabled Transactions Completed Online Using the Online Services Portal	📊	2021	📈	\$2,606,588,200	\$2,200,000,000	n/a	n/a
Financial	Meet Budget Targets (Finance) (Economy)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Expen: Total (Finance) (Annual budget divided by quarters)	📉	'22 FQ1	📈	\$14,148K	\$14,786K	\$67,594K	\$76,376K
				Revenue: Total (Finance) (Annual budget divided by quarters)	📉	'22 FQ1	📈	\$31,268K	\$21,355K	\$67,594K	\$76,376K
	Sound Asset Management and Financial Investment Strategies - Cash Management (Economy & Engagement)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	📉	Dec '21	📈	0.120%	0.069%	.910666666	1.260%
				Compliance with Investment Policy and Guidelines	📉	'22 FQ1	📈	100%	100%	100%	100%
	Tax Collector Distributions per Florida § 197.383 (Thrive305 #12)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Property Tax Distributions	📊	Dec '21	📈	4	2	14	14
				Convention & Tourist Tax Distributions	📊	Dec '21	📈	1	1	12	12
				Local Business Tax Distributions	📊	Dec '21	📈	1	1	12	12
				Property Tax Installment Distributions	📊	Dec '21	📈	0	0	4	4
				Bank Interest Distributions	📊	Dec '21	📈	1	0	4	4
	Maximize Revenues through Intensive Collection Activity (Credit and Collection) (Economy)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Average No. of Accounts Worked Per Day Per Collector	📊	'22 FQ1	📈	49	45	45	45
				Total Revenue Collected on all Delinquent Debts (Countywide)	📉	'22 FQ1	📉	\$5,104,710	\$5,625,000	\$22,500,000	\$23,771,453
				Debt Portfolio Fees	📊	'22 FQ1	📉	\$1,517K	\$1,679K	\$6,716K	\$7,616K
	Monitor Countywide Bond Ratings (Thrive305 #12)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Bond Ratings Evaluation by Standard & Poor's	📊	'22 FQ1	📈	AA	AA	AA	AA
				Bond Ratings Evaluation by Moody's	📊	'22 FQ1	📈	Aa2	Aa2	Aa2	Aa2
				Debt Service Payments	📊	'22 FQ1	📈	100%	100%	100%	100%
Learning and Growth	Learning/Training (Thrive305 #8)	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Positions: Full-Time Filled (FIN)	📊	'22 FQ1	📉	357	424	424	424
				No. of Employee Trainings Attended	📊	'22 FQ1	📈	401	150	150	88

Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Cohesive, Standardized Countywide Financial Systems and Processes - Finance	Roll out Miami-Dade County's ERP PeopleSoft Financial Modules	12/31/2021	In Progress						Ayala, Angel (FIN); Bello, Joaquin (FIN); Gomez, Barbara (FIN); Rizzo, Madelin (FIN)