FINANCE DEPARTMENT
Business Plan

Fiscal Years: 2023 and 2024*
(10/1/2022 through 9/30/2024)

Approved by:

_____
Barbara Gomez, Finance Director

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Edward Marquez, Chief Financial Officer

07/07/2023
_____
Date

July 10, 2023
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Date

Plan Date: February 8, 2023/revised June 23, 2023

*This is an updated business plan for Fiscal Years 2022-23 and 2023-24. It incorporates any changes made necessary due to operational adjustments made since the original version of this plan was completed and signed.

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DEPARTMENT OVERVIEW

Department Vision and Mission

Vision Statement

Effectively employ technology and resources to improve, standardize, innovate, and streamline processes/procedures that aid in the delivery of excellent customer service and enhanced 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, and reporting, cash management, county payroll, business systems solutions, financial management services, the collection of delinquent accounts for various County departments, and the administration of code enforcement citations, while providing services to the public and all of the county departments/offices to build trust and collaboration.

Our Customer

The Finance Department serves a wide range of internal and external customers and stakeholders including County departments and employees, municipalities, the business community, and Miami-Dade County residents and visitors. Our customers depend on us for various services, including, but not limited to; vendor payments, payroll, financial reporting, general accounting, investments, debt management, and compliance.

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 our internal and external customers in a timely and efficient manner, while supporting the Mayor's 4Es of Equity, Engagement, Environment and Economy throughout all our services. We continuously promote innovation and equity among our customers and workforce that align with the changing environments.

Our goal is to provide better access to data while ensuring accuracy, and moving 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.

Table of Organization-

FINANCE DEPARTMENT

OFFICE OF THE DIRECTOR/EXECUTIVE MANAGEMENT
Formulates and directs overall financial policy of the County and provides leadership and direction of departmental   administration and operations

	FY 22-23	FY 23-24
	7	8

CASH MANAGEMENT DIVISION
Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy

	FY 22-23	FY 23-24
	6	6

COUNTYWIDE ACCOUNTING AND REPORTING SUPPORT DIVISION
Satisfies legal and mandated requirements; processes vendor payments; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting

	FY 22-23	FY 23-24
	135	133

FINANCE BUSINESS SOLUTIONS SUPPORT DIVISION
Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP

	FY 22-23	FY 23-24
	10	10

FINANCE CREDIT AND COLLECTIONS DIVISION
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

	FY 22-23	FY 23-24
	77	77

ADMINISTRATIVE & COMPLIANCE SERVICES DIVISION
Provides departmental support activities, including procurement and oversight for Countywide financial Payment Card Industry Compliance

	FY 22-23	FY 23-24
	0	5

FINANCE HUMAN RESOURCES DIVISION
Provides department-wide human resources support

	FY 22-23	FY 23-24
	0	5

COUNTY PAYROLL DIVISION
Manages and oversees the financial transactions related to County-wide payroll functions

	FY 22-23	FY 23-24
	0	9

FINANCE, COMPLIANCE, AND ADMINISTRATION DIVISION
Provides administration of departmental activities and monitors Countywide financial Payment Card Industry Compliance

	FY 22-23	FY 23-24
	6	0

BOND ADMINISTRATION DIVISION
Manages the County's debt financing

	FY 22-23	FY 23-24
	8	0

Total number of full-time equivalent positions =255.21

Strategic Alignment, 4E, and Thrive305 Summary

Friendly Government (Engagement)

➡ _Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate_- 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
- ✓ Continue to review and enhance ERP system to facilitate entry and processes for users

Excellent, engaged workforce (Equity)

➡ _Attract and hire new talent to support operations_- GG2-1

- ✓ Continue talent acquisition efforts to hire new employees whose skills set, and experience enable us to address succession planning, changes in the 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 Departmental Training and Mentoring Program along with updates of processes and procedures to assist employees in learning job function, ensuring transfer of knowledge and developing 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 customer needs, processes, and services

➡ _Ensure security of systems and data_- GG3-2

- ✓ Continuously monitor and enhance controls, processes, policies, and procedures to maintain compliance and secure customer data (ERP security controls and Financial Systems Audit, and PCI Compliance)

Strategic Alignment, 4E, and Thrive305 Summary – (continued)

Effective leadership and management practices

➡ _Provide sound financial and risk management_- GG4-1

- ✓ Manage County investments with the goal to exceed the six-month average of the 180-day Treasury Bill while complying with the County's investment policy and Florida Statutes

- ✓ Maintain compliance with Governmental Accounting Standards Board (GASB) and the State of Florida Auditor General

➡ _Lead community sustainability efforts and climate change mitigation and adaptation strategies_- GG4-4

- ✓ Encourage and support "resiliency" through reduction of forms and printed documents moving toward electronic processing and storage **(Environment)**

- ✓ Work to reduce check printing by transitioning process to an electronic vendor solution and promoting direct deposit (ACH)

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, 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

- ✓ Ensure compliance with payroll tax laws and provide feedback on complex tax topics

Strategic Alignment, 4E, and Thrive305 Summary – (continued)

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Miami-Dade County: AP Aging (45 Days)		Thrive305 #12
Miami-Dade County: AP Aging (30 Days)		Thrive305 #12
Certificate of Achievement for Excellence in Financial Reporting Awarded for the timely and accurate completion of the County Financial Statements		Thrive305 #12
Expen: Total (Finance) (Annual budget divided by quarters)	Economy	
Revenue: Total (Finance) (Annual budget divided by quarters)	Economy	
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	Economy	
Compliance with Investment Policy and Guidelines	Economy	
Average No. of Accounts Worked Per Day Per Collector	Economy	
Total Revenue Collected on all Delinquent Debts (Countywide)	Economy	
Debt Portfolio Fees	Economy	
Positions: Full-Time Filled (FIN)	Equity	Thrive305 #8
No. of Employee Trainings Attended	Equity	Thrive305 #8
Timely Completion of Payment Card Industry Annual County Review		Thrive305 #12
Code Compliance Citations Administered	Economy	
Implement process and procedures that eliminate the printing(copying) of documents and use of forms, moving towards electronic storage	Environment	Thrive305 #8.3
Percentage of Employees for which a W-2 was Issued on Time		Thrive305 #12

DEPARTMENTAL-KEY ISSUES

1. **Compliance**-

   ➢ Determining the actions required to comply with the legislative changes affecting the Finance Department as a result of Amendment 10, impact on organization (contracts, staffing and Table of Organization and budget). (Engagement)(Economy)

   ➢ 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.

   ➢ Stabilization of all ERP modules providing adequate controls as modules are implemented.

   ➢ Monitoring contract expirations to allow for timely renewals and new RFP's.

   ➢ Continuing to complete the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, and garnishments while reviewing existing processes and finalizing the ERP implementation.

   ➢ Analyze the impacts to employees as it relates to the creation and implementation of the new Constitutional Offices.

2. **Building Trust and Collaboration**-

   ➢ Implementing processes, procedures and services in support of customer needs while remaining compliant with County policies.

   ➢ Responding to our customer needs timely and accurately.

   ➢ Enhancing employee service.

3. **Resiliency**-

   ➢ Reduce or eliminate forms and printed documents to provide for a green and secure environment.

4. **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 and emphasis towards succession planning.

DEPARTMENTAL- PRIORITY INITIATIVES

1. **Compliance**
   - ✓ Continuing to work with OMB, COC, CAO, and Sr. Management on reports and changes required to comply with the Finance Department requirements in Amendment 10. Determine effect on funding models for future budgets, staffing, contracts, and organizational changes.

   - ✓ 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 and monitor countywide financial compliance.. Timely and effective responses to all audit questions/findings.

   - ✓ Continue to review our contracts to ensure timely renewal so that county services are not impacted (Banking, Credit Card, Advisory Services, etc.).

   - ✓ Continue conducting bi-weekly payroll reconciliation and payment distribution to more than 30,000 employees, amounting to approximately $2 billion per year.

   - ✓ With the implementation of INFORMS HCM in June 2022, the department is intently focused on ensuring that employees' paychecks are accurate and timely.

2. **Building Trust and Collaboration**- (Engagement) (Thrive305 #1.1, 12.2)
   - ✓ Continue to provide support and access to our services to all county departments, offices and the Board of County Commissioners.

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

   - ✓ Assisting departments in new ERP processes to ensure that they have a full understanding to properly process, review and report on all modules and are able to support customers and audit requests.

   - ✓ Continue working on county-wide changing environment (ERP, Work at Home, etc.) to determine options for changes that can aid in efficiencies (simplify) while maintaining appropriate levels of controls and compliance with County policies.

   - ✓ Implement a new phone system that will expand our services to allow for easy access to customer information and security of data.

   - ✓ Continuously review "work at home" processes to ensure that we remain customer-focused and are delivering excellent customer service. (Engagement)(Economy)(Thrive305 #'s1.1, 12.2)

   - ✓ Document changes in process/procedures to provide for internal controls while simplifying and providing ease of use for customers.

✓ Implement Employee Self-Service functionality for Direct Deposit.

3.   **Resiliency**

✓ Continue to review processes and procedures with Divisions for use of forms and printing of documents. Work with Business Solutions Support Division and ITD to provide access/training for submission and safe storage of electronic files/documents. (Environment)

✓ Work to reduce check printing by transitioning process to an electronic vendor solution.

✓ Implement electronic check (E-checks) payments that allow for expanded use by customers and that will reduce the amount of documents received, processed and stored. (Engagement, Equity) (Thrive305 #1,12)

✓ Reduce multifunction devise leases to decrease copy/print of paper volume as part of the continued effort towards a green environment. (Environment)

✓ Ensure document retention guidelines are adhered to while working remotely. Emphasize importance on reduction of handwritten notes and printing of documents while moving towards storage to electronic media.

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

✓ Continue to work on recruitment of departmental vacancies, so that they are filled quickly and with skilled, qualified candidates, while providing opportunities for a continued diverse workforce. (Economy) (Equity)(Engagement) (Thrive305 #8.2)

✓ Develop a **formal Succession Plan** to ensure appropriate staffing, funding, and transfer of knowledge.

✓ Develop a Departmental Training and Mentoring Program along with updates of processes and procedures to assist employees in learning job function, ensuring transfer of knowledge, and a no wrong door approach to aid in developing our workforce. (Equity)(Thrive305#'s1.1, 12.2)

✓ Implement a **formal employee orientation** program to aid and promote employee knowledge of county services, benefits, and programs available. (Thrive305#'s1.1, 12.2)

✓ Continue to work on review of jobs and salary levels to determine if they are in line with market and competitors for key professional positions. (Equity)(Economy)

DIVISION OVERVIEW-

ADMINISTRATIVE AND COMPLIANCE SERVICES

1) **Compliance-**

   a) Continue working with OMB to identify requirements and implementation of Amendment 10 on the Finance Department. Review contracts, table of organization and budget to determine changes required. (Engagement)(Economy)

   b) Increased requirements for securing cardholder security and data

   ➢ Industry standards changes, new compliance version, including the addition for E-check compliance and transition for vendor compliance documentation. In 2023, we expect a change in the standards which includes E-Check compliance. Additionally, Miami Dade County transaction volumes have increased to over 8 million which requires the highest reporting level of compliance audit (Level 1). The reporting requirements will include a Report on Compliance (ROC) which will require a more thorough review.

   c) Consideration to increased volume of credit card transactions will need to be evaluated in determining if separate contracts are required in the future, as we strive to remain with a main vendor to ensure pricing remains low (Economies of Scale). (Equity)(Economy)

2) **Building Trust and Collaboration-**

   a) Apply "Values-Based Checklist" as part of procurement process reform for county departments to implement in scopes and solicitations for goods and services to create opportunities for county residents and small businesses. (Equity) (Thrive305 #9.2)

3) **Resiliency-** Working with Divisions on elimination of paper and forms to encourage a green environment and ensure security of Finance documents. (Environment)

   a) Continue to review processes and procedures with Divisions for use of forms and printing of documents. Work with Business Solutions Support Division and ITD to provide access/training for submission and safe storage of electronic files/documents. (Environment)

   b) Reduce multifunction devise leases to decrease copy/print of paper volume as part of the continued effort towards a green environment. (Environment)

   c) Work with all employees to ensure document retention guidelines are adhered to while working remotely. Emphasize importance on reduction of handwritten notes and printing of documents while moving towards storage to electronic media.

FINANCE HUMAN RESOURCES

1) **Building Trust and Collaboration-**

   a) Establish a formal training and mentoring program to ensure training of qualified personnel, transfer of knowledge for all Divisions and continued development of all staff. (Equity) (Engagement)

2) **Staffing and Training-** Maintain and improve our workforce talent.

   a) Continue to work with departmental staff and Miami Dade County Human Resources Department to support the Finance Department's operational necessity by ensuring department vacancies are filled quickly and with skilled, qualified candidates while complying with County policies. Due to the Pandemic, it is becoming difficult to find the competent workforce with the required specialized skills and experience. "Pay levels" (Economy) (Equity)(Engagement) (Thrive305 #8.2)

   b) Work with departmental management staff to develop and incorporate a formal Succession Plan for the department, that includes at a minimum; backfill for "key" positions of employees retiring or eligible to retire within one year, cross-training to ensure preservation of institutional knowledge and reclass of positions.

   c) Establishment of a formal New Hire Orientation program 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) Continue recruitment activities at local universities and participation in local career fairs to attract and recruit community members, individuals returning to society (second chance act) and implement/support internship programs. (Engagement)

   e) Continue to work with the ERP team to review and ensure accuracy of the Human Resources Management System. (Engagement)

CASH MANAGEMENT-

1) **Compliance-**

   a) 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.

      ➢ 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. For FY22-23, the asset limitation limits have been eased, allowing bank balances to earn analysis credits. (Economy)

      ➢ We are now maintaining the necessary bank balance amount to earn sufficient analysis credits to pay for the banking fees. (Economy)

   b) 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 (Economy)

      ➢ We continue to meet our investment objectives and are favorably investing in a high interest rate environment due to Fed's decision to raise interest rates (Economy)

      ➢ The number of Commercial paper issuers have decreased this fiscal year. Some of the Commercial Paper issuers are no longer recommended by our Investment Advisor, primarily due to their international exposure which poses a higher investment risk. A more diversified Commercial Paper list implies a higher earnings for the portfolio.

   c) 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.

      ➢ For FY22-23 & FY23-24, will continue working on the RFP for banking services. (Engagement)

   d) The Investment Advisory Services contract expires on 2/28/2024 (assuming the 3rd OTR is exercised).

      ➢ On 3/1/2021, the first OTR option was exercised by Procurement Department.

      ➢ The Scope of Services was submitted to Procurement November 2022, will continue to work with Procurement on new contract. (Economy)(Engagement)

COUNTYWIDE ACCOUNTING AND REPORTING SUPPORT-

1) **Compliance**

   a) Governmental Accounting Standards Board (GASB) is continuously issuing new accounting standards.

      ➢ GASB Statement No. 87, Leases is effective for reporting FY 2022. This standard, changes the methodology for recording leases, including defining imbedded leases.

      ➢ The County must identify all leases, including imbedded leases and account for the leases in accordance with the new methodology. Currently working with Consultant and Departments to identify and record reportable leases (Engagement)

   b) Reporting in ERP is minimal and requires improvement.

      Monitor the ERP Rollout 4 and Rollout 5 of the Oracle Business Intelligence Applications which is intended to significantly expand the financial reporting capabilities of INFORMS. Participate in user acceptance testing and provide feedback as necessary, to aid in obtaining required user reports. (Engagement)

2) **Building Trust and Collaboration**- Assisting departments in new ERP processes to ensure that they have a full understanding to properly process, review and report on all modules and are able to support customers and audit requests.

   a) Aid departments to ensure review of accounts receivables balances and aging, fund accounting, fixed assets, construction accounting, and other key processes

   b) Review and work with departments to ensure understanding of these modules (Engagement)

   c) Continue to train/develop internal staff and work with other departments to ensure understanding of responsibilities and controls required. (Engagement) (Thrive #'s 5, 12)

   d) Continue to review policies and procedures and make changes to align with new / changed processes in INFORMS (Engagement)

   e) Continue recruitment process to fill vacant positions and determine if additional staff is required to ensure centralized reviews/processes are completed accurately and timely. (Engagement) (Thrive #'s5, 12)

FINANCE CREDIT AND COLLECTIONS-

1) **Compliance-**

   a) Upgrading to the new Credit and Collection system which implementation began on May 2022 with an estimated go-live date of May 2023, will not be implemented prior to the expiration of the current system's maintenance contract. Seeking contract modification to accommodate and ensure smooth transition via a Non-Competitive Allocation Form (NARF) for one-year extension Jan 2023 – Jan 2024. New system will provide for enhanced community access to timely data and information, while investing in the future operation. (Engagement) (Thrive305 #'s1,12)

   b) Working to implement a replacement for current phone system, Cisco Jabber with Call Center integration will be the replacement to allow a seamless working from home transition and ensure security of data.

   c) Improve on the automated distribution cost and allocation to County Departments.

   d) Begin feasibility analysis of expanding collector and supervisor staff, in order to increase collections and allow for processing of the volume of inventory available to collect. (Economy)

2) **Building Trust and Collaboration-** Operational readiness and training continues to be an issue which needs to be addressed.

   a) Upgrading the Code Enforcement system to facilitate information for the public. Planned for an October 2023 go live date.

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

3) **Resiliency-** (Environment) (Thrive305 #12)

   a) Electronic storage of documents implementation began in July 2022. Site is created and migration testing done with 99% of file transition without problems. Go live is scheduled for February 2023.

4) **Staffing and training-** (Economy) (Thrive305 #12)

   a) Consolidate functions and responsibilities of the section in a centralized environment. Prioritize training and determine staffing requirements (Equity)

   b) Review of positions required to determine if responsibilities align with pay grades

FINANCE BUSINESS SOLUTIONS SUPPORT-

1) **Compliance-** Continuing to ensure for stable environments, adequate controls, and finalize rollout of modules, processes and reports.

   a) Continue working on stabilization of Release 2 and release 4 and complete rollout. (Engagement)

   b) Begin working on new enhancements on Release 1 such as outsourcing of check printing. (Engagement)

   c) Continue ensuring segregation of duties (SOD) to prevent internal controls issues. Work with PlanteMoran and ITD PeopleSoft Security to redefine and streamlines security roles and permission lists. (Engagement)

2) **Building Trust and Collaboration-** 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. Continue to work on the redesign and rollout of the approval workflow related to Financials and Supply Chain transactions such as Requisitions, Purchase Orders, Payment Requests, AP Vouchers, etc. to provide ease of approvals for users. (Engagement, Equity, Economy)

3) **Resiliency-**

   a) The automations of check printing, signing of checks, mailing and overall handling needs to improve. 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)

4) **Training-** INFORMS production support team has been almost entirely staffed during FY 22 however these staff members require advanced training and experience to properly resolve user and system issues during the stabilization of the system.

   a) Continue to provide training opportunities to the 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)

COUNTY PAYROLL-

1) **Compliance-** Continuing to complete the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, and garnishments while reviewing existing processes and finalizing the ERP implementation.

   a) Continue conducting bi-weekly payroll reconciliation and payment distribution to more than 30,000 employees, amounting to approximately $2 billion per year.

   b) Prepare biweekly wire transfers, ACH and check requests for County-wide payroll deductions (e.g., payroll taxes, union dues, insurance, wage garnishments, etc.) and related journal entries and emergency request.

   c) Continue with the due diligence effort of identifying outstanding payroll checks and locating inactive employees and/or beneficiaries (for deceased employees) prior to submitting to the State as unclaimed property.

   d) Analyze the impacts to employees as it relates to the creation and implementation of the new Constitutional Offices.

   e) With the implementation of INFORMS HCM in June 2022, the department is intently focused on ensuring that employees' paychecks are accurate and timely.

2) **Building Trust and Collaboration- Enhancing employee service**

   a) Implement Employee Self-Service functionality for Direct Deposit.

FUTURE OUTLOOK

The Finance Department will continue to provide and expand services to internal and external customers while optimizing our ERP system, monitoring compliance requirements, documenting processes, moving towards a more resilient environment, and implementing the necessary changes brought as a result of Amendment 10.

The ERP system has become the financial system of record/functionality for the County. 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. As we develop and implement modules emphasis is on now on enhancing and expanding the capabilities of the system while facilitating ease of use for our customers.

A number of these factors may affect the department's operations and organizational structure. 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 continues to be on staff training. Additionally, county-wide financial compliance continues to increase (reporting and fraud detection), and more resources may need to be dedicated.

The implementation of Amendment 10 and its effect on the Finance Department and applicable statutory responsibilities are being analyzed and reported to the Board of County Commissioners. Organizational changes and funding methodology are being evaluated working with 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 continue to expand our technology, develop our workforce, move towards a green environment and proactively manage the legislative changes and compliance requirements. 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 <= 06/05/2023

Business Plan Report
Finance Department

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Last Period Updated	VR Flag		Actual	Target	FY2022-23 Annualized Target	FY2023-24 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 attractive and welcoming to large and small businesses and their workforce	Miami-Dade County: AP Aging (30 Days)	⬇	'23 FQ2		📈	89%	70%	70%	70%
				Miami-Dade County: AP Aging (45 Days)	⬇	'23 FQ2		📈	94%	90%	90%	90%
	Provide Accurate, Timely Reporting (Thrive305#12)	GG3: Optimal internal Miami-Dade County operations and service delivery	GG3-2: Ensure security of systems and data	Timely Completion of Payment Card Industry Annual County Review	▭	2022 FY		📈	100%	100%	100%	100%
	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 for the timely and accurate completion of the County Financial Statements	▭	2021 FY		📈	1	1	1	1
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)	⬇	'23 FQ2		📈	$8,046K	$10,954K	$43,818K	n/a

			Revenue: Total (Finance) (Annual budget divided by quarters)	⬇	'23 FQ2	🔻	$6,143K	$10,954K	$43,818K	n/a
Sound Asset Management and Financial Investment Strategies - Cash Management (Economy)	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)	⬇	Apr '23	🔺	4.280%	0.330%	4.000%	4.000%
			Compliance with Investment Policy and Guidelines	⬇	'23 FQ2	🔺	100%	100%	100%	100%
Maximize Revenues through Intensive Collection Activity (Finance) (Economy)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Average No. of Accounts Worked Per Day Per Collector	▭	'23 FQ2	🔺	63	45	45	45
			Total Revenue Collected on all Delinquent Debts (Countywide)	⬇	'23 FQ2	🔻	$5,926,850	$5,942,850	$23,771,400	$23,920,80
			Debt Portfolio Fees	▭	'23 FQ2	🔻	$1,776K	$1,904K	$7,616K	$7,766K
			Code Compliance Citations Administered	▭	Q1 '23	🔺	6,260.00K	6.12K	n/a	n/a
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	▭	'23 FQ2	🔺	AA	AA	90	90

						As Of						
				Bond Ratings Evaluation by Moody`s	⬛	'23 FQ2	🔺	Aa2	Aa2	90	90
				Debt Service Payments (Economy)	⬛	'23 FQ2	🔺	100%	100%	100%	100%
Learning and Growth	Promote Employee Knowledge and Professional Growth (Thrive305 #8) (Equity)	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	No. of Employee Trainings Attended	⬛	'23 FQ2	🔻	10	160	160	160
	Recruitment of Positions (Thrive305#8) (Equity)			Positions: Full-Time Filled (FIN)	⬛	'23 FQ2	🔻	217	250	250	250

Key: ◈ - Initiative   ✪ - Featured Objective

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	9/30/2022	Complete						Rizzo, Madelin (FIN); Gomez, Barbara (FIN); Bello, Joaquin (FIN)