




# Finance Department Business Plan

**Fiscal Years: 2018 and 2019**  
(10/1/2017 through 9/30/2019)

Approved by:

  
Blanca Padron, Deputy Finance Director

2/28/18  
Date

  
Edward Marquez, Deputy Mayor

2/28/18  
Date

Plan Date: February 12, 2018

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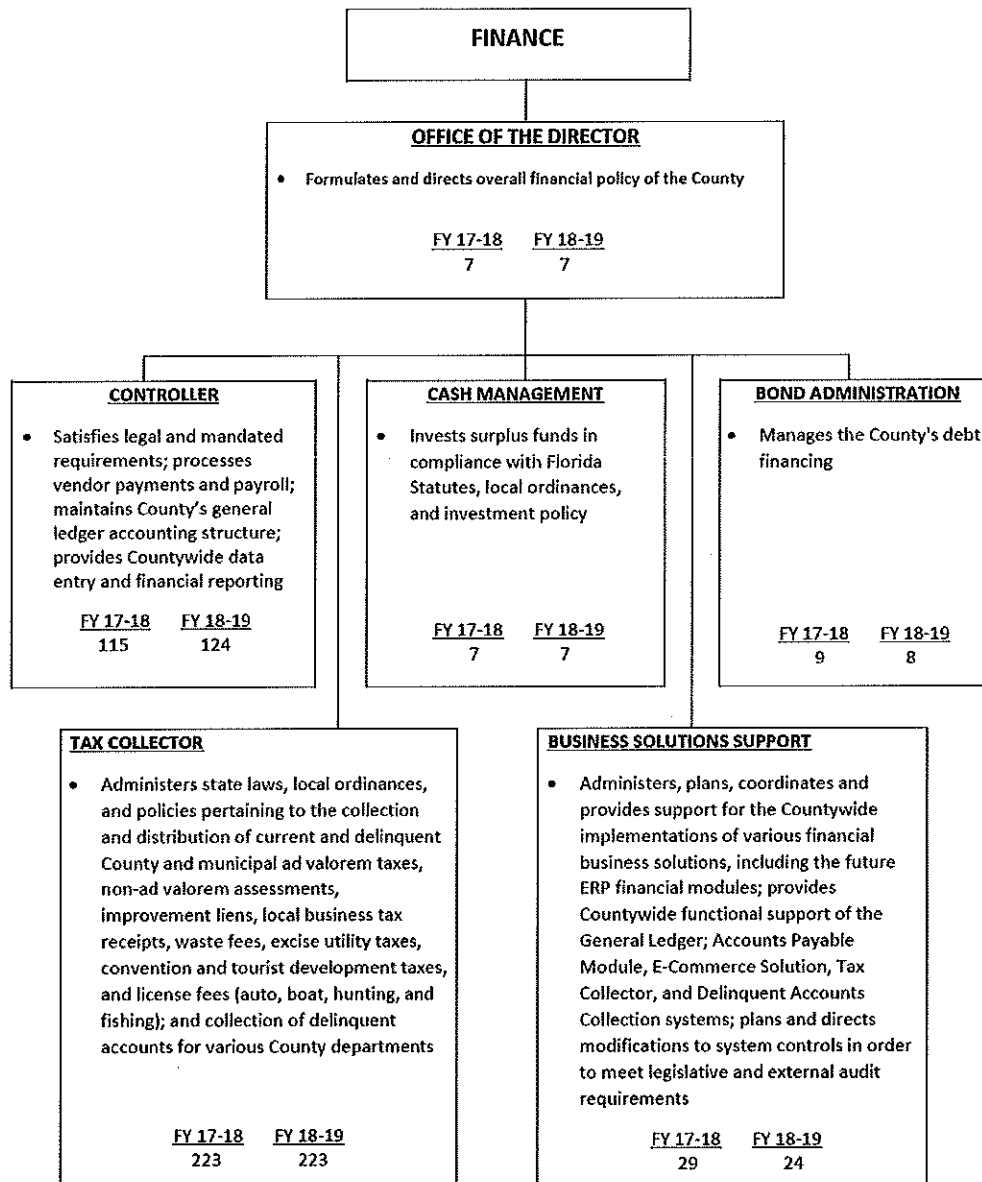


## DEPARTMENT OVERVIEW

### Department Mission

The Finance Department delivers efficient and effective financial services for sound management decision-making, financial compliance guidance, centralized accounting, cash management, business systems solutions, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts for various County departments.

### Table of Organization



The FY 2017-18 total number of employees = 399 (includes 9 P/T employees) or 397 FTEs  
 The FY 2018-19 total number of employees = 402 (includes 9 P/T employees) or 400 FTEs



**Strategic Alignment Summary**

General Government

- Friendly Government
  - *Provide easy access to information and services-*
    - ✓ Continue expanding our electronic services to the community
    - ✓ Update procedures to provide secure and enhanced resolution of customer issues
- Excellent, engaged workforce
  - *Develop and retain excellent employees and leaders-*
    - ✓ Implement succession planning
    - ✓ Increase employee training; cross training, and ensure transfer of knowledge for key positions vacated through the Deferred Retirement Program (DROP) and transfers to the future Enterprise Resource System (ERP) project
    - ✓ Review pay scales and compare to others in the industry
  - *Attract and hire new talent-*
    - ✓ Expedite the hiring of employees
- Efficient and effective service delivery through technology
  - *Effectively deploy technology solutions-*
    - ✓ Modernize and migrate from existing legacy systems and infrastructure through implementation of ERP; reduce dependence on end of life technologies
  - *Improve information security-*
    - ✓ Maintain compliance with Payment Card Industry (PCI) data security standards by reviewing and monitoring processes and training all employees with access to data annually
    - ✓ Protect access to computers through enhanced Password security
- Effective management practices
  - *Provide sound financial and risk management-*
    - ✓ Ensure interest earned on County investments exceeds the six-month average of the 180 day Treasury-Bill
- Green government
  - *Implement green policies and programs-*
    - ✓ Continue to expand the use of electronic invoices through Invoice Workflow Application (IWA) including the processing and storage of invoices and supporting documents.
    - ✓ Continue to promote ACH Direct Deposit payment options to vendors.



**Our Customer**

The Finance Department provides services to internal and external customers countywide. 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 – financial systems support, PCI Compliance
2. County Attorney's Office – legal support
3. Property Appraiser's Office – Annual Tax Roll (Tax Collector's Division)
4. Clerk of the Courts – Tax Deed Sales, Tax Collector's Division tax payments, Controller's Division, and Cash Management Division for the Investment Advisory Committee
5. Internal Services Department
  - Procurement Management Division – support for procurement processes (across the Finance Department and countywide departments)
  - 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 – support for rating presentations and budget appropriations
8. External Agencies- Banks, IRS, State Agencies, Auditors, Rating Agencies, Payment Card Industry, etc.)



## KEY ISSUES

### DIRECTOR/DEPARTMENT-WIDE KEY ISSUES

- **Succession Planning** - A number of our key department personnel are in DROP or are eligible to retire within the next two years. These include, the Deputy Finance Director, three (3) Division Directors, and thirteen (13) other key supervisory staff throughout the department. In addition, several supervisory level staff will be assigned to work on the ERP project and moved to another location. It is essential that we begin to backfill these positions in order to ensure transfer of knowledge through cross-training efforts and mitigate the skills gap.
- **Federal Emergency Management Agency (FEMA) Reimbursement** - The impact of Hurricane IRMA to the County and the reimbursement process related to the FEMA Grant Program is extensive. FEMA adopted a "new process" that will require additional documentation and steps to approve and obligate 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.
- **Enterprise Resource Planning (ERP) Implementation** – Emphasis on replacement of legacy systems with cohesive, standardize countywide financial systems and processes. Once the ERP Contract is awarded, the Project Team will need to complete the staffing team recruitment for the respective modules being implemented. Finance staff will need to work with the Project Team and consulting firm to aid in conducting Fit-Gap Analysis for current business processes.
- **Technology Projects and Information Technology Department (ITD) Support** - The Finance Department is focusing on implementing several key technological projects in order to enhance the services to our customers. These steps, resulting in expanded use of technology and a review of our current business processes, will aid to streamline workflow, improve processing cycles, reduce/eliminate paper files and increase the services provided to our customers.
- **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), Payment Card Industry (PCI), Red Flag, and other Federal, State, and local regulations. In addition, as a credit card merchant, Miami Dade County (MDC) is required to complete an annual Payment Card Industry Questionnaire and Attestation of compliance form for the services it provides to its customers. The complexity and the requirements for securing cardholder data continue to increase as the industry standards change and our transaction volume increases.
- **Space Planning/Reconfiguration** - Finance needs to identify additional space by reconfiguring the 26<sup>th</sup> floor in the SPCC Building to properly staff the Controller's Division Sections to address needs such as expanded FEMA Section and IWA Section.
- **Pay Scales** - It is becoming difficult to find the competent workforce with the skills having specialized experience at current pay rates.



### **Bond Administration Division - Key Issues**

- The Tax Cuts and Jobs Act was signed into law in December 2017, the law eliminates the ability to issue tax-exempt advance refunding bonds, this is expected to impact the divisions' ability to do refunding transactions in the future.
- The Division will explore the ability to develop a Master Lease program to allow for the addition of leased fleet assets throughout the County, as approved by the Board.
- Interest rates will continue to be a deciding factor in the cost of issuing debt. The division will continue to undertake more debt service payments/reporting requirements due to increase use of master program leases for countywide vehicle purchases and reimbursement agreements from letters of credits and drawdown programs. Post-issuance compliance is also another area where we anticipate to see more of our attention to be given.

### **Cash Management Division – Key Issues**

- The current banking contract with Wells Fargo bank has a final end date of 3/31/2020, and we are currently in the 3rd (of 5) Options-to-Renew (OTR) period. The ERP implementation may impact the ability for the County to change banking services in the middle of the project.

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

- Knowledge Transfer & Training: Need to develop bench strength and an enhanced understanding of accounting processes and transactions to ensure knowledge transfer for employees retiring.
- Business Processes: The implementation of the ERP system will greatly impact the way we do business; efficiencies, standardization, and controls can be improved by redesigning processes and leveraging technology.



### **Tax Collector Division - Key Issues**

- Refine Business Processes within the Tax System (TaxSys) to ensure efficient payments processing and customer service delivery.
- Implement recommendations from Office of Management and Budget (OMB) and Tax Collector following Consultant studies on Local Business Tax (LBT), Credit & Collections unit and Tangible Personal Property (TPP). (Ongoing)
- Timely processing of refunds, centralization of Property Appraiser corrections and refunds reducing interest payments with appropriate internal controls.
- Replace payment processing hardware (due to imminent end of equipment life) to process tax payments, streamline systems, and enhance digital recording of mailed correspondence to maximize research efficiency.
- Increase delinquent debt collections efficiency and profitability with a new collection system.

### **Business Solutions Support Division**

- ERP implementation project.
  - ERP Request for Proposal (RFP) solicitation for consulting firm; expected to be awarded in early 2018.
  - Beginning in 2018 and continuing through 2019, complete ERP team recruitment and work with the consulting firm on the implementation of the ERP System.
- Continue enhancing usage of electronic document technology in order to increase service efficiencies.





## PRIORITY INITIATIVES

### DEPARTMENT-WIDE INITIATIVES

1. Develop a plan to address Succession Planning efforts for the department and request authority to backfill for "key" positions of employees retiring or eligible to retire within the next two years. Focus on talent development through cross-training to ensure transfer of knowledge.
2. Work with all County departments, FEMA and the State to expedite invoice processing and reimbursements of the FEMA Grant Program.
3. Support a Countywide financial management Enterprise Resource Planning (ERP) system. Work closely with ITD, OMB, HR, and ISD departments, to finalize award of RFP for integration and implementation of ERP. Complete team recruitment, begin working with ERP consultants.
4. Recruit for ERP backfill positions, succession planning, FEMA project, IWA, AutoTag Customer Service Unit and assistance for Human Resources to ensure key issues are addressed timely and efficiently, including transfer of knowledge for key positions from Finance that will be moved to the ERP project or retiring.
5. Work on various technology projects that will require support from ITD; Implement Point of Sale (POS) terminals for in-person credit card payments, completion of the Accounts Payable Imaging Workflow Application (IWA), Initiate RFP for New Delinquent Collections System, and complete the acquisition and installation of the fast-processing equipment. Additionally, work with Payroll on back up operations work site and establish an Accounts Payable alternate location for continuity of operations during an emergency (includes laser printer for Payroll).
6. Staying abreast of external reporting requirements; GASB, SEC, 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.
7. Continue debt issuances as needed for approved projects and make all debt service payments. Create a Post Compliance Bond Policy and establish methods to track Post Compliance in conjunction with the County Attorney's Office.
8. Review business processes and increase employee training in order to ensure transfer of knowledge and address changes in technology.
9. Request additional space and funding for remodeling for current and new positions for 26<sup>th</sup> and 25<sup>th</sup> floors in SPCC Building.
10. Work with Human Resources and request a market analysis to review adequacy of Finance pay-scales in order to address the difficulties of hiring the specialized knowledge needed within our department.



## **FUTURE OUTLOOK**

The Finance Department will continue to provide and expand services to our customers. 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 factors may affect the department’s operations within the next two to four years. The ERP system will be implemented replacing the current financial accounting systems, while several key employees with significant knowledge will be retiring. Additionally, county-wide financial compliance continuous to increase, and resources toward 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 our staffing levels and succession plan.

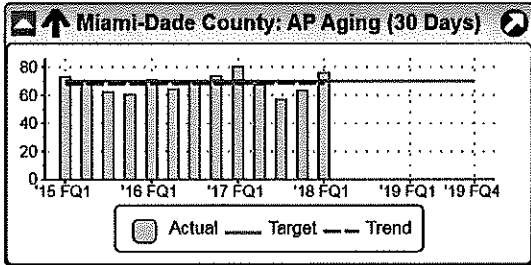


# Business Plan Report - Finance Department

Scorecard	Description	Ow																																													
Finance Department		Padron, Blanca (FIN)																																													
<b>Customer</b>																																															
Objective	Description	Ow																																													
Monitor and report timely payment of invoices		Padron, Blanca (FIN);																																													
Grandparent Objectives	Description	Ow																																													
ED4 Entrepreneurial development opportunities within Miami-Dade County		Miami-Dade County																																													
Parent Objectives	Description	Ow																																													
ED4-2 Create a business friendly environment		Miami-Dade County																																													
Measures Linked to Objective	Period	Actual	Target	Variance	Ow																																										
Miami-Dade County: AP Aging (45 Days) <input checked="" type="checkbox"/>	'18 FQ1	80.44% (7,890.00 / 9,808.00)	90.00%	-9.56%	Mendoza, Ninoska (F) Oroz, Dalilah (FIN)																																										
<p><b>Miami-Dade County: AP Aging (45 Days)</b></p> <table border="1"> <caption>Chart Data: Miami-Dade County: AP Aging (45 Days)</caption> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>'15 FQ2</td><td>~85</td><td>90</td></tr> <tr><td>'16 FQ1</td><td>~80</td><td>90</td></tr> <tr><td>'16 FQ2</td><td>~85</td><td>90</td></tr> <tr><td>'16 FQ3</td><td>~80</td><td>90</td></tr> <tr><td>'16 FQ4</td><td>~85</td><td>90</td></tr> <tr><td>'17 FQ1</td><td>~80</td><td>90</td></tr> <tr><td>'17 FQ2</td><td>~85</td><td>90</td></tr> <tr><td>'17 FQ3</td><td>~80</td><td>90</td></tr> <tr><td>'17 FQ4</td><td>~85</td><td>90</td></tr> <tr><td>'18 FQ1</td><td>80.44</td><td>90</td></tr> <tr><td>'18 FQ2</td><td>~85</td><td>90</td></tr> <tr><td>'18 FQ3</td><td>~80</td><td>90</td></tr> <tr><td>'18 FQ4</td><td>~85</td><td>90</td></tr> </tbody> </table>						Period	Actual (%)	Target (%)	'15 FQ2	~85	90	'16 FQ1	~80	90	'16 FQ2	~85	90	'16 FQ3	~80	90	'16 FQ4	~85	90	'17 FQ1	~80	90	'17 FQ2	~85	90	'17 FQ3	~80	90	'17 FQ4	~85	90	'18 FQ1	80.44	90	'18 FQ2	~85	90	'18 FQ3	~80	90	'18 FQ4	~85	90
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'15 FQ2	~85	90																																													
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'18 FQ3	~80	90																																													
'18 FQ4	~85	90																																													
Child Measures	Period	Actual	Target	Variance	Ow																																										
Finance: AP Aging (45 Days)	'18 FQ1	94.44% (17.00 / 18.00)	n/a	n/a	Mendoza, Ninoska (F) Jimenez, Luis (FIN);																																										
Animal Services: AP Aging (45 Days)	'18 FQ1	81.43% (57.00 / 70.00)	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F) Jimenez, Luis (FIN)																																										
Audit & Management: AP Aging (45 Days)	'18 FQ1	DIV/0 (0.00 / 0.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)																																										
Community Action & Human Serv: AP Aging (45 Days)	'18 FQ1	92.44% (379.00 / 410.00)	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F) Jimenez, Luis (FIN)																																										
Communications: AP Aging (45 Days)	'18 FQ1	100.00% (4.00 / 4.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F) Oroz, Dalilah (FIN)																																										
Corrections & Rehabilitation: AP Aging (45 Days)	'18 FQ1	77.78% (238.00 / 306.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F) Oroz, Dalilah (FIN)																																										
Cultural Affairs: AP Aging (45 Days)	'18 FQ1	100.00% (1.00 / 1.00)	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)																																										
Elections: AP Aging (45 Days)	'18 FQ1	96.43% (54.00 / 56.00)	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)																																										
Human Resources: AP Aging (45 Days)	'18 FQ1	66.67% (4.00 / 6.00)	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)																																										
Information Technology: AP Aging (45 Days)	'18 FQ1	89.63% (242.00 / 270.00)	n/a	n/a	Mendoza, Ninoska (F) Oroz, Dalilah (FIN); J																																										
Internal Services: AP Aging (45 Days)	'18 FQ1	76.98% (4,094.00 / 5,318.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F) Oroz, Dalilah (FIN)																																										
Juvenile Services: AP Aging (45 Days)	'18 FQ1	85.71% (6.00 / 7.00)	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)																																										

**Business Plan Report - Finance Department**

Library: AP Aging (45 Days)	'18 FQ1	93.13% (122.00 / 131.00)	n/a	n/a	Mendoza, Ninoska (F); Jimenez, Luis (FIN); J
Medical Examiner: AP Aging (45 Days)	'18 FQ1	93.75% (15.00 / 16.00)	n/a	n/a	Mendoza, Ninoska (F); Oroz, Dalilah (FIN); J
Metropolitan Planning Organization: AP Aging (45 Days)	'18 FQ1	DIV/0 (0.00 / 0.00)	n/a	n/a	Mendoza, Ninoska (F); Jimenez, Luis (FIN); J
Office of Management & Budget: AP Aging (45 Days)	'18 FQ1	DIV/0 (0.00 / 0.00)	n/a	n/a	Mendoza, Ninoska (F); Oroz, Dalilah (FIN); J
Parks & Recreation: AP Aging (45 Days)	'18 FQ1	78.83% (797.00 / 1,011.00)	n/a	n/a	Oroz, Dalilah (FIN); J; Mendoza, Ninoska (F)
Police : AP Aging (45 Days)	'18 FQ1	98.18% (162.00 / 165.00)	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F); Jimenez, Luis (FIN)
Pub Works & Waste Management: AP Aging (45 Days)	'18 FQ1	88.76% (308.00 / 347.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
Regulatory & Economic Resources: AP Aging (45 Days)	'18 FQ1	91.81% (258.00 / 281.00)	n/a	n/a	Oroz, Dalilah (FIN); J; Mendoza, Ninoska (F)
Seaport: AP Aging (45 Days)	'18 FQ1	77.78% (28.00 / 36.00)	n/a	n/a	Oroz, Dalilah (FIN); J; Mendoza, Ninoska (F)
Transit: AP Aging (45 Days)	'18 FQ1	79.81% (751.00 / 941.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
All Other: AP Aging (45 Days)	'18 FQ1	87.50% (35.00 / 40.00)	90.00%	-2.50%	Jimenez, Luis (FIN); Mendoza, Ninoska (F); Oroz, Dalilah (FIN)
Accounts Payable (Vouchers)	'18 FQ1	128,429	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F); Oroz, Dalilah (FIN)
Miami-Dade County: AP Aging (30 Days)	'18 FQ1	75.91% 42,242.00 / 55,649.00	70.00%	5.91%	Mendoza, Ninoska (F); Oroz, Dalilah (FIN)

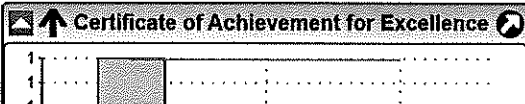


Child Measures	Period	Actual	Target	Variance	OW
Animal Services: AP Aging (30 Days)	'18 FQ1	95.30% (547.00 / 574.00)	n/a	n/a	Mendoza, Ninoska (F); Jimenez, Luis (FIN); J
Audit & Management: AP Aging (30 Days)	'18 FQ1	85.71% (6.00 / 7.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F); Oroz, Dalilah (FIN)
Community Action & Human Serv: AP Aging (30 Days)	'18 FQ1	90.26% (2,447.00 / 2,711.00)	70.00%	20.26%	Mendoza, Ninoska (F); Jimenez, Luis (FIN); J
Communications: AP Aging (30 Days)	'18 FQ1	93.29% (278.00 / 298.00)	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F); Jimenez, Luis (FIN)
Corrections & Rehabilitation: AP Aging (30 Days)	'18 FQ1	86.27% (1,810.00 / 2,098.00)	n/a	n/a	Mendoza, Ninoska (F); Oroz, Dalilah (FIN); J
Cultural Affairs: AP Aging (30 Days)	'18 FQ1	83.56% (666.00 / 797.00)	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
Elections: AP Aging (30 Days)	'18 FQ1	88.96%	n/a	n/a	Oroz, Dalilah (FIN); J

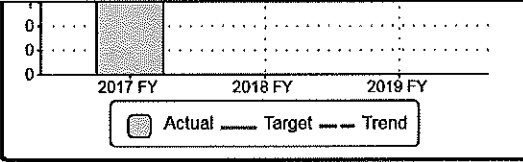
# Business Plan Report - Finance Department

		(137.00/154.00)			Mendoza, Ninoska (F)
Finance: AP Aging (30 Days)	'18 FQ1	99.37%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(629.00/633.00)			
Fire Rescue: AP Aging (30 Days)	'18 FQ1	82.27%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(3,387.00/4,117.00)			
Human Resources: AP Aging (30 Days)	'18 FQ1	81.43%	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F Oroz, Dalilah (FIN)
		(307.00/377.00)			
Information Technology: AP Aging (30 Days)	'18 FQ1	78.32%	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
		(654.00/835.00)			
Internal Services: AP Aging (30 Days)	'18 FQ1	58.11%	n/a	n/a	Mendoza, Ninoska (F Oroz, Dalilah (FIN); J
		(8,447.00/15,055.00)			
Library: AP Aging (30 Days)	'18 FQ1	64.68%	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F Oroz, Dalilah (FIN)
		(1,106.00/1,710.00)			
Medical Examiner: AP Aging (30 Days)	'18 FQ1	90.18%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(147.00/163.00)			
Metropolitan Planning Organization: AP Aging (30 Days)	'18 FQ1	88.98%	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F Jimenez, Luis (FIN)
		(113.00/127.00)			
Office of Management & Budget: AP Aging (30 Days)	'18 FQ1	84.24%	n/a	n/a	Mendoza, Ninoska (F Oroz, Dalilah (FIN); J
		(1,941.00/2,304.00)			
Parks & Recreation: AP Aging (30 Days)	'18 FQ1	85.33%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(6,033.00/7,070.00)			
Police : AP Aging (30 Days)	'18 FQ1	93.31%	n/a	n/a	Mendoza, Ninoska (F Jimenez, Luis (FIN); J
		(1,352.00/1,449.00)			
Pub Works & Waste Management: AP Aging (30 Days)	'18 FQ1	87.66%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(1,266.00/1,441.00)			
Regulatory & Economic Resources: AP Aging (30 Days)	'18 FQ1	93.54%	n/a	n/a	Oroz, Dalilah (FIN); Mendoza, Ninoska (F Jimenez, Luis (FIN)
		(1,143.00/1,222.00)			
Seaport: AP Aging (30 Days)	'18 FQ1	84.59%	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
		(1,065.00/1,259.00)			
Transit: AP Aging (30 Days)	'18 FQ1	78.32%	n/a	n/a	Oroz, Dalilah (FIN); J Mendoza, Ninoska (F)
		(5,393.00/6,886.00)			
All Other: AP Aging (30 Days)	'18 FQ1	77.07%	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F)
		(3,381.00/4,387.00)			
Accounts Payable (Vouchers)	'18 FQ1	128,429	n/a	n/a	Jimenez, Luis (FIN); Mendoza, Ninoska (F Oroz, Dalilah (FIN)

Objective	Description	Ow			
Provide Accurate, Timely Reporting		Alonso, Annette (FIN)			
Grandparent Objectives	Description	Ow			
GG4 Effective management practices		Miami-Dade County			
Parent Objectives	Description	Ow			
GG4-1 Provide sound financial and risk management		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Certificate of Achievement for Excellence in Financial Reporting	2017 FY	1	1	0	Alonso, Annette (FIN)



# Business Plan Report - Finance Department

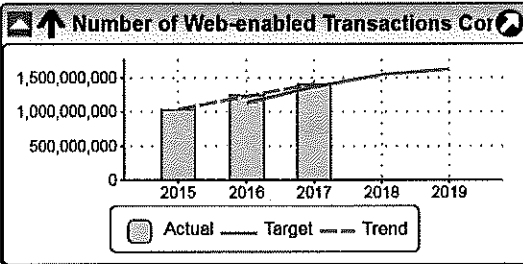


Objective	Description	Ow
Expand Access to County Government by Placing Information and Transactions on-line	The Tax Collector's Office has encouraged on-line transactions with convenient and user-friendly web portal interfaces that provide account information and easy execution via E-Check and Credit Card Payment options.	Teintze, Jurgen (FIN); Alonso, Annette (FIN); ; Dumas, Geosvanys (

Grandparent Objectives	Description	Ow
GG1 Friendly government		Miami-Dade County

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

Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Total Dollar Value of Web-enabled Transactions Completed Online Using the Online Services Portal	2017	1,406,510,117	1,368,120,000	38,390,117	Alonso, Annette (FIN) Delgado, Vivian (FIN) ; Cam, Peter (FIN); P



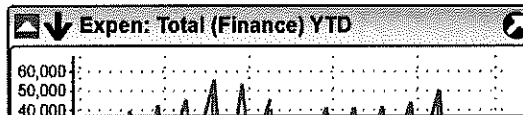
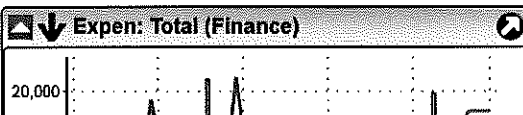
## Financial

Objective	Description	Ow
Meet Budget Targets (Finance)		Padron, Bianca (FIN);

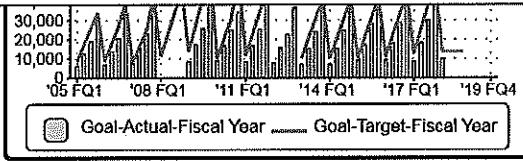
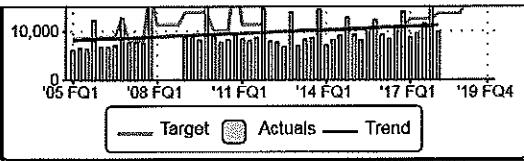
Grandparent Objectives	Description	Ow
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs	Admin, Admin

Parent Objectives	Description	Ow
Meet Budget Targets - Archived		Office of Managemen
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

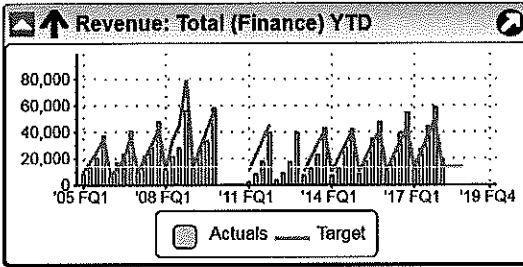
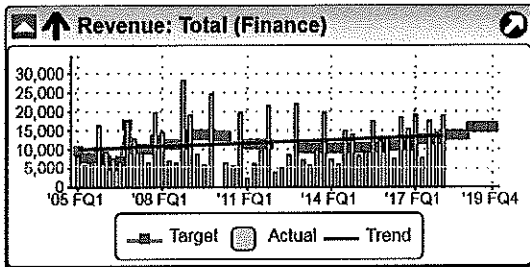
Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Expen: Total (Finance) (Annual budget divided by quarters)	'18 FQ1	\$9,941K	\$13,691K	\$3,750K	Cam, Peter (FIN); Pa



# Business Plan Report - Finance Department



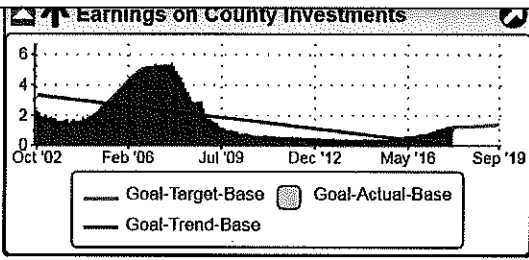
Child Measures		Period	Actual	Target	Variance	Ow
Expenditure: Personnel Costs (FIN)	☒	'18 FQ1	\$7,626K	\$8,087K	\$-461K	Rizzo, Madelin (FIN);
Expenditure: Other Operating (FIN)	☒	'18 FQ1	\$1,156K	\$1,671K	\$-515K	Rizzo, Madelin (FIN);
Expenditure: Capital (FIN)	☒	'18 FQ1	\$2K	\$192K	\$190K	Padron, Blanca (FIN)
Expenditure: Charges for County Services (FIN)	☒	'18 FQ1	\$1,264K	\$1,246K	\$18K	Rizzo, Madelin (FIN);
Expenditure: Court Costs (FIN)	☒	'18 FQ1	\$7K	\$4K	\$3K	Rizzo, Madelin (FIN);
Expenditure: Contractual Services (FIN)	☒	'18 FQ1	\$-114K	\$354K	\$-468K	Rizzo, Madelin (FIN);
Expenditure: Debt Service (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Expenditure: Distribution of Funds in Trust (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Expenditure: Depreciation, Amortization, Depletion (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Expenditure: Grants to Outside Organizations (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Expenditure: Intradepartmental Transfers (FIN)	☒	'18 FQ1	\$0K	\$187K	\$-187K	Rizzo, Madelin (FIN);
Expenditure: Reserves (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Expenditure: Transfers Out (FIN)	☒	'18 FQ1	\$0K	\$1,950K	\$-1,950K	Rizzo, Madelin (FIN);
Revenue: Total (Finance) (Annual budget divided by quarters)	☒	'18 FQ1	\$18,864K	\$13,691K	\$5,173K	Cam, Peter (FIN); Riz Padron, Blanca (FIN)



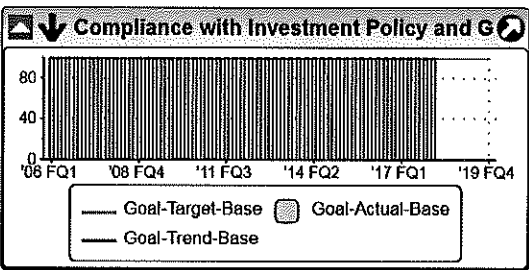
Child Measures		Period	Actual	Target	Variance	Ow
Revenue: Carryover (FIN)	☒	'18 FQ1	\$9,159K	\$1,734K	\$7,425K	Rizzo, Madelin (FIN);
Revenue: General Fund (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Revenue: Proprietary (FIN)	☒	'18 FQ1	\$9,705K	\$11,770K	\$-2,065K	Rizzo, Madelin (FIN);
Revenue: Federal (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Revenue: State (FIN)	☒	'18 FQ1	\$0K	\$0K	\$0K	Rizzo, Madelin (FIN);
Revenue: Interagency/Intradepartmental (FIN)	☒	'18 FQ1	\$0K	\$187K	\$-187K	Rizzo, Madelin (FIN);

Objective	Description	Ow			
Sound asset management and financial investment strategies - Cash Management		Lafarga, Ryan (OMB); ; Padron, Blanca (FIN)			
Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Maximize Earnings on County Investments (target to surpass 180-Day Avg. Return of T-Bill)	Dec '17	1.23%	0.94%	0.29%	Hill, Christopher (FIN); Mendoza, Nestor (FIN)

**Business Plan Report - Finance Department**



Child Measures	Period	Actual	Target	Variance	Ow
Investment Return: 180-Day Avg. Return of T-Bill	Dec '17	n/a	1.25%	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB)
Investment Return: Florida SBA Pool	Dec '17	n/a	1.46%	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB)
Compliance with Investment Policy and Guidelines	'18 FQ1	100%	100%	0%	Hill, Christopher (FIN Mendoza, Nestor (FIN



Child Measures	Period	Actual	Target	Variance	Ow
Treasuries - Cash Management	'18 FQ1	7%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Agencies - Cash Management	'18 FQ1	70%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Commercial Paper - Cash Management	'18 FQ1	17%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Banker's Acceptance - Cash Management	'18 FQ1	0%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Time Deposits - Cash Management	'18 FQ1	0%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
SBA/Investment Pools - Cash Management	'18 FQ1	0%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Money Market Funds - Cash Management	'18 FQ1	6%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB) Arango, Andres (FIN)
Repurchase Agreement - Cash Management	'18 FQ1	0%	n/a	n/a	Hill, Christopher (FIN Gomez, Mariela (FIN Lafarga, Ryan (OMB)

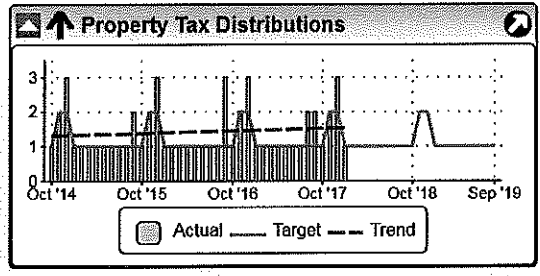


# Business Plan Report - Finance Department

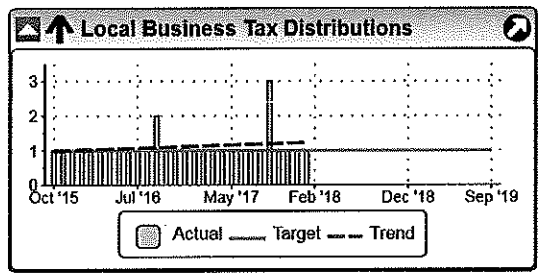
Open/Closed End Funds - Cash Management	'18 FQ1	0%	n/a	n/a	Arango, Andres (FIN) Hill, Christopher (FIN) Gomez, Mariela (FIN) Lafarga, Ryan (OMB) Arango, Andres (FIN)
Israeli Bonds	'18 FQ1	1	n/a	n/a	Hill, Christopher (FIN) Alonso, Annette (FIN)
Interest Bearing Deposit - Cash Management	'18 FQ1	0	n/a	n/a	Hill, Christopher (FIN) Lafarga, Ryan (OMB) Arango, Andres (FIN)

Objective	Description	OW
Tax Collector Distributions per Florida § 197.383	197.383. Distribution of Taxes. The Tax Collector will distribute taxes collected to each taxing authority at least four times during the first two months (Nov & Dec) and at least one time in all other months.  For C & T and LBT one distribution per month for all months is required	Padron, Blanca (FIN);

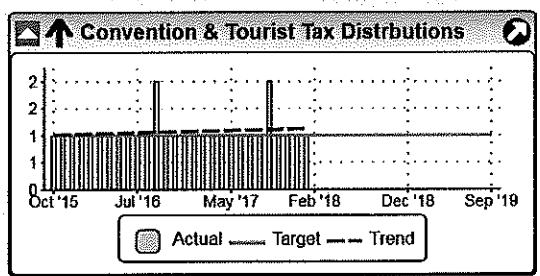
Measures Linked to Objective	Period	Actual	Target	Variance	OW
Property Tax Distributions	Jan '18	1	1	0	Cam, Peter (FIN); Tei Saiz, Marcus; Royero



Local Business Tax Distributions	Jan '18	1	1	0	Saiz, Marcus; Teintze Cam, Peter (FIN); Ro
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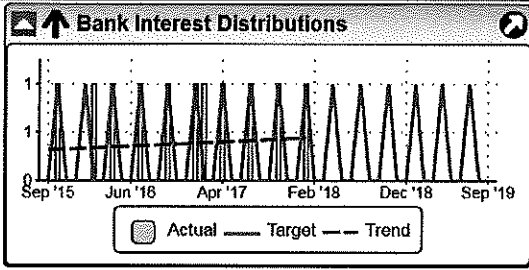


Convention & Tourist Tax Distributions	Jan '18	1	1	0	Teintze, Jurgen (FIN); Royero, Gina (FIN); S
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Bank Interest Distributions	Jan '18	1	1	0	Cam, Peter (FIN); Tei Saiz, Marcus; Royero
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# Business Plan Report - Finance Department



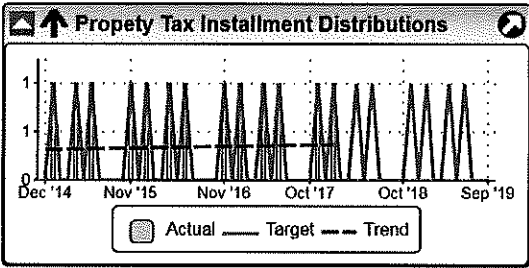
Property Tax Installment Distributions

Jan '18

1

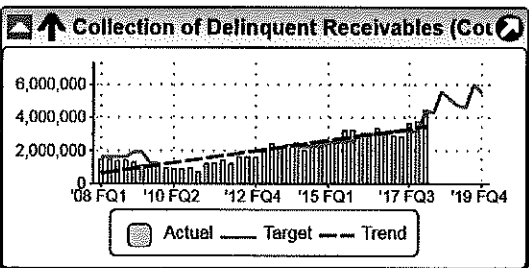
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0 Cam, Peter (FIN); Sai Royero, Gina (FIN); T



Objective	Description	Ow
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)	Padron, Blanca (FIN); Mekin, Cristina (FIN); Alonso, Annette (FIN)
Grandparent Objectives	Description	Ow
GG4 Effective management practices		Miami-Dade County
Parent Objectives	Description	Ow
GG4-1 Provide sound financial and risk management		Miami-Dade County

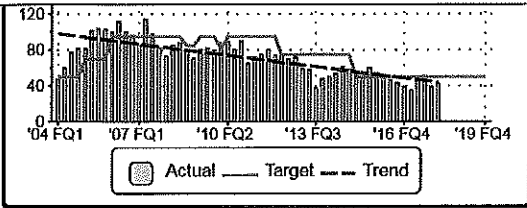
Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Total Revenue Collected on all Delinquent Debts (Countywide)	'18 FQ1	\$4,458,529	\$4,414,375	\$44,154	Teintze, Jurgen (FIN); Gomez, Gerardo (FIN); Mekin, Cristina (FIN)



Child Measures	Period	Actual	Target	Variance	Ow
Average No. of Accounts Worked Per Day Per Collector	'18 FQ1	42	50	-8	Mekin, Cristina (FIN); Cam, Peter (FIN)
Average No. of Accounts Worked Per Day Per Collector	'18 FQ1	42	50	-8	Mekin, Cristina (FIN); Cam, Peter (FIN)

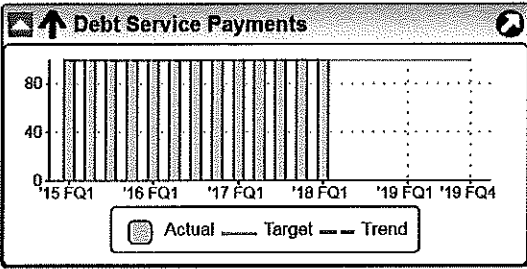


# Business Plan Report - Finance Department



Objective	Description	Ow
Monitor Countywide Bond Ratings		Padron, Blanca (FIN);

Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Debt Service Payments	'18 FQ1	100%	100%	0%	Hinton, Frank; Wood,



Objective	Description	Ow
Cohesive, standardized countywide financial systems and processes - Finance		Padron, Blanca (FIN); White, Connie (FIN)

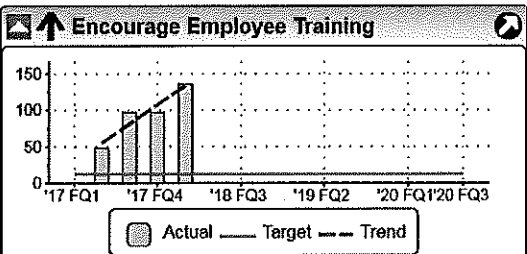
Initiatives Linked to Objective	Est. Start	Est. End	Type	As Of	%	Status	Ow
ERP Project Planning - 5 Years Project	10/1/2014	10/1/2021		7/2/2015	15%	In Progress	Padron, Blanca (FIN);
IWA - Workflow Initiative	10/1/2014	9/30/2017		2/24/2016	40%	In Progress	White, Connie (FIN); I

Objective	Description	Ow
Filled/Vacancy Report - Finance		Padron, Blanca (FIN); Finance

Grandparent Objectives	Description	Ow
GG2 Excellent, engaged workforce		Miami-Dade County

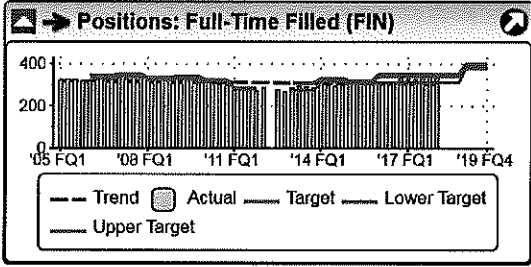
Parent Objectives	Description	Ow
GG2-1 Attract and hire new talent		Miami-Dade County

Measures Linked to Objective	Period	Actual	Target	Variance	Ow
Encourage Employee Training	'18 FQ1	136	12	124	Castillo, Hilda ; Delga Alonso, Annette (FIN)



**Business Plan Report - Finance Department**

Positions: Full-Time Filled (FIN)	☑	'18 FQ1	341	340 (311 - 353)	n/a Rizzo, Madelin (FIN);
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Part-Time Internship Participation (Various Universities)	☑	'18 FQ1	3	7	-4 Alonso, Annette (FIN)
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