

# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

## Finance

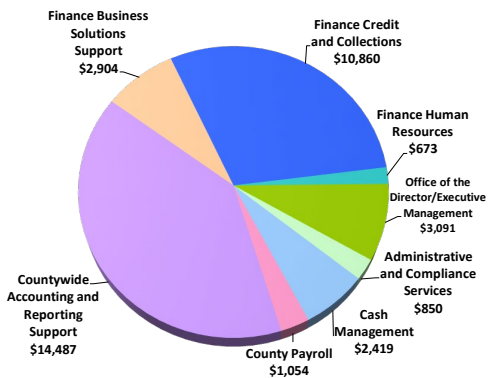
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, code compliance administration and distribution and collection on delinquent accounts owed to County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments, payroll, and maintaining the County's general ledger system, as well as providing financial compliance reports. The Department invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances.

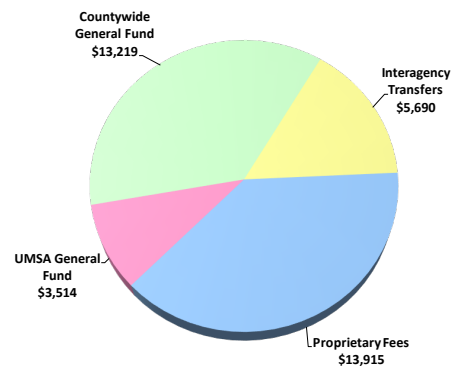
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, the Human Resources Department, the Information Technology Department, departments and municipalities that issue code enforcement citations and outside financial consultants.

## FY 2023-24 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)

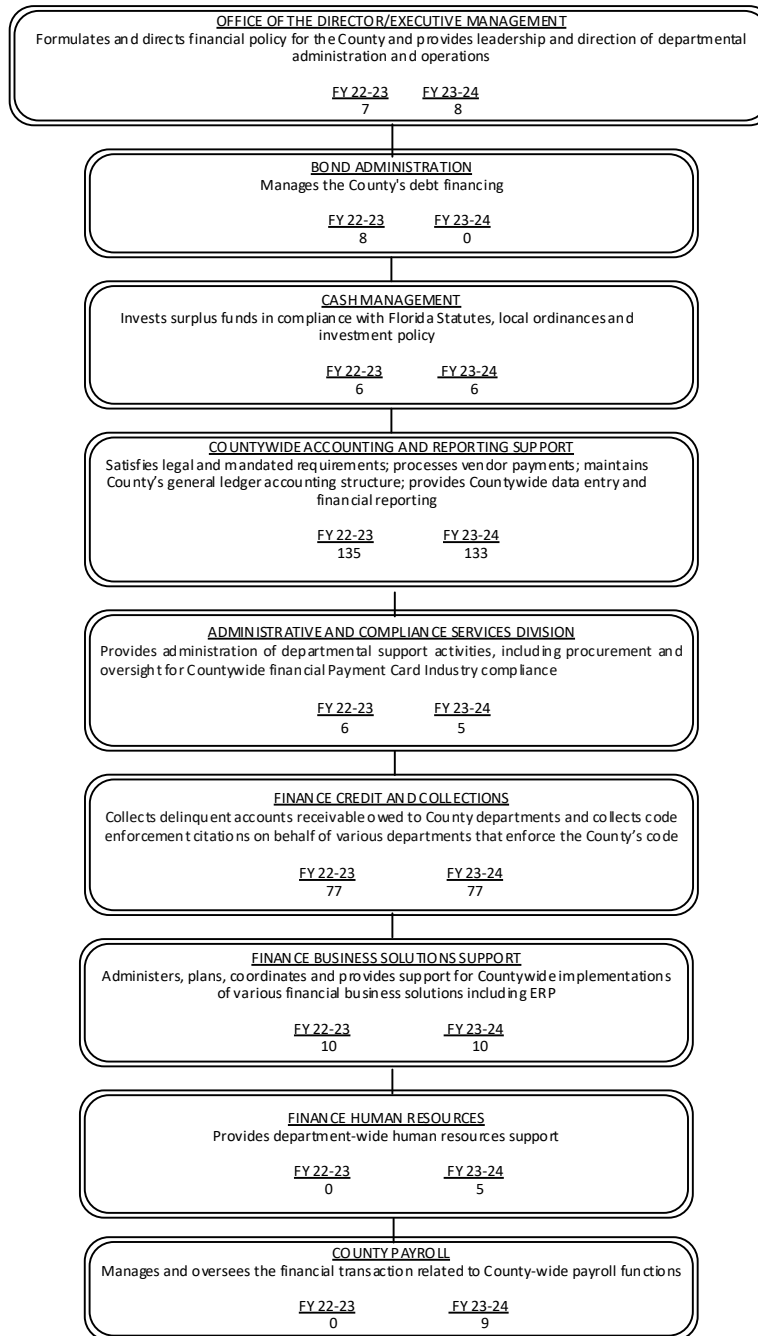


**Revenues by Source**  
(dollars in thousands)



# FY 2023-24 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 255.21

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE DIRECTOR/EXECUTIVE MANAGEMENT**

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector and financial markets
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Directs and manages the preparation of the departmental business plan, budget, and continuity of operation plans
- Oversees compliance with legislative and County directives

#### **Strategic Objectives - Measures**

- GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Implement process to provide for a green and secure environment	Percentage of documents targeted for conversion to electronic storage to eliminate printing actually converted*	OC	↑	N/A	N/A	N/A	N/A	100%

\*This is a new measure and will start tracking during FY 2023-24

#### **DIVISION COMMENTS**

- **The FY 2023-24 Adopted Budget includes one Finance Director and two Assistant Director positions approved as overages in FY 2022-23 (\$1.2 million)**
- The FY 2023-24 Adopted Budget includes transfers from Transportation and Public Works (\$466,000), Parks, Recreation and Open Spaces (\$30,000), Regulatory and Economic Resources (\$11,000), Seaport (\$5,000), Internal Services (\$5,000), Tourist Development Tax (\$20,000), Aviation (\$100,000) and Water and Sewer (\$17,000) for accounting and compliance support; and from Tax Collector (\$41,000), Solid Waste (4,000), Animal Services (\$2,000), Miami Dade Fire Rescue (\$2,000), Finance Credit and Collections (\$2,000), and Public Housing and Community Development (\$1,000) for PCI services
- In FY 2022-23, the Department transferred \$7.294 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2023-24 Adopted Budget includes a \$3.329 million transfer to the GGIF
- The FY 2023-24 Adopted Budget includes a departmental reorganization to better align with department needs that transfers one Special Projects Administrator 1 from Administrative and Compliance Services; one Financial Budget & Account Administrator, one Controller, and one Administrative Secretary from the Controller Division and includes the elimination of one Deputy Finance Director; and five Human Resources positions transferred from the Director's Office to establish the new Human Resources Division

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATIVE AND COMPLIANCE SERVICES**

The Administrative and Compliance Services Division provides administration of departmental support activities, including procurement and oversight for Countywide financial Payment Card Industry Compliance

- Monitors Countywide financial payment card industry compliance and oversees the Attestation of Compliance reporting process
- Manages the Department's procurement process to seek goods and professional services through various procurement methods including Requests for Proposals (RFP), Requests for Quotes (RFQ), Invitations to Bid (ITB), and other purchasing methods

#### **DIVISION COMMENTS**

- The FY 2023-24 Adopted Budget includes the renaming of the division from Finance, Compliance, and Administration to Administrative and Compliance Services as part of a departmental reorganization to better align with department needs and includes the transfer of one Special Projects Administrator 1 position to the Director's Office

### **DIVISION: CASH MANAGEMENT**

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests surplus County funds, averaging between \$6 billion to \$11 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

#### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound asset management and financial investment strategies	Average rate of return earned from County investments*	OC	↑	0.15%	0.628%	1.25%	4.00%	4.00%
	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%

\* The FY 2023-24 Target reflects increasing interest rates

#### **DIVISION COMMENTS**

- The FY 2023-24 Adopted Budget includes transfers of \$6,000 from the Water and Sewer Department and \$27,000 from the Aviation Department for cash management activities

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### DIVISION: COUNTYWIDE ACCOUNTING AND REPORTING SUPPORT

The Countywide Accounting and Reporting Support Division provides fiscal and accounting controls over resources and related appropriations.

- Monitors County bank accounts to ensure timely reconciliations
- Processes vendor disbursements
- Records, reports on and monitors the County's financial activities
- Satisfies legal and mandated reporting requirements including the Annual Comprehensive Financial Report (ACFR), State Controller's Report, state and federal audit reports and the indirect cost allocation plan

#### Strategic Objectives - Measures

- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	87%	88%	90%	90%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	77%	82%	70%	70%	70%

#### Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide accurate, timely reporting	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	OC	↑	Awarded	Award	Award	Award	Award

#### DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Office Support Specialist conversion from part-time to full-time and reclass to a Clerk 4
- The FY 2023-24 Adopted Budget includes a \$3.417 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA), which is currently supporting the accounts payable function in INFORMS (Integrated Financial and Resources Management System)
- The FY 2023-24 Adopted Budget includes a departmental reorganization to better align with department needs that transfers one Controller, one Financial Budget Administrator, and one Administrative Secretary from the Controller's Division to the Office of the Director as part of a departmental reorganization to better align with department needs

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE CREDIT AND COLLECTIONS**

The Finance Credit and Collections Division is primarily responsible for overseeing countywide debt collections and countywide administration of code enforcement citations on behalf of all Code Enforcement departments and municipalities in accordance with Chapter 8CC of the Code of Miami-Dade County and Implementing Order 2-5.

- Collects delinquent accounts receivable owed to County departments
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code

#### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize revenues through intensive collection activity	Debt portfolio fees collected (in thousands)*	OC	↑	\$6,145	\$6,841	\$7,617	\$7,617	\$7,791
	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)*	OC	↑	\$19,696	\$22,571	\$23,771	\$23,771	\$24,345
	Average number of accounts worked per day per collector**	EF	↑	51	51	45	45	45
	Code Enforcement citations administered annually	OP	↑	N/A	N/A	24,500	24,500	24,500

\*The FY 2020-21 Actual reflects the impacts of COVID-19

\*\*The FY 2020-21 and FY 2021-22 Actuals were impacted by COVID-19 due to social distancing mandates while keeping the office operational; a higher number of accounts were worked per collector

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE BUSINESS SOLUTIONS SUPPORT**

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementation of various financial business solutions, including the ERP financial modules.

- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the Department's financial business functions
- Coordinates with the Information Technology Department (ITD) and other departments in the implementation of new financial technologies to support Countywide and departmental initiatives, such as the ERP implementation
- Ensures proper system controls are maintained for the General Ledger, Accounts Payable and Purchasing systems to respond to the annual external financial audit; monitors and provides support to over 5,700 users of these systems
- Plans and directs required modifications to financial systems to meet legislative (BCC, state and federal) requirements
- Provides departmental functional support of the General Ledger, Accounts Payable, E-Commerce and Delinquent Account Collection Systems and other related financial systems
- Supports the Department in the creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation as well as implementation support for upgrades, fixes and enhancements

### **DIVISION: COUNTY PAYROLL**

The Payroll Division is responsible for completing the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, and garnishments

- Manages and oversees the financial transactions related to Countywide payroll functions

### **DIVISION COMMENTS**

- **In preparation for the constitutional offices, the FY 2023-24 Adopted Budget includes the establishment of the new County Payroll Division as part of a departmental reorganization to better align with department needs; this includes the transfer of nine positions from the Human Resources Department to the Finance Department which include one Human Resources Division Director, one Manager, Human Resources Fiscal and Administrative Services, two Human Resources Finance Payroll Administrators, two Accountant 2s, two Account Clerks, and one Office Support Specialist**

### **DIVISION: FINANCE HUMAN RESOURCES**

The Finance Human Resources Division provides department-wide human resources support, including but not limited to;

- Manages personnel related activities (recruitment, reclassifications, labor issues, discipline, etc.)
- Assists with employee benefits
- Verifies time and attendance
- Administers ADA coordination

### **Strategic Objectives - Measures**

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Recruitment of positions	Positions: Full-time Filled*	OC	↑	360	361	249	252	253

## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> <li>GG2-2: Promote employee development and leadership</li> </ul>								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Promote employee knowledge and professional growth	Number of employee trainings attended**	OC	↑	1,070	1,271	640	640	640

\*FY 2020-21 and FY 2021-22 included the Tax Collector staff before it was separated as its own department

\*\*In FY 2020-21 and FY 2021-22 several employee trainings were conducted remotely due to COVID-19 and also included the Tax Collector staff

### DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the creation of a new division as part of a departmental reorganization to better align with department needs; this includes the transfer of one Chief, Human Resources, two Human Resources Managers, and two Senior Personnel Specialist positions from the Director's Office

### ADDITIONAL INFORMATION

- In preparation for the constitutional offices, the Department's eight Bond Administration positions will be transferred to the Office of Management and Budget

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Adopted
	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
Advertising	83	57	18	10	6
Fuel	0	0	0	0	0
Overtime	266	136	0	0	0
Rent	2,830	2,814	1,310	1,288	1,244
Security Services	364	320	0	0	6
Temporary Services	-7	58	375	323	310
Travel and Registration	13	39	129	98	93
Utilities	143	111	77	76	81



## FY 2023-24 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 20-21	FY 21-22	FY 22-23	FY 23-24		Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23
<b>Revenue Summary</b>					<b>Strategic Area: General Government</b>				
General Fund Countywide	0	0	0	13,219	Office of the	1,720	3,091	7	8
General Fund UMSA	0	0	0	3,514	Director/Executive				
Ad Valorem Fees	15,947	15,682	0	0	Management				
Auto Tag Fees	15,508	15,461	0	0	Administrative and	876	850	6	5
Bond Transaction Fees	2,898	2,174	1,450	0	Compliance Services				
Carryover	12,218	17,547	5,895	2,425	Cash Management	2,301	2,419	6	6
Code Fines / Lien Collections	983	2,643	3,729	3,540	Countywide Accounting and	15,407	14,487	135	133
Credit and Collections	6,147	6,841	7,617	7,791	Reporting Support				
Local Business Tax Receipt	4,642	4,512	0	0	Finance Credit and	10,676	10,860	77	77
Other Revenues	4,847	6,069	4,570	3,488	Collections				
Tourist Tax Fees	4,002	6,108	0	0	Finance Business Solutions	2,670	2,904	10	10
IT Funding Model	2,899	2,831	3,191	3,417	Support				
Interagency Transfers	0	0	0	1,600	County Payroll	0	1,054	0	9
Interdepartmental Transfer	300	0	0	0	Bond Administration	2,873	0	8	0
Interfund Transfers	0	0	17,365	673	Finance Human Resources	0	673	0	5
Total Revenues	70,391	79,868	43,817	39,667	Total Operating Expenditures	36,523	36,338	249	253
<b>Operating Expenditures Summary</b>									
Salary	24,299	24,393	20,058	20,198					
Fringe Benefits	10,353	10,025	7,794	8,272					
Court Costs	32	75	92	61					
Contractual Services	821	1,151	1,157	958					
Other Operating	7,379	7,131	2,948	3,160					
Charges for County Services	3,917	4,375	3,924	3,635					
Capital	0	628	550	54					
Total Operating Expenditures	46,801	47,778	36,523	36,338					
<b>Non-Operating Expenditures Summary</b>									
Transfers	6,861	8,463	7,294	3,329					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	6,861	8,463	7,294	3,329					