



FINANCE DEPARTMENT Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Finance Department Approval:

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02/08/2024

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Plan Date: December 20, 2023

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DEPARTMENT OVERVIEW

Department Vision and Mission

Vision Statement

Effectively employ technology and resources to innovate, standardize, improve, and streamline processes/procedures that aid in the delivery of quality service to our citizens and enhance internal controls while maintaining the highest standards of financial integrity and transparency.

Mission Statement

The Finance Department's mission is to deliver timely, efficient, and effective financial services to internal and external County stakeholders, ensure compliance with relevant laws, professional standards, policies and procedures, and safeguarding of County assets in alignment with the Clerk of the Court and Comptroller's responsibilities as custodian of County funds.

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, financial reporting, general and payroll 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. 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

<u>OFFICE OF THE DIRECTOR/EXECUTIVE MANAGEMENT</u>	
Formulates and directs overall financial policy of the County and provides leadership and direction of departmental administration and operations	
<u>FY 23-24</u>	<u>FY 24-25</u>
8	8

<u>CASH MANAGEMENT DIVISION</u>	
Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy	
<u>FY 23-24</u>	<u>FY 24-25</u>
6	6

<u>COUNTY ACCOUNTING AND REPORTING SUPPORT DIVISION</u>	
Satisfies legal and mandated requirements; processes vendor payments; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting	
<u>FY 23-24</u>	<u>FY 24-25</u>
133	133

<u>FINANCE BUSINESS SOLUTIONS SUPPORT DIVISION</u>	
Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP	
<u>FY 23-24</u>	<u>FY 24-25</u>
10	10

<u>FINANCE CREDIT AND COLLECTIONS DIVISION</u>	
Collects delinquent accounts receivable owed to County departments and collects code enforcement citations owed on behalf of various departments that enforce the County's code	
<u>FY 23-24</u>	<u>FY 24-25</u>
77	77

<u>ADMINISTRATIVE & COMPLIANCE SERVICES DIVISION</u>	
Provides departmental support activities, including procurement and oversight for Countywide financial Payment Card Industry Compliance	
<u>FY 23-24</u>	<u>FY 24-25</u>
5	5

<u>FINANCE HUMAN RESOURCES DIVISION</u>	
Provides department-wide human resources support	
<u>FY 23-24</u>	<u>FY 24-25</u>
5	5

<u>COUNTY PAYROLL ACCOUNTING AND REPORTING DIVISION</u>	
Manages and oversees the financial transactions related to County-wide payroll functions	
<u>FY 23-24</u>	<u>FY 24-25</u>
9	9

Total number of full-time equivalent positions =255.21



Strategic Measures and Goals

Consumer Excellence and Engagement

- ▶ *Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate*
 - ✓ Continue expanding our electronic services to the community
 - ✓ Update procedures to enhance and provide secure services
 - ✓ Continue to review and enhance ERP system to facilitate entry and processes for users
- ▶ *Attract and hire new talent to support operations*
 - ✓ 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
 - ✓ Continuously review market trends to ensure that our professional positions pay, and duties remain competitive
 - ✓ Continue to employ fair employment practices
- ▶ *Promote employee development and leadership*
 - ✓ Create a formal Succession Plan
 - ✓ Provide training and mentoring opportunities 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



Strategic Measures and Goals– (continued)

Provide for Transparency and Accountability through our service delivery

- ▶ *Provide sound financial and risk management*
 - ✓ Maintain compliance with Governmental Accounting Standards Board (GASB) and the State of Florida Auditor General
 - ✓ 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 of Payment Card Industry (PCI) annual Attestation of Compliance
 - ✓ Ensure compliance with payroll tax laws and provide feedback on complex tax topics
 - ✓ 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

Lead through Innovation

- ▶ *Continuous improvements in support of services*
 - ✓ Encourage and support “resiliency” through reduction of forms and printed documents moving toward electronic processing and storage
 - ✓ Work to reduce check printing by transitioning process to an electronic vendor solution and promoting direct deposit (ACH)

Efficient and effective service delivery through Technology

- ▶ *Deploy effective and reliable technology solutions that support our services*
 - ✓ Continue to expand/optimize our Enterprise Resource Planning (ERP) System through development of modules in support of customer needs, processes, and services
- ▶ *Ensure security of systems and data*
 - ✓ 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)



DEPARTMENTAL-KEY ISSUES

1. Consumer Excellence and Engagement-

- Implementing processes, procedures and services in support of customer needs while remaining compliant with County policies and responding to our customers timely and accurately.
- 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.
- Continuing to complete the payroll accounting process while reviewing existing processes and enhancing the ERP (HCM) implementation.
- Expanding the Credit and Collection collector staff in order to increase collections and allow for processing of the volume of inventory to collect

2. Accountability-

- Determining the actions required to comply with the legislative changes affecting the Finance Department as a result of Amendment 10, impact on organization (contracts, employees, Table of Organization and budget).
- Monitoring contract expirations to allow for timely renewals and new RFP's.
- 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. Providing timely and accurate responses to internal and external auditors.

3. Transparency-

- 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.

4. Innovation-

- Reduce or eliminate forms and printed documents to provide for a green and secure environment.
- The automations of check printing, signing of checks, mailing and overall handling needs to improve.

5. Technology-

- Continuing to ensure for stable environments, adequate controls, and finalize rollout of modules, processes and reports to enhance systems capabilities and facilitate customer usage.
- Improvements to Code Compliance system needed to facilitate payment processing.



DEPARTMENTAL- PRIORITY INITIATIVES

1. Consumer Excellence and Engagement-

- ✓ Continue working on county-wide changing environment to determine options for changes that can aid in efficiencies. Continuously review processes to provide for internal controls, compliance with County policies, and to provide ease of use and support for customers while ensuring that we remain customer-focused and are delivering excellent customer service.
- ✓ Continue to fill vacancies with skilled qualified candidates while providing opportunities for a diverse workforce. Develop a formal Succession Plan and departmental training and mentoring program to ensure appropriate staffing and transfer of knowledge.
- ✓ Work in collaboration with the County Human Resources Department to enhance the payroll process, system performance, and internal controls.
- ✓ Requesting an additional team of 12 collectors and 1 supervisor to increase the Countywide debt collections.

2. Accountability-

- ✓ Continuing to work with the County and Clerk's Office teams 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.
- ✓ Continue to review our contracts to ensure timely renewal so that county services are not impacted (Banking, Credit Card, Advisory Services, etc.).
- ✓ 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. Provide timely and effective responses to all audit questions/findings.

3. Transparency-

- ✓ Continue to monitor market conditions and extend maturities where possible to lock in current yields before anticipated rate cuts expected by mid-year 2024.



DEPARTMENTAL- PRIORITY INITIATIVES (continued)

4. Innovation-

- ✓ Continue to review processes and procedures with Divisions for use of forms and to reduce printing of documents while adhering to document retention guidelines. Collaborate with the Information Technology Department to provide access/training for submission and safe storage of electronic files/documents.
- ✓ Streamline and/or outsource the payment process. 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.

5. Technology-

- ✓ Continue to support the Countywide financial management ERP system. Work closely with the County departments and Clerk's Office for development and optimization of modules, enhanced security options, and reporting to support customers/departments and audit requests.
- ✓ Implement a new phone system that will expand our services to allow for easy access to customer information and security of data.



DIVISION OVERVIEW-

ADMINISTRATIVE AND COMPLIANCE SERVICES

1. Continue working with OMB to identify requirements and implementation of Amendment 10 on the Finance Department, including effect on procurement process
 - Review contracts, and assets to determine changes required. Work with Clerk's Office to understand any changes to how Finance procures goods and services **(Accountability)**
2. PCI DSS v4.0 Implementation and Compliance
 - Work with ITD to ensure Miami-Dade County is fully updated on the transition from current PCI DSS v3.2.1 to PCI DSS v4.0 effective March 2024 **(Accountability)**
3. Increased requirements for securing cardholder security and data
 - Industry standards changes, new compliance version. 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 **(Accountability)**
4. Actively engage departmental PCI Liaisons on the PCI compliance process
 - Establish quarterly training to engage current and future departmental PCI Liaisons on their roles/responsibilities and PCI compliance process **(Consumer Excellence and Engagement)**
5. Working with Divisions on elimination of paper and forms to encourage a green environment and ensure security of Finance documents
 - 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 **(Technology) (Innovation)**
 - Reduce multifunction device leases to decrease copy/print of paper volume as part of the continued effort towards a green environment **(Innovation)**
 - 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 **(Accountability)**



FINANCE HUMAN RESOURCES

1. Maintain and develop leadership and stewardship skills within the workplace
 - Establish a formal training program that will allow employees to better understand work- place balance, develop approachable methods when dealing with others; and enhance knowledge regarding the department's business module: Develop an inclusive mentorship program for summer youth in conjunction with HR and Juvenile Services, create a community of trust and collaboration by fostering meaningful connections, and the transferring of knowledge **(Consumer Excellence and Engagement)**

2. Maintain and improve our workforce talent **(Consumer Excellence and Engagement)**
 - Monitor and review the department's operational needs by developing monthly collaboration sessions with each division ensuring department vacancies are identified and filled quickly, with skilled, qualified candidates while complying with policies **(Innovation) (Consumer Excellence and Engagement)**

 - 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 **(Innovation)**

 - Continue to enhance the Onboarding process for New Hires: Maintaining the New Hire Orientation program to aid in workforce development. This will allow for knowledge transfer/enhancement and improve the overall customer experience **(Consumer Excellence and Engagement)**

 - Continue recruitment activities to facilitate and aid in expediting the hiring and on-boarding of staff**(Consumer Excellence and Engagement)**

 - Continue to work with the ERP team to review and ensure accuracy of the Human Resources Management System as related to Finance staff **(Technology)**

3. Social and environmental impact
 - Implement electronic filing system for all personnel files (current and past) reducing of paper filing system, adhering to established guidelines and retention records as it relates to maintain records in accordance with the State of Florida GS1-SL Records Schedule **(Innovation) (Technology) (Accountability)**



CASH MANAGEMENT-

1. 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
(Transparency) (Accountability) (Innovation)
 - 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
(Accountability) (Transparency)
 - As the Fed nears the end of interest rate hikes, economists anticipate that rate cuts could be expected by mid-year 2024. The County will need to continue to monitor market conditions and extend maturities where possible to lock in the current yields before the anticipated rate cuts **(Transparency) (Accountability)**
2. The Investment Advisory Services contract expires on 2/28/2024.
 - The Scope of Services was submitted to Procurement November 2022. We will continue to work with Procurement on new contract. **(Consumer Excellence & Engagement)**
3. The Banking RFP was extended in 2019 with a final expiration date of 3/31/2025
 - For FY23-24 & FY24-25, we will continue working on the RFP for banking services. **(Consumer Excellence & Engagement)**
4. Constitutional Offices
 - We will continue to work with the new Constitutional offices to set up new bank accounts and banking services as needed **(Accountability)**



COUNTY ACCOUNTING AND REPORTING SUPPORT-

1. Governmental Accounting Standards Board (GASB) is continuously issuing new accounting standards
 - GASB Statement No. 96 is effective for reporting period FY 2023 which is due June 2024. GASB 96 changes the accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for governments. The County must obtain the full population of SBITAs and report accordingly. Finance will work with consultants and departments to obtain population and upload to the LeaseQuery software for accurate reporting. GASB Statement No. 94 is also effective for reporting period FY 2023. This statement addresses the reporting for public-private, public-public partnership arrangements (PPP) and availability payment arrangements (APAs). **(Accountability)**

2. Amendment 10 related to constitutional office changes has a significant impact on the County
 - Assist OMB and Constitutional Offices with research and support as they determine the system changes needed to support the operations of each office and to sustain a seamless reporting of the countywide ACFR. **(Accountability) (Transparency)**

3. Reporting in ERP is limited and requires enhancement
 - Enhancement and development are needed for productivity reporting related to Accounts Payable, Travel and PCARDS. Working jointly with Finance Business Solutions Support to expand. **(Technology, Transparency, Accountability)**

4. Reporting of capital assets countywide requires significant assistance from Finance personnel. Also, Construction in Progress (CIP) assets are tracked via excel spreadsheets in some departments
 - Revisit Asset Management training and create a step-by-step guide for finance leads and procurement staff at the department level to help them understand the capabilities of the module and report all assets properly and timely. **(Technology, Accountability)**



COUNTY ACCOUNTING AND REPORTING SUPPORT- (continued)

5. Assisting departments in existing and new ERP processes such as PCARD & Travel that went live in summer of FY 2022 to ensure that they have a full understanding to properly process, review and report on all modules and can support customers and audit requests
 - Aid departments to ensure review of accounts payable, accounts receivables balances and aging, fund accounting, fixed assets, construction accounting, and other key processes **(Consumer Excellence and Engagement)**
 - Review and work with departments to ensure understanding of these modules. Work with Finance Business Support Solutions to host periodic trainings to aid departments in understanding policy and procedures. **(Consumer Excellence and Engagement)**
 - Continue to train/develop internal staff and work with other departments to ensure understanding of responsibilities and controls required. **(Consumer Excellence and Engagement)**

6. Business processes have changed since INFORMS implementation, thus control designs and staff support must be reviewed for appropriateness
 - Review PCARDS and Travel business process and implement mitigating controls in the centralized functions for monitoring. **(Accountability, Innovation)**
 - Continue to review policies and procedures and make changes to align with new / changed processes in INFORMS **(Transparency, Consumer Excellence and Engagement)**
 - Continue the recruitment process to fill vacant positions and determine if additional staff is required to ensure centralized reviews/processes are completed accurately and timely. Align resources to current business processes post ERP implementation, considering potential section restructurings as needed **(Consumer Excellence and Engagement)**



FINANCE CREDIT AND COLLECTIONS-

1. Upgrading the Code Enforcement system to facilitate information for the public, Code Enforcement departments and the Clerk of Courts. Estimated go-live date planned for May of 2024 **(Technology) (Consumer Excellence and Engagement)**
 - New system for Code Compliance will be Infor Public Sector (IPS) replacing 30+ year old COBOL system
2. Upgrading the pay by phone process to include PCI compliance for Code Compliance **(Technology) (Innovation) (Accountability)**
 - Implementation of CISCO Jabber with Call Center integration, Netmotion and PCI Pal with the Credit Card masking solution for Code Compliance
3. Providing constituents with a more innovative user-friendly no contact experience with our division **(Consumer Excellence and Engagement)**
 - Conduct research to ramp up self-service options for constituents to include an interactive website
4. Optimizing collections
 - Researching the latest technologies available in the collection market to optimize collections **(Technology) (Innovation)**
5. Creating one Accounting unit for the Division
 - Consolidate the functions and responsibilities of both accounting sections in a centralized environment **(Accountability) (Transparency)**
6. Expanding the Credit and Collection collector staff in order to increase collections and allow for processing of the volume of inventory to collect **(Consumer Excellence and Engagement)**
 - Requesting an additional team of 12 collectors and 1 supervisor



FINANCE BUSINESS SOLUTIONS SUPPORT-

1. Continuing to ensure for stable environments, adequate controls, and finalize rollout of modules, processes and reports **(Accountability)**
 - Begin working on new enhancements on Release 1 such as outsourcing of check printing. Pending decisions from the Clerk **(Technology) (Innovation)**
 - 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 **(Technology) (Transparency)**
 - Automate the access request form (remove PDF paper) and additional security tasks and processes internally within INFORMS. This will include annual security review and security designee authorizations. Constitutional Offices will also be considered **(Accountability) (Technology)**
 - Continue working on stabilization of Release 2 and release 4 and complete rollout **(Technology)**
2. 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
 - 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 **(Technology)**
3. 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. **(Innovation)**
4. Continued operational efficacy and efficiency
 - Finance plans on refreshing computing hardware in timely manner to ensure continuous operational efficacy and efficiency every 3 to 4 years **(Technology)**



FINANCE BUSINESS SOLUTIONS SUPPORT- (continued)

5. INFORMS production support team has been almost entirely staffed; however these staff members require advanced training and experience to properly resolve user and system issues during the stabilization of the system **(Consumer Excellence and Engagement)**
 - Continue to provide training opportunities to the Production Support Team for INFORMS across all PeopleSoft Financials modules. Additionally, there are PeopleSoft conferences such as the Alliance (HEUG), Collaborative and Oracle Open World conferences that team members should attend periodically to keep up with new technologies and functionalities within the systems we support **(Innovation) (Consumer Excellence and Engagement)**
 - Continue to work with Strategic Business Management (OMB) and ITD to finalize reports and assist in solving system, business process, and change management issues **(Consumer Excellence and Engagement)**



COUNTY PAYROLL ACCOUNTING & REPORTING-

1. Completing the payroll business 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 enhancing the ERP (HCM) implementation **(Consumer Excellence and Engagement)**
 - Continue conducting bi-weekly payroll reconciliation and payment distribution to more than 30,000 employees, amounting to approximately \$2 billion per year **(Accountability) (Transparency)**
 - File IRS Form 941 (quarterly) and other tax forms as needed. Ensure compliance with payroll tax laws and provide feedback on complex tax topics **(Accountability)**
 - Reconcile and issue W2 forms at year end. Reconcile the monthly Florida Retirement System (FRS) file to the State **(Consumer Excellence and Engagement)**
 - Analyze the impacts to employees as it relates to the creation and implementation of the new Constitutional Offices in collaboration with OMB and HR **(Accountability) (Transparency)**
 - With the implementation of INFORMS HCM in June 2022, the department is intently focused on ensuring that employees' paychecks are accurate and timely **(Accountability)**
 - 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 **(Accountability)**
 - 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 **(Consumer Excellence and Engagement)**
 - Work in collaboration with Central HR in enhancing the payroll process in an effort to improve payroll accuracy, system performance and internal controls. **(Consumer Excellence and Engagement) (Accountability)**



FUTURE OUTLOOK

The Finance Department will continue to provide and expand quality services to internal and external customers while innovating, optimizing our ERP system, monitoring compliance requirements, managing legislative changes, documenting and improving processes, enhancing controls, moving towards a more resilient environment, and ensuring and supporting the successful implementation of Amendment 10.

Emphasis on innovation and efficiency will be key as we enhance and expand the capabilities of our ERP system and implement new processes and procedures. In addition, we will continue efforts towards developing our workforce and creating an enriching work environment as we seek to motivate, recruit, and retain talented workforce.



ATTACHMENT 1

BUSINESS PLAN REPORT



As Of <= 12/01/2024

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	FY2023-24 Annualized Target	FY2024-25 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 FQ4	🟢	92%	70%	70%	70%
				Miami-Dade County: AP Aging (45 Days)	↕	'23 FQ4	🟢	95%	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	▢	2023 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	Payroll Reporting Requirements - W2s	▢	2022 FY	🟢	100%	100%	100%	100%
				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	GG4-1: Provide sound financial and	Expen: Total (Finance) (Annual) budget	↕	'23 FQ4	🔴	\$15,278K	\$10,955K	\$40,304K	n/a

	management practices	risk management	divided by quarters)									
			Revenue: Total (Finance) (Annual budget divided by quarters)	'23 FQ4	↕	\$5,247K	\$10,955K	\$40,304K	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)	Nov '23	↕	4.940%	0.330%	3.960%	3.410%			
			Compliance with Investment Policy and Guidelines	'23 FQ4	↕	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 FQ4	▬	54	45	45	45			
			Total Revenue Collected on all Delinquent Debts (Countywide)	'23 FQ4	↕	\$6,438,098	\$5,942,850	\$23,771,400	n/a			
			Debt Portfolio Fees	'23 FQ4	▬	\$1,761K	\$1,904K	\$7,616K	n/a			
			Code Compliance Citations Administered	Q4 '23	▬	27,487.00K	6.12K	n/a	n/a			
Promote Employee Knowledge and Professional Growth	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	No. of Employee Trainings Attended	'23 FQ4	▬	489	160	160	88			

(Thrive305 #8) (Equity)																				
Recruitment of Positions (Thrive305#8) (Equity)	Positions: Full-Time Filled (FIN)	218	253	253	253															

Key: - Initiative - Featured Objective

Initiatives for Measures

There are no Initiatives associated to the Measures

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	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)

Initiatives for Scorecard

There are no Initiatives associated to the Scorecard