

# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## Finance

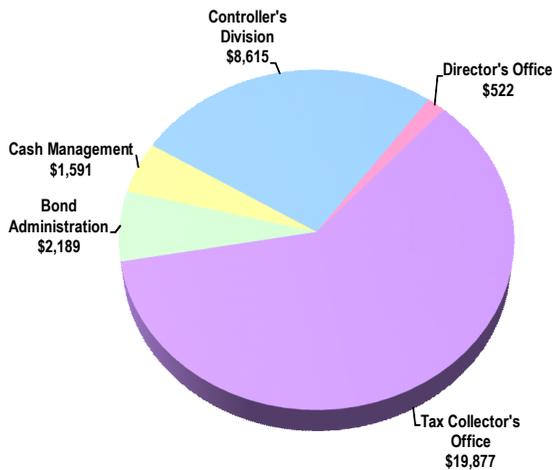
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's general ledger system, and providing financial reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts, and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home, and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

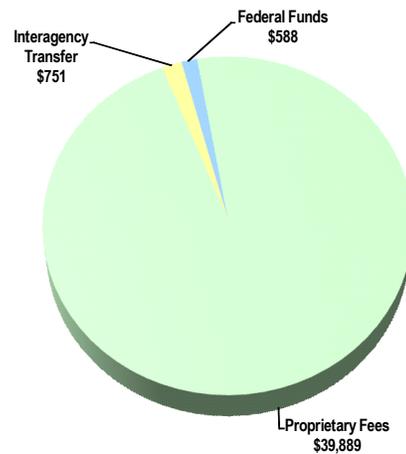
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

## FY 2012-13 Proposed Budget

### Expenditures by Activity (dollars in thousands)

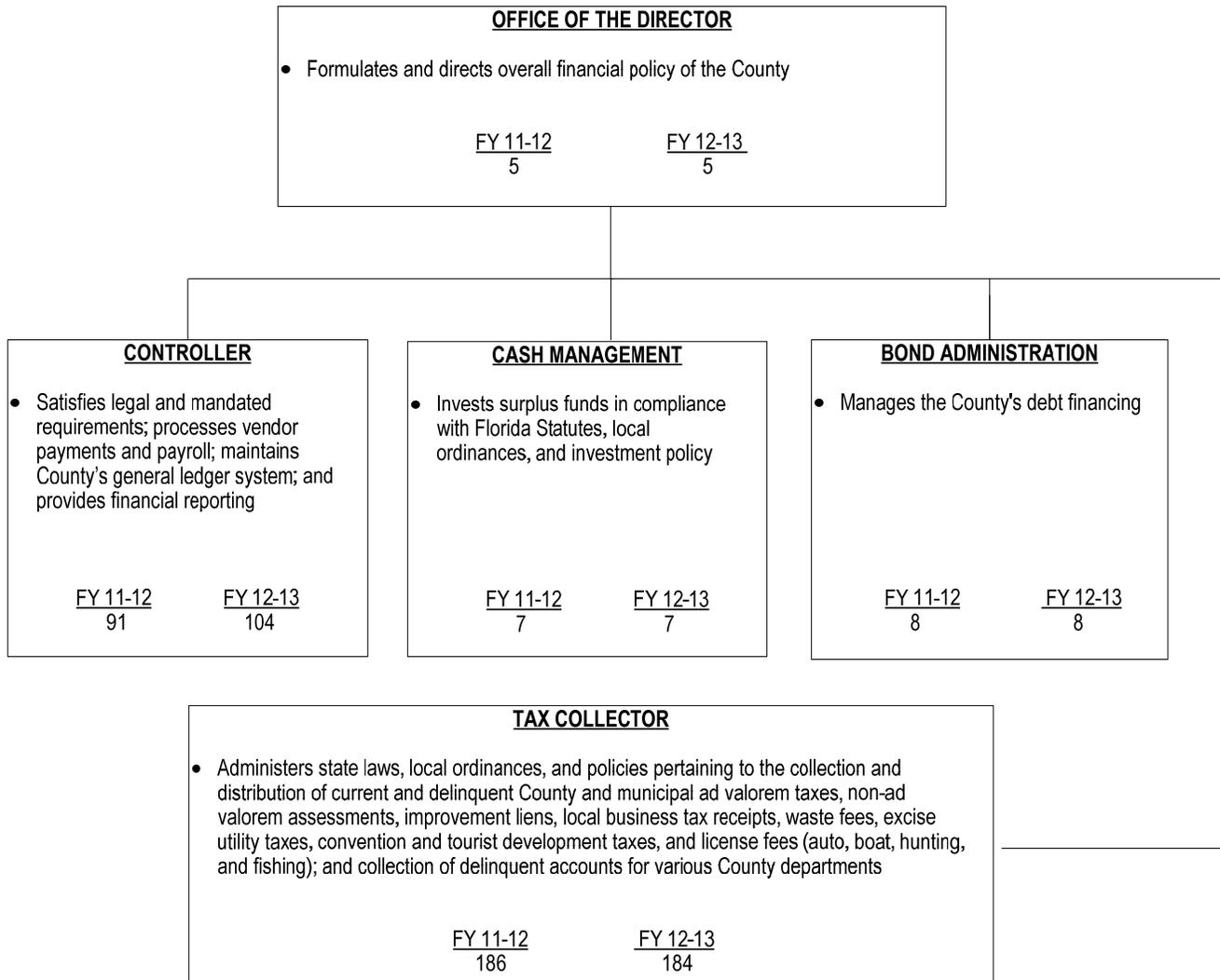


### Revenues by Source (dollars in thousands)



# FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Proposed FY 12-13
<b>Revenue Summary</b>				
Ad Valorem Fees	17,279	14,184	18,857	15,219
Auto Tag Fees	10,287	10,681	11,234	11,618
Bond Transaction Fees	3,505	819	960	637
Carryover	9,587	4,440	2,368	590
Credit and Collections	1,783	1,789	2,972	2,391
Local Business Tax Receipt	3,276	3,269	2,917	3,169
Other Revenues	2,771	2,675	2,928	2,676
QNIP Bond Proceeds	100	100	0	0
Tourist Tax Fees	2,254	2,597	2,805	3,589
Federal Funds	532	498	650	588
Interdepartmental Transfer	557	759	666	751
Intradepartmental Transfers	0	480	0	0
<b>Total Revenues</b>	<b>51,931</b>	<b>42,291</b>	<b>46,357</b>	<b>41,228</b>

### **Operating Expenditures**

<b>Summary</b>				
Salary	18,547	18,234	18,358	18,915
Fringe Benefits	5,444	5,092	4,306	3,667
Court Costs	0	0	15	1
Contractual Services	1,042	308	721	716
Other Operating	5,028	4,627	6,486	5,103
Charges for County Services	2,360	1,919	3,134	2,551
Grants to Outside Organizations	0	0	0	0
Capital	565	3,095	4,184	1,841
<b>Total Operating Expenditures</b>	<b>32,986</b>	<b>33,275</b>	<b>37,204</b>	<b>32,794</b>

### **Non-Operating Expenditures**

<b>Summary</b>				
Transfers	14,505	7,083	9,153	8,434
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
<b>Total Non-Operating Expenditures</b>	<b>14,505</b>	<b>7,083</b>	<b>9,153</b>	<b>8,434</b>

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 11-12	Proposed FY 12-13	Budget FY 11-12	Proposed FY 12-13
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Bond Administration	2,245	2,189	8	8
Cash Management	1,744	1,591	7	7
Controller's Division	7,495	8,615	91	104
Director's Office	672	522	5	5
Tax Collector's Office	25,048	19,877	186	184
<b>Total Operating Expenditures</b>	<b>37,204</b>	<b>32,794</b>	<b>297</b>	<b>308</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Projection FY 11-12	Proposed FY 12-13
Advertising	197	122	318	130	158
Fuel	0	0	0	0	0
Overtime	48	101	102	78	97
Rent	1,533	1,960	1,965	1,965	1,760
Security Services	181	172	189	183	210
Temporary Services	385	564	334	487	431
Travel and Registration	13	9	52	37	48
Utilities	0	0	0	0	0

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FUTURE	TOTAL
<b>Revenue</b>									
Department Operating Revenue	7,324	1,161	830	0	0	0	0	0	9,315
IT Funding Model	200	607	0	0	0	0	0	0	807
Total:	7,524	1,768	830	0	0	0	0	0	10,122
<b>Expenditures</b>									
<b>Strategic Area: General Government</b>									
Computer and Systems Automation	5,486	1,061	500	0	0	0	0	0	7,047
Computer Equipment	200	200	200	0	0	0	0	0	600
Facility Improvements	0	0	130	0	0	0	0	0	130
Improvements to County Processes	1,838	507	0	0	0	0	0	0	2,345
Total:	7,524	1,768	830	0	0	0	0	0	10,122

### **CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS**

- In FY 2011-12, the Department will transfer \$7.790 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects in other County departments; in FY 2012-13, the Department will transfer \$7.683 million
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes continuing funding for a new tax system replacing the current legacy system (\$896,000), which will provide a state of the art, web-based system capable of supporting the County's tax collection, management, and revenue distribution processes for real property, tangible personal property, local business, and tourism taxes; this includes bankruptcy/litigation cases and public service cashing
- The FY 2012-13 Proposed Budget and Multi-Year Capital Plan includes funding to implement an electronic data management system (\$65,000) and funding to complete the installation of a data warehouse for the Controller's Division (\$100,000) which will facilitate the storage of data, prepare the Department for future Enterprise Resource Planning (ERP) implementation, and create efficiencies for departments requesting reports and information
- During FY 2012-13, the Department will continue to implement a Countywide consolidated accounts payable invoice imaging and workflow system (\$507,000), which will reduce the time needed to process invoices and create efficiencies Countywide for departments accessing payable documents while reducing storage costs

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION: DIRECTOR'S OFFICE

The Director's Office is responsible for formulating and directing 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
- Provides overall administration of departmental operations

### DIVISION: TAX COLLECTOR'S OFFICE

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property taxes, and non-ad valorem special assessments, for all local taxing authorities.

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes), and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing State motor vehicle, vessel, and mobile home licenses and tag renewals and title applications for automobiles, trucks, and mobile homes, in addition to collecting and remitting sales tax to the State for the above transactions and selling various hunting and fishing licenses and permits
- Collects delinquent accounts receivable
- Oversees 25 private auto tag agencies in the County

#### Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance Tax Collector customer service	Online vehicle/vessel registration renewals*	OP	↔	404,000	412,851	400,000	400,000	400,000

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance collection efforts	Daily accounts worked per collector	EF	↑	87	80	85	85	85
	Debt portfolio fees collected (in thousands)*	OC	↑	\$1,782	\$1,789	\$2,972	\$2,129	\$2,391

\*Collections in FY 2011-12 are expected to decrease as a result of a reduction in Jackson Health Systems accounts

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Enhance Tax Collector customer service	Tax Certificates sold*	OP	↔	58,011	52,000	50,000	50,000	45,000
	Percentage of real estate payments processed as exceptions	OC	↓	2.8%	3.9%	3.0%	1.4%	2.0%

\* The FY 2010-11 actual, FY 2011-12 projection, and FY 2012-13 target reflect a reduction in the number of certificates due to changes in State law

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Effectively collect Convention and Tourist Taxes	Convention Development Tax (CDT) collected (in millions)	OC	↑	\$44.7	\$51.6	\$61.0	\$62.2	\$73.3
	Homeless and Domestic Violence Tax collected (in millions)	OC	↑	\$15.3	\$17.2	\$19.8	\$26.0	\$30.0
	Professional Sports Franchise Facility Tax Revenues (PST) collected (in millions)	OC	↑	\$7.7	\$9.0	\$10.1	\$10.4	\$12.4
	Tourist Development Room Tax Revenues (TDT) collected (in millions)	OC	↑	\$15.3	\$18.0	\$20.2	\$20.9	\$24.8
	Tourist Development Surtax collected (in millions)	OC	↑	\$4.9	\$5.6	\$6.8	\$6.2	\$6.2

### DIVISION COMMENTS

- As part of the County's reorganization plan, during FY 2011-12 one Accountant 3 position and one Tax Collector Supervisor 2 position were eliminated (\$170,000); duties will be absorbed by remaining staff

### **DIVISION: BOND ADMINISTRATION**

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets in the most effective manner, to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

### **Strategic Objectives - Measures**

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond ratings evaluation by Fitch*	OC	↑	AA-	AA-	AA-	AA-	AA-
	Bond ratings evaluation by Moody's*	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA-	AA-	AA-	AA-	AA-

\*General segment

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes payments to the Office of Management and Budget (\$175,000) and the County Attorney's Office (\$450,000) for support related to bond issuances

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

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

### **Strategic Objectives - Measures**

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Continue to improve accounts payable process countywide	Percentage of invoices paid within 45 calendar days	EF	↑	94%	93%	93%	93%	93%
	Percentage of invoices paid within 30 calendar days	EF	↑	77%	73%	73%	73%	73%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Ensure compliance with financial laws and Generally Accepted Accounting Principles (GAAP)	Incidence of IRS penalties/interest (payroll)	OC	↓	0	0	0	0	0
	Compliance with special audits and reports	OC	↑	100%	100%	100%	100%	100%

### DIVISION COMMENTS

- The FY 2012-13 Proposed Budget includes reimbursement from the Ballpark Project for one Accountant 2 position for the construction payment unit due to increased workload associated with arbitrage calculations, audits, and the baseball stadium project (\$60,000)
- The FY 2012-13 Proposed Budget includes funding from the Regulatory and Economic Resources Department for one out-stationed Accountant 2 (\$12,500); this position tracks grant expenditures and coordinates record keeping for the Energy Efficiency and Conservation Block Grant (EECBG) reporting requirements
- During FY 2011-12, the Department added 13 positions to oversee the County's consolidated accounts payable invoice imaging and workflow system; the FY 2012-13 Proposed Budget includes funding from the Information Technology Department (ITD) to support personnel costs related to this project (\$837,000 including funding for one Chief Shared Services position and one Shared Services Supervisor position)
- The FY 2011-12 Adopted Budget inadvertently omitted one Accountant 2 position
- During FY 2011-12, one Special Projects Administrator 1 position was added to the systems unit to assist with the new systems implementation (AP Workflow and ERP) and employee training
- As part of the County's re-organization plan, during FY 2011-12 one Administrative Officer 2 position was eliminated (\$53,000); duties will be absorbed by remaining staff

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### **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 County funds, from \$3 billion to \$4 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 09-10	FY 10-11	FY 11-12	FY 11-12	FY 12-13
				Actual	Actual	Budget	Projection	Target
Optimize earnings and portfolio size	General Fund interest earnings (in millions)	OC	↑	\$2.1	\$1.9	\$1.3	\$1.3	\$1.3
	Total portfolio interest earnings (in millions)	OC	↑	\$30.1	\$22.8	\$20.0	\$15.0	\$11.0
	Average value of total portfolio (in billions)	OC	↑	\$3.847	\$3.982	\$3.750	\$3.200	\$3.200
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.80%	0.58%	0.35%	0.47%	0.35%

### **ADDITIONAL INFORMATION**

- The FY 2012-13 Proposed Budget includes \$936,000 in reimbursements from other County departments and funding sources including: Metropolitan Planning Organization (\$42,000), Water and Sewer Department (\$50,000), and Aviation (\$86,000) for cash management activities; Federal Emergency Management Agency (FEMA) grant revenue for administrative services (\$588,000); Tourist Development Tax (\$20,000) and Housing Surtax (\$150,000) for accounting support

## FY 2012 - 13 Proposed Budget and Multi-Year Capital Plan

### Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Compliance Specialists in the Controller's Compliance Unit to assist with the maintenance of internal controls	\$0	\$188	2
Hire one Finance Administrative Coordinator to assist in bond research and administration	\$2	\$77	1
Hire three Tax Collector Supervisor 1s, two Tax Record Specialist 1s, two Tax Record Specialist 2s, and one Finance Chief to provide call center support for auto tag inquiries	\$16	\$536	8
Hire one Personnel Specialist 2 to assist with departmental human resource issues	\$0	\$68	1
Hire four Imaging Clerks to continue the imaging process of highly sensitive financial documents and decrease storage costs	\$6	\$240	4
Hire one Accountant 2 to manage and reconcile the County's capital asset information	\$2	\$72	1
Hire one Buyer to assist with the Department's procurement process	\$2	\$57	1
Hire one Clerk 2 and one Data Entry Specialist 1 to assist with records management and customer service	\$4	\$71	2
Hire three Account Clerks to manage, process, and audit transactions processed at private Auto Tag agencies	\$6	\$129	3
Hire one Senior Executive Secretary to assist with the administration of day-to-day departmental activities	\$2	\$69	1
Hire one Tax Collection Supervisor and one Senior Tax Records Specialist to promptly process tax payments received through mail	\$4	\$87	2
Hire one Accountant 3 in Accounting and Reporting to respond to statutorily mandated financial reports	\$2	\$58	1
Hire one Account Clerk to assist with internal controls and accounts payable security systems	\$2	\$36	1
Hire one Training Specialist to provide application training Countywide on accounts payable and construction modules	\$2	\$52	1
Hire three Tax Records Specialist 2 to account for collections on tourist taxes and local business accounts	\$6	\$112	3
<b>Total</b>	<b>\$56</b>	<b>\$1,852</b>	<b>32</b>