



# OFFICE OF THE COMMISSION AUDITOR

# 2023

## PERFORMANCE MEASURES REPORT

### MIAMI-DADE COUNTY







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The *2023 Performance Measure Report* was prepared by The Office of the Commission Auditor (OCA) in accordance with Section 2-1795 (d) 5 of the Code of Miami-Dade County.

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**The Office of the Commission Auditor  
Miami-Dade Board of County Commissioners**

The Office of the Commission Auditor (OCA) was established in September 2002 by Ordinance 03-2 to provide support and professional analysis of the policy, service, budgetary and operational issues before the Miami-Dade Board of County Commissioners. The Commission Auditor's duties include reporting to the Board of County Commissioners (BCC) on the fiscal operations of County departments, as well as whether fiscal and legislative policy directions from the Commission are being efficiently and effectively implemented.

**2023 Performance Measure Report**

OCA collaborated with departmental staff to gather, review, and analyze information from the Miami-Dade County Scorecard System referred to as OBI; the current FY 2022-23 adopted budget; and the FY 2023-24 proposed budget. We have selected various measures to be shown in a multi-year and geographic presentation, to provide trend visibility to help guide the policy and fiscal priorities that the BCC has raised. This information has been compiled on a fiscal and calendar year basis based on available data provided by the department and applicable reporting standards used in the source document. Fiscal year data has been identified as FY (i.e., FY 2020-21), whereas calendar year has been identified with the corresponding year without a prefix (i.e., 2020).

This report, prepared in collaboration with Miami-Dade County departments as subject matter experts, is substantially less detailed in scope than an audit in accordance with the Generally Accepted Auditing Standards (GAAS). OCA plans and performs the review to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our objectives; accordingly, OCA does not express an opinion on the data gathered by the subject matter experts.

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**OFFICE OF THE  
COMMISSION AUDITOR**

**Observation Summary**

**(a) FIRE RESCUE**

MDFR updated their performance target for the “Average Response Time to Life-Threatening Incidents” from 9.0 minutes in FY 20-21 to 7.45 minutes in FY 21-22 and successfully met the target. When evaluating the average response times that were presented in the “Service Delivery to Commission District” reports, MDFR used a different methodology that may incorrectly report better response times as outliers below the lower bound are included while outliers above the upper bound are excluded from the response time calculation.

**(b) TRANSPORTATION AND PUBLIC WORKS**

DTPW’s Advanced Traffic Management System (ATMS) project experienced significant delays in the signal installation goal resulting in only 7% of controllers being installed as of June 2023. Although the Department reported that 222 of the 2,974 controllers were installed, the Department only provided support for only 161 paid controllers.

**(c) PARKS, RECREATION AND OPEN SPACES**

OCA identified significant gaps and weaknesses in the Department’s process for data collection as the Department was unable to provide and confirm the source documentation used to compile the data reported for “Make Miami-Dade County a healthier community by providing fun, healthy, educational health and fitness recreation programming that will increase participation by 5%.”

Also, during the OCA’s inquiry, the Department made unsupported changes to prior period metrics reported in the Proposed FY 2023-24 budget and related to the “Summer Camp Registrations, After School Registrations, and Senior Program Registrations.” OCA recommends that the reliance on the information for this performance measure should be limited.

**(d) WATER AND SEWER**

The Department was unable to consistently describe the methodology used to compile the reported metrics for the “Percent compliance with wastewater standards” and confirmed that the information provided prior to 2021 was unreliable. For fiscal years that reflected low compliance actuals (i.e., 0% to 30% compliance), the Department was unable to assess how the calculations were performed and could not explain the rationale for these calculations.

OCA observed that during our review, the Department made changes to information reported for prior periods. OCA was not notified of these changes, and the supporting documentation that was used to update the data was not provided. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned or were on leave.

**(e) COMMUNITY ACTION AND HUMAN SERVICES**

The Department was unable to provide the supporting documents or data for some of the reported metrics and related methodology. The Department also could not provide reasonable assurances on the integrity of the data or methodology. As such, the OCA concluded that there were no established controls over the integrity of this data.

OCA observed significant discrepancies related to the reported metrics on the “Number of income-eligible residents who received financial assistance with rent/mortgage or utilities payment (unduplicated)” and the “Dollar amount of financial assistance disbursed to assist with rent/mortgage or utilities payments.” The Department could not provide supporting documentation and, in some cases, could not validate the dollar amount disbursed.

OCA identified that the “Meals served through Meals on Wheels” measure presented in the Proposed FY 2023-24 relates to the “Number of homebound seniors/adults with disabilities provided with meals” and notes that the reliance on this reported performance metric in the budget book should be limited due to insufficient backup to support the reported figures. This limitation also impacts the data on “Head Start slots”, “Elders remaining in their own homes through In-Home Support Services”, and “Number of homebound seniors/adults with disabilities provided with home care services.”

**(f) REGULATORY AND ECONOMIC RESOURCES**

OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation of the “Average number of calendar days a commercial permit is under review” to track the Department’s compliance with Administrative Order 04-115 and Resolution R-215-23. In some cases, the Department recorded Client Time as a negative number, which artificially reduced the actual times reported for the permitting process. OCA also observed that the system computations reported in the Permit Review Time category were not computed correctly based on the logical output expected with the methodology.

OCA identified that the “Biscayne Bay surface water quality” measure is presented in the Proposed FY 2023-24 budget and notes that the reliance on this performance metric data in the budget book should be limited. OCA observed that during our inquiry, the Department made changes to prior period reported metrics related to the “Miami River surface water quality”; however, the OCA was not notified of these



changes, and the supporting documentation for these changes were not provided to OCA.

**(g) COMMUNICATIONS**

OCA noted that the reliance on the “Call volume in millions” measure presented in the Proposed FY 2023-24 budget should be limited. OCA observed that during our inquiry, the Department made changes to prior period data by increasing the reported values related to “Service Requests Created.” OCA was not notified of these changes, and the supporting documentation that was used to update the data could not be provided to OCA.

**(h) FINANCE**

OCA inquired about the backup and methodology used to report on the performance measures for “Miami-Dade County: AP Aging (30 and 45 days)” as required by Administrative Order 3-19 (Prompt Payment). OCA is recommending a broader metric that will reflect the performance of the overall payment cycle by reporting on up to 60 days and over 90 days.

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# PUBLIC SAFETY



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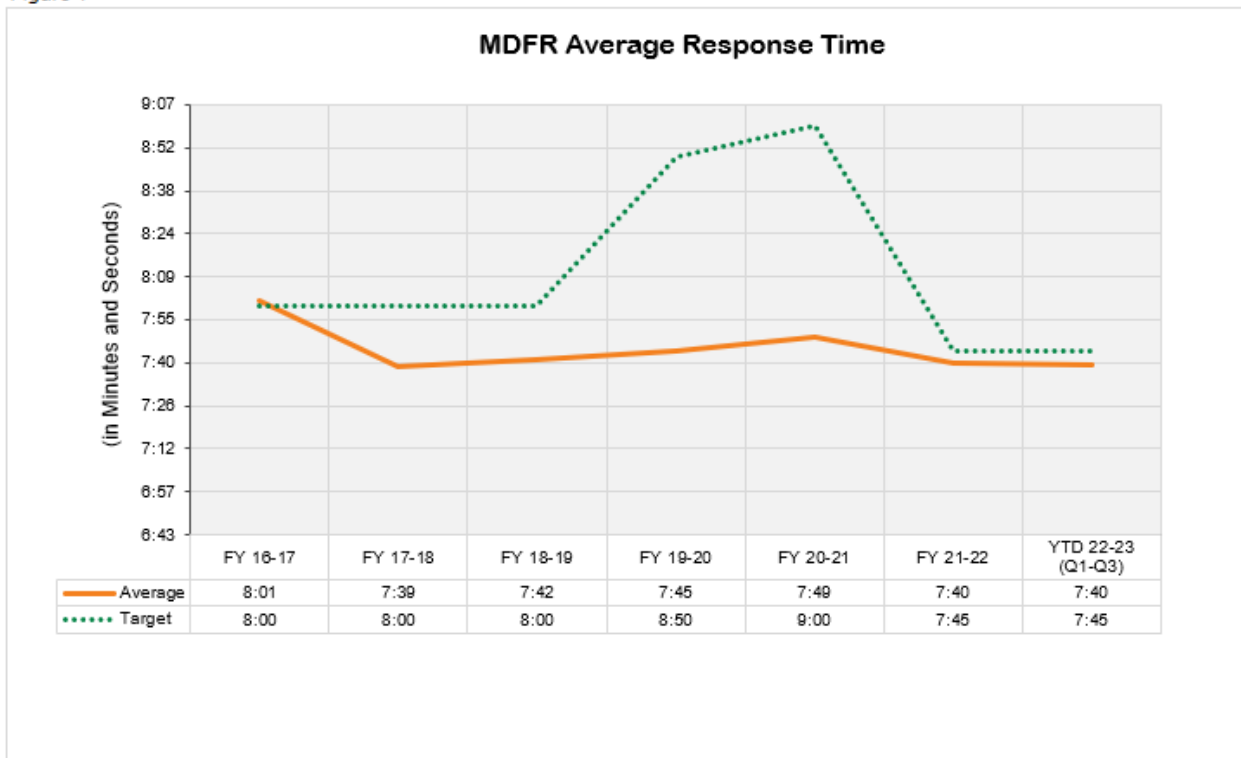
# FIRE RESCUE

The Miami-Dade Fire Rescue Department (MDFR) protects people, property, and the environment by providing proactive, responsive, professional, and humanitarian emergency fire rescue services that are essential to public health, safety, and well-being. MDFR is one of the ten largest fire rescue departments in the United States, serving residents, businesses, and visitors 24 hours per day, 365 days per year.<sup>1</sup>

## Number of Life-Threatening Incidents and Average MDFR Response Time

MDFR evaluates the reduction in MDFR response time by monitoring the following performance metrics: “*Number of Life-Threatening Incidents MDFR Responded To*” and the “*Total Average MDFR Life-Threatening Response (Wait) Time*.” Incident calls are received by the Miami-Dade County Police Department (MDPD), via 911 calls, where medical-related and fire-related calls are automatically transferred to the MDFR Dispatch Center and mapped by MDFR according to the following call types: “*Non-Life Threatening*”, “*Life-Threatening*”, “*Structure Fire*”, “*Other Fire*” and “*Miscellaneous*.” Medical calls are subject to a required questionnaire that is used to alert MDFR of the specific alarm event in question (i.e., Life-Threatening, etc.). Once MDFR Dispatch receives the “*Life-Threatening*” call type, an alarm event is sent to the respective MDFR response team. The countdown starts when the team gets into the respective unit (e.g., Fire Rescue, Fire Engine, etc.) and hits a button before they leave their current location. Once the dispatch team arrives at the scene, the button is pushed again to capture the first unit arrival elapsed time. The information is then captured in the MDFR Computer Aided Dispatch (CAD) system which is used by the MDFR team to analyze response times.

Figure 1



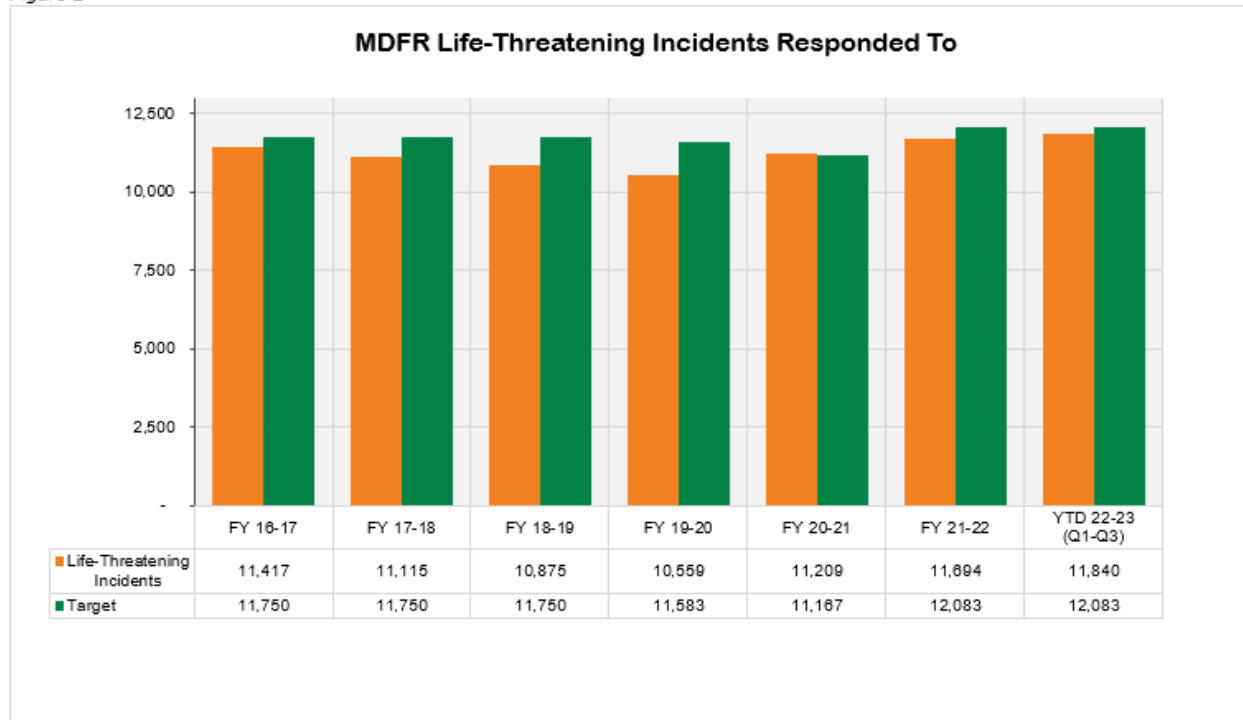
**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 46.  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-2.pdf>

## FIRE RESCUE

**Observation:** This graph depicts the “MDFR Average Response Time for Life-Threatening Incidents” from FY 2017 to FY 2023. Historically, MDFR set an average response time target of around 8 minutes. However, in FY 2021-22, the target was shifted downward to 7 minutes and 45 seconds based on actual response times achieved during the past 6 fiscal years and MDFR’s performance goal to reduce response times.<sup>2</sup> According to the Cleveland Clinic, “Cardiac arrest can be fatal if it lasts longer than 8 minutes without CPR....which is why you should call 911 and start CPR right away as chances of survival are better with immediate help.”<sup>3</sup> This provides a reasonable basis for the 7-minute and 45-second target set by MDFR.

Figure 2



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

**Observation:** This graph depicts the number of “MDFR Life-Threatening Incidents Responded To” from FY 2017 to FY 2023. Historically, MDFR set a target to respond to 11,750 life-threatening incidents. However, due to the continued increase of residents in Miami-Dade County throughout the last 6 fiscal years, MDFR adjusted the target to 12,083 to adjust for population growth.

**General Observations:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by MDFR. Refer to the section below which lists the observations identified:

1. The Department described the method used to capture “elapsed MDFR response time” is by pushing a button in a Fire Rescue truck. According to MDFR, MDFR personnel sometimes forget to push the button in the Fire Rescue truck and the elapsed time continues to run even though MDFR has arrived at the scene. This scenario contributes

<sup>2</sup> TEAMS meetings were conducted with the Department on August 1, 2023 and August 4, 2023.

<sup>3</sup> Cleveland Clinic. 2022. “Cardiac Arrest.” Cleveland Clinic. Accessed August 1, 2023. [Cardiac Arrest: Symptoms, Causes & Treatment \(clevelandclinic.org\)](https://my.clevelandclinic.org/health/diseases/17150-cardiac-arrest)



to the outliers that are identified in the raw data source, which can cause some records to be identified as outliers when they are not.

2. When evaluating the average response times that are presented within the “Service Delivery to Commission District” reports, MDFR uses the Interquartile Range formula to identify outliers that are subsequently eliminated from the MDFR average response time calculation. This may incorrectly report better response times as outliers below the lower bound are included while outliers above the upper bound are excluded from the response time calculation.<sup>4</sup> Therefore, a different presentation is provided to the Commissioners than what is presented in OBI.

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<sup>4</sup> Email correspondence with the Department received on August 3, 2023 and TEAMS meetings were conducted with the Department on August 1, 2023 and August 4, 2023.

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# TRANSPORTATION



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## TRANSPORTATION & PUBLIC WORKS

The Department of Transportation and Public Works (DTPW) develops, coordinates, and operates the County's transportation networks with a goal of improving mobility to create a resilient and sustainable community for our residents, businesses, and visitors.<sup>1</sup>

According to DTPW, the project is fully funded in the FY 2023-24 Proposed Multi-Year Capital Plan at \$350 million as scoped out in the contract. \$101 million has been spent as of September 30, 2022, according to the FY 2023-24 Proposed Budget. The prior year's expenditure of \$160.63 million in the FY 2023-24 Proposed Budget includes \$59.80 million in forecasted expenditures for FY 2022-23.

### ADVANCED TRAFFIC MANAGEMENT SYSTEM (ATMS) - PHASE 3

PROGRAM #: 608400



DESCRIPTION: Continue to expand and improve the Advanced Traffic Management System (ATMS) to provide more efficient traffic movement and congestion management through real time data collection, adaptive traffic signal control and vehicle communications and traffic monitoring

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	8,608	0	0	0	0	0	0	0	8,608
FDOT-County Incentive Grant	18,795	2,000	205	0	0	0	0	0	21,000
Program									
People's Transportation Plan Bond	47,469	2,400	0	0	0	0	0	0	49,869
Program									
Road Impact Fees	198,802	21,374	20,649	17,182	11,432	1,047	0	0	270,486
<b>TOTAL REVENUES:</b>	<b>273,674</b>	<b>25,774</b>	<b>20,854</b>	<b>17,182</b>	<b>11,432</b>	<b>1,047</b>	<b>0</b>	<b>0</b>	<b>349,963</b>
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,721	0	0	0	0	0	0	0	3,721
Furniture Fixtures and Equipment	50	750	0	0	0	0	0	0	800
Land Acquisition/Improvements	4,684	0	0	0	0	0	0	0	4,684
Major Machinery and Equipment	16,500	20,500	12,850	6,286	4,450	450	0	0	61,036
Permitting	300	299	301	300	268	0	0	0	1,468
Planning and Design	9,890	4,565	4,430	3,985	3,527	4,667	1,440	0	32,504
Project Administration	3,941	2,777	3,240	3,351	2,925	2,135	1,620	0	19,989
Project Contingency	3,200	2,681	2,525	2,460	2,250	1,879	543	0	15,538
Road Bridge Canal and Other	74,685	20,920	18,427	16,103	12,590	5,309	1,114	0	149,148
Infrastructure									
Technology Hardware/Software	43,655	13,944	3,277	199	0	0	0	0	61,075
<b>TOTAL EXPENDITURES:</b>	<b>160,626</b>	<b>66,436</b>	<b>45,050</b>	<b>32,684</b>	<b>26,010</b>	<b>14,440</b>	<b>4,717</b>	<b>0</b>	<b>349,963</b>

**Source:** Miami-Dade County DTPW FY 2023-24 Proposed Budget and Multi-Year Capital Plan<sup>2</sup>

The Traffic Signals and Signs Division (TSS) of the Miami-Dade County Department of Transportation and Public Works (DTPW) is installing a new state-of-the-art Advanced Traffic Management System (ATMS) to better enhance mobility for commuters, transit users, pedestrians, and bicyclists throughout Miami-Dade County. This program includes the upgrade of the County's ATMS Central Software, the replacement of approximately 3,000 controllers, and the installation of additional detection systems at signalized intersections.<sup>3</sup>

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 137.

<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-2.pdf>

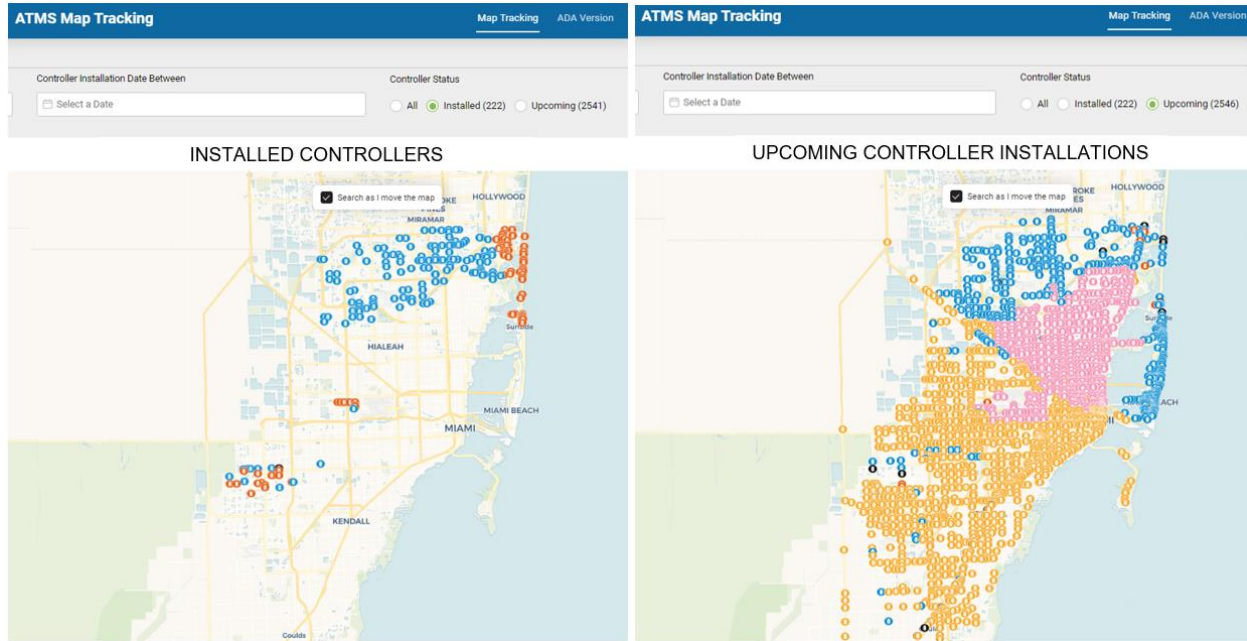
<sup>2</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 153.

<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-2.pdf>

<sup>3</sup> Miami Dade County. DTPW. Advanced Traffic Management System (ATMS) Program page. Accessed August 20, 2023.

<https://www.miamidade.gov/transit/library/22-09-atms-project-factsheet.pdf>

Figure 1 – Number of Installed and Upcoming Controllers



Source: ATMS Map Tracking<sup>4</sup>

**Advanced Traffic Management System (ATMS) Program:** The ATMS Project was awarded to the contractor, Yunex Traffic, and work began in March 2021. The project scope of work includes the following tasks:

- Installation of the new central software system at the County's Traffic Management Center and deployment of new traffic signal controllers at signalized intersections (4-year completion schedule)
- Design and construction of detection systems at signalized intersections (7-year completion schedule)
- Deployment of Advanced Traffic Engineering Solutions, including Adaptive Signal Control Technology (ASCT) (5-year completion schedule).

These tasks will occur on a parallel path. Project completion is expected within seven years.<sup>5</sup>

<sup>4</sup> Miami Dade County. DTPW. Advanced Traffic Management System (ATMS) Map Tracking. Accessed August 20, 2023.

<https://map-schedule.miamidadeatmsproject.com/>

<sup>5</sup> Miami Dade County. DTPW. Advanced Traffic Management System (ATMS) Program page. Accessed August 20, 2023.

<https://www.miamidade.gov/global/transportation/public-works/advanced-traffic-management.page>

## TRANSPORTATION & PUBLIC WORKS

The following is the breakdown of the \$350 million ATMS total Project budget provided by DTPW:<sup>6</sup>

ITEM	BUDGET
Yunex Contract	160,183,671
CHA General Engineering Contract	19,996,000
KHA Legacy	4,950,000
ECONOLITE Effort	11,334,171
Fiber Optic Communications	61,250,000
A/E Professional Services	7,786,427
In House Labor	21,853,207
Permitting	1,501,500
FDOT Funds ATMS(Phase I & II)	8,608,000
PTP ATMS (Phase I & II)	52,522,000
<b>TOTAL</b>	<b>349,984,976</b>

The list of contracts related to the ATMS project includes:

Vendor	Contract	Contract Amount	Resolution
ECONOLITE CONTROL PRODUCTS, INC	BW9872-1/20	11,134,971	R-658-17
KIMLEY-HORN AND ASSOCIATES (KHA)	20050189	21,410,000	R-208-20
YUNEX/SIEMENS MOBILITY, INC	RFP-01058	160,173,671	R-528-20
KIMLEY-HORN AND ASSOCIATES (KHA)	L-10134	4,950,000	R-1099-21
A&P CONSULTING TRANSPORTATION ENGINEERS, CORP	E19-DTPW-01	19,996,000	R-78-21

OCA requested the Department to provide a list of contracts related to the ATMS project; however, a comprehensive list of contracts was not provided by the Department.

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the Advanced Traffic Management System (ATMS) project. OCA identified significant gaps and weaknesses in the Department's process for tracking the project's schedule and budget that limit OCA's ability to independently confirm the accuracy of the project's status. Refer to the section below for some of the individual observations:

1. OCA reviewed the ATMS Dashboard and observed that the installation of the traffic signals began in February 2021. According to the scope of work listed in Contract Number RFP-01058, a minimum of 500 intersections per year must be retrofitted with the new Caltrans Model 2070LX controllers and integrated into the new Countywide NTCIP-compliant ATMS.<sup>7</sup> However, as of June 2023, only 222 controllers out of the total 2,974 have been installed. (See Figure 1 above).

OCA requested the cause of the significant delay in signal installation progress since only 7% of controllers have been installed as of June 2023. According to the Department, the main causes of the delay can be attributed to Yunex's inability to perform as per the schedule in the contract. Additionally, since the start of the controller installations, the Yunex team has had to stop controller deployments due to various reasons listed below:<sup>8</sup>

<sup>6</sup> Email correspondence with the Department received on August 29, 2023.

<sup>7</sup> Email correspondence with the Department received on August 18, 2023. 1058 App A - Scope of Work rev 1-29-20.

<sup>8</sup> Email correspondence with the Department received on July 25, 2023.

## TRANSPORTATION & PUBLIC WORKS

- a. The delivery of a fully integrated and developed central software solution has been severely delayed. The contract stipulates that all central software features must be delivered by March 2023, and Yunex continues to miss central software delivery milestones and it is now anticipated to be delivered in Summer 2024.
- b. In March 2022, the TSS team discovered that the controller software allowed for a potential conflict (yellow trap).

The "yellow trap" is a potentially adverse safety situation inherent in some signal phasing sequences involving lagging left turns in one direction. A left-turning driver, in the intersection waiting for gaps in oncoming traffic in order to turn left on a permissive green signal indication, sees the signals change from green to yellow and mistakenly assumes that oncoming through traffic also has yellow signals at the same time and will be soon coming to a stop. This mistaken assumption "traps" the permissive left turner into thinking it is OK to safely complete the turn when in reality it is not safe, because the opposing traffic continues to move on a green indication along with a lagging left turn, and a severe crash can be the result.<sup>9</sup>

This conflict triggered a temporary work stoppage and the removal of all controllers from the field. Yunex released an upgrade to the controller software in September 2022 to correct the potential for conflict. By the end of September 2022, Yunex resumed controller installation.

- c. In January 2023, the TSS team identified gaps in the data stored in the Central Software System, which resulted in a brief stoppage of controller deployment activities.
- d. In April 2023, the TSS team notified Yunex to investigate the controller hardware and software due to a high ratio of controller failures. In June 2023, Yunex halted controller installation to identify the root cause of the abnormal controller flashing alarms. Yunex is scheduled to provide a remedy plan by the end of July 2023. TSS will consider resuming controller installation after the review and approval of the remedy plan.

OCA discussed with the Department whether there would be any Contractor penalties for these significant delays experienced in the project. However, according to the Executed Contract (RFP 1058), there are no penalties in the contract for these delays until the contract's Final Completion Date (the date may be extended via a contract modification). But liquidated damages of \$6,046 per day can be charged if the Contractor fails to complete all work specified within the time stipulated for substantial completion, including extra time granted in writing by the County and Contractor is solely responsible for such delay.<sup>10</sup>

Additionally, the Department stated that it is challenging to predict whether the project will meet the original schedule due to the project complexity arising from both software and construction elements. Thus, DTPW was not able to provide a summary of the project's status and estimated completion date or anticipated adherence to the project budget.

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<sup>9</sup> U.S. Department of Transportation Federal Highway Administration. 2022. Manual on Uniform Traffic Control Devices. September 14. Accessed August 23, 2023. [https://mutcd.fhwa.dot.gov/knowledge/faqs/faq\\_part4.htm#csfq3](https://mutcd.fhwa.dot.gov/knowledge/faqs/faq_part4.htm#csfq3)

<sup>10</sup> Email correspondence with the Department received on August 18, 2023. RFP 1058 - Executed Form of Agreement.



2. DTPW was unable to provide OCA with documentation that would confirm the project's progress against what is reported by DTPW's tracking tools. For example, 222 controllers have been installed according to DTPW's Power BI tool. However, the three invoices provided to OCA only show 161 controllers that were paid for.

OCA notes that the observations described above limit the completeness and accuracy of the data recorded by DTPW. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported progress and status of the ATMS project.

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# RECREATION AND CULTURE

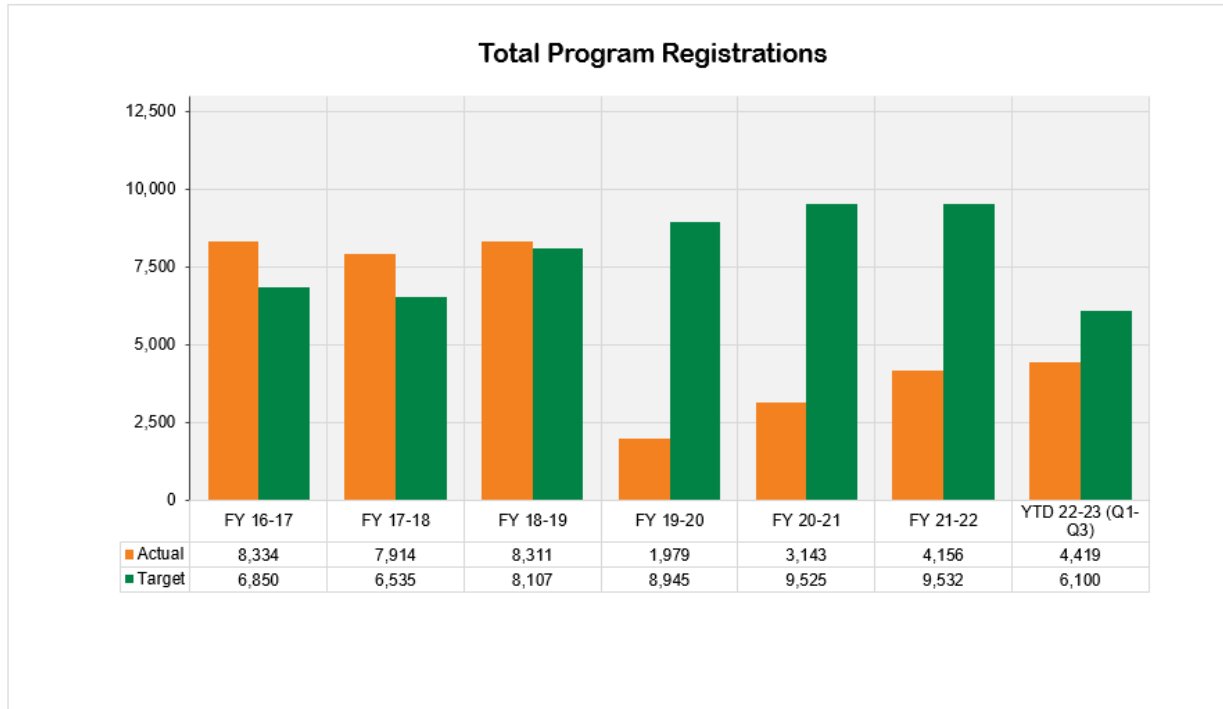


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## PARKS, RECREATION AND OPEN SPACES

The Parks, Recreation and Open Spaces (PROS) Department builds, operates, manages, and maintains one of the largest and most diverse park systems in the country, consisting of 288 parks and over 13,438 acres of passive and active park lands and natural areas that serve as the front line for resiliency and improved health solutions. The Department's five strategic objectives and priority areas include fiscal sustainability, placemaking/design excellence, health and fitness, conservation and stewardship, and performance excellence.<sup>1</sup>

Figure 1



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

### Summer Camp Registrations, After School Registrations, and Senior Program Registrations

PROS evaluates its objective of providing health and fitness by monitoring the *“Make Miami-Dade County a healthier community by providing fun, healthy, educational health and fitness recreation programming that will increase participation by 5%”* performance measure by collecting the total number of program registrations for children’s after-school programs, summer camps, senior programs, disability services, health & fitness programs, senior programs, Fit 2 Lead program, and sports development. The Department tracks the total registrations in Hub Sites, Children’s Trust, Disability Services, and Non-Hub Sites. The number of allowed registrations relies on the maximum occupancy of a building.

**Observations:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the *“Make Miami-Dade County a healthier community by providing fun, healthy, educational health and fitness recreation programming that will increase participation by 5%”* performance measure submitted by PROS.

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 237.  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-2.pdf>

## PARKS, RECREATION AND OPEN SPACES

OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>2</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to provide and confirm the source documentation used from FY 2017 to FY 2023 Quarter 3 to compile the data reported in OBI. From the supporting documentation that was provided, OCA was unable to determine how the information correlates to what is presented in OBI.
2. The Department does not maintain a file to compile and summarize all supporting documentation from the various data sources to track and review the information published in OBI.
3. OCA requested the Department to validate their data in OBI. OCA observed that the Department's validation data did not agree with the information originally entered in OBI. Refer to **Example 1** below.

**Example 1:** OCA summarized the information recorded in OBI by the Department from FY 2016-17 to FY 2022-23 Quarter 3 in the "OBI Data" row. The Department provided data in the "Department's Validation" row. The data highlighted in yellow indicates the differences in this measure.

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
			Actual	Actual	Actual	Actual	Actual	Actual	YTD (Oct 22-Jun 23)
Make Miami-Dade County a healthier community by providing fun, healthy, educational health and fitness recreation programming that will increase participation by 5% (RC3-1)	Monthly	OBI Data	7,829	7,325	8,637	1,564	4,219	4,843	1,324
		Department's Validation	8,334	7,914	8,311	1,979	3,143	4,156	4,311

**Source:** Validation report provided by PROS.

4. The Department does not assess the accuracy of the calculations from the "Park Link" and "Recreation Management Software" (RMS) systems. OCA requested screenshots of the on-screen totals to test for completeness, but the Department was unable to produce the requested information.
5. The Department provided a list of programs which included the building capacity for some programs reported under this performance measure. However, not all programs were included in the list (e.g., senior programs). Refer to **Example 2** below.

**Example 2:** The Department summarized the maximum building occupancies for only two of their programs: Child after-school programs and summer camps.

<sup>2</sup> TEAMS meeting conducted with the Department on August 3, 2023.

## PARKS, RECREATION AND OPEN SPACES

Capacity Numbers			
Program	FY 20-21	FY 21-22	FY 22-23
After School	624	941	1,148
Summer Camp	1,307	2,114	2,241

**Source:** Department email correspondence from August 8, 2023.

- During OCA's review, the Department recognized discrepancies and made changes to prior period data (FY 2017 to FY 2023 Quarter 3) in OBI.<sup>3</sup> However, OCA was not able to assess the reasonableness of the changes or validate the updated data with the backup documentation provided. Refer to **Example 3** below.

**Example 3:** Highlighted below are the changes the Department made in OBI.

7/13/2023 OBI Metrics provided to PROS				8/23/2023 OBI Metrics generated by OCA			
Summary Level	FY Annual			Summary Level	FY Annual		
	Display	Actual	Target		Display	Actual	Target
VR	2023 FY	1,324	6,100	VR	*2023 FY	4,419	6,100
VR	2022 FY	4,843	9,532		2022 FY	4,156	9,532
VR	2021 FY	4,219	9,525		2021 FY	3,143	9,525
VR	2020 FY	1,564	2,128		2020 FY	1,979	8,945
VR	2019 FY	8,637	697		2019 FY	8,311	8,107
VR	2018 FY	7,325	6,535		2018 FY	7,914	6,535
VR	2017 FY	7,829	2,400		2017 FY	8,334	6,850

**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

- The Department defined that the goal of increasing resident participation by 5% is driven by the assumption that attrition within children's programs is 5%. However, OCA was not able to assess the reasonableness of the target as the Department did not provide the methodology or calculations used to reach this target.
- OCA identified that this measure is presented in the Proposed FY 2023-24 budget via the following related measures: *"Summer Camp Registrations, After School Registrations, and Senior Program Registrations,"* and notes that the reliance on this performance measure data in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by PROS. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported *"Make Miami-Dade County a healthier community by providing fun, healthy, educational health and fitness recreation programming that will increase participation by 5%"* throughout Miami-Dade County.

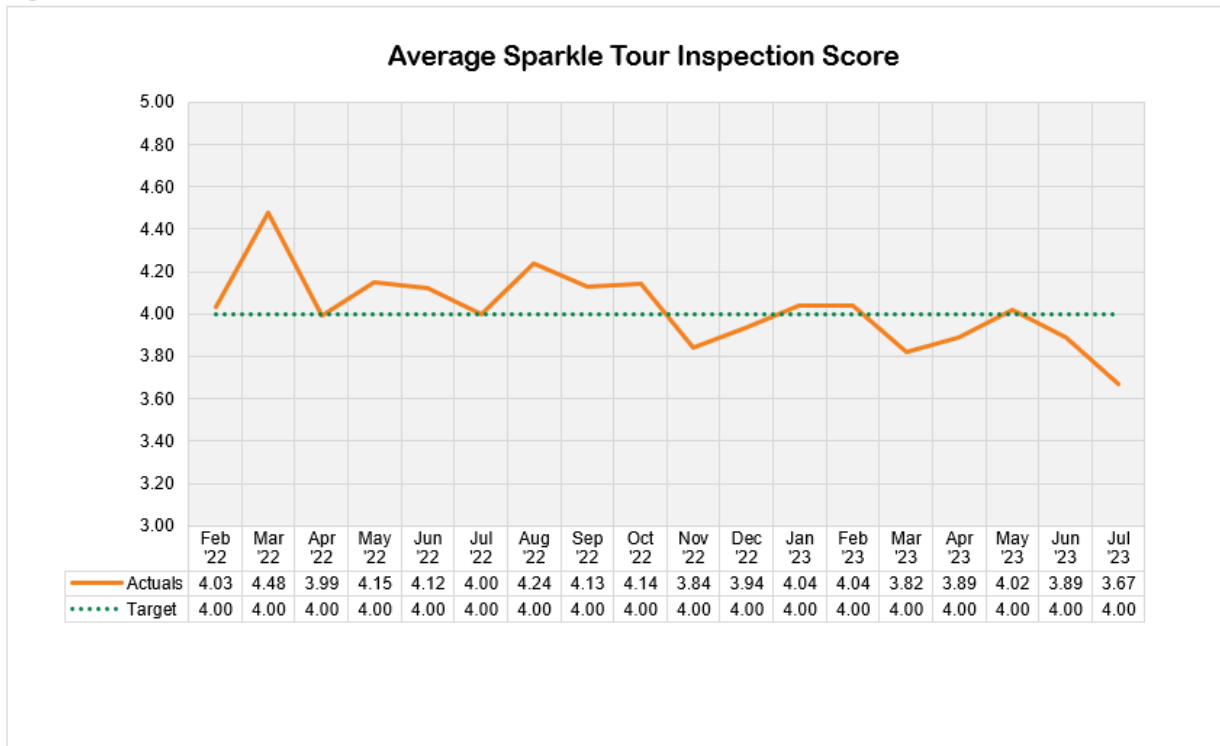
<sup>3</sup> Email correspondence with the Department received on August 8, 2023.

# PARKS, RECREATION AND OPEN SPACES

## Park Inspections: “Sparkle Tour Inspections”

PROS measures its performance excellence by tracking the performance measure “*Provide a safe and clean environment for park patrons that will achieve a score of 4 or higher on Sparkle Tour Inspections.*” Sparkle Tours are performed by inspecting each park’s facilities and operations and evaluating a park’s condition with ratings ranging between 1 (unacceptable) to 5 (excellent). All parks and open spaces in the County are inspected at a frequency dependent on each park’s facilities, amenities, and staffing. Parks with staff offices (manned parks) submit Sparkle Tour inspections once a month by park managers. Unmanned parks (i.e., grassy and open areas) where staff is not readily available are inspected once every quarter. Senior management, such as Superintendents and Assistant Directors, complete Sparkle Tour inspections once every quarter. According to the Department, the objective of these inspections is to secure a quality experience by implementing a formal and measurable process of regular facility upkeep and customer service assessments.<sup>4</sup>

Figure 2



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

**Observations:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the “*Provide a safe and clean environment for park patrons that will achieve a score of 4 or higher on Sparkle Tour Inspections*” performance measure submitted by PROS. OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation that limit OCA’s ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>5</sup> Refer to the section below for some of the individual observations:

<sup>4</sup> Email correspondence with the Department received on August 8, 2023.

<sup>5</sup> TEAMS meeting conducted with the Department on August 3, 2023.



## PARKS, RECREATION AND OPEN SPACES

1. The Department stated that Sparkle Tour Inspections are filled out by park managers monthly. However, OCA was not able to assess the methodology the Department follows to ensure that all manned parks are inspected monthly.
2. The Department stated that completed inspection forms are compiled on a spreadsheet. The final review steps of the summaries before being entered into OBI were requested by OCA but were not provided. The Department was unable to provide and confirm the source documentation used from FY 2017 to FY 2023 Quarter 3 to compile the data reported in OBI. From the supporting documentation that was provided, OCA was unable to determine how the information relates to what is presented in OBI.
3. OCA requested justification for the missing data for January 2023, February 2023, May 2023, and June 2023. The Department confirmed that they mistakenly forgot to add the information.<sup>5</sup> OCA noted that on August 24, 2023, the missing data was updated in OBI. Refer to **Example 1** below.

**Example 1:** Highlighted below are the changes the Department made in OBI.

**Figure 3**

7/13/2023 OBI Metrics provided to PROS		8/24/2023 OBI Metrics generated by OCA	
Monthly	Actual	Monthly	Actual
Jun '23	n/a	Jun '23	3.89
May '23	n/a	May '23	4.02
Apr '23	3.89	Apr '23	3.89
Mar '23	3.82	Mar '23	3.82
Feb '23	n/a	Feb '23	4.04
Jan '23	n/a	Jan '23	4.04

**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by PROS. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported *“Provide a safe and clean environment for park patrons that will achieve a score of 4 or higher on Sparkle Tour Inspections”* throughout Miami-Dade County.

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# NEIGHBORHOOD AND INFRASTRUCTURE

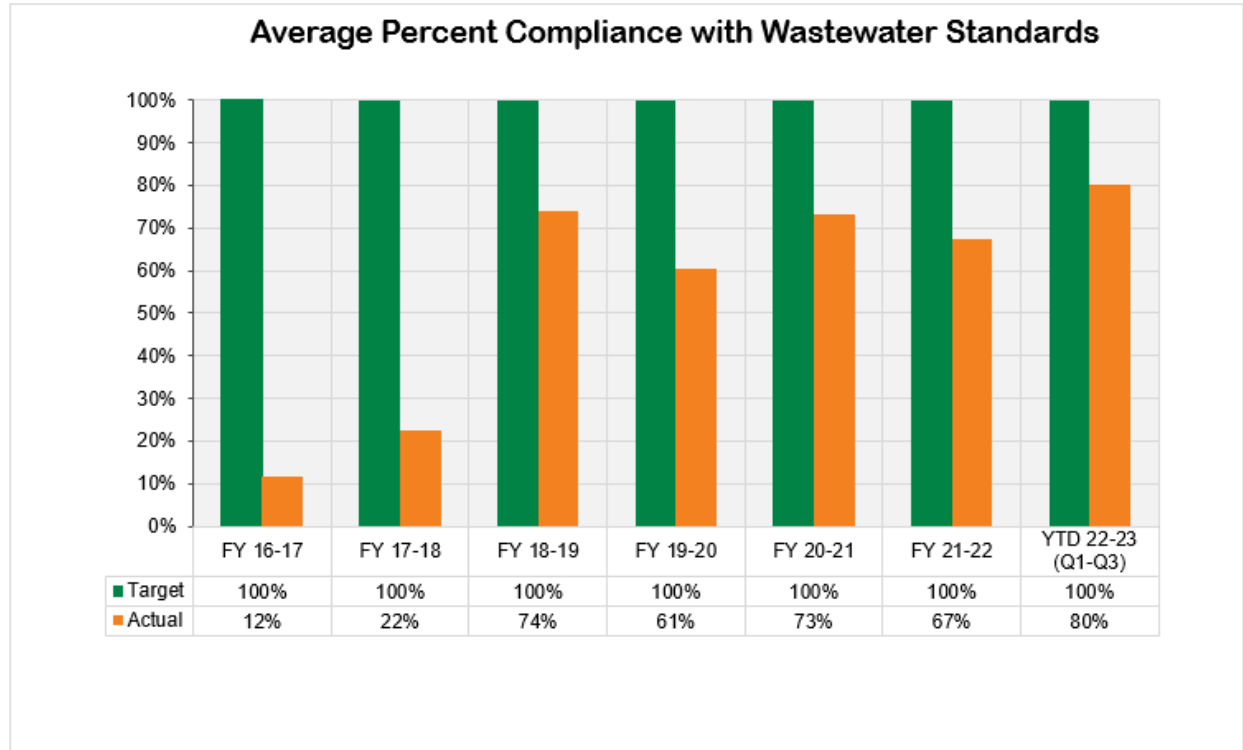


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## WATER AND SEWER

The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.<sup>1</sup>

Figure 1



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

### Wastewater Standards

WASD evaluates the “*Percent compliance with wastewater standards*” by assessing the number of days that the three wastewater plants (North, South, and Central) were in full regulatory compliance with all applicable regulations to measure the percent compliance during the reporting period. Non-compliance refers to an exceedance of an applicable regulation or standard such as a maximum contaminant level or less than full compliance with an applicable treatment technique during the reporting period.<sup>2</sup>

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by WASD. OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation that limit OCA’s ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>3</sup> Refer to the section below for some of the individual observations:

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 71.

<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

<sup>2</sup> Email correspondence with the Department received on July 31, 2023, and TEAMS meeting with the Department on August 4, 2023, and August 10, 2023.

<sup>3</sup> TEAMS meeting with the Department on August 4, 2023 and August 10, 2023.

## WATER AND SEWER

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department stated that the information presented in OBI prior to FY 2021 is unreliable. WASD was also unable to provide and confirm the source documentation used from FY 2017 to FY 2023 to compile the data reported. From the supporting documentation that was provided, OCA was unable to determine how the information correlates to what is presented in OBI.
2. For fiscal years that reflected low compliance actuals (i.e., 0% to 30% compliance), the Department was unable to assess how the calculations were performed and did not explain to OCA the rationale for these amounts. No variance reports were included in OBI as signified by the red “VR” symbols. Moreover, the Department was unable to describe the follow-up procedures performed in response to the abnormal results. Refer to **Example 1** below.

**Example 1:**

Percent compliance with wastewater standards (FY Quarterly) (WASD)					
Measure Trend					
Summary Level		FY Quarterly ▼			
	Display	Actual	Target	Variance	
VR	'19 FQ1	15.22%	100.00%	-84.78%	✖
VR	'18 FQ4	44.57%	100.00%	-55.43%	✖
VR	'18 FQ3	10.99%	100.00%	-89.01%	✖
VR	'18 FQ2	32.22%	100.00%	-67.78%	✖
VR	'18 FQ1	2.17%	100.00%	-97.83%	✖
VR	'17 FQ4	2.17%	100.00%	-97.83%	✖
VR	'17 FQ3	0.00%	100.00%	-100.00%	✖
VR	'17 FQ2	11.11%	100.00%	-88.89%	✖
VR	'17 FQ1	33.70%	100.00%	-66.30%	✖

**Source:** Miami-Dade County Department Scorecard OBI

3. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned or were on leave. In a specific example, WASD stated that the employee responsible for maintaining this metric was unavailable and was unsure of the employee’s return date.
4. The Department does not maintain a file to compile and summarize all supporting documentation, from the various data sources, to track and review the information that is published in OBI.

## WATER AND SEWER

5. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
6. OCA observed that during our review the Department made changes to prior period data (FY 2019 Q2-Q3) in OBI. OCA was not notified of these changes and the supporting documentation that was used to update the data was not provided to OCA. Refer to **Example 2** below.

**Example 2:**

7/06/2023 OBI Metrics provided to WASD			8/22/2023 OBI Metrics generate by OCA			Changed Metrics in OBI by WASD
	Display	Actual		Display	Actual	
VR	'19 FQ3	0.00%		'19 FQ3	95.60%	95.60%
VR	'19 FQ2	0.00%	VR	'19 FQ2	96.67%	96.67%

**Source:** Miami-Dade County Department Scorecard OBI

7. OCA identified that this measure is presented in the Proposed FY 2023-24 budget and notes that the reliance on this performance metric data in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by WASD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported *“Percent compliance with wastewater standards”* throughout Miami-Dade County.

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# HEALTH AND SOCIETY

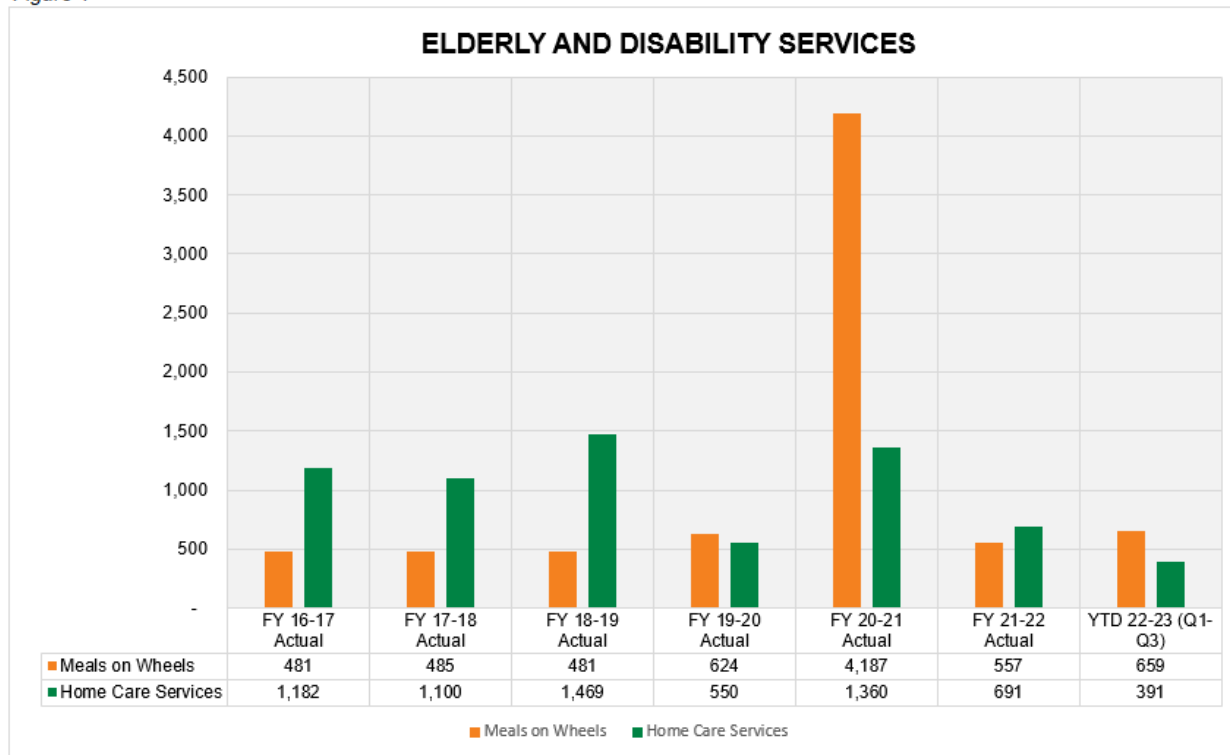


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## COMMUNITY ACTION AND HUMAN SERVICES

The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents of all ages, from children to the elderly.<sup>1</sup>

Figure 1



**Source:** The Department's validation numbers provided to OCA in the email on 7/27/23

### Meals on Wheels

CAHSD evaluates how the Department helps homebound seniors and adults with disabilities to remain in their homes by monitoring the *"Number of homebound seniors/adults with disabilities provided with meals"* through their "Meals on Wheels" program. Also, eligible seniors who are not homebound are able to receive meals at one of the 19 designated locations throughout Miami-Dade County.

Under the "Meals on Wheels" program, seniors at least 60 years old and homebound can receive free meals at home through the program. Adults with disabilities, individuals from 18 to 59 years old with a physical or mental impairment that substantially limits one or more major life activities and who need assistance, can receive free meals at home, enabling them to remain in the community as long as possible and prevent premature institutionalization.<sup>2</sup>

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 107.  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

<sup>2</sup> Email correspondence with the Department received on July 27, 2023.

## COMMUNITY ACTION AND HUMAN SERVICES

accuracy of the performance measures reported in OBI.<sup>3</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department stated they will be reviewing the methodology and calculations for the metric to ensure proper numbers are reported as there seems to be confusion about whether this metric should be reported as a sum or an average for a year.<sup>4</sup> Refer to **Example 1** below.

**Example 1:** The Department was unable to explain the variance in the measure populated in OBI and the Department's Validation numbers provided to OCA for FY 2019-20 and FY 2020-21. The highlighted cells with a significant difference reported in FY 2020-21 where the previously reported actuals of 1,047 were significantly different from the newly reported actuals of 4,187.

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2019-20		FY 2020-21	
			Actual	Target	Actual	Target
Number of homebound seniors/adults with disabilities provided with meals.	Quarterly	OBI Data	609	Not available	1,047	631
		Department's Validation	624		4,187 (COVID Period)	

**Source:** Validation report provided by CAHSD on 7/27/23.

2. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>3</sup>
3. The Department was also unable to provide and verify all source documentation for the information provided from FY 2017 to FY 2023 that was used to compile the data reported in OBI and in the file with the Department's validation numbers. Additionally, from the source documentation that was provided, neither the Department nor OCA was able to assess the reasonableness of their calculation. Refer to **Example 2** related to this metric.

<sup>3</sup> TEAMS meeting with the Department on August 8, 2023.

<sup>4</sup> TEAMS meeting with the Department on August 9, 2023.

## COMMUNITY ACTION AND HUMAN SERVICES

**Example 2:** OCA extracted from the screenshot provided by the Department only the information relevant to the “*Number of homebound seniors/adults with disabilities provided with meals*” metric. All the calculations and handwritten notes were performed by the Department which does not match the amount previously reported in OBI.

	Q1 TOTAL	Q2 TOTAL	Q3 TOTAL	Q4 TOTAL
HH2-4 Reduce the Need for Institutionalization of the Elderly				
Provide comprehensive home care and related services to seniors and adults with disabilities to help clients remain in their homes				
Parent - Number of homebound seniors/adults with disabilities provided with meals	33479	42670	41965	81898
Meals on Wheels - New Clients	27	86	3	509
Meals on Wheels - Active Clients	468	419	505	508

Fy 19-20  
 Meals  
 516  
 509  
 508  
 624

**Source:** Spreadsheet screenshot provided by the Department in the email on 7/27/23.

- The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
- OCA identified that the “*Meals served through Meals on Wheels*”<sup>5</sup> measure presented in the Proposed FY 2023-24 budget relates to the “*Number of homebound seniors/adults with disabilities provided with meals*” and notes that the reliance on this performance metric in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported “*Number of homebound seniors/adults with disabilities provided with meals*” throughout Miami-Dade County.

### Home Care Services

CAHSD evaluates how the Department helps homebound seniors and adults with disabilities to remain in their homes by monitoring the “*Number of homebound seniors/adults with disabilities provided with home care services*” through their Home Care Services program. The Home Care Program offers assistance to elderly residents with disabilities and is delivered with the goal of enabling older adults to lead healthy and active lives in their own homes and communities for as long as possible, and in a manner that is meaningful and dignified.<sup>6</sup>

Services include<sup>6</sup>:

- Homemaker: light cleaning, shopping errands, meal preparation, washing dishes, and laundry.
- Personal care: assistance or supervision with bathing, grooming, dressing, feeding, transferring, mobility, and toileting.
- Chores: heavy cleaning, yard cleanup, and minor household repairs.

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify records submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation that limit

<sup>5</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. “Meals served through Meals on Wheels”. Page 112. <https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

<sup>6</sup> Miami Dade County. Community Action and Human Services website. Home Care Assistance for Elderly Residents with Disabilities. Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1540580907924775](https://www.miamidade.gov/global/service.page?Mduid_service=ser1540580907924775)

## COMMUNITY ACTION AND HUMAN SERVICES

OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>4</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department stated they will be reviewing the methodology and calculations for the metric to ensure proper numbers are reported as there seems to be confusion about whether this metric should be reported as a sum or an average for a year<sup>4</sup> and inconsistencies can be seen in **Example 1** below. Additionally, the Department stated that the data reported in OBI is not the same as the one reported in the Budget Book for the program. As part of the new quality assurance unit implemented by the Department, these discrepancies will be addressed to eliminate inconsistencies in the data.<sup>4</sup> Refer to **Example 1** for this metric.

**Example 1:** The cells highlighted in yellow indicate the differences in this measure.

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
			Actual	Actual	Actual	Actual	Actual	Actual
Number of homebound seniors/adults with disabilities provided with home care services.	Quarterly	OBI Data	Not available	Not available	Not available	348	265	Not available
		Department's Validation	1,182	1,100	1,469	550	1,360	691
		Budget Book	575	500	405	440	592	312

**Sources:** Validation report provided by CAHSD on 7/27/23

Miami-Dade County. FY 2019-20 Adopted Budget. Volume III. Page 83.

Miami-Dade County. FY 2021-22 Adopted Budget. Volume III. Page 100.

Miami-Dade County. FY 2023-24 Proposed Budget. Volume III. Page 112.

2. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>4</sup>
3. The Department tracks the metric internally in a spreadsheet that the Department maintains through manual entries, which has not been provided to OCA. The Department confirms that they lack assurance over the integrity of this data.<sup>4</sup> OCA concludes that there are no established controls over the integrity of this data.
4. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
5. OCA identified that this measure ("*Elders remaining in their own homes through In-Home Support Services*"<sup>5</sup>) is presented in the Proposed FY 2023-24 budget, and notes that reliance on this performance metric should be limited.

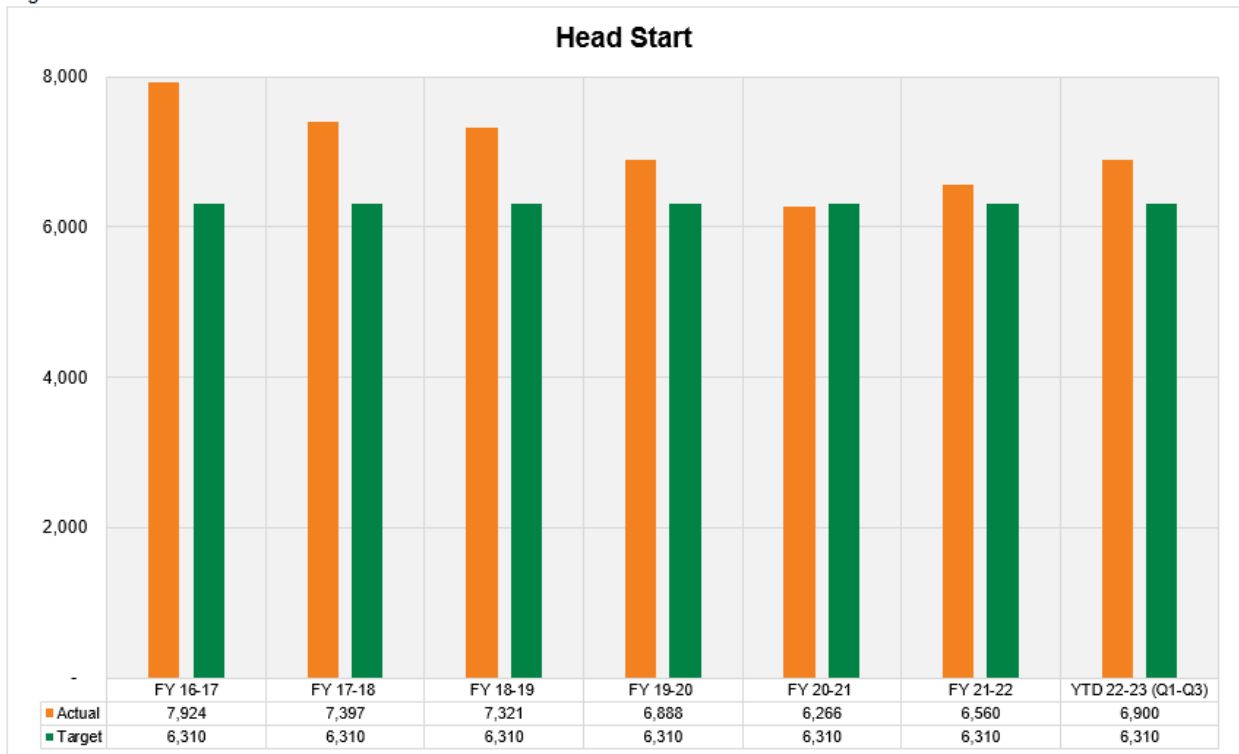
OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported measure ("*Number of homebound*

## COMMUNITY ACTION AND HUMAN SERVICES

*seniors/adults with disabilities provided with home care services") throughout Miami-Dade County.*

## COMMUNITY ACTION AND HUMAN SERVICES

Figure 2



**Source:** The Department's validation numbers provided to OCA in the email on 7/27/23

### Head Start

CAHSD evaluates how the Department provides early childhood education for low-income families to prepare children for kindergarten by monitoring the *"Number of children ages 3-5 enrolled in Head Start"* through the Head Start program.

The program focuses on the social, physical, and emotional development of children from 3 to 5 years of age, ensuring that children are school-ready. Each year, the program offers education, child development, and family support services. Children are provided with a language-rich and supportive environment to develop strong early literacy, math, science, and social skills that are necessary to succeed in school and life while engaging parents in their children's educational experiences.

The Head Start / Early Head Start program includes the oversight of 17 delegate agencies in the provision of high-quality early childhood education in more than 350 classrooms, in over 90 locations across Miami-Dade County.<sup>7</sup>

The Head Start program is a federal match grant program and has a reporting period from August 1<sup>st</sup> through July 31<sup>st</sup>. The program's target number of students is 6,310 slots which represents the total capacity based on the grant award letter and has not changed since FY 2017. The goal of the program is to be at full enrollment each year, therefore, the total number of students can go over 6,310 because some students might drop out of the program or move out of town and others take their slots.

<sup>7</sup> Miami Dade County. Community Action and Human Services website. Head Start / Early Head Start. Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1504282688394513](https://www.miamidade.gov/global/service.page?Mduid_service=ser1504282688394513)



## COMMUNITY ACTION AND HUMAN SERVICES

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>3</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department provided program numbers in the email on 7/27/23 but was unable to verify the accuracy and explain the variances of the numbers reported in OBI. Refer to **Example 1** related to this metric that displays the difference between the numbers currently in OBI, the numbers validated by the Department, and the actuals for "Head Start slots" published in Miami-Dade County Budget Books.

**Example 1:** The cells highlighted in yellow indicate the differences in this measure.

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
			Actual	Actual	Actual	Actual	Actual	Actual
Number of children ages 3-5 enrolled in Head Start	Monthly	OBI Data	Not available	Not available	Not available	Not available	5,667	5,814
		Department's Validation	7,924	7,397	7,321	6,888	6,266	6,590
		Budget Book	6,818	6,818	6,738	6,710	6,872	6,310

**Sources:** Validation report provided by CAHSD on 7/27/23,  
Miami-Dade County. FY 2019-20 Adopted Budget. Volume III. Page 81.  
Miami-Dade County. FY 2021-22 Adopted Budget. Volume III. Page 97.  
Miami-Dade County. FY 2023-24 Proposed Budget. Volume III. Page 110.

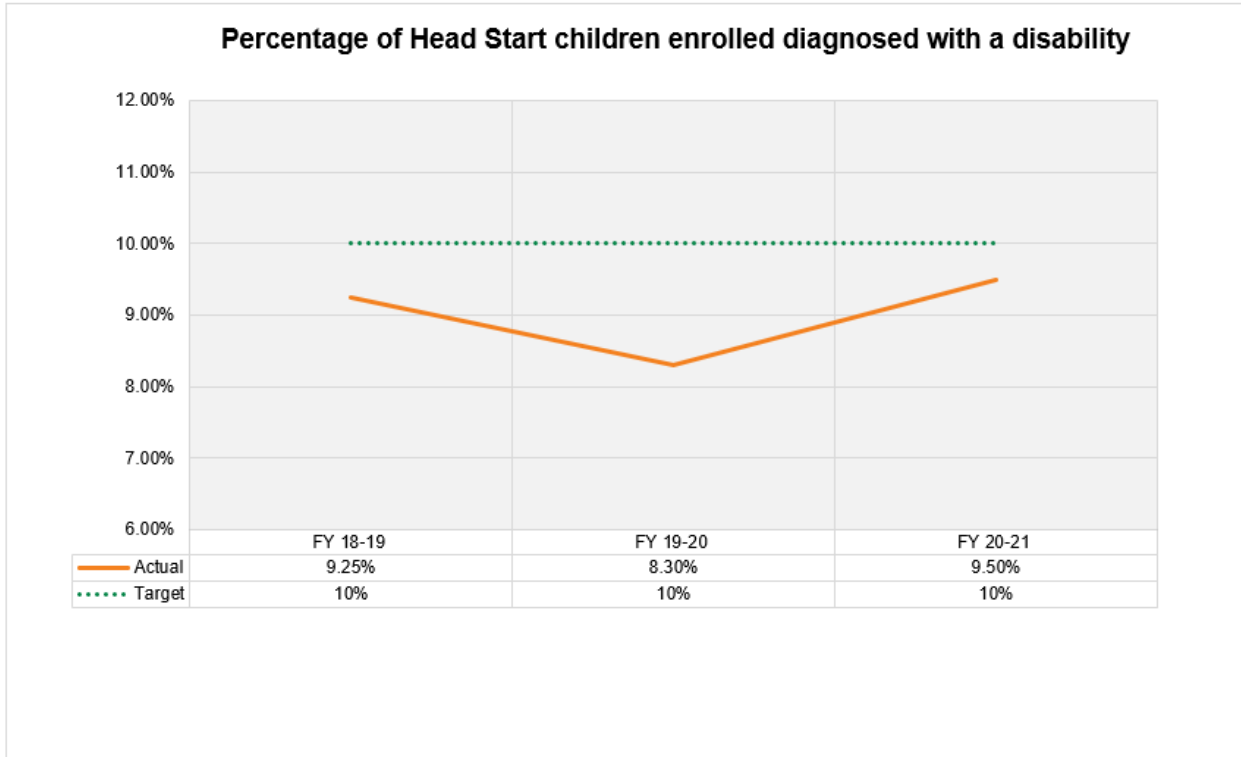
2. The Department only provided data for the metric by program reporting period instead of the County's fiscal year as requested by OCA. Additionally, the Department did not provide the parameters used to run the report from their system. Therefore, OCA was unable to verify the accuracy and completeness of the information provided in OBI.
3. The Department stated that a process to review the information entered in OBI by employees to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
4. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>4</sup>
5. OCA identified that this measure ("Head Start slots") is presented in the Proposed FY 2023-24 budget, and notes that reliance on this performance metric data should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is

## COMMUNITY ACTION AND HUMAN SERVICES

unable to independently confirm the accuracy of the reported measure (*“Head Start slots”*) throughout Miami-Dade County.

Figure 3



**Source:** The Department’s validation numbers provided to OCA in the email on 7/27/23

### **Percent of Head Start children enrolled diagnosed with a disability.**

CAHSD evaluates how the Department provides access to early childhood education for families with children with disabilities by monitoring the *“Percent of Head Start children enrolled diagnosed with a disability”* in the Head Start program.

The Head Start program’s responsibility is to make available services in the least restrictive environment in accordance with an individualized education program (IEP) for at least ten percent of enrolled children who meet the disabilities eligibility criteria.<sup>8</sup>

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation that limit OCA’s ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>3</sup> Refer to the section below for some of the individual observations:

<sup>8</sup> Code of Federal Regulations 45CFR Part 1308.5(c)(4). Accessed August 24, 2023. <https://www.govinfo.gov/content/pkg/CFR-2016-title45-vol4/xml/CFR-2016-title45-vol4-part1308.xml>

## COMMUNITY ACTION AND HUMAN SERVICES

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department provided program metrics but was unable to verify the accuracy of the metric reported in OBI. Refer to **Example 1** related to this metric that displays the difference between the numbers currently in OBI and the numbers validated by the Department.

**Example 1:** The Department was unable to explain the variance in the measure populated in OBI and the Department's Validation numbers provided to OCA from FY 2019-20 to FY 2021-22. The cells highlighted in yellow indicate the differences in this measure.

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2019-20		FY 2020-21		FY 2021-22	
			Actual	Target	Actual	Target	Actual	Target
Percent of Head Start children enrolled diagnosed with a disability.	Monthly	OBI Data	7.70%	10%	6.54%	10%	4.80%	10%
		Department's Validation	9.25%		8.30%		9.47%	

**Source:** Validation report provided by CAHSD on 7/27/23.

2. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>4</sup>
3. The Department only provided data for the metric by program reporting period instead of the County's fiscal year as requested by OCA. Additionally, the Department could not provide the parameters used to run the report from their system. Thus, OCA could not verify the completeness and accuracy of the information provided in OBI.
4. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported measure ("Percent of Head Start children enrolled diagnosed with a disability") throughout Miami-Dade County.

## COMMUNITY ACTION AND HUMAN SERVICES

Figure 4



**Source:** The Department's validation numbers provided to OCA in the email on 7/27/23

### Financial Assistance with rent/mortgage or utilities

CAHSD evaluates how the Department provides prevention and intervention services to low-income residents to prevent eviction or utility shut-off by monitoring the *"Number of income-eligible residents who received financial assistance with rent/mortgage or utilities payment (unduplicated)"* and the *"Dollar amount of financial assistance disbursed to assist with rent/mortgage or utilities payments"* through multiple financial assistance programs.

The Department provides eligible residents with financial assistance with rent/mortgage or utilities through the following programs:

- The Florida Power & Light (FPL) Care to Share Program was implemented to provide emergency assistance funds to Miami-Dade County customers experiencing crisis situations. The households are low-income and in imminent danger of having their services disconnected and are unable to make payments due to hardship or lack of funds. Eligible applicants can receive one-time assistance within a 12-month period, up to \$500.
- Low-Income Home Energy Assistance Program (LIHEAP) is a federally funded program that helps low-income households pay for cooling or heating their homes. Eligible households can receive up to \$5,000 within a 12-month period.<sup>9</sup>
- The Emergency Food and Shelter Program (EFSP) provides assistance to eligible residents experiencing a one-time crisis situation that interrupts their ability to pay utility bills, rent/mortgage, or secure necessary food. The customer must be able to document

<sup>9</sup> Miami Dade County. Community Action and Human Services website. Light Bill Assistance. Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1504204216164378](https://www.miamidade.gov/global/service.page?Mduid_service=ser1504204216164378)

## COMMUNITY ACTION AND HUMAN SERVICES

the crisis and show the ability to maintain expenses after the receipt of the emergency assistance. The program does not have an income threshold.<sup>10</sup>

- Housing Assistance Grant (HAG) assists with a one-time rental security deposit within a 12-month period to households that meet the income guidelines of 80% of the federal poverty level.<sup>2</sup>
- The Mortgage Relief Program (MRP) provides assistance to Miami-Dade County homeowners who are experiencing hardship and struggling to pay their mortgage and/or utility bills. Throughout the duration of the program, applicants can receive up to \$1,500 per household towards late mortgage payments, late homeowner association (HOA) fees, homeowners' insurance, and/or late utility assistance.<sup>11</sup>

Households can receive funding from multiple programs to leverage shortfalls.

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>4</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to describe the methodology used to compile the data reported in OBI. Specifically, the Department provided program metrics in the email on 7/27/23 but was unable to verify the accuracy of the numbers reported in OBI. Refer to **Example 1** related to this metric that displays the difference between the numbers currently in OBI and the numbers validated by the Department.

**Example 1:** The Department was unable to explain the variance in the measure populated in OBI and the Department's validation numbers provided to OCA from FY 2018-19 to FY 2020-21. The cells highlighted in yellow indicate the differences in this measure.

Performance Measure	Performance Measure Frequency	OBI Data / Department's Validation Data	FY 2018-19		FY 2019-20		FY 2020-21	
			Actual	Target	Actual	Target	Actual	Target
Number of income-eligible residents who received financial assistance with rent/mortgage	Monthly	OBI Data	9,790	18,432	22,092	18,432	31,317	44,304
		Department's Validation	26,356		25,975		36,071	

**Source:** Validation report provided by CAHSD on 7/27/23.

2. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>4</sup>
3. The Department was also unable to provide and verify all source documentation for the information provided from FY 2017 to FY 2023 that was used to compile the data

<sup>10</sup> Miami Dade County. Community Action and Human Services website. Rental and Other Assistance for the Homeless or Evicted. Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1497555806798351](https://www.miamidade.gov/global/service.page?Mduid_service=ser1497555806798351)

<sup>11</sup> Miami Dade County. Community Action and Human Services website. Mortgage Relief Program (MRP). Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser166861447049056](https://www.miamidade.gov/global/service.page?Mduid_service=ser166861447049056)

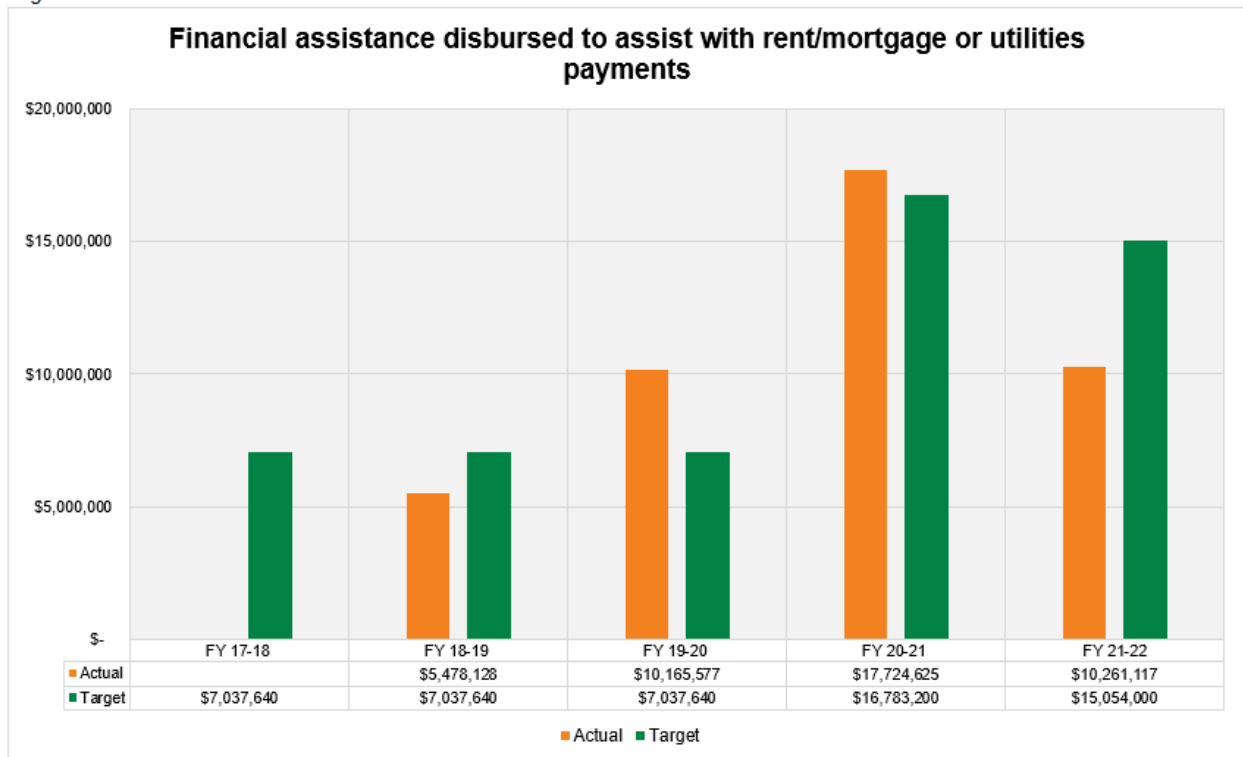
## COMMUNITY ACTION AND HUMAN SERVICES

reported in OBI and in the file with the Department's validation numbers. Additionally, from the supporting documentation that was provided, OCA was unable to determine how the information correlates to what is presented in OBI. Therefore, OCA could not verify the accuracy of the information entered in OBI.

4. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported measure (*"Number of income-eligible residents who received financial assistance with rent/mortgage or utilities payment (unduplicated)"*) throughout Miami-Dade County.

Figure 5



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI). *Note: The department did not validate this metric.*

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CAHSD. OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>4</sup> Refer to the section below for some of the individual observations:

## COMMUNITY ACTION AND HUMAN SERVICES

1. The Department was unable to describe the methodology used to compile the data reported in OBI.
  - a. Specifically, the Department could not validate this metric in the email on 7/27/23 or as a response to OCA's follow-up on 8/9/23. Refer to **Example 1** related to this metric that displays the numbers currently in OBI.

**Example 1:**

Performance Measure	Performance Measure Frequency	OBI Data / Departments Validation Data	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
			Actual	Actual	Actual	Actual
Dollar amount of financial assistance disbursed to assist with rent/mortgage or utilities	Monthly	OBI Data	5,478,128	10,165,577	17,724,625	10,261,117
		Department's Validation				

**Source:** Validation report provided by CAHSD on 7/27/23.

- b. Additionally, each of the 12 community resource centers has its own individual reporting spreadsheets which were not provided to OCA. The Department confirms that they lack assurance over the integrity of this data.<sup>4</sup> Based on our engagement with the Department, OCA concludes, that there are no established controls over the integrity of this data.
2. The Department was unable to demonstrate business continuity planning for maintaining performance measures records and methodology when employees who were responsible for performance measures transitioned to other roles.<sup>4</sup>
3. The Department was unable to provide and verify all source documentation information provided from FY 2017 to FY 2023 that was used to compile the data reported in OBI and in the file with the Department's validation numbers. From the supporting documentation that was provided, OCA was unable to determine how the information correlates to what is presented in OBI. Therefore, OCA could not verify the accuracy of the information entered in OBI.
4. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CAHSD. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported measure ("*Dollar amount of financial assistance disbursed to assist with rent/mortgage or utilities payments*") throughout Miami-Dade County.



# COMMUNITY ACTION AND HUMAN SERVICES

## Demographic information on staff servicing the County at large by District

Miami-Dade County Community Resource Centers offer a variety of social services to economically disadvantaged individuals and families interested in achieving self-sufficiency. Services vary at each of the **13 Community Resource Centers located in 6 Districts**.<sup>12</sup> The languages spoken by staff in each location are determined by the area. See the list of all community centers provided by the Department below.<sup>2</sup>



### COMMUNITY ACTION AND HUMAN SERVICES DEPARTMENT FAMILY AND COMMUNITY SERVICES DIVISION COMMUNITY RESOURCE CENTERS

NORTH SITES			TEAM MANAGERS	Languages Spoken
District 3 Caleb/Liberty City	5400 NW 22 <sup>nd</sup> Avenue Miami, FL 33142	(305) 756-2830	Kyra King <a href="mailto:keh@miamidade.gov">keh@miamidade.gov</a>	English Spanish
District 3 Edison	150 NW 79 <sup>th</sup> Street Miami, FL 33150	(305) 758-9662	Terrance Carey <a href="mailto:bull@miamidade.gov">bull@miamidade.gov</a>	English Creole
District 6 Hialeah	300 E. First Avenue Miami, FL 33010	(305) 884-4801	Michelle Rodriguez <a href="mailto:Mrodri@miamidade.gov">Mrodri@miamidade.gov</a>	English Spanish
District 1 Miami Gardens/Opa- Locka	16405 NW 25th Avenue Miami Gardens, FL 33054	(305) 623-6500	Jeffrey Jeanty <a href="mailto:jeanty@miamidade.gov">jeanty@miamidade.gov</a>	English Spanish Creole
District 3 Wynwood	2902 NW 2 <sup>nd</sup> Avenue Miami, FL 33127	(305) 547-7661	Ulysses Arteaga <a href="mailto:uarteag@miamidade.gov">uarteag@miamidade.gov</a>	English Spanish
CENTRAL SITES				
District 5 Accion	970 SW 1 <sup>st</sup> Street, 4 <sup>th</sup> FL Miami, FL 33130	(305) 545-2224	Teresita Figueroa <a href="mailto:tfiguer@miamidade.gov">tfiguer@miamidade.gov</a>	English Spanish
District 3 Culmer	1600 NW 3 <sup>rd</sup> Avenue Miami, FL 33136	(305) 438-4161	Chamarr West <a href="mailto:WestC@miamidade.gov">WestC@miamidade.gov</a>	English
District 7 Frankie Shannon Rolle	3892 Grand Avenue Miami, FL 33133	(305) 446-3311	Helen Miguel <a href="mailto:Hmiguel@miamidade.gov">Hmiguel@miamidade.gov</a>	English Spanish
District 5 South Beach	833 Sixth Street Miami, FL 33139	(305) 672-1705	Viola Davis <a href="mailto:davisv@miamidade.gov">davisv@miamidade.gov</a>	English
District 5 Stephen P Clark Gov't Center	111 NW 1 <sup>st</sup> Street Miami, FL 33128	(786) 469-4640	Resheka Leuned <a href="mailto:Resheka.canady@miamidade.gov">Resheka.canady@miamidade.gov</a>	English
SOUTH SITES				
District 9 Perrine	17801 Homestead Avenue Miami, FL 33157	(305) 254-5804	Dionne Brown <a href="mailto:ward@miamidade.gov">ward@miamidade.gov</a>	English
District 9 Naranja	13955 SW 264 <sup>th</sup> Street Miami, FL 33032	(305) 258-5471	Ali Echevarria <a href="mailto:alim@miamidade.gov">alim@miamidade.gov</a>	English Spanish
District 9 Florida City	1600 NW 6th Court Florida City, FL 33034	(305) 247-2068	Cornelius Nealy <a href="mailto:cnealy@miamidade.gov">cnealy@miamidade.gov</a>	English Spanish

Updated: December 2022

<sup>12</sup> Miami Dade County. Community Action and Human Services website. Community Resource Centers. Accessed August 23, 2023. [https://www.miamidade.gov/global/service.page?Mduid\\_service=ser1542309305236810](https://www.miamidade.gov/global/service.page?Mduid_service=ser1542309305236810)



# ECONOMIC DEVELOPMENT

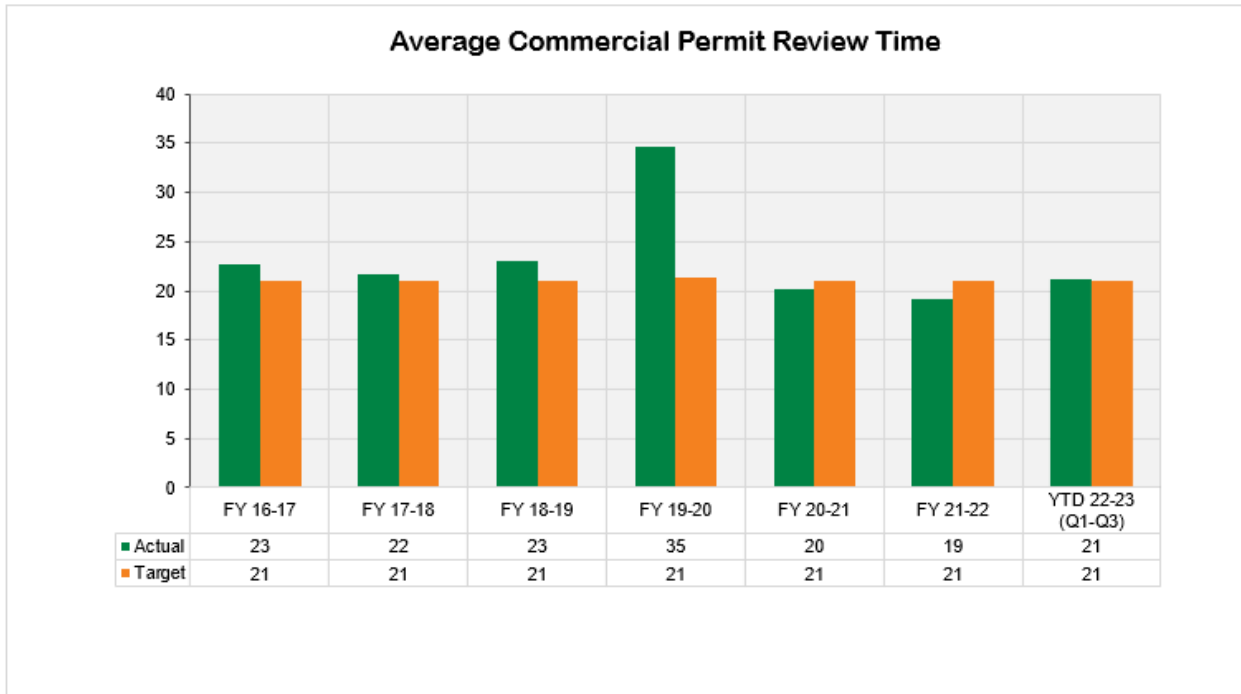


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## REGULATORY AND ECONOMIC RESOURCES

The Regulatory and Economic Resources Department enables sustainable economic development through smart regulatory, planning, resiliency strategies, and business expansion initiatives. RER provides services related to Planning, Building, Zoning, and Environmental Protection. The Department is also responsible for proactively engaging all County departments, as well as other jurisdictions and stakeholders, to plan and execute strategies to address the most pressing threats to the resiliency of Miami-Dade County.<sup>1</sup>

Figure 1



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

### Average commercial permit review time

RER monitors and evaluates the “Average number of calendar days a commercial permit is under review” to track the Department’s compliance with Administrative Order 04-115 and Resolution R-215-23. Administrative Order 04-115 requires the timely issuance of building permits within specific plan review times that are outlined as follows: Fire Department – 9 days, Building Department – 24 days, Zoning Review – 3 days, Planning Review – 2 days, Department of Environment Resources Management – 8 days, Department of Public Works – 4 days, and Water and Sewer Department – 5 days.<sup>2</sup> Resolution R-215-23, adopted on March 7, 2023, directs the Mayor or County Mayor’s designee to provide a report on the median processing times for permits for each Department reviewing or issuing an affordable housing permit.<sup>3</sup> RER monitors the average total processing time a commercial permit is under review, beginning from permit acceptance to issuance.

**Observations:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the “Average number of calendar days a commercial permit is under review” performance measure submitted by RER.

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 183.

<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

<sup>2</sup> Miami-Dade County. Administrative Order 04-115. Pages 2-3. [Miami-Dade County. Administrative Orders Maintenance System. \(miamidade.gov\)](https://www.miamidade.gov/administrative-orders/maintenance-system/)

<sup>3</sup> Miami-Dade County Resolution R-215-23 (2023). [Legislative Matter \(miamidade.gov\)](https://www.miamidade.gov/legislative-matter/)

## REGULATORY AND ECONOMIC RESOURCES

OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>4</sup> Refer to the section below for some of the individual observations:

1. The Department described the methodology used to compile the data reported in OBI as using a standardized report from the GoldKey and the Mainframe systems. However, during a TEAMS call on August 3, 2023, OCA identified the following abnormalities while reviewing the raw data source:
  - a. Negative time is displayed within the Client Time ("CLNT\_TIME") field. OCA inquired about the rationale for negative Client Time and the Department was unable to provide reasonable justification. Refer to **Example 1** below. Additionally, the Department stated that the appropriate "Permit revision date" appears incorrectly within the spreadsheet which contributes to the negative Client Time reported.

### **Example 1:**

TRACKING_ID	TRACK_NUM	PERMIT_NUM	APP_PROC_NUM	ENTRY_DATE	EXIT_DATE	APP_DATE	PERMIT_REVISION_DATE	CLNT_TIME
938877	1050192	2023010328	C2018226654	3/12/2023 0:12	3/12/2023 0:12	9/12/2018 13:55	11/17/2022 8:06	-114.67
938877	1050192	2023010327	C2018226660	3/12/2023 0:12	3/12/2023 0:12	9/12/2018 13:55	11/17/2022 8:06	-114.67
938877	1050192	2023010330	C2018226678	3/12/2023 0:12	3/12/2023 0:12	9/12/2018 13:55	11/17/2022 8:06	-114.67
2580859	22055953	2023006519	C2022055958	2/23/2023 16:16	3/1/2023 9:18	1/26/2022 14:45	10/31/2022 17:00	-114.97
2580778	22055858	2023003853	C2022055858	3/1/2023 11:48	3/1/2023 12:29	1/26/2022 13:41	10/19/2022 17:00	-132.78
3128770	3023042519	2023020850	N2023042520	5/26/2023 10:18	5/26/2023 12:34	1/5/2023 9:55	1/13/2023 11:56	-133.03
3128770	3023042519	2023020852	N2023042522	5/26/2023 10:18	5/26/2023 12:34	1/5/2023 9:55	1/13/2023 11:56	-133.03
3128770	3023042519	2023020853	N2023042525	5/26/2023 10:18	5/26/2023 12:34	1/5/2023 9:55	1/13/2023 11:56	-133.03
3068312	3023010904	2023013114	C2023010904	4/23/2023 0:11	4/23/2023 0:11	10/24/2022 14:52	12/2/2022 8:11	-141.67
3018270	3022155960	2023020532	C2022155960	6/4/2023 0:20	6/4/2023 0:20	7/26/2022 7:17	1/12/2023 10:23	-142.58
3041118	3022176713	2023011906	C2022176713	4/28/2023 10:27	5/17/2023 17:24	9/2/2022 7:32	11/28/2022 11:23	-150.96
3041118	3022176713	2023011905	C2022176714	4/28/2023 10:27	5/17/2023 17:24	9/2/2022 7:32	11/28/2022 11:23	-150.96
3041118	3022176713	2023011908	C2022176718	4/28/2023 10:27	5/17/2023 17:24	9/2/2022 7:32	11/28/2022 11:23	-150.96
3041118	3022176713	2023011907	C2022176720	4/28/2023 10:27	5/17/2023 17:24	9/2/2022 7:32	11/28/2022 11:23	-150.96
2580837	22055921	2023009106	C2022055921	6/29/2023 12:42	7/10/2023 10:39	1/26/2022 14:31	11/10/2022 17:00	-230.82

- b. The Department stated that the "Permit review time" shown in the standardized report, which is used to populate the amounts in OBI, is calculated in the raw data source by considering the following formula:

Permit Review Time (in days) = Working Time + Client Time

$$[(PRM\_TO\_ISSUE) = (WKNG\_TIME) + (CLNT\_TIME)]$$

However, OCA observed that the system computations reported in the "PRM\_TO\_ISSUE" column are not computed correctly. Refer to **Example 2** below.

<sup>4</sup> TEAMS meetings were conducted with the Department on August 1, 2023 and August 3, 2023.

## REGULATORY AND ECONOMIC RESOURCES

### **Example 2:**

PERMIT_NUM	APP_PROC_NUM	PRM_TO_ISSUED	WKNG_TIME	CLNT_TIME	TRVL_TIME	DERM_TIME	ZONG_TIME	WASA_TIME	PWKS_TIME	FIRE_TIME	RERT_TIME
2023005648	C2023002905	19.34	0	0.04	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0.06	0	0	0	0	0	0	0	0.06
2023005648	C2023002905		0.06	0	0	0	0	0	0	0	0.06
2023005648	C2023002905		0.02	0	0	0	0.02	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	1.08	0	0	0	0	0	0	0
2023005648	C2023002905		1.08	0	0	0	0	0	0	0	1.08
2023005648	C2023002905		0.92	0	0	0	0	0	0	0	0.92
2023005648	C2023002905		0.2	0	0	0	0.2	0	0	0	0
2023005648	C2023002905		0	3.81	0	0	0	0	0	0	0
2023005648	C2023002905		0.27	0	0	0	0	0	0	0	0.27
2023005648	C2023002905		0	8.92	0	0	0	0	0	0	0
2023005648	C2023002905		3.48	0	0	0	0	0	0	0	3.48
2023005648	C2023002905		0	0.32	0	0	0	0	0	0	0
2023005648	C2023002905		0.31	0	0	0	0.31	0	0	0	0
2023005648	C2023002905		0.24	0	0	0	0	0	0	0	0.24
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
2023005648	C2023002905		0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>19.34</b>	<b>6.64</b>	<b>14.17</b>	<b>0</b>	<b>0</b>	<b>0.53</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6.11</b>
WKNG_TIME + CLNT_TIME			20.81								
PRM_TO_ISSUED			19.34								
Variance			<b>1.47</b>								

OCA recalculated the Permit Review Time by using the aforementioned formula: Working Time (6.64 days) + Client Time (14.17 days) = Permit Review Time (20.81 days). However, the system calculated the Permit Review Time ("PRM\_TO\_ISSUED") as 19.34 days. Accordingly, a 1.47-day variance exists and could not be explained by the Department. Other permit examples exhibited the same behavior.

- c. The Department stated that "Storage Time" (delays in the processing of a permit application due to incomplete Client tasks) is included in the information provided. However, OCA observed that "Storage Time" is not appropriately calculated. Refer to **Example 3** below.

**Example 3:** OCA observed that "Storage Time" (a component of "CLNT\_TIME") is not appropriately reflected in the information provided. As identified within Permit Number "2022010492" the "Storage Time" (STOR) should be reflected as 15 days since the Entry Date is 12/3/2020 and the Exit Date is 12/18/2020. However, 0.13 days is shown as the "Storage Time" for this transaction instead of 15 days. The Department was unable to explain this variance.

TRACK_NUM	PERMIT_NUM	APP_ID	APP_PROC_NUM	CODE	ENTRY_DATE	EXIT_DATE	PERMIT_REVISION_DATE	CLNT_TIME
1047407	2022010492	1093308	C2019009202	STOR	12/3/2020 12:11	12/18/2020 8:05	11/15/2021 19:51	<b>0.13</b>

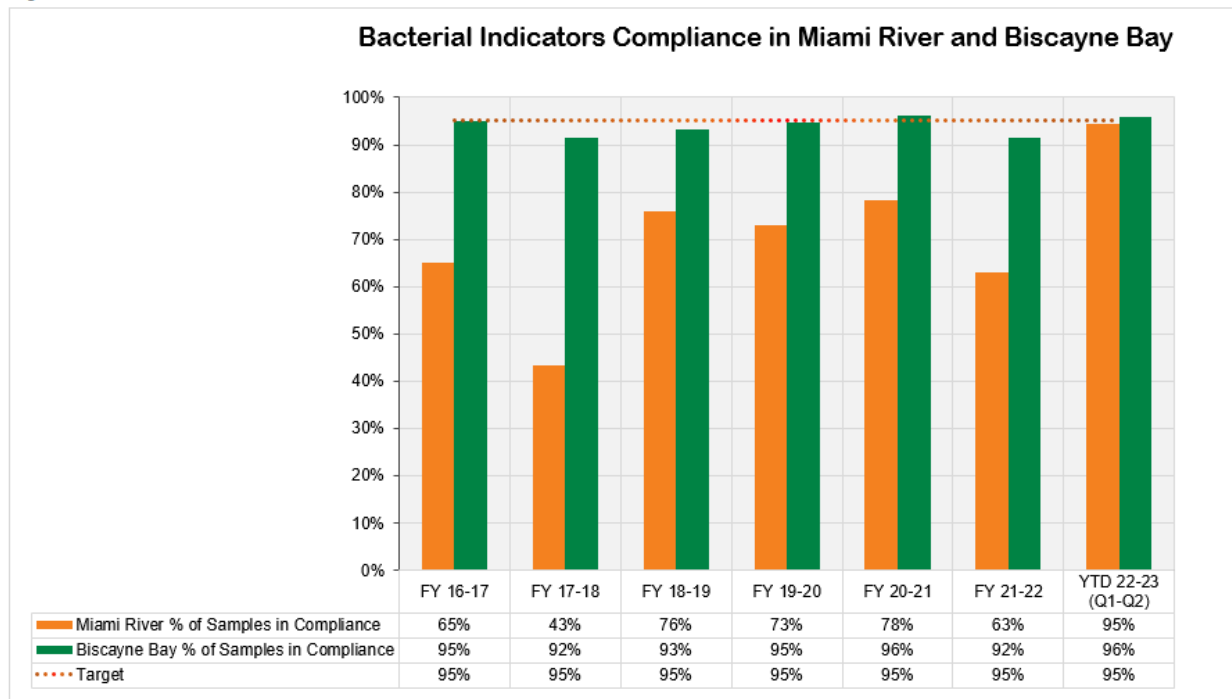
2. The Department was unable to provide and verify all source documentation for the information provided from FY 2017 to FY 2019 that was used to compile the data reported in OBI. From the supporting documentation that was provided from FY 2020 to FY 2023, OCA was unable to determine how the information correlates to what is presented in OBI.
3. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.

## REGULATORY AND ECONOMIC RESOURCES

4. OCA identified that this measure is presented in the Proposed FY 2023-24 budget and notes that the reliance on this performance metric data in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by RER. Therefore, at this time, OCA is unable to confirm the accuracy of the reported “Average number of calendar days a commercial permit is under review” throughout Miami-Dade County.

Figure 2



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

### Miami River and Biscayne Bay surface water quality

RER collects samples from different locations in the Miami River and Biscayne Bay, monthly, to test for the presence of fecal material through indicators of *Escherichia coli* (E. coli) and *Enterococcus* bacteria. The associated performance metrics are: “*Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard*” and “*Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard.*”

Standards have been established by the United States Environmental Protection Agency (EPA) that provide the level of bacteria that is safe for human recreational uses involving water contact, such as swimming or fishing. Bacteria concentrations may be attributed to illegal human discharges, illicit water connections, improperly functioning wastewater systems, leaking septic systems, and stormwater runoff. Per EPA guidance adopted by the State (2016), either *Enterococci* or *E. coli* can be selected for testing in fresh waters and only *enterococci* can be selected for testing in marine waters.<sup>5</sup> The reported measure reflects the percent of total coliform

<sup>5</sup> United States Environmental and Protection Agency. 2015. Recreational Water Quality Criteria. Page 43. [Recreational Water Quality Criteria \(epa.gov\)](https://www.epa.gov/recreational-water-quality-criteria)

## REGULATORY AND ECONOMIC RESOURCES

bacteria concentrations identified within the samples tested, in each respective quarter, and if there was compliance with the State standards for the levels of Enterococcus (130 colony-forming units or less per 100 milliliters in any one sample) or E. coli (410 colony-forming units or less per 100 milliliters in any one sample).<sup>6</sup>

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the “*Miami River/Biscayne Bay surface water quality*” performance measures submitted by RER.<sup>7</sup> OCA identified significant gaps and weaknesses in the Department’s process for data collection and compilation that limit OCA’s ability to independently confirm the accuracy of the performance measures data reported in OBI.<sup>8</sup> Refer to the section below for some of the individual observations:

1. The Department was unable to provide and verify all source documentation for the information provided from FY 2017 to FY 2023 that was used to compile the data reported in OBI.
2. The Department stated that a process to review the information entered in OBI by employees to assess the data's completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
3. OCA observed that during our review the Department made changes to prior period data related to the “*Miami River surface water quality*” performance measure for (FY 2017 Q4 and FY 2019) in OBI. OCA was not notified of these changes and the supporting documentation that was used to update the data was not provided to OCA. Refer to **Example 1** below.

**Example 1:** The Department did not provide OCA with an explanation for the original zero-percentage compliance amounts in FY 2017 Q4 as of the July 28, 2023, actuals and the Department made changes to FY 2017 Q4 and FY 2019 without notifying OCA.

Miami River: Surface Water Quality						
6/28/2023 OBI Metrics provided to RER			8/23/2023 OBI Metrics generated by OCA			Changed Metrics in OBI by RER
	Display	Actual		Display	Actual	
VR	'19 FQ4	42%	VR	'19 FQ4	70%	28%
VR	'19 FQ3	67%	VR	'19 FQ3	89%	22%
VR	'19 FQ2	50%	VR	'19 FQ2	78%	28%
VR	'19 FQ1	58%	VR	'19 FQ1	67%	9%
VR	'17 FQ4	0%	VR	'17 FQ4	43%	43%

<sup>6</sup> United States Environmental and Protection Agency. 2015. Recreational Water Quality Criteria. Page 6. [Recreational Water Quality Criteria \(epa.gov\)](https://www.epa.gov/recreational-water-quality-criteria)

<sup>7</sup> Email correspondence with the Department received on July 25, 2023.

<sup>8</sup> TEAMS meetings were conducted with the Department on August 1, 2023, August 3, 2023, August 7, 2023, and August 8, 2023.

## REGULATORY AND ECONOMIC RESOURCES

4. OCA identified that the “*Biscayne Bay surface water quality*” measure is presented in the Proposed FY 2023-24 budget and notes that the reliance on this performance metric data in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by RER. Therefore, at this time, OCA is unable to independently confirm the accuracy of the reported “*Miami River and Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard*” throughout Miami-Dade County.



# GENERAL GOVERNMENT

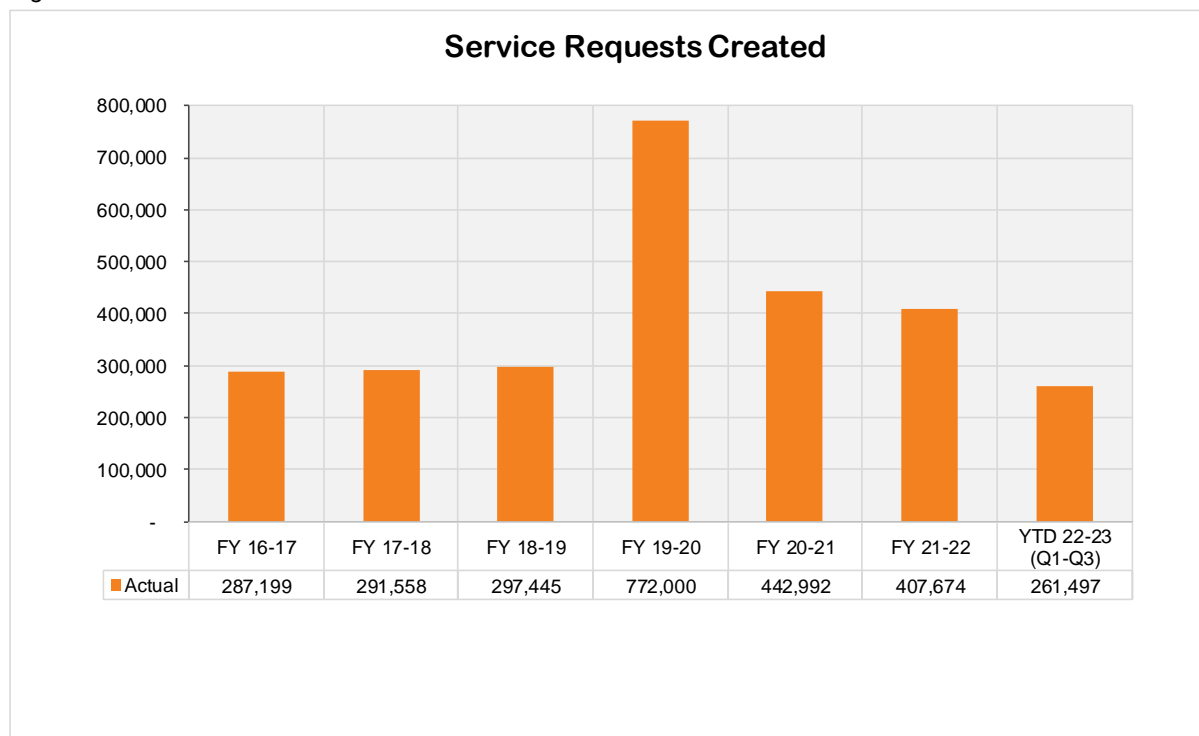


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## COMMUNICATONS AND CUSTOMER EXPERIENCE

The Communications and Customer Experience Department (CCED) links the County government to more than 2.7 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal ([www.miamidade.gov](http://www.miamidade.gov)), Miami-Dade Television (MDTV), digital media, printed collateral, and multi-lingual radio programming.<sup>1</sup>

Figure 1



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

### Service Requests Created

One of the measures CCED uses to evaluate how it provides convenient access to information and services is by monitoring the volume of “*Service Requests Created*,” which is the number of service requests created by 311. Service Requests are categorized when the request is opened, using the intake channel and the Department owner of the service request, etc. Emails and Service Center walk-ins are collected manually. CCED clarified that not all interactions with customers lead to actual service requests.

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CCED. OCA identified significant gaps and weaknesses in the Department's processes for data collection and compilation that limit OCA's ability to independently confirm the accuracy of the performance measures data reported in OBI. CCED explained that the Department was transitioning from a call center to a broader contact center, leading to updates in reporting methods. The section below lists the limitations and abnormalities discovered:

<sup>1</sup> Miami-Dade County, FY 2023-24, Proposed Budget and Multi-Year Capital Plan, Volume III, Page 239.  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

## COMMUNICATONS AND CUSTOMER EXPERIENCE

1. CCED did not provide the "SR Types" (Service Request Types) that were included in the previous OCA Performance Measure report. The data provided does not contain the "SR Types" as requested by OCA. See examples below:

SR Type
BULKY TRASH REQUEST
GREEN WASTE CART REQUEST
RECYCLING BLUE CART ISSUES
ILLEGAL DUMPING - WM
GARBAGE COMPLAINT
PET ACCOUNT UPDATE
MOSQUITO INSPECTION REQUEST
STRAY / DOG-AT-LARGE
DEAD ANIMAL PICKUP MD
GARBAGE CONTAINER DAMAGED (City)

2. CCED explained that the number of service requests reported in OBI is net of duplicates, which are identified by the system automatically. Additionally, the Department reruns the report after the month closes, and additional records may be included, and duplicates removed, to update the reported information in OBI. OCA could not identify duplicate records in the information provided for October 1, 2022, to July 31, 2023, as the details used to identify duplicates (such as location) were missing in the data provided.
3. The Department was unable to provide and verify all source documentation from FY 2017 to FY 2022 that was used to compile the data reported in OBI. From the supporting documentation that was provided for FY 2023 (October 1, 2022, to July 31, 2023), OCA was unable to determine how the information relates to what is presented in OBI.
4. OCA identified that this measure is presented in the Proposed FY 2023-24 budget via the following related measure: "Call volume in millions"<sup>2</sup> and notes that the reliance on this performance measure data in the budget book should be limited.
5. The process CCED employees use to track related service requests for emails and walk-ins are as follows:
  - a. Employees count the number of emails in Microsoft Outlook answered through [Ask311@miamidade.gov](mailto:Ask311@miamidade.gov) at the end of the period to account for the service requests generated from emails.
  - b. Employees count the number of walk-ins by a manual process, i.e., using post-it notes.

OCA notes that these manual processes can lead to data reporting errors.

6. The Department stated that a process to review the information entered in OBI to assess the data's completeness, accuracy, and reasonableness is not performed by

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<sup>2</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 242  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

## COMMUNICATONS AND CUSTOMER EXPERIENCE

Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.

7. OCA notes that the time taken to close out a service request is available from the 311 system directly or through interfaces to this system. However, it is not a performance metric that is tracked because the responsibility rests with other Departments. OCA recommends that this metric be tracked as it provides insight into how efficiently requests are handled by County Departments.
8. OCA observed that during our review, the Department made changes to prior period data (FY 2023) in OBI. OCA was not notified of these changes and the supporting documentation that was used to update the data was not provided to OCA. Refer to **Example 1** below:

**Example 1:**

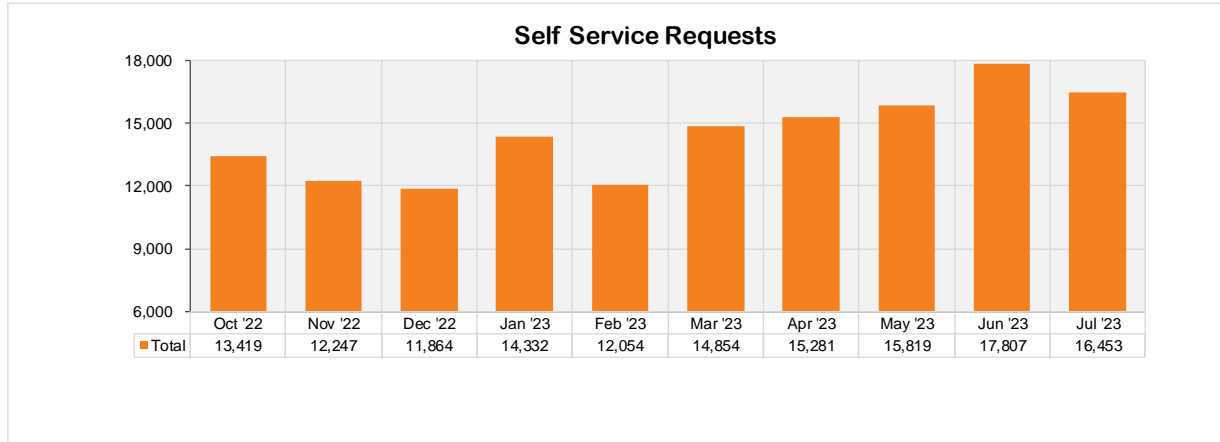
6/23/2023 OBI Metrics provided to CCED		8/28/2023 OBI Metrics generated by OCA	
Monthly	Actual	Monthly	Actual
Apr '23	35,232	Apr '23	36,975
Mar '23	35,377	Mar '23	37,213
Feb '23	28,945	Feb '23	30,558
Jan '23	33,099	Jan '23	35,291
Dec '22	32,229	Dec '22	33,777
Nov '22	33,203	Nov '22	34,029
Oct '22	35,040	Oct '22	36,710

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CCED. Therefore, at this time, OCA is unable to confirm the accuracy of the reported “*Service Requests Created*” performance measure.

## Self Service Requests

Another measure CCED uses to evaluate the increase in access to and quality of Government Information and Services is the volume of “*Self Service Requests*,” which is the number of service requests submitted via mobile application and 311Direct online, i.e., requests initiated by residents through self-service channels.

Figure 2



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

**Observation:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by CCED. OCA identified significant gaps and weaknesses in the Department’s processes for data collection and compilation that limit OCA’s ability to independently confirm the accuracy of the performance measures data reported in OBI. The section below lists the limitations and abnormalities discovered:

1. The Department was unable to provide and verify all source documentation for FY 2023 that was used to compile the data reported in OBI. OCA was unable to determine how the information relates to what is presented in OBI.
2. The Department stated that a process to review the information entered in OBI to assess the data’s completeness, accuracy, and reasonableness is not performed by Management. Therefore, data entry errors could go unnoticed for prolonged periods without being rectified.
3. OCA observed that during our review, the Department made changes to prior period data (FY 2023) in OBI. OCA was not notified of these changes and the supporting documentation that was used to update the data was not provided to OCA. Refer to **Example 2** below:

## COMMUNICATONS AND CUSTOMER EXPERIENCE

### Example 2:

6/23/2023 OBI Metrics provided to CCED		8/28/2023 OBI Metrics generated by OCA	
Monthly	Actual	Monthly	Actual
Mar '23	14,856	Mar '23	14,854
Feb '23	12,057	Feb '23	12,054
Jan '23	14,346	Jan '23	14,332
Dec '22	11,868	Dec '22	11,864
Nov '22	12,253	Nov '22	12,247
Oct '22	13,426	Oct '22	13,419

- OCA identified that this measure is presented in the Proposed FY 2023-24 budget via the following related measure: “*Visits to the internet portal (in millions)*”<sup>3</sup> and notes that the reliance on this performance measure data in the budget book should be limited.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by CCED. Therefore, at this time, OCA is unable to confirm the accuracy of the reported “*Self Service Requests*” submitted via mobile application and 311Direct online in Miami-Dade County.

<sup>3</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 243  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

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## FINANCE

The Finance Department delivers accurate financial services for sound management decision-making. The Department is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution, and collecting delinquent accounts for various County departments.<sup>1</sup>

Figure 1

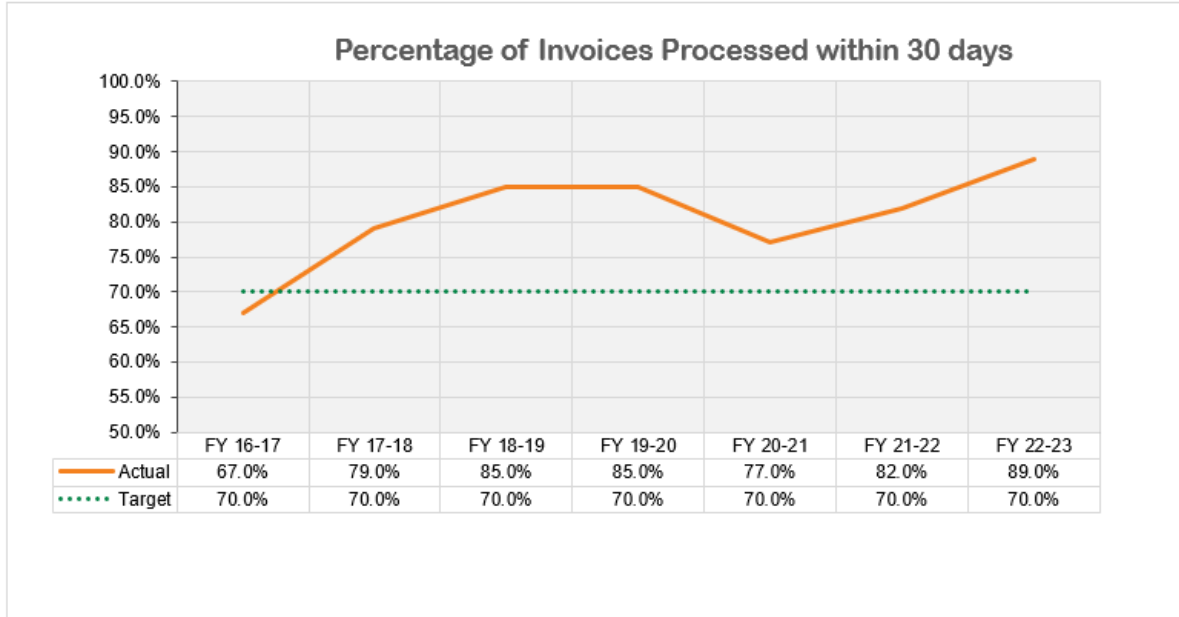
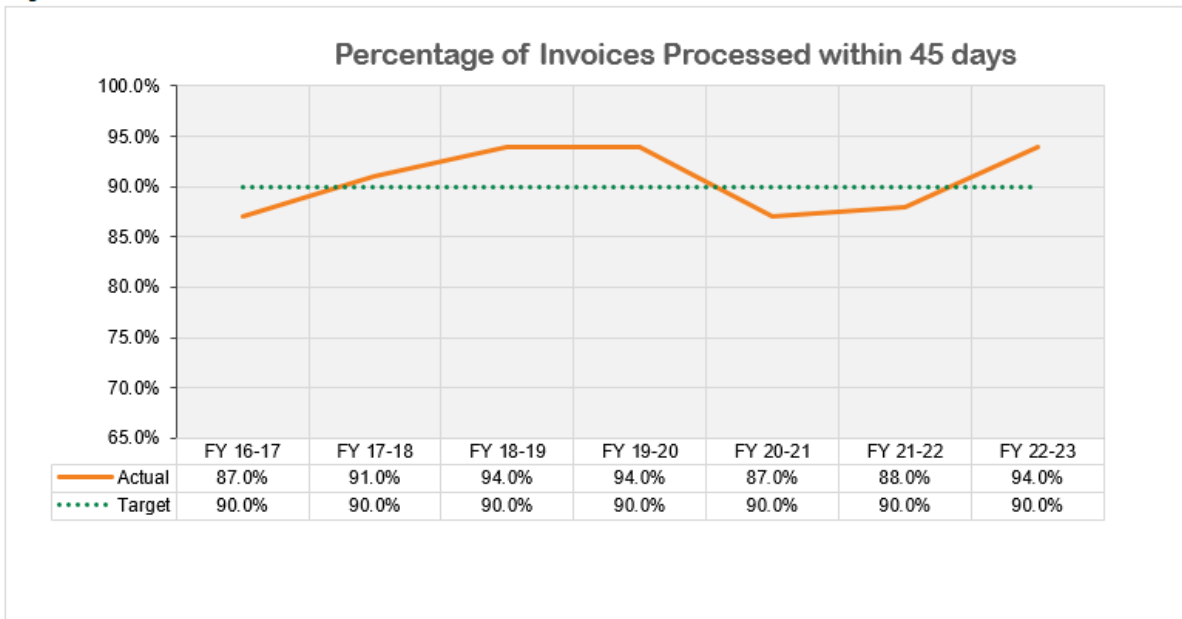


Figure 2



**Source:** Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

<sup>1</sup> Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 262.  
<https://www.miamidade.gov/resources/budget/proposed/fy2023-24/volume-3.pdf>

### Miami-Dade County Accounts Payable Aging for 30 and 45 days

Finance monitors timely payment of invoices by tracking the following performance measures: “*Miami-Dade County: AP Aging (30 and 45 days)*” as required by Administrative Order 3-19: Prompt Payment.<sup>2</sup> These measures reflect Countywide statistics of invoices processed within the quarter, and they include most departments. WASD, Aviation, and HUD process their own invoices.<sup>3</sup> Most vendors require payment within 30 days, for which a 70% target was established by the Department. The second payment goal is for 90% of invoices to be paid within 45 days. The Department analyzes the percentage of invoices processed within 30 and 45 days to determine how well the Accounts Payable processes are performed.

**General Observations:** OCA communicated with Department Executives and performed additional due diligence to review, assess, and verify the supporting information for the performance measures submitted by Finance.<sup>4</sup> Refer to the section below, which lists the observations identified:

1. The Department stated that the process of collecting the data for this measure is time-consuming and manual and is planning to work with the Information Technology Department (ITD) to streamline the process. OCA will continue to monitor the progress of this initiative.
2. OCA recommends the Department use a broader metric that will reflect the performance of the overall payment cycle by reporting on up to 60 days and over 90 days.

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<sup>2</sup> Miami-Dade County. Administrative Order 03-19. Page 1. [Miami-Dade County. Administrative Orders Maintenance System. \(miamidade.gov\)](#)

<sup>3</sup> Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI)

<sup>4</sup> TEAMS meeting conducted with the Department on August 3, 2023.