OFFICE OF THE
COMMISSION AUDITOR

2024
PERFORMANCE MEASURES REPORT
MIAMI-DADE COUNTY

Board of County Commissioners

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The *2024 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.

2024 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 2023-24 adopted budget; and the FY 2024-25 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 2022-23), whereas calendar year has been identified with the corresponding year without a prefix (i.e., 2023).

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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Observation Summary

(a) CORRECTIONS AND REHABILITATION

OCA reviewed the Major Incident Types performance measure and observed a significant decline in the reported major incidents in FY 2021-22 and FY 2022-23 (-3.28% and -75.09%, respectively). However, the decline was caused by removing all "Abscond" incidents from the reported total, which accounted for most previously reported incidents. The Department stated that a decision was made to reclassify and exclude absconds due to their frequent nature, as additional documentation and executive reviews were deemed unnecessary.

The Proposed FY 2024-25 Budget Book does not disclose the exclusion of "absconds," making the reported metric not comparable with prior years. *(See page 13)*

(b) TRANSPORTATION AND PUBLIC WORKS

OCA analyzed the top five types of bus complaints that occurred during YTD 2023-24 (October 2023 to April 2024) and observed that the categories "No Show," "No Pickup," "Late," "Planning Scheduling – Better Bus Network," and "Operator Behavior - Other" account for approximately 60% of the total complaints received. OCA also noted that improvements could be made to the complaint categorization reported to ensure accuracy.

OCA identified that Bus Route 100 received the highest number of complaints for three out of the five complaint subtypes: "No Show," "No pickup," and "Late." *(See page 17)*

(c) PARKS, RECREATION AND OPEN SPACES

OCA reviewed the Number of Trees planted performance measure and observed that 8,325 and 7,512 trees were planted in FY 2021-22 and FY 2022-23, respectively.

OCA observed that during our review, the Department made changes to information reported for prior periods related to the *"Number of trees planted"* performance measure. Therefore, the values presented in the budget book may need to be corrected. *(See page 25)*

(d) ANIMAL SERVICES

OCA observed that the Trap, Neuter, Vaccinate, Release (TNR) program used by the Department increased by approximately 24% from FY 2021-22 to FY 2022-23 due to the integration of the Humane Society's TNR program into the Department's operations.

Additionally, OCA noted an approximate 18% increase (370 animals) in the number of animals euthanized by the Department from FY 2021-22 to FY 2022-23. *(See page 29)*

(e) COMMUNITY ACTION AND HUMAN SERVICES

OCA observed that Districts One, Two, and Three have the highest number of homebound seniors and adults with disabilities who received home-delivered meals from the "Meals on Wheels" program in FY 2022-23, accounting for approximately 50% of total recipients, or approximately 361 recipients.

OCA notes that the Department also could not provide supporting documentation or data for the exact number of participants and meals given to homebound seniors, adults with disabilities, caregivers, and other individuals within the program. The "*Number of meals provided through Meals on Wheels*" measure presented in the Proposed FY 2024-25 relates to the "*Number of homebound seniors/adults with disabilities provided with meals.*" OCA concludes that the values presented may need to be corrected. *(See page 35)*

(f) HOMELESS TRUST

OCA reviewed the Homeless Trusts' Unsheltered Point-in-Time census counts conducted in January 2023 and 2024 and observed that District Three (Overtown) and District Five (Downtown Miami and Miami Beach) had the highest number of unsheltered homeless individuals. Notably, OCA identified that the age group with the highest number in the sheltered population was below the age of 10. It was noted that there may be differences between the numbers presented in this OCA report and the HT Report distributed to the Board **on June 12, 2024**. *(See page 39)*

(g) PUBLIC HOUSING AND COMMUNITY DEVELOPMENT

OCA observed that Districts Three, Five, Eight, and Nine have the highest number of completed affordable housing units constructed or rehabilitated, accounting for approximately 75% of the total housing units from FY 2018-19 to FY 2023-24 (Q1 – Q2).

OCA observed discrepancies related to the reported metric on the "*Number of Affordable Housing Units Constructed or Rehabilitated.*"OCA also noted that the Department's validation of the information did not agree with the information published in the Miami-Dade County Budget Books and Proposed FY 2024-25 budget book and may need to be corrected. *(See page 43)*

(h) REGULATORY AND ECONOMIC RESOURCES

OCA reviewed the "*Development activity within the SMART corridors – Residential (units)*" and "*Percent of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors*" performance measures and observed that the highest number of constructed residential units were located in the North Corridor (Ali Baba Ave and NW 97th St), Northeast Corridor (Wynwood and Government Center), and South Corridor (SW 244th St, SW 264th St, and SW 296th St). However, due to the limited supporting documentation, this performance measure reported in the Proposed FY 2024-25 budget book may need to be corrected.

Moreover, RER issued a report to the BCC related to Ordinance No. 21-122 regarding a Plan for Disbursing the Remaining Tree Trust Fund Balance. The Department was unable to provide and verify all source documentation used for the number of trees planted presented in the

report, and, as a result, OCA was unable to validate the numbers reported. OCA notes that this measure was presented in the Adopted FY 2023-24 Budget Book as a new measure for RER under the "*Number of Trees Planted*" metric. However, the Proposed FY 2024-25 Budget Book does not present this measure. Finally, the Department was also unable to demonstrate business continuity planning for maintaining performance measures records when employees who were responsible for performance measures transitioned or were on leave, causing the loss of supporting records and methodologies for the reported metrics. *(See page 49)*

(i) HUMAN RESOURCES

OCA observed that as of July 9, 2024, 2,740 employees were enrolled in the Deferred Retirement Option Program (DROP), which accounts for approximately 9% of the County's total employees. MDPD had the highest number of employees in the DROP (438) among all departments, and it is estimated that 1,700 DROP employees will retire from the County over the next five years. *(See page 57)*

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PUBLIC SAFETY

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The Miami-Dade Corrections and Rehabilitation Department (MDCR) aims to provide safe, secure and humane detention of individuals in its custody while facilitating their successful return to the community. The Department oversees four detention facilities: Metro West Detention Center (MWDC), Turner Guilford Knight Correctional Center (TGK), Pre-Trial Detention Center (PTDC) and the Boot Camp Program (BCP). The Department manages an average population of approximately 4,700 inmates per day and processes and classifies approximately 80,000 inmates each year. Additionally, the Department provides court services, alternatives to incarceration programs, inmate rehabilitation programs, and transportation to court and state facilities.[1]

Number of Major Incidents Per Month

MDCR evaluates its objective of providing safe, secure, and humane detention to inmates by monitoring the *"Number of major incidents per month"* performance measure. When an incident occurs involving in-custody inmates or out-of-custody offenders (such as those on house arrest), the correction officer on duty during the incident creates an incident report within the Inmate Profile System (IPS) application. Depending on the severity of the incident, the case will be categorized as either major or reportable and will be subsequently subjected to further review and investigation. Examples of major incident types include absconds[2] (out-of-custody offender removal of a house arrest monitor and departing the designated court order location), inmate fights, inmate deaths, inmate attempted suicides, inmate injuries, and other similar occurrences. Refer to *Figure 1* below, which shows the number of MDCR Major Incidents from FY 2018-19 to YTD 2023-24 (October 2023 to May 2024).

Figure 1
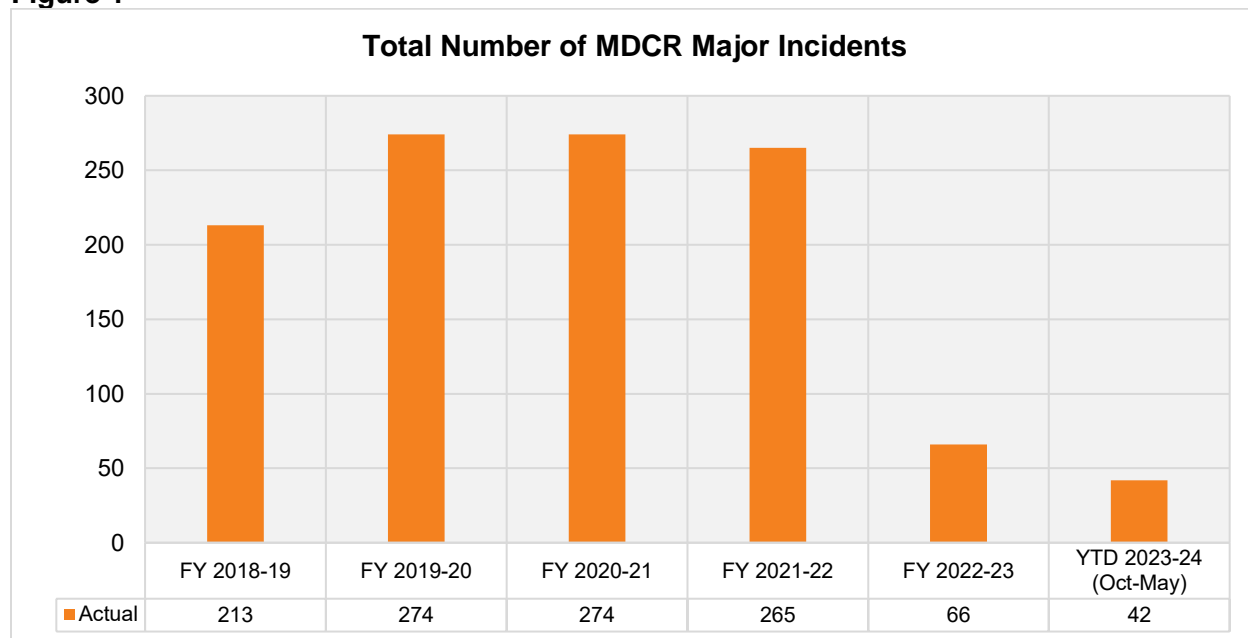
Total Number of MDCR Major Incidents

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	YTD 2023-24 (Oct-May)
Actual	213	274	274	265	66	42

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

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 71. Proposed FY 2025 Budget
[2] Meeting with the Department on August 13, 2024.

Table 1 - *FY 2018-19 to YTD 2023-24 (Oct – May) MDCR Major Incident Types*

Major Incident Type	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	YTD 2023-24 (Oct-May)
Abscond	88	165	141	110	0	0
Other	125	109	133	155	66	42
Total	**213**	**274**	**274**	**265**	**66**	**42**

Source: Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI) Incident Self Audit System (ISAS)

Observations: OCA communicated with the Department and performed additional due diligence to review, assess, and verify the supporting information for the *"Number of Major Incidents Per Month"* performance measure submitted by MDCR. Refer to the section below which lists the observations identified:

1. OCA reviewed the Major Incident Types from FY 2018-19 to YTD 2023-24 (**Figure 1** and **Table 1**) and observed that the major incident type "Abscond" historically represents approximately 49% of all major incidents from FY 2018-19 to FY 2021-22.

   OCA identified a significant reduction in major incidents from FY 2021-22 (265) to FY 2022-23 (66). OCA requested the cause of the significant reduction, and the Department stated that a departmental decision was made to reclassify absconds and exclude them as major incidents.[3] OCA inquired about the rationale for removing incidents categorized as "absconds" from the major incident classification, and the Department stated that due to their frequent nature, the additional documentation and executive reviews were deemed unnecessary.[4]

   OCA also observed that the change in reporting (exclusion of "absconds") was not disclosed in the Adopted FY 2023-24 Budget Book and Proposed FY 2024-25 Budget Book, making the metric lower and not comparable to previous years.

2. The Department stated that major incidents from prior fiscal years may be subject to classification changes after a major incident was reported and recorded in OBI upon further review of the incident.[5]

   Accordingly, 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 and the FY 2024-25 Proposed Budget Book.

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[3] Email correspondence with the Department received on August 15, 2024, and meeting with the Department on August 19, 2024.
[4] Meeting with the Department on August 19, 2024.
[5] Meeting with the Department on July 1, 2024.

TRANSPORTATION

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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.[1]

All Complaints per 100k Boardings for Bus

DTPW assesses riders' service delivery concerns by reporting on the "*All complaints per 100k boardings for Bus*" performance measure. 311 personnel from the Communications and Customer Experience Department (CCED) collect and enter bus complaint information into the Trapeze InfoCOM (InfoCOM) software through various intake channels, such as 311 telephone calls, walk-ins at transit sites, emails, and social media. Bus complaints are manually assigned by CCED 311 personnel to a designated DTPW representative, who will provide further investigation and resolution of the incident. For further analysis and reporting, DTPW retrieves InfoCOM complaint data through an SQL query and calculates the rate of bus complaints per 100,000 bus boardings.

OCA analyzed the top five types of bus complaints that occurred during YTD 2023-24 (October 2023 to April 2024) and observed that these categories account for approximately 60% of the total complaints received through InfoCOM (refer to **Table 1** below).

Table 1: *Top 5 complaints during YTD 2023-24 (October 2023 to April 2024)*

Complaint Description	Total
Service Related - No Show	1,493
Planning Scheduling - Better Bus Network	789
Service Related - Failure to stop for pickup	709
Service Related - Late	664
Operator Behavior - Other	574

**Source:** InfoCOM Data provided by the Department[2]

OCA identified that Bus Route 100 received the highest number of complaints for three out of the five complaint subtypes: "Service Related - No Show," "Service Related - Failure to stop for pickup," and "Service Related - Late." For complaint subtypes "Planning Scheduling - Better Bus Network Gen" and "Operator Behavior-Other," Route 100 was the bus route with the second highest number of complaints. Bus Route 100 travels through Districts Four and Five, operating from Downtown Miami to Aventura Mall via Miami Beach, serving the areas of Miami Beach, Haulover, Surfside, and Sunny Isles seven days a week, operating 24 hours a day.[3] Refer to *Figure 1* below, which outlines Bus Route 100.

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 155. Proposed FY 2025 Budget
[2] InfoCOM data provided by the Information Technology Department (ITD), on behalf of DTPW, received on July 3, 2024.
[3] Miami-Dade County. Department of Transportation and Public Works. Better Bus Network. Route 100.
https://www.miamidade.gov/transit/library/bbn/100.pdf

Figure 1
Bus Route 100
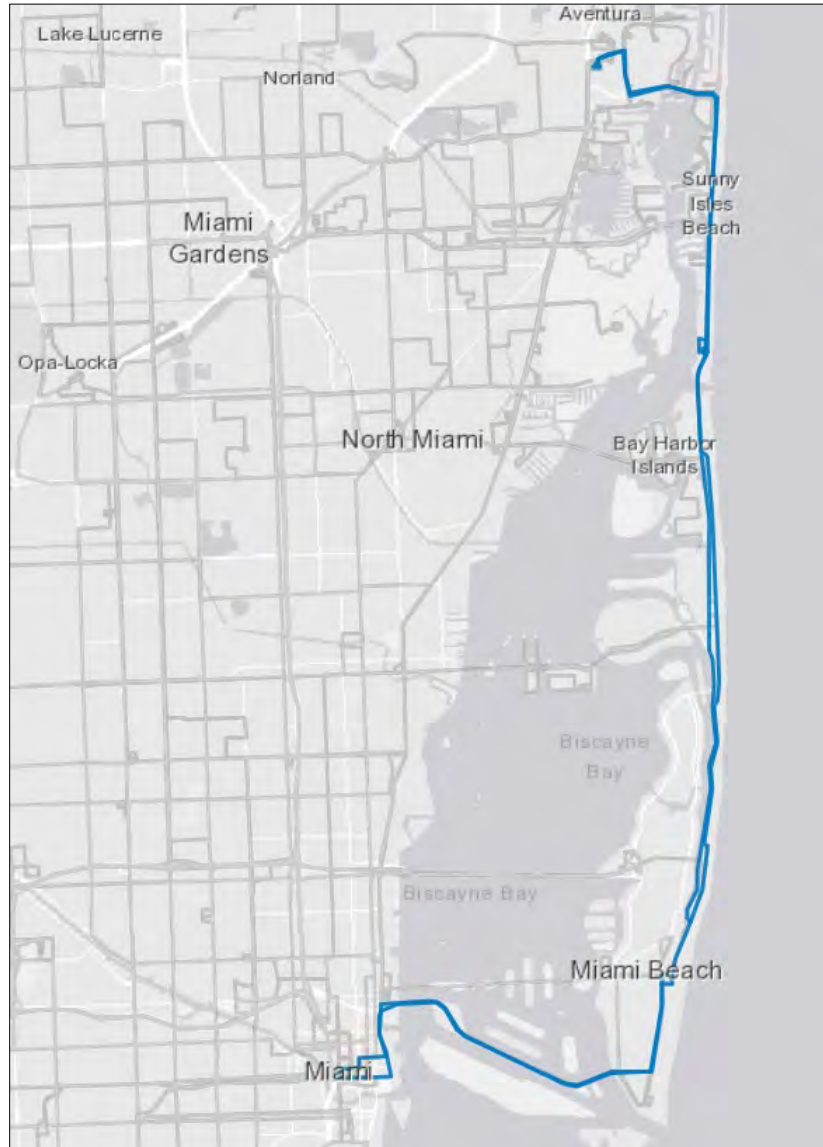
Source: Open Data Hub - ArcGIS Map[4]

Observations: OCA communicated with the Department and performed additional due diligence to review, assess, and verify the supporting information for the performance metric submitted by the Department. OCA evaluated the reasonableness of the total number of ridership boardings and complaints from the backup documentation provided by the Department and identified weaknesses in the Department's process for data collection on bus complaints. Refer to the section below, which details the observations identified:

1. OCA reviewed the bus complaint data from FY 2019-20 to FY 2022-23 provided by the Department through InfoCOM and observed that the details of the complaints in the highest complaint category, Operator Behavior – Other, provided limited information about

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[4] Miami-Dade County. Esri. "Bus Route". Scale not given. "Miami-Dade County Open Data Hub".
Bus Route | Bus Route | Open Data Hub Site (arcgis.com) (August 17, 2024).

the specific bus lines and types of complaints in those fiscal years. The "Operator Behavior – Other" category is used by CCED 311 personnel when there is insufficient information to categorize the complaints into the other complaint categories. The number of "Operator Behavior – Other" complaints from FY 2019-20 to FY 2022-23 is detailed in **Table 2** below, and **Table 3** displays some of the different feedback subtypes that can be chosen by 311 personnel. OCA reviewed some of the underlying comments within the "Operator Behavior – Other" complaints and noted that different feedback subtypes should have been selected by 311 personnel that more closely align with the reported complaint and, therefore, avoid the general category of "other" (refer to **Example 1** below).

Table 2*: "Operator Behavior – Other" Complaints*

Fiscal Year	Total
2019-20	1,410
2020-21	1,564
2021-22	1,352
2022-23	1,202

Source: InfoCOM Data provided by the Department[5]

Table 3: *Other Feedback Subtypes*

Complaint Description
Driving Safety – Closed door on PAX/Hurt
Driving Safety – Oper. Using cell phone
Driving Safety – Speeding
Service Related – Failure to operate lift
Service Related – Late
Operator Behavior – Smoking

Source: Department email correspondence from August 9, 2024

Example 1: OCA reviewed a sample of the complaints categorized under the "Operator Behavior – Other" feedback subtype and noted that alternative feedback subtypes (i.e., "Driving Safety – Closed door on Pax/Hurt," "Driving Safety – Oper. Using cell phone," etc.) should have been selected to assist with the collection and usefulness of the data.

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[5] InfoCOM data provided by the Information Technology Department (ITD), on behalf of DTPW, received on July 3, 2024.

Example 1: *Samples of "Operator Behavior – Other" complaints with possible feedback subtypes*

Incident Date	Feedback Type	Feedback Subtype	Line	Compliant	Possible Feedback Subtypes
1/20/2021	Complaint	Operator Behavior-Other	9	disabled female passenger with cane tried to board th bus 9 traveling northbound on ne 2nd ave/54th st at about 5:39pm at the front door and the operator told her to go to the back door and the passenger could not get up on the bus from the back door and the operator pulled off and left the passenger.	Driving Safety – Closed door on Pax/Hurt
2/2/2022	Complaint	Operator Behavior-Other	3	Pax says Op was driving fast and talking on the phone. Pax boarded on 62st/Biscayne heading n/bound.	Driving Safety – Oper. Using cell phone
3/7/2022	Complaint	Operator Behavior-Other	104	Time: 5:30 PM Enter Date of Incident:: 3-7-2022 Ctz states the bus driver did not lower the bus because she has difficulty entering on because its too high.	Service Related – Failure to operate life
3/8/2022	Complaint	Operator Behavior-Other	36	passenger states that she waits for the bus 36B traveling eastbound on nw 41st st/97th ave at 5:00pm for the 5:04pm bus and this operator is always late about 15-20mins with this same operator.passenger says that she has put in several complains on this operator.could you please check into this situation.this is an ongoing problem.	Service Related - Late
6/7/2023	Complaint	Operator Behavior-Other	120	Time: 7:45 AM Enter Date of Incident:: 6-7-2023 : I thought that smoking or vaping was not allowed on busses… yet the driver is vaping as she is driving us sb 120 frm 9th /washington	Operator Behavior - Smoking
8/2/2023	Complaint	Operator Behavior-Other	104	the passenger reported the operator drove the bus at kendall mdc with the wrong destination sign and left behind the passengers 104 eb frm mdc	Planning Scheduling – Inaccurate/Unclear sign

Source: InfoCOM Data provided by Department[6]

2. OCA reviewed the complaints data for the complaint category "Planning Scheduling - Better Bus Network Gen" and noted that the bus route with the most complaints was not specific about the related bus line and was left blank. The blank bus routes accounted for approximately 22% of the total "Planning Scheduling - Better Bus Network Gen" complaints. OCA sampled some of the complaints and noted that even though specific routes were identified in the complaint description, the route numbers were not included in the system. Refer to **Example 2** below for examples of where the bus routes are mentioned by the passenger (bolded in red) and the missing bus route line (highlighted yellow).

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[6] InfoCOM data provided by the Information Technology Department (ITD), on behalf of DTPW, received on July 3, 2024.

Example 2: *Samples of complaints with line (bus route) data missing*

Date Received	Incident Date	Feedback Subtype	Line	Complaint
10/31/2023	10/31/2023	Planning Scheduling – Better Bus Network Gen		pax called in stating that **route 32** should not be removed to go to Civic Center. Pax states that now she would need to 2 buses to go to her destination when she now takes only 1. Please put back the route 32
11/8/2023	11/8/2023	Planning Scheduling – Better Bus Network Gen		Passenger would like for the **bus 152** to go to dadeland south.
2/5/2024	2/5/2024	Planning Scheduling – Better Bus Network Gen		the citizen requested the instatement of the discontinued segment of **route 104** on Killian Pkwy between SW 97 Ave and 107 Ave since resident must walk to MDC to catch a bus.
3/7/2024	3/6/2024	Planning Scheduling – Better Bus Network Gen		Pax called and reported thee was no **route 20eb** that are scheduled to be at 8 st/Alton Rd at from 10pm til 1020 till 1250am
4/15/2024	4/15/2024	Planning Scheduling – Better Bus Network Gen		Passenger said this bbs is a failure he weights for a **bus 100** every day for an hour and the bus never came

Source: InfoCOM Data provided by Department[7]

OCA notes that the observations described above may limit the accuracy of the complaint data as excluded bus line information and misaligned complaint classifications may limit the use of the data.

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[7] InfoCOM data provided by the Information Technology Department (ITD), on behalf of DTPW, received on July 3, 2024.

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RECREATION AND CULTURE
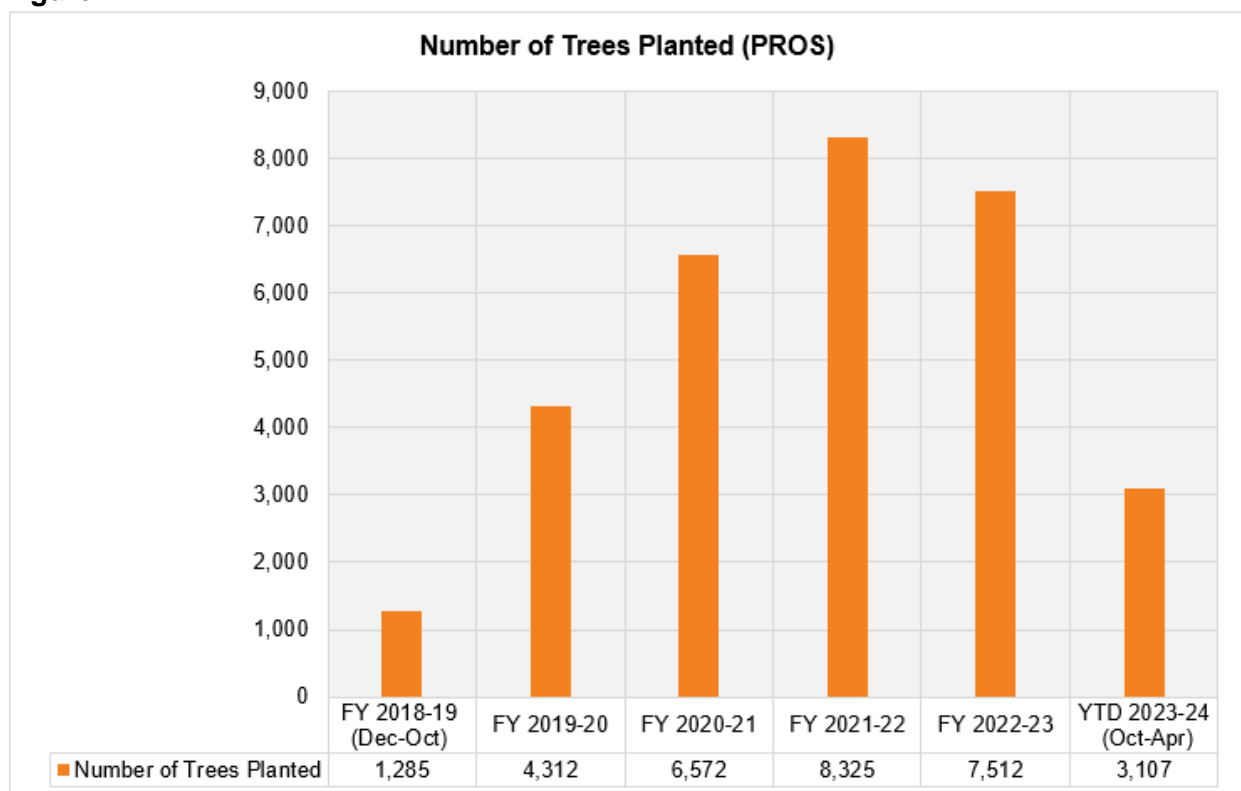
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The Parks, Recreation and Open Spaces (PROS) Department builds, operates, manages, and maintains one of the largest and most diverse park systems in the country, consisting of 307 parks and over 13,454 acres of passive and active park lands and natural 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.[1]

Number of Trees Planted

In order to evaluate and assess the number of trees throughout the County, the Regulatory and Economic Resources (RER) Department and the Parks, Recreation, and Open Spaces (PROS) Department use the following performance measures: RER – *"Number of Trees Planted (RFRO)"* and PROS – *"Number of Trees Planted (RC 2-2)"* (refer to **Figure 1** below).

These Departments report on the measure independently from each other as the purpose of tree-planting efforts differ. Refer to the observations below, which outline PROS baseline for reporting. PROS plants trees with a focus mainly on urbanized areas (parks, right-of-ways, Zoo Miami, etc.). In contrast, RER mainly focuses on forestry conservation areas within Environmentally Endangered Lands (EEL) (i.e., pinelands, hammocks, etc.) and non-EEL (i.e., schools, faith-based organizations, etc.).

Figure 1

Number of Trees Planted (PROS)

	FY 2018-19 (Dec-Oct)	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	YTD 2023-24 (Oct-Apr)
Number of Trees Planted	1,285	4,312	6,572	8,325	7,512	3,107

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

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume II. Page 259. Proposed FY 2025 Budget

Number of Trees Planted (PROS)

Beginning in FY 2020-21, each division that plants trees within PROS has submitted its information monthly via the Department's Tree Planting Survey, which houses all of the tree-planting data. For further analysis and reporting, PROS manually extracts the number of trees planted from the Department's dashboard and inputs it into OBI.[2]

Observations: OCA communicated with PROS and performed additional due diligence to review, assess, and verify the supporting information for the *"Number of Trees Planted (RC 2-2)"* performance measures submitted by PROS. Refer to the section below, which lists the observations identified:

1. During OCA's review, PROS recognized discrepancies in OBI data and performed an analysis of the number of trees planted across all the divisions. However, OCA was unable to tie that analysis to the source documentation, which prompted PROS to perform an additional review to provide an updated number of trees planted. OCA will continue to monitor this performance measure.

2. OCA identified that this measure is presented in the Proposed FY 2024-25 budget via the following measure, *"Number of trees planted,"* and notes that the quantity reported in the Budget Book may require clarification.

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[2] Information provided by PROS in response to the OCA Notice of Inquiry on June 20, 2024.

NEIGHBORHOOD AND INFRASTRUCTURE

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The mission of the Miami-Dade County Animal Services Department (ASD) is to save the lives of abandoned animals in its care, protect animals from cruelty, reunite lost pets with their owners, protect people and pets in the community from health-related issues and ensure the public's safety. Services provided include readily accessible low-cost and free spay/neuter surgeries and preventive veterinary care for owned pets, free sterilization of community cats, expanded Trap, Neuter, Vaccinate and Return (TNVR) services, a progressive managed intake policy, comprehensive pet retention programs, and humane law enforcement investigations. ASD also upholds the provisions of Chapter 5 of the Miami-Dade County Code and Chapter 828 of the Florida Statutes regarding animal protection and welfare.[1]

Total Number of Shelter Pet Intake

ASD oversees the operation and management of two shelter facilities, including one located in Doral, Florida, and another in Medley, Florida. To effectively manage capacity at its two shelters, ASD employs a range of outcome strategies, including adoptions, fostering, rescue transfers, and humane euthanasia (when necessary). These measures enable the Department to control shelter intake and maintain capacity levels within its facilities, ensuring adherence to industry standards of care. *Tables 1 and 2* below reflect the different intake and outcome types from FY 2020-21 to FY 2022-23.

ASD tracks the total number of dogs and cats admitted to the shelters during the intake process. Initially, a profile is created in ASD's Chameleon software system, where each pet is assigned a unique identification number. This process also gathers essential details, including the pet's reason for entry (e.g., stray, confiscation, owner return, over-the-counter, etc.). Following admission, a one-to-three-day grace period is observed, during which a pet may become eligible for adoption if they are not claimed.[2] Pets displaying excessive aggression or severe illness are subject to extended observation.

The Miami-Dade County Animal Services Department's Adopt a Pet Program allows residents to adopt impounded dogs and cats. All adoptions are processed on a first-come, first-serve basis. *Figure 1* reflects the total adoptions for the multi-year period from FY 2020-21 to FY 2022-23.

Table 1: *Intake Types by Fiscal Year*

Intake Type	FY 2020-21	FY 2021-22	FY 2022-23
Trap, Neuter, Vaccinate, Release (TNR)	13,712	14,528	18,387
Stray Pet	11,696	9,949	10,870
Owner Surrender	3,160	2,240	2,080
Returned to Shelter	672	480	468
Confiscated from Owner	320	585	612
Total	**29,560**	**27,782**	**32,417**

Source: Chameleon data provided by the Department on August 14, 2024

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 13. Proposed FY 2025 Budget
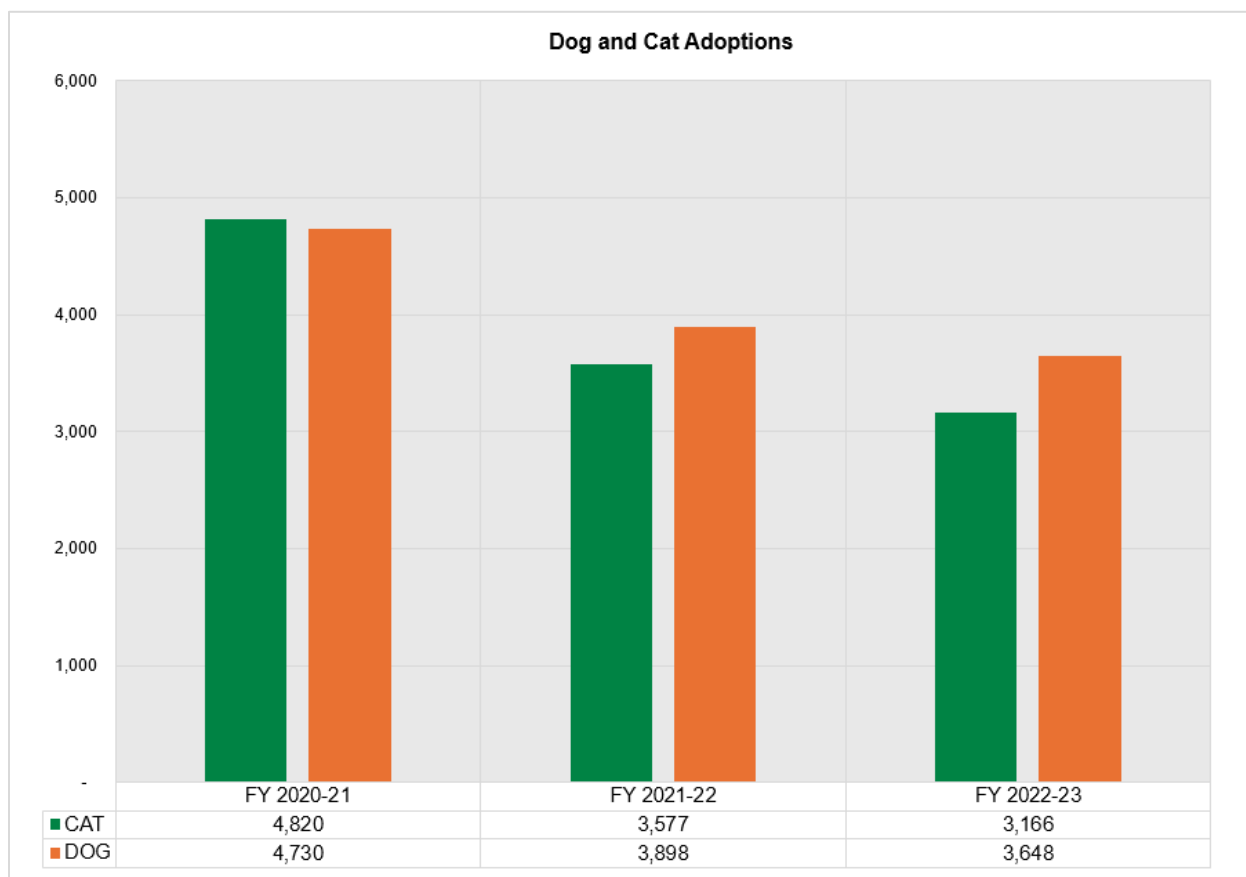[2] Meeting with the Department on July 12, 2024.

Table 2: *Outcome Types by Fiscal Year*

Outcome Types	FY 2021	FY 2022	FY 2023
Trap, Neuter, Vaccinate, Release	13,597	14,449	17,939
Adoptions	9,550	7,475	6,814
Foster	2,203	2,696	2,461
Euthanasia	1,992	2,021	2,391
Rescue	1,827	1,344	1,643
Return to Owner	1,617	1,314	1,231
Other	587	1,325	2,094
Total	**31,373**	**30,624**	**34,573**

Source: Chameleon data provided by the Department on August 14, 2024

Figure 1

Dog and Cat Adoptions

	FY 2020-21	FY 2021-22	FY 2022-23
CAT	4,820	3,577	3,166
DOG	4,730	3,898	3,648

Source: Chameleon data provided by the Department on August 14, 2024

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

1. ASD uses The Trap, Neuter, Vaccinate, Release (TNR) intake program to control the cat population by providing free spay, neuter, and vaccination services. Cats are normally returned to the areas they were found in and are not eligible for adoption. OCA

summarized the totals for each intake type by Fiscal Year and observed that TNR increased by approximately 24% from FY 2021-22 to FY 2022-23. OCA inquired about the significant increase, and the Department stated that after ending its partnership with the Humane Society in 2019, ASD began integrating the Humane Society's TNR program into its operations; over the past three years, the Department has experienced growth in these services due to expansion efforts.[3]

2. OCA observed a decline in adoptions, from 9,550 animals in Fiscal Year 2020-21 to 6,814 animals in Fiscal Year 2022-23. Additionally, OCA calculated the adoption rate as a percentage of total animal intakes eligible for adoption and arrived at the following adoption rates: FY 2020-21 – 60%, FY 2021-22 – 59%, and FY 2022-23 – 54%. OCA inquired about the year-over-year decrease, and the Department stated that this trend was due to the decline in the number of intakes of animals eligible for adoption during the aforementioned fiscal years.[4] OCA also noted an approximate 18% increase in the number of animals euthanized by ASD from FY 2021-22 to FY 2022-23.
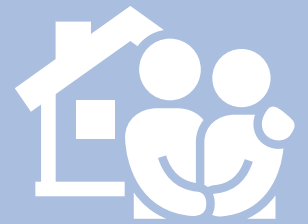
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[3] Meeting with the Department on August 15, 2024.
[4] Meeting with the Department on August 15, 2024.

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HEALTH
AND SOCIETY

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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. The comprehensive services include, but are not limited to, Head Start and school readiness, elderly services, veterans' services, family and child empowerment programs, migrant farmworker programs, domestic violence and violence prevention, emergency food, shelter, utility assistance, home repair and weatherizing, substance abuse rehabilitative services, housing assistance, neighborhood safety and immigration resource and referral services.[1]

Meals on Wheels

CAHSD evaluates how the Department helps homebound seniors and adults with disabilities remain in their homes by monitoring the established performance metric *"Number of homebound seniors/adults with disabilities provided with meals"* through its "Meals on Wheels" program. The Department uses the ServTracker software to manage, track, and capture meal deliveries to program recipients. Eligible seniors who are not homebound can also receive meals at one of the 19 designated locations throughout Miami-Dade County under its "Meals at Senior Centers" program.

Under the "Meals on Wheels" program, seniors at least 60 years old and homebound can receive free meals at home. 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.[2] Refer to **Table 1**, which shows the detailed breakdown of program recipients by District in FY 2022-23.

Table 1: *FY 2022-23 Meals on Wheels Recipients - Seniors and Adults*

| District Number	Commissioner Name	Count	Percent
1	Oliver Gilbert	125	17%
2	Marleine Bastien	108	15%
3	Keon Hardemon	128	18%
4	Micky Steinberg	23	3%
5	Eileen Higgins	36	5%
6	Kevin Marino Cabrera	48	7%
7	Raquel Regalado	38	5%
8	Danielle Cohen Higgins	43	6%
9	Kionne McGhee	64	9%
10	Anthony Rodriguez	30	4%
11	Roberto J. Gonzalez	31	4%
12	Juan Carlos Bermudez	18	2%
13	Rene Garcia	36	5%

TOTAL NUMBER OF INDIVIDUALS SERVED - 728

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

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 117. Proposed FY 2025 Budget
[2] Email correspondence with the Department received on June 24, 2024.

Figure 1
Number of Homebound Senior/Adults with Disabilities Served Meals
FY 2022-23
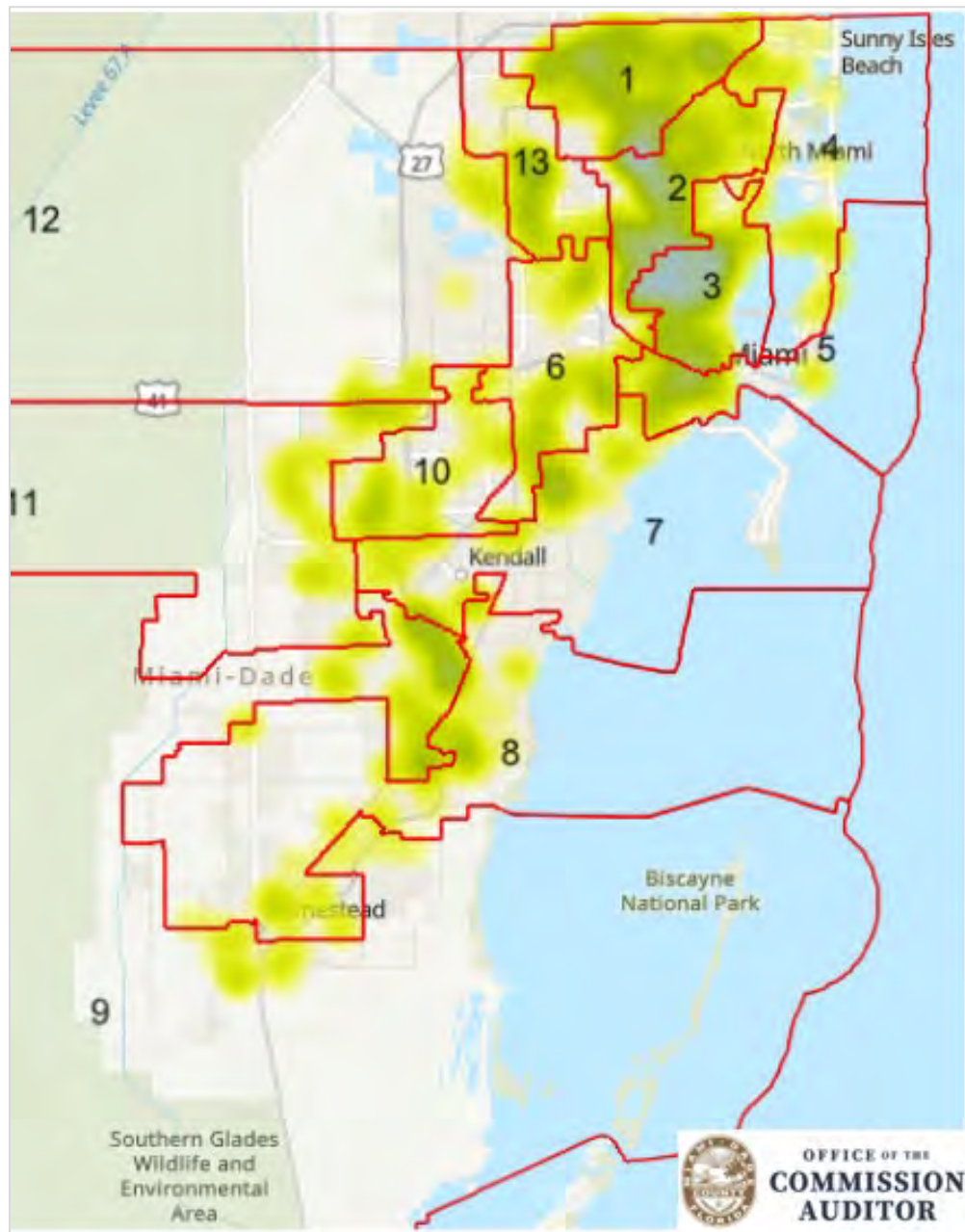
Source: ServTracker
Esri
City Gate GIS
ArcGIS

Note: OCA notes that the heatmap displayed in *Figure 1* above is intended to offer general insights into the Meals on Wheels program using available departmental data.

The heatmap shown in **Figure 1** displays the *"Number of homebound senior/adults with disabilities provided with meals"* who received home-delivered meals from the "Meals on Wheels" program in FY 2022-23. Based on the results, Districts One, Two, and Three have the highest concentration of program beneficiaries, accounting for approximately 50% of the total recipients.

Observations: OCA communicated with the Department and performed additional due diligence to review, assess, and verify the supporting information for the performance measure submitted by CAHSD. OCA identified areas of opportunity in the Department's data collection and compilation process that may impact the accuracy of the performance measures reported in OBI. Refer to the section below for some of the individual observations:

1. 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.

2. The Department was unable to determine the exact number of participants and meals given to homebound seniors, adults with disabilities, caregivers, and other individuals within the program.

3. OCA identified that the *"Number of meals provided through Meals on Wheels"*[3] measure presented in the Proposed FY 2024-25 budget relates to the *"Number of homebound seniors/adults with disabilities provided with meals."*

OCA notes that the observations described above may create a limitation regarding the completeness and accuracy of the data recorded by CAHSD.

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[3] Miami-Dade County. FY 2023-24. Proposed Budget and Multi-Year Capital Plan. Volume III. "Meals served through Meals on Wheels." Page 123. Proposed FY 2025 Budget

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The Miami-Dade County Homeless Trust (HT) operates as the primary organization for coordinating housing and support services to individuals and families experiencing homelessness throughout Miami-Dade County. The Homeless Trust serves as the identified "Collaborative Applicant" for both the United States Department of Housing and Urban Development's (U.S. HUD) Continuum of Care (CoC) Program and the Florida Department of Children and Families Office on Homelessness. The Department oversees the administration, contracts, and policy guidelines for homelessness and domestic violence support services. With a focus on the County's Health and Society strategic area, the Homeless Trust funds and supervises efforts for homelessness prevention, as well as temporary and permanent housing, coupled with supportive services, by leveraging resources from community provider agencies and key partners.[1]

Total Number of Homeless Persons

The Homeless Trust evaluates its objective of assessing homelessness throughout the County by monitoring the *"Total Number of Homeless Persons"* through two homeless count censuses each year, conducted in January and August. The census counts are Point-in-Time (PIT) counts and include sheltered and unsheltered individuals experiencing homelessness on a single night.

- The PIT Count of unsheltered individuals is conducted by the Homeless Trust in collaboration with experienced outreach workers and volunteers utilizing the ArcGIS Survey123 software.

- The PIT Count of sheltered individuals is based on information manually inputted into the Homeless Management Information System (HMIS) software that is used by the Department, which aligns with U.S. Department of Housing and Urban Development (HUD) standards.

OCA utilized geocoding technology from ArcGIS Survey123 to create the heatmap shown in *Figure 1* which illustrates the *"Total Number of Homeless Persons"* who were counted as unsheltered in January 2023 and 2024 during the PIT count.

Based on the results in *Figure 1*, District Three (Overtown) and District Five (Downtown Miami and Miami Beach) were identified as having the highest concentrations of unsheltered homeless individuals during the census counts. *Figure 2* provides a breakdown of homeless individuals counted as either sheltered or unsheltered, indicating that approximately 69% of the homeless population was identified as being in sheltered locations.

Figure 3 illustrates the age distribution of individuals and families in sheltered locations from FY 2021-22 to FY 2023-24, highlighting the trends of those in the County experiencing homelessness. Notably, OCA observed an increase in three specific age groups: 0 – 10, 61 – 70, and 71 – 80, where the highest identified sheltered population is below the age of 10. This trend emphasizes the increasing challenges of homelessness among families with minor children and seniors in our community.
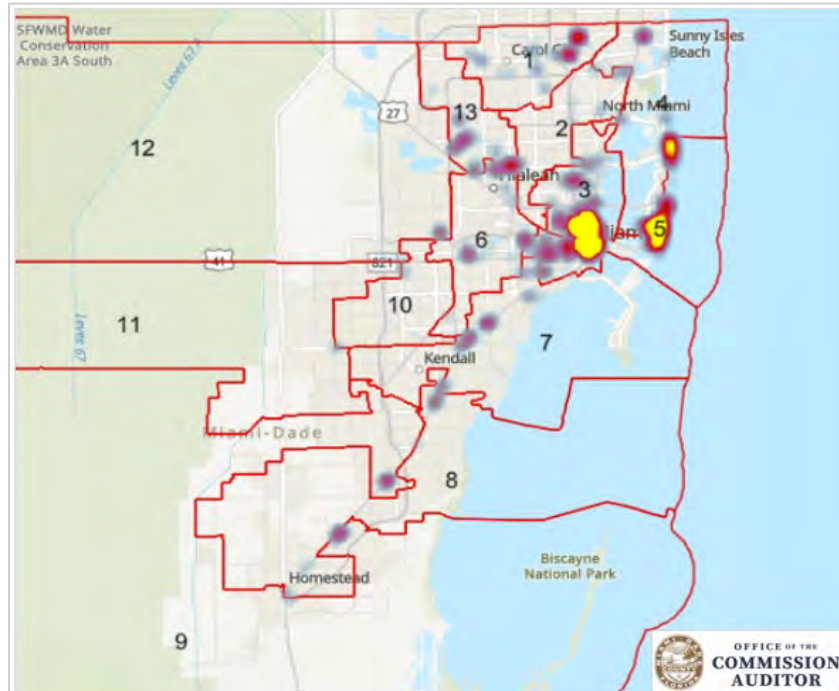
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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 140. Proposed FY 2025 Budget
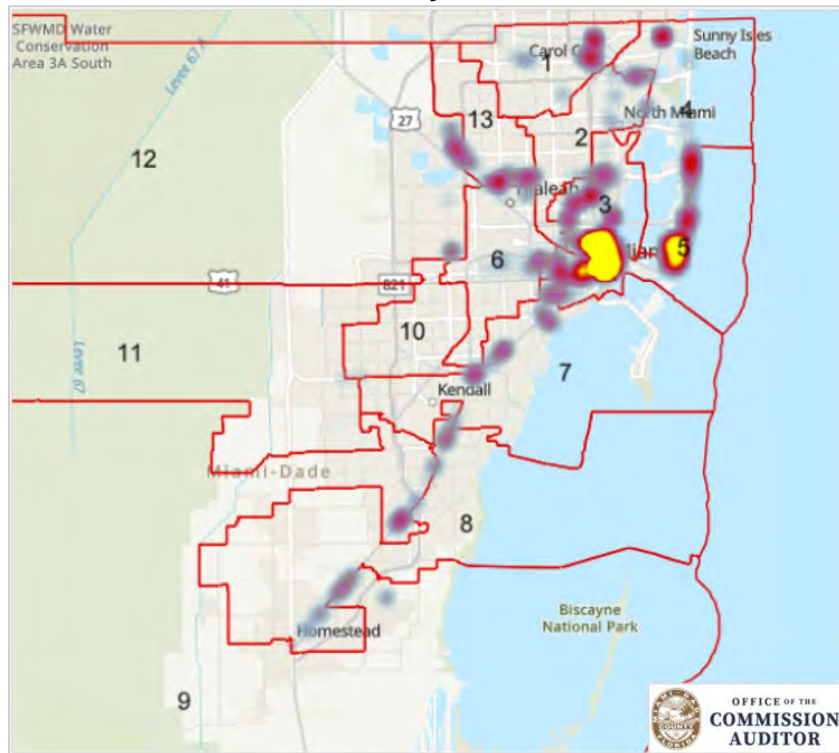
Figure 1
Number of Unsheltered Persons at a Pont-In-Time (PIT)

January 2023

January 2024

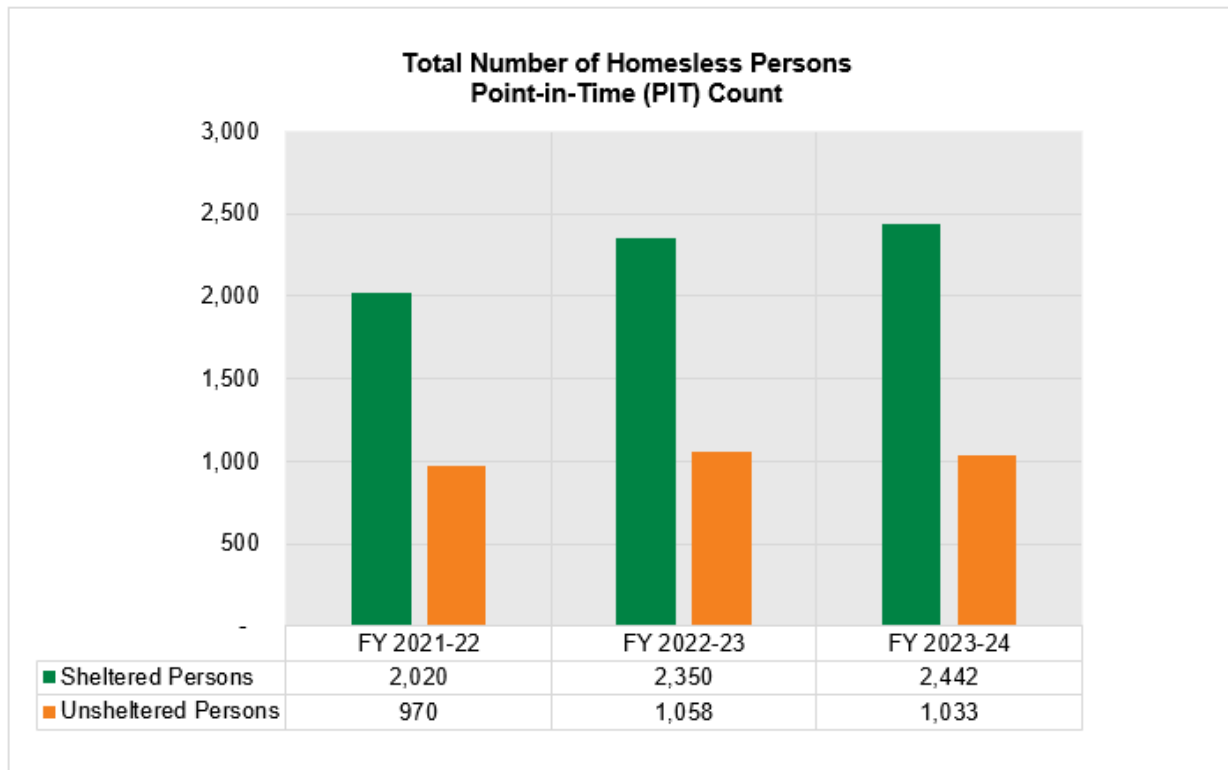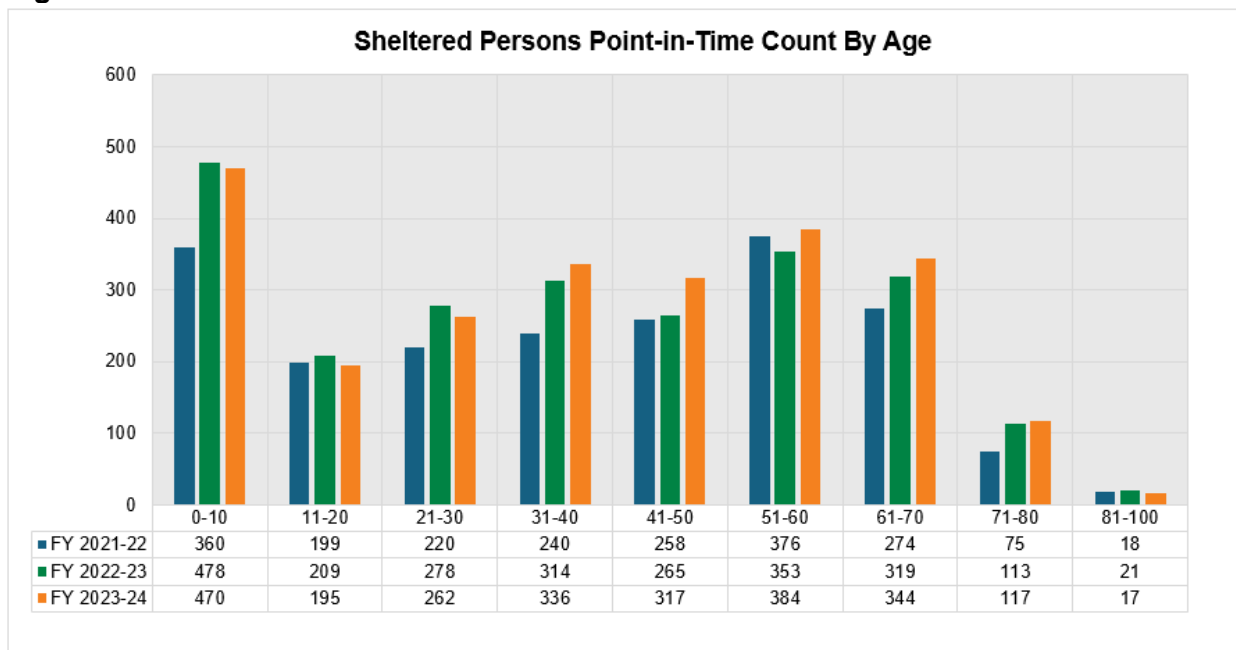

Source: ArcGIS Survery123

Figure 2

Total Number of Homesless Persons Point-in-Time (PIT) Count

	FY 2021-22	FY 2022-23	FY 2023-24
Sheltered Persons	2,020	2,350	2,442
Unsheltered Persons	970	1,058	1,033

Source: WellSky (HMIS) – Sheltered Persons PIT Count
ArcGIS Survery123 Unsheltered Persons PIT Count – January 2022
ArcGIS Survery123 Unsheltered Persons PIT Count – January 2023
ArcGIS Survery123 Unsheltered Persons PIT Count – January 2024

Figure 3

Sheltered Persons Point-in-Time Count By Age

	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-100
FY 2021-22	360	199	220	240	258	376	274	75	18
FY 2022-23	478	209	278	314	265	353	319	113	21
FY 2023-24	470	195	262	336	317	384	344	117	17

Source: WellSky (HMIS) – Sheltered Persons PIT Count

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

1. The Department outlined several challenges associated with conducting the PIT count for unsheltered individuals in Miami-Dade County. These challenges include the risk of missing individuals, concerns about the safety of the outreach team, and the accuracy of certain data points (such as age and race/ethnicity, which are optional questions that individuals may choose not to answer).[2] According to the Department, to address these challenges, the Homeless Trust collaborates with County and Municipal Police Departments, Parks and Recreation, the Miami-Dade County Public Library System, and Transit to gain insights into potential locations where individuals may be congregating. Therefore, the individuals experiencing homelessness, as identified in *Figure 2*, may not represent the entire homeless population in the County. OCA will continue to monitor this performance measure.

   The Department also noted that over five hundred end users manually enter information into WellSky, the Homeless Information Management System (HMIS).[3]

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[2] Meeting with the Department on August 7, 2024.
[3] Meeting with the Department on August 7, 2024.

The Department of Public Housing and Community Development (PHCD) administers funding for the County's housing and community development programs including public housing, subsidized private rental housing, affordable housing, rehabilitation, and revitalization. These programs provide decent, habitable, sanitary, and affordable housing while promoting viable communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals. PHCD's annual new funding comes primarily from the United States Department of Housing and Urban Development (HUD), which provides funding for programs including Public Housing, Capital Grants, Section 8, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME) and Emergency Solutions Grant (ESG). Additionally, PHCD administers State of Florida Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds to develop and finance affordable housing.[1]

Number of Affordable Housing Units Constructed and/or Rehabilitated

PHCD evaluates its objective of promoting viable communities for low-income to moderate-income families and individuals by monitoring the *"Number of Affordable Housing Units Constructed and/or Rehabilitated"* performance measure. PHCD promotes economic opportunities and community development by functioning as the administrator of federal and state-funded programs while providing oversight on the construction of new affordable and workforce housing development projects.[2] The Development Loan Administration Division (DLAD) within PHCD maintains a Microsoft Access database to track completed affordable housing projects throughout the County.[3] Refer to ***Table 1,*** which presents a detailed breakdown of the affordable housing projects and units completed from FY 2018-19 to YTD 2023-24 (Q1 – Q2).

Table 1: *Affordable Housing Completed Projects and Units (FY 2018-19 to YTD 2023-24)*

Projects	Units
68	7,937

Source: Miami-Dade County Department Scorecard Oracle Business Intelligence System (OBI) DLAD Microsoft Access Database

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 150. Proposed FY 2025 Budget
[2] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 150. Proposed FY 2025 Budget
[3] Email correspondence with the Department received on June 20, 2024, and Meeting with the Department on July 30, 2024.

Figure 1
Completed Affordable Housing Projects
FY 2018-19 to YTD 2023-24 (Q1 – Q2)
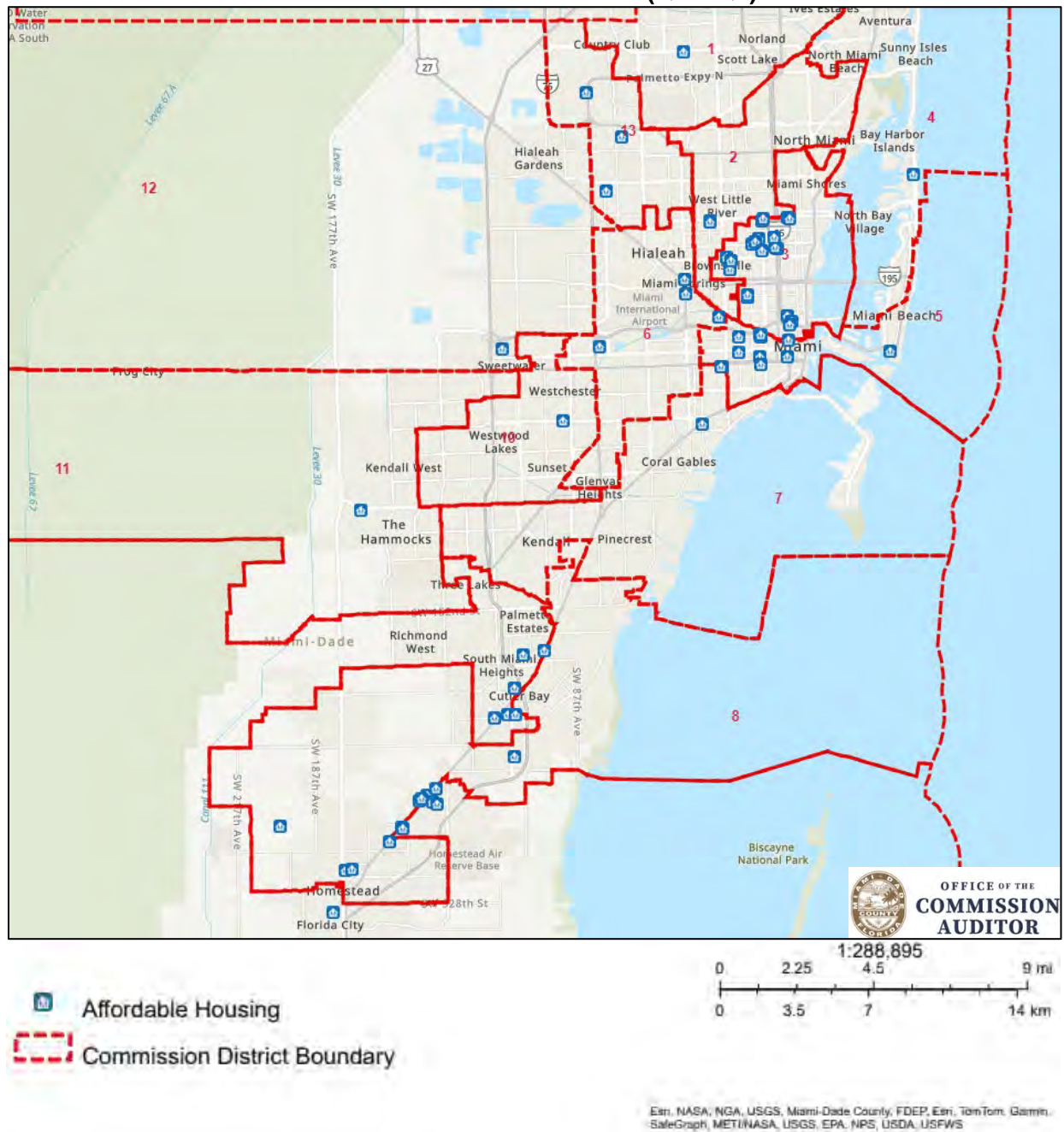
Source: ArcGIS Pro
Miami-Dade County Department Scorecard (OBI)
DLAD Microsoft Access Database

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

1. PHCD stated that the Department verifies the completeness and accuracy of the information that is entered into their database by obtaining and documenting the date of the Certificate of Occupancy (C/O) for the unit constructed or rehabilitated.[4] However, OCA reviewed a sample of the filed C/O's provided by the respective cities and noted some discrepancies with the C/O dates recorded in the database when compared to the records of the respective cities when the C/O was filed. OCA also observed that the Department's actual validation data did not agree with the information published in the Miami-Dade County FY 2021-22 through FY 2024-25 Budget Books.

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[4] Email correspondence with the Department received on June 20, 2024.

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ECONOMIC DEVELOPMENT

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The Regulatory and Economic Resources Department (RER) 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.[1]

Number of Trees Planted (RER)

RER's baseline for reporting is different from the Parks, Recreation and Open Spaces (PROS) department's initiative for trees and focuses on forestry conservation areas within Environmentally Endangered Lands (EEL) (i.e., pinelands, hammocks, etc.) and non-EEL (i.e., schools, faith-based organizations, etc.).

Observations: OCA communicated with RER and performed additional due diligence to review, assess, and verify the supporting information for the *"Number of Trees Planted (RFRO)"* performance measure submitted by RER. OCA identified significant gaps and weaknesses in the Department's process for data collection and compilation. Refer to the section below for some of the individual observations:

1. RER was unable to provide and verify all source documentation from FY 2018-19 to FY 2023-24 that was used to compile the estimated data reported in OBI. Therefore, OCA was not able to assess the reasonableness of the estimates as the Department could not provide the methodology or calculations used to reach the number of trees planted.

    During OCA's review, RER recognized a discrepancy in OBI for FY 2020-21. The actual number of trees planted was initially recorded in OBI as 7,000 (refer to **Table 1** below); however, RER stated that it should have been reported as an estimate of 2,500. The figure of 7,000 represented the total number of trees planted since 2017, which was included in the report to the BCC related to Ordinance No. 21-122. As a result, RER stated they are planning to consult with the Office of Management and Budget (OMB) to ensure the measure's data is updated and reported accurately.[2]

Table 1

Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Number of Trees Planted	3,008	3,765	7,000	4,850	10,525

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

2. In December 2022, RER issued a report to the BCC related to Ordinance No. 21-122 regarding a Plan for Disbursing the Remaining Tree Trust Fund Balance.[3] In this report, RER estimated the number of trees planted since 2017 and stated that this initiative was previously overseen by a now-retired employee who manually compiled the data from

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 206. Proposed FY 2025 Budget
[2] RER's July 8, 2024, response to OCA's email correspondence.
[3] Miami-Dade County Legislative Item File Number 222822.

various sources.[4] RER was unable to provide or confirm all source documentation used for the number of trees planted presented in the report.

3. RER 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, the DERM Senior Manager responsible for maintaining this metric retired, and the successor tasked with this metric, including management, was unable to provide the source information used for the reported numbers.

OCA identified that this measure was presented in the Adopted FY 2023-24 Budget Book as a new measure for RER under the "*Number of Trees Planted*" metric. However, this measure is not presented in the Proposed FY 2024-25 Budget Book.

Residential SMART Corridor Development Activity

The Strategic Miami Area Rapid Transit (SMART) Program is advancing five rapid transit corridors (Beach, East-West, North, Northeast, and South Dade) that will expand and enhance Miami-Dade County's public transit infrastructure.[5]

RER evaluates the efficacy of implementing the goals and objectives of the Comprehensive Development Master Plan (CDMP) in promoting and incentivizing development in the Urban Centers, SMART Plan Corridors, and Rapid Transit Zones (RTZs) through the following performance measures: *"Development activity within the SMART corridors – Residential (units)"* and *"Percent of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors."*[6]

Refer to *Table 2* below for the annual Countywide residential SMART corridor activity from FY 2019-20 to FY 2022-23.

Table 2: *Countywide Residential Units Along SMART Corridor*

Measure	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Number of Residential Units built within SMART Corridors	5,116	5,272	1,430	3,974
Total Number of Residential Units Built Countywide	8,935	9,899	3,869	6,868
% of Countywide Residential units along the SMART corridors	57%	53%	37%	58%

Source: Validation report provided by RER on July 18, 2024

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[4] RER's June 21, 2024, and July 8, 2024, response to OCA's email correspondence
[5] Miami-Dade County. Transportation and Public Works. SMART Program. Accessed on August 16, 2024.
https://www.miamidade.gov/global/transportation/corridor-plans.page
[6] Information provided by RER in response to the OCA Notice of Inquiry on June 21, 2024.

Figure 1 below shows several areas along the SMART corridor in Miami-Dade County where residential units are concentrated. Refer to the section below, which lists the observations identified:

- **North Corridor**:
    o Ali Baba Ave and NW 97th St: The area within this region contains the highest concentration of constructed units within the North Corridor where a planned SMART station will be built near Miami-Dade College.
- **Northeast Corridor**:
    o Wynwood and Government Center: The heatmap indicates an increased focus on the construction of residential units around the planned Wynwood station and the existing Government Center station.
- **South Corridor**:
    o SW 244th St to SW 296th St: This stretch contains the highest concentration of residential units constructed out of all SMART corridors from FY 2019-20 to FY 2022-23.

Figure 1
Residential Units Built within SMART Corridor
FY 2019-20 to FY 2022-23
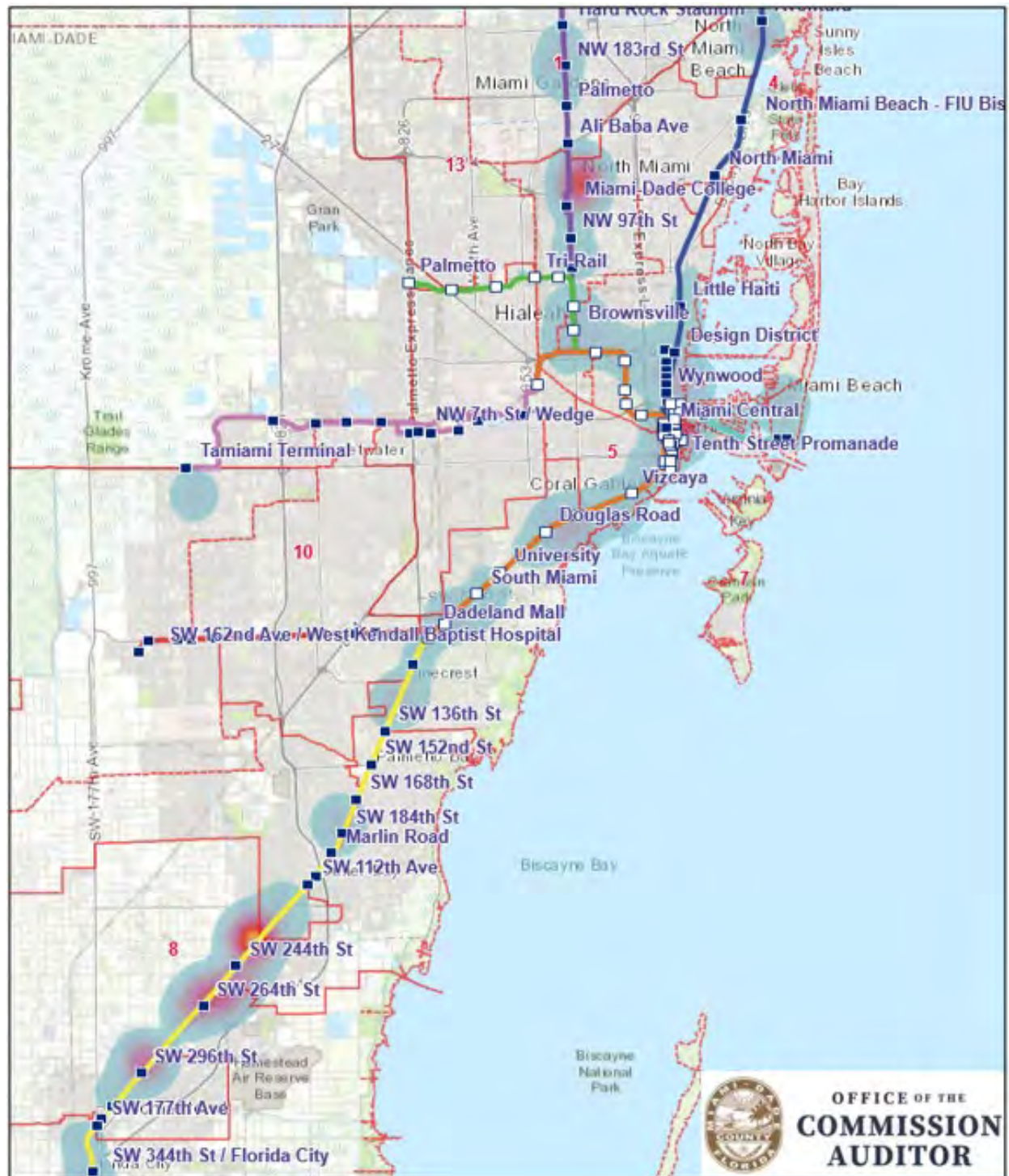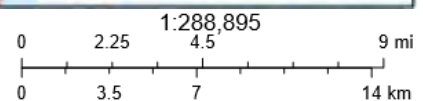
Note: OCA notes that the heatmap displayed in *Figure 1* above is intended to offer general insights into residential SMART corridor activity using available departmental data. However, due to privacy and security reasons, the map does not include protected addresses and confidential information.

Observations: OCA communicated with the Department and performed additional due diligence to review, assess, and verify the supporting information for the *"Development activity within the SMART corridors – Residential (units)"* and *"Percent of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors"* performance measures submitted by the Department. Refer to the section below, which lists the observations identified:

1. OCA reviewed the residential units built within the SMART corridors data from the Property Appraiser and noted discrepancies in the metrics reported for FY 2022-23 in the FY 2024-25 Proposed Budget. RER reported the number of residential units constructed within the SMART corridor as 5,772 but confirmed it should have been reported as 3,974.[7] Additionally, the Department recorded the percentage of residential units as 53.3% but confirmed it should have been calculated as 58%.

OCA notes that the observations described above create a limitation regarding the completeness and accuracy of the data recorded by RER.
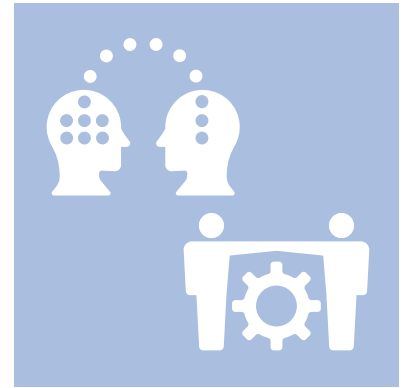
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[7] Email correspondence with the Department received on August 15, 2024.

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GENERAL GOVERNMENT
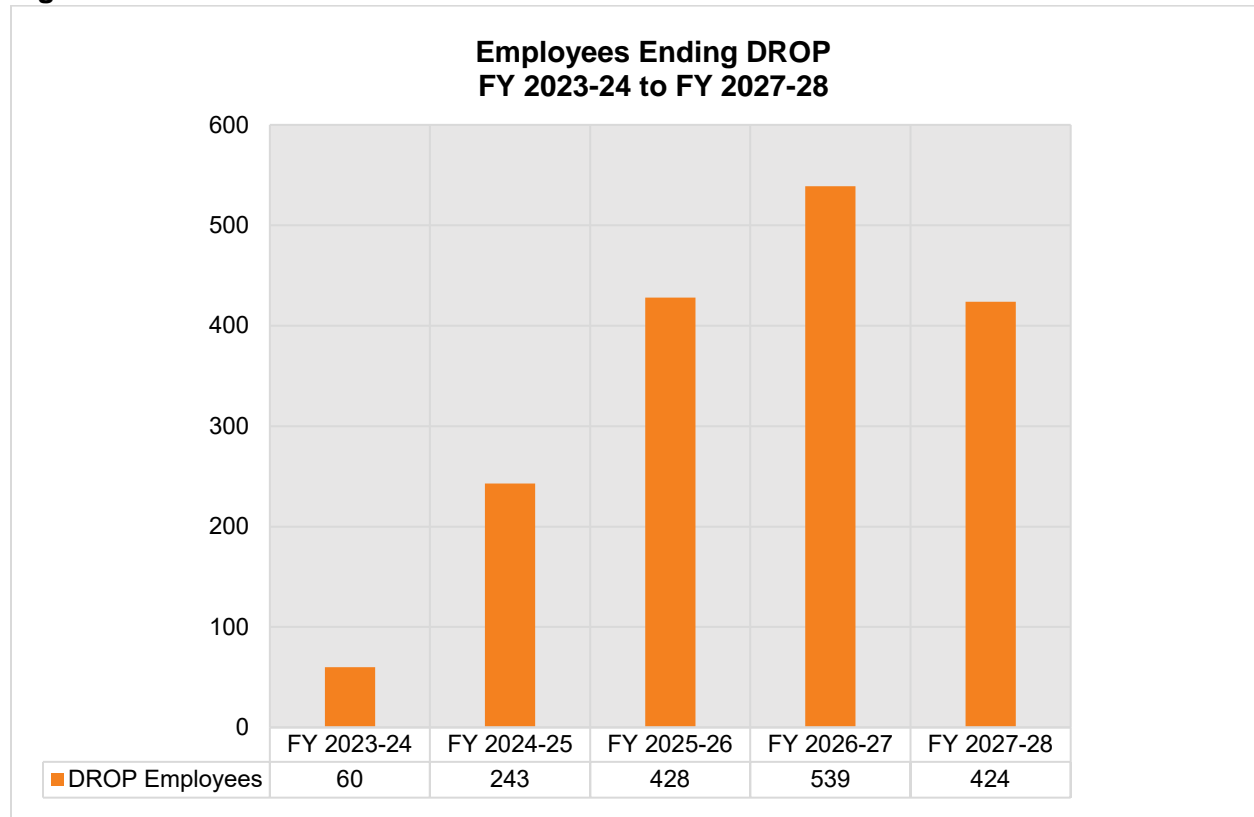
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The Department of Human Resources (HR) manages and provides both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing, and career development.[1]

Succession planning is a strategic process aimed at ensuring the continuous and effective operation of an organization by identifying, developing, and preparing employees to fill key roles as they become vacant. OCA conducted an analysis to assess the potential impact of knowledge loss resulting from the retirement of employees within this segment.

The Deferred Retirement Option Program (DROP) is available to Florida Retirement System (FRS) pension plan participants who qualify for normal retirement.[2] DROP participation may begin in the month the employee reaches his/her normal retirement date based on age or years of service.[3] For regular employees, this is age 62 or 30 years of service, whichever occurs first.[4] For members of the special risk class, this is age 55 and 25 years of special risk service.[5] As of July 9, 2024, there were 2,740 employees enrolled in DROP.

Figure 1

**Employees Ending DROP
FY 2023-24 to FY 2027-28**

	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
■ DROP Employees	60	243	428	539	424

Source: INFORMS Query *"MD_BN_DROP_EES"* as of July 9, 2024

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[1] Miami-Dade County. FY 2024-25. Proposed Budget and Multi-Year Capital Plan. Volume III. Page 276. Proposed FY 2025 Budget
[2] Florida Retirement System. 2024. "Pension Plan Deferred Retirement Option Program." Accessed July 30, 2024. https://frs.fl.gov/forms/DROP-Guide.pdf. Page 3.
[3] Florida Retirement System. 2024. "Pension Plan Deferred Retirement Option Program." Accessed July 30, 2024. https://frs.fl.gov/forms/DROP-Guide.pdf. Page 5.
[4] Florida Retirement System. 2024. "Pension Plan Deferred Retirement Option Program." Accessed July 30, 2024. https://frs.fl.gov/forms/DROP-Guide.pdf. Page 5.
[5] Florida Retirement System. 2024. "Pension Plan Deferred Retirement Option Program." Accessed July 30, 2024. https://frs.fl.gov/forms/DROP-Guide.pdf. Page 6.

OCA reviewed the total population of Miami-Dade County and noted that there were approximately 30,199 employees as of July 9, 2024. The data highlights that around 9% of total employees opted to participate in the Deferred Retirement Option Program (DROP). **Table 1** shows all County Departments with the total number of employees enrolled with respective DROP dates from FY 2023-24 to FY 2027-28 as of July 9, 2024.

Table 1 - *Miami-Dade County - Five Year DROP Outlook by Department*

Department	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	Total
Police	15	71	127	117	108	438
Fire Rescue	4	22	62	64	59	211
Transportation & Public Works	7	28	44	64	54	197
Corrections and Rehabilitation	9	30	36	48	32	155
Water and Sewer	4	20	23	49	21	117
Information Technology	4	11	16	31	21	83
Aviation	6	8	11	24	22	71
Regulatory & Economic Resource	2	7	12	26	14	61
Solid Waste Management	2	5	18	18	13	56
Clerk of Courts	-	4	16	15	14	49
Parks, Recreation & Open Spaces	2	9	11	12	13	47
Internal Services	-	2	7	17	5	31
Community Action & Human Services	-	6	6	10	6	28
Office of the Property Appraiser	1	3	1	7	6	18
Libraries	1	2	6	6	3	18
Human Resources	-	1	5	1	5	12
Seaport	-	4	2	5	1	12
Public Housing & Community Development	-	2	3	4	3	12
Tax Collector	-	1	2	4	3	10
County Attorney's Office	2	-	3	2	1	8
Adm Office of the Court	-	2	3	1	1	7
Strategic Procurement	1	-	2	1	2	6
Management and Budget	-	-	-	2	3	5
CareerSource South Florida	-	-	3	1	-	4
Finance	-	1	2	-	1	4
Communications Department	-	1	1	-	2	4
Juvenile Services	-	1	-	2	1	4
Board of County Commissioners	-	-	-	2	1	3
Medical Examiner	-	-	-	2	1	3
Cultural Affairs	-	-	1	1	1	3
Elections	-	-	2	-	1	3
Inspector General	-	1	-	-	1	2
Office of the Mayor	-	-	1	-	1	2
Transportation Planning Org	-	-	-	-	2	2
Homeless Trust	-	-	-	-	2	2
Legal Aid	-	-	1	1	-	2
Audit and Management Services	-	-	-	1	-	1
Animal Services	-	-	1	-	-	1
Economic Advocacy Trust	-	1	-	-	-	1
Citizens Independent Transportation Trust	-	-	-	1	-	1
Total	**60**	**243**	**428**	**539**	**424**	**1,694**

Source: INFORMS Query *"MD_BN_DROP_EES"* as of July 9, 2024