

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

Purpose: As a management team member of Miami-Dade County government, it is your responsibility to design, adhere to and monitor the significant operating and financial controls of your organization. This self-assessment questionnaire has been designed to obtain input from you to assist the Performance and Efficiency Commission ("PEC") to understand the key controls of your organization. Your input is important and appreciated.

Department : Miami Dade Economic Advocacy Trust

Director: (name & telephone) John E. Dixon - (305) 372-7600

1. Please describe the key business objectives of your area (i.e. What is the mission of your area?), and what do you find most challenging as the director of this department?

Response: MDEAT Mission - To ensure the equitable participation of Blacks in Miami-Dade County's economic growth through advocacy and monitoring of economic conditions and economic development initiatives in Miami-Dade County. We plan and utilize the current funding level of the department's economic development budget, however MDEAT could use additional funding to be more effective. In an effort to address this issue MDEAT has and will continue to explore grant opportunities.

2. How many employees are in your department? Describe the span of control in your department and how effective it is?

Response: The MDEAT Board of Trustees set policy for the Trust. However, the span of control for the day-to-day operations is under the executive director and extends to three divisional supervisors. The span of control is effective. The senior management team consists of divisional supervisors that develop departmental objectives and initiatives. Each divisional supervisor reports to the executive director and is responsible for monitoring programmatic outcomes. In addition, the Trust has created Action Committees to focus on three core areas. These core areas include housing, public safety, and economic development. The primary purpose of the Action Committee is foster advocacy. MDEAT has 22 employees.

3. Do you consider the responsibilities of your department to be "core" responsibilities of government to the public?

Response: Yes. MDEAT's core areas include housing, economic development and public safety. These programs are core responsibilities of government to the public. For example, affordable housing has been a major challenge for low-to-moderate income residents of Miami Dade County. Through the MDEAT's Housing Assistance Program over 5,000 families throughout Miami Dade County have experienced the opportunity of home ownership. In the economic development arena, the department has developed procurement fairs to engage minorities in obtaining certification and contracts from Miami Dade municipalities, and other public entities. In addition, the department has developed a program to assist minority companies to become LEED accredited to participate in GREEN initiatives. The accreditation will increase their ability to compete for GREEN jobs. MDEAT's Teen Court has afforded over four thousand young people to participate in the program under the auspices of public safety. Many of these students have experienced misdemeanor infractions and are given an opportunity to get lives back on track without creating a juvenile record.

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- 4. Are the *Policies and Procedures* in your department *documented*? (Select One) Yes No
Comments: The department has documented policies and procedures for fiscal, contracting, monitoring, programs and Board of Trustee operations.
- 5. Are the *Policies and Procedures* in your department *up-to-date*? (Select One) Yes No
Comments: However, departmental programs are being updated.
- 6. Please describe the *key business processes* that occur in your department (i.e. What are the activities which are completed in your department?)
Response: Providing homeowner assistance loans, servicing homeowner assistance loans, monitoring grant program, provide education and financial assistance.
- 7. Please describe the *key internal controls* that you believe exist in your department (i.e. How do you control the major activities, output, etc., in your department?)
Response: Internal audit controls are conducted for the Teen Court, housing and economic development programs. These programs are audited for accounting, documentation and program activity.
- 8. Please describe *the key performance measures* you obtain and utilize to monitor the effectiveness/efficiency of your business processes.
Response: The performance measures used are relevant to the different programs implemented by the agency. The performance measures for the Housing Assistance Program are: the number of new homeownership assistance loan applications, the number of new homeownership applications approved and the number of affordable housing new loans approved in collaboration with other county departments. For Economic Development the performance measures are: The number of loans and technical assistance provided, LEED certification courses participants and LEED accreditation exam participants. For Teen Court the most important performance measures are: The number of juveniles offenders referred to the program, the number of court session held, the number of workshops, in the areas of anti-theft, ethics and substance abuse held and the recidivism rate for Teen Court participants.
- 9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?
Response: Housing Finance Authority, Housing Community Development, Juvenile Services Department. MDEAT coordinates housing fairs with HFA and HCD. Teen Court receives participants from JSD.
 - a. Could they be consolidated into your department?
No. Different program target than other departments.
 - b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)?
none
- 10. If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today?
Response: One of the key areas of concern would be to use technology to improve the amount of electrical consumption used by County facilities. I would consider timed delayed usages of powering certain non-emergency facilities to cut down on electricity.

Overall, how would you rate the following in your department? Poor Average Excellent

The effectiveness of your internal controls 1 2 3 4 5

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The quality of your output	1	2	3	<u>4</u>	5
The efficiency of your business processes	1	2	3	<u>4</u>	5

If there is any additional information you feel the PEC should have prior to our review, (such as organizational charts, policies, etc.), please attach to this questionnaire.

Please return this questionnaire and any attachments in pdf format and saved as your "department name" by Wednesday, October 13, 2010 to spalmer@miamidade.gov or deliver to:

Office of the Commission Auditor
Attn: S. Donna Palmer
SPCC Government Center
111 NW First St., Ste. 1030
Miami, FL 33128

Thank you for your time.