

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 : Office of Economic Development and International Trade (OEDIT)

Director: (name & telephone) Tony Ojeda/ 305 375-1254

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?

The key objectives of my department are to enhance access to economic development opportunities and to promote Miami-Dade County as a Global Gateway and a trade destination center. A short term challenge is to effectively transition into the recently consolidated OEDIT which is made up of the former International Trade Consortium (ITC), the former Office of Economic Development Coordination (a division of the Planning and Zoning Department), and one staff member from Housing and Community Development. An ongoing challenge is to become more relevant to the citizens and businesses of Miami-Dade County by adding value to the services my department provides. Some recent efforts include implementing import/export workshops to provide information and tools to local small and medium sized businesses, and in order to increase trade opportunities for Miami-Dade companies, I have also made it a priority to organize pre-screened business to business meetings during incoming business development missions. However, this is a continuous challenge and I am regularly seeking ways for our programs to provide more value for Miami-Dade County citizens.

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

OEDIT has 14 employees. There are two principal programmatic units – the International Trade Promotion unit (4 employees) and the Economic Analysis and Policy unit (3 employees). The International Trade Promotion unit coordinates and develops trade and business opportunities and the Economic Analysis and Policy unit performs economic analysis and prepares special reports that support economic development. Additionally, the Assistant Director provides some supervision to these units and directly supervises the Administrative and Finance functions of the office (total of 3 employees). The supervisor of each of these units reports directly to me. I, as Executive Director, together with the support of 3 staff members comprise the Office of the Director (total of 4 employees). My office is responsible for formulating all departmental policy and providing direction and coordination of activities relating to economic development and international trade. Additionally, I report directly to the Mayor and County Manager. This span of control is new for FY10-11 (due to the consolidation). However, I believe it is a sound structure for carrying out the department’s mission.

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

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

My office is responsible for coordinating the efforts of the principal economic development agencies in Miami-Dade County with the County's agenda to ensure a comprehensive and unified approach to economic development initiatives and programs. It is the primary County agency that recommends to the Mayor and Board of County Commissioners, the County's economic development and international trade policies. My office is also responsible for branding Miami-Dade internationally during OEDIT-led missions abroad and during inbound missions. Because the future growth and prosperity of Miami-Dade County's economy are tied to securing new job opportunities and expanding business opportunities for our community, I consider all of these responsibilities to be core responsibilities of government to the public. Although there are other economic development and trade agencies throughout Miami-Dade County, no other agency can speak on behalf of the Miami-Dade County government or represent the County and its interests as OEDIT can.

4. Are the **Policies and Procedures** in your department **documented**? (Select One) Yes
Comments: *My office maintains a comprehensive Policies and Procedures Manual that is distributed to each member of staff.*
5. Are the **Policies and Procedures** in your department **up-to-date**? (Select One) Yes
Comments: *The OEDIT Policies and Procedures Manual is updated on an ongoing basis to capture operational and structural changes.*
6. Please describe the **key business processes** that occur in your department (i.e. What are the activities which are completed in your department?)
 - *Conduct comprehensive analysis on local economic conditions, trends and economic policy options.*
 - *Conduct economic analysis for projects that have potential economic development opportunities for Miami-Dade County*
 - *Review, conduct economic analysis for, and place items relating to Economic Development Fund capital improvement projects on BCC agendas*
 - *Administer and monitor the Targeted Job Incentive Fund (TFIJ) and Qualified Targeted Industry (QTI) job incentive programs*
 - *Organize and lead trade/business development missions abroad*
 - *Brand Miami-Dade County as a Global Gateway and platform for trade both locally and abroad*
 - *Utilize an in-house database of Miami-Dade companies to organize targeted pre-arranged business to business meetings during inbound missions*
 - *Administer the Miami-Dade Sister Cities Program*
 - *Liaise with the local Consular Corps*
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?)

I manage and control the major activities and outputs of my department through a strategic planning process. Each year my office develops a strategic plan based on available resources and input from my key staff as well as the agency's Board of Directors. After the strategic plan is in place, I meet with all members of my staff and assign responsibility for carrying out certain activities and projects. I also hold periodic planning meetings throughout the year to ensure that progress is being made on completion of activities and departmental outputs. Through this process, my staff is made aware of what is expected of them, and their performance is reflected in their annual evaluations.

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

8. Please describe *the key performance measures* you obtain and utilize to monitor the effectiveness/efficiency of your business processes.

- *Number of projects analyzed that may have significant impact on the local economy*
- *Number of economic analyses conducted of current economic conditions and number of related reports prepared*
- *Number of TJIF/ QTI applications reviewed, processed and recommended to the BCC for approval*
- *Number of pre-arranged business to business meetings arranged during fiscal year*
- *Number of outbound business development missions organized and conducted*
- *Number of incoming missions received and supported*

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?

OEDIT communicates with various County departments regularly such as the Office of Capital Improvements, Office of Sustainability, Planning and Zoning, and Film and Entertainment. However, these departments do not have similar functions as OEDIT. My office also regularly communicates with the County Executive Office and economic development and trade offices in the community such as the Beacon Council, the Greater Miami Chamber of Commerce, the Greater Miami Convention and Visitors Bureau, the Latin Chamber of Commerce and other chambers and trade offices.

- a. Could they be consolidated into your department?
- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)?

10. If you had the appropriate technology to improve efficiency, would you utilize it and how would it impact the County's operations today?

Overall, how would you rate the following in your department?	<u>Poor</u>	<u>Average</u>	<u>Excellent</u>		
The effectiveness of your internal controls	1	2	3	4	<u>5</u>
The quality of your output	1	2	3	4	<u>5</u>
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:

Miami-Dade County Performance and Efficiency Commission

Miami-Dade County Department Director

2010 Self-Assessment Questionnaire

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.