

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 Grants Coordination (OGC)

Director: (name & telephone) Daniel T. Wall (305) 375-3597

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 business objects and challenges are located in the Office of Grants Coordination Business Plan FY 2010 and 2011 and are attached to this survey. The Office provides training, technical assistance, and grant information to County Department staff and Community-Based Organizations; in addition, to enhancing the County's ability to draw down federal, state, foundation, and other funding.

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

The total number of employees and table of organization are located in the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 422 to 428) and are attached to this survey.

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

4. Are the **Policies and Procedures** in your department **documented**? (Select One) Yes No
Comments:

5. Are the **Policies and Procedures** in your department **up-to-date**? (Select One) Yes No
Comments: *Pending updates under the new Fiscal year 2010-11*

6. Please describe the **key business processes** that occur in your department (i.e. What are the activities which are completed in your department?)

- a) *Administer and monitor Community-Based Organization (CBO) contracts and the Mom and Pop Small Business Grant Program*
- b) *Manage and administer federal grants assigned to OGC*
- c) *Identify grant funding opportunities for County departments and CBOs to maximize resources*
- d) *Prepare grant applications and provide grant-related technical assistance*

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- e) *Prepare and monitor departmental operating budget, monitor performance measures, responsible for departmental human resource functions, oversee departmental procurement and agenda coordination functions*
- f) *Provide direct administrative support to five advisory boards (Miami-Dade HIV/AIDS Partnership, Youth Crime Task Force, CBO Advisory Board, Dade-Miami Criminal Justice Council, and the Addiction Services Board)*

(See attached business plan)

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?)
- a) *Segregation of duties to reduce the risk of mistakes, proper authorizations, communication with employees to provide suggestions for improvements, monitoring activities, transactions, and reconciliations*
 - b) *Conduct internal trainings to staff, as well as, internal and external audits*
 - c) *Conduct monthly Business Review meetings, and utilize Active Strategy Enterprise (ASE) to measure and monitor departmental performance to ensure that set goals and objectives are met; and to address areas of concerns in a timely manner*

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

ASE is utilized to track and improve processes on an ongoing basis. OGC's key measures are based on how our service impacts the County (i.e. meeting budget targets, outreach efforts to promote grant opportunities, etc), customers, and internal staff. (See attached ASE Measures)

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

Collaborations are maintained with most County departments on cross-cutting strategic initiatives to ensure County goals are met, to include: Finance, GSA, DHS, Aviation, Transit, SFWF, Homeless Trust, DERM, Parks, Seaport, SWM, MDPD, JSD, MDCR, ETSD, Library, OCED, GIC, County Attorney's Office, Office of Intergovernmental Affairs, etc.

No other department in Miami-Dade County have similar functions/responsibilities to OGC.

- a. Could they be consolidated into your department?

No, as each department has distinctly different missions that are important to the maintenance of vital services to the community. Our Department was created on October 1, 2008 to serve as a one-stop shop for administering and monitoring the County's effort with CBO allocations, Mom and Pop Small Business Grant Program, federal grants, and to leverage the County's limited resources through alternative funding opportunities.

- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)? *No.*

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

This department has maintained its Service Level Agreement (SLA) with the Enterprise Technology Services Department (ETSD) to provide network, server, and computer maintenance and its SLA with Government Information Center (GIC) to maintain OGC's website, in order to continue providing the community with information.

For FY 2010-11, our Department received funding to obtain a SLA with ETSD for a Systems Programmer to design and complete a Service Delivery and Service Provider system to administer, monitor, and generate reports for CBOs, Mom and Pop Small Business Grant Program; as well as, enhance the payment notification process and improve the grant notification process. This will allow our Department to utilize technology to improve service delivery, provision, and fiscal and performance monitoring for all funded contracts.

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	<input checked="" type="checkbox"/> 5
The quality of your output	1	2	3	4	<input checked="" type="checkbox"/> 5
The efficiency of your business processes	1	2	3	<input checked="" type="checkbox"/> 4	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.