

# 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 :** COMMUNITY ACTION AGENCY

**Director: (name & telephone)** JULIE EDWARDS (786-469-4613)

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?

CAA’s key business objective is to empower economically disadvantaged individuals, families and communities through advocacy, education, resource mobilization and service delivery which is achieved through the National Results Oriented Management and Accountability Approach (ROMA). There are 6 national goals:

1. Low-income people become more self-sufficient. (Family)
  2. The conditions in which low-income people live are improved. (Community)
  3. Low-income people own a stake in their community. (Community)
  4. Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
  5. Agencies increase their capacity to achieve results. (Agency)
  6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)
2. How many employees are in your department? Describe the **span of control** in your department and how effective it is?

The FY 2010-11 Adopted Budget includes 654 full-time employees. With regard to span of control, CAA has areas where supervisors oversee too many employees. This information may be found in the Commission Auditor’s analysis conducted for the FY 2010-2011 Proposed Budget

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:

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

The department's key business processes are described in its attached Business Plan FY 2010 and 2011 and in its budget narrative in the FY 2010-11 Proposed Resource Allocation Plan, Volume 2, pages 279 – 290.

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?)

The department's key internal controls include:

- Quality Improvement Unit (desk reviews as well as on-site reviews)
- Quarterly reviews and reporting of programmatic and fiscal performance (internal and external)
- Supervisor reports and employee performance evaluations
- Adhere to department policies and procedures
- Diligently adhere to the County's financial, procurement, budget, and human resources processes and systems

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

The department's key performance measures can be found in its scorecard, which is updated to the web on a quarterly basis at the following URL:

[http://www.miamidade.gov/mppa/businessplans\\_health-hum.asp](http://www.miamidade.gov/mppa/businessplans_health-hum.asp)

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities? **YES. Only to the extent that they must meet management requirements for federal and/or state funds.**

The department communicates with numerous County departments if not all of the departments, however, the department communicates specifically with the following departments:

- Housing and Community Development
- Public Housing Authority
- Department of Human Services
- Homeless Trust
- Building Code Compliance
- Office of the County Attorney
- Procurement Management
- Public Works
- Human Resources
- South Florida Workforce
- General Services Administration
- Enterprise Technology Services

- a. Could they be consolidated into your department?

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To a limited extent. In previous years, the County’s proposed budget has recommended mergers and/or consolidations with the Department of Human Services (DHS) and Housing and Community Development (HCD). Although the BCC has chosen not to merge entire departments, individual functions have, at times, been consolidated, such as the centralization of elderly services within DHS, or the back office support CAA will provide to HCD.

- 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.

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

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	<u>4</u>	5
The quality of your output	1	2	3	4	<u>5</u>
The efficiency of your business processes	1	2	<u>3</u>	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](mailto: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.*