

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 : The Homeless Trust

Director: David Raymond, 305.375.1490

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 objectives and challenges are located in the Department of Homeless Trust Business Plan FY 2010-11 and Multi-Year Capital Plan (page 3-5) and are attached to this survey.

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 the table of organization are located in the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 294-299) 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, Homelessness in Miami-Dade County is as much of a social service issue as any public safety issue.

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 main business practices involve the administration of over 100 contracts with not for profits and other governments entities providing services to the homeless. The main processes involve the review, payment and processing of invoices, preparation of very complex grant applications, contract administration and monitoring. Other business processes involve supporting the Homeless Trust Board and making policy recommendations, working with other municipalities, and overseeing the development of homeless housing projects.

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?)

Contract administration is controlled via contract log flow sheets, communication with our major funders (U.S. HUD and the State of Florida), review of Monthly, Quarterly and Annual Progress Reports, Housing Development Reports, which are also reviewed and acted upon by the Trust Board.

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

Key performance measures are described in the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 297-298) and are attached to this survey.

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

The Homeless Trust is a unique department. We do not provide any direct services. We contract with the Department of Human Services (DHS) and the Community Action Agency (CAA) to provide services. We work closely with the Planning and Zoning Department, as well as Building Departments related to development projects. We work closely with the Housing Community Development Department (HCD) in terms of the Consolidated Plan and jointly funded development projects. We work with Miami-Dade Police and Corrections in terms of homeless outreach and jail diversion as well as the Administrative Office of the Courts. The Miami-Dade Public Housing Authority administers the Shelter + Care housing vouchers for the homeless. Our department applies for the funding for this program, each year; however by law the vouchers must be administered by a Public Housing Authority.

- a. Could they be consolidated into your department? No
- 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 assumes we do not have appropriate technology. Currently Homeless Trust uses case management mandated by our funding agency. However, to the extent there are new, more effective technologies that become available, we would embrace their use.

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	<input checked="" type="checkbox"/> 4 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.