

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 : Department of Environmental Resources Management

Director: (name & telephone) Carlos Espinosa - 305-372-6754

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 Environmental Resources Management Business Plan FY 2010 and 2011 (pages 3-9) and are attached to this survey. Additionally, the Department of Environmental Resources Management (DERM) programs have been tailored to address environmental issues unique to the County since state and federal programs do not address many of the local issues such as wellfield protection, which is a public health and safety issue. We live and work over the water that we drink since 21 out of 26 wellfields are located within urban areas.

INTERNAL SUPPORT

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 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 210-211) 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. We are the only department in the county in charge of protecting natural resources such as water, air and land.

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:

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 process are located in the Department of Environmental Resources Management Business Plan FY 2010 and 2011 (page 10) and the FY 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, page 210). Both are attached to this survey.

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?)**

Key internal controls include third party and internal audits, quality assurance and quality control programs, the Quality Assurance and Sampling Plan, training, Department and Division Business Reviews, performance measures associated with the Business Plan and the Resource Allocation Plan, and Strategic Area Meetings.

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

These measures are described in the FY 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 213-220) and are attached to this survey.

9. **Which department(s) do you currently communicate with?**

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The Department communicates with all county departments as part of our regulatory responsibilities. In addition, as part of the permitting process we coordinate with Planning and Zoning, Building Neighborhood Compliance, Solid Waste, WASH and Office of Sustainability as well as other Federal, State and Local agencies.

Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?

No. *Just complimentary functions as part of the permitting process*

a. Could they be consolidated into your department?

No. *Duties and responsibilities are different.*

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 are requested

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

The department has been very proactive in improving efficiency throughout the different programs in order to more effectively fulfill the department's mission of protecting our natural resources. We have been utilizing appropriate technology, as available, to improve efficiencies, therefore improving our operations. These have resulted in eliminating 35 positions from our budget without impacting service delivery.

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

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. Provided are a copy of the Department's FY 2010-2011 resource allocation and multi-year capital plan. Also provided is a copy of the Department's FY 2010-2011 Business Plan.

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.