

# 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 Solid Waste Management

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**Director:** (name & telephone) Kathleen Woods-Richardson – (305) 514-6628

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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 Solid Waste Management Business Plan FY 2010 and 2011 and are attached to this survey. Additionally, the key business objectives of the Department of Solid Waste Management (DSWM) are to collect garbage and trash in the Waste Collection Service Area (WCSA), perform a series of waste disposal tasks countywide, and enforce waste related County ordinances as appropriate in both the WCSA and countywide.

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 254-255) 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: **We are currently undergoing a re-write of our policies and procedures. Update to policies and procedures started mid FY 09-10 and is not yet completed.**

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

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The Department’s key business processes are located in the Department of Solid Waste Management Business Plan FY 2010 and 2011 and the FY 2010-2011 Proposed Resource Allocation and Multi-Year Capital Plan. 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 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 257-260) 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?
- 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)?

Departments with similar functions/responsibilities	a.	b.
Building and Neighborhood Compliance - Enforcement	No	No
Police Department - Illegal Dumping Enforcement (a. – Consolidation In progress)	Yes	No
Office of Emergency Management - Continuity of Operations	No	No
Department of Public Works – Road-side litter	No	No
Government Information Center- 311 Call taking and Community Information & Periodical Program	No	No
Department of Environmental Resources Management – Environmental Compliance	No	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, I would utilize additional technology for routing services and tracking heavy equipment performance that would enable more cost efficient operations and better data for management decisions. Also a more robust customer-relations-management system would aid in targeting service trends and improvements; it would give 3-1-1 more real-time information to serve citizens and customers.**

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**Miami-Dade County Department Director**

**2010 Self-Assessment Questionnaire**

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	(5)
The quality of your output	1	2	3	4	(5)
The efficiency of your business processes	1	2	3	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.*