

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 : Water and Sewer Department

Director: (name & telephone) John W. Renfrow, P.E., 786-552-8086

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 Miami-Dade Water and Sewer Department (MDWSD) Business Plan FY 2010 and 2011 and are attached to this survey. Additionally, MDWSD is committed to serving the needs of Miami-Dade County residents, businesses, and visitors by providing high-quality drinking water and wastewater disposal services while providing for future economic growth via progressive planning; implementing water conservation measures; safeguarding public health and the environment; and providing for continuous process improvements and cost efficiencies.

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 264-265) 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, as the core responsibilities of the Water and Sewer Department consist of providing high-quality drinking water and wastewater disposal services to the residents of Miami-Dade County.

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?)

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The key business processes are located in the Miami-Dade Water and Sewer Department Business Plan FY 2010-11 and the FY 2010-11 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 key performance measures are described in the FY 2010-11 Proposed Resource Allocation and Multi-Year Capital Plan (Volume 2, pages 269-274) 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 Water and Sewer Department provides retail services to all County departments, and therefore, communicates with all County departments. No other County department has similar functions/responsibilities.

- 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)? **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?

In the next coming years, the County must make infrastructure improvements to its existing water and wastewater systems to meet the requirements of the Ocean Outfall Legislation requirements. These infrastructure improvements carry capital and annual operating and maintenance costs that are currently not funded.

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

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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.