

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 : Animal Services

Director: (name & telephone) Sara Pizano, 805-5982

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?
 - **Enforcement of Chapter 5 and FSS 828 pertaining to animal control, etc.**
 - **Sheltering/saving over 36k animals per year (reunification, rehome, rescue partners)**
 - **Challenges: volume of work (SRs, number of pets, antiquated building, severely understaffed so that thousands of phone calls abandoned each year and insufficient number of staff to handle workload), antiquated and 'sick'building**
2. How many employees are in your department? Describe the **span of control** in your department and how effective it is?
 - 116 FT, 3 PT
 - Since eliminated Assistant Directors (2), management team consists of 3 managers (Budget/Finance, Enforcement and Operations), management team too small to effectively deal with overwhelming volume of work
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: periodically reviewed/SOPs updated
6. Please describe the **key business processes** that occur in your department (i.e. What are the activities which are completed in your department?)
 - Enforcement-responding to over 42k SRs per year, issuing citations and dealing with appeals
 - Operations-adoptions, Rabies/Microchip Clinic, Lost and Found, Rescue Partnerships, reunificaitons
 - Budget and Finance-accounts payable/receivable, procurement, budget oversight and development, systems management, maintenance, capital projects, emergency management, HR

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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?)
 - Performance measures/audits
 - Analytical reports
 - Staff accountability/SOPs
 - GPS/Arc Logistics

8. Please describe *the key performance measures* you obtain and utilize to monitor the effectiveness/efficiency of your business processes.
 - Enforcement-number of warnings/citations/impoundments/investigations, number of SRs closed/time
 - Operations-number of animals saved (adoptions, reunifications, sent to rescue), disease rates, number of surgeries performed, number public surgeries, quality control reports , number of dogs licensed, number of rabies/microchips per year, volunteer hours, number outreach events
 - Budget/Finance-account reconciliation/tracking, monitor target of revenues, inventory control

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities?
 - Clerk of Courts, Building and Zoning, GIC, MDPD, Finance, ETSD, GSA, County Attorney, DERM, OCI, EOC, Solid Waste, HR, Procurement, Parks, OSBM
 - Part b-no
 - 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)? Inability to answer phone calls and ways to increase compliance of dog licensing

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 and we have implanted many new technologies (toughbooks for field officers, cash management (TBA), Arc Logistics, GPS, and others and received COC grant funding for all of above

Overall, how would you rate the following in your department? Poor Average Excellent

The effectiveness of your internal controls 1 2 **3** 4 5
 Note: in some areas affective (enforcement) but in other areas not affective (kennel/clinic)

The quality of your output 1 2 **3** 4 5
 Note: the volume of work is unreasonable for the number of staff

The efficiency of your business processes 1 2 **3** 4 5
 Note: the volume of work is unreasonable for the number of staff

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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.