

# 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 :** MIAMI-DADE FIRE RESCUE

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**Director:** HERMINIO LORENZO 786.331.5118

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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?

(See attachment for MDRF Business plan) Examples of Key Business Objectives: Reduce fire rescue response time, reduction in property loss and destruction, improved patient survivability

2. How many employees are in your department? Describe the span of control in your department and how effective it is?

MDRF has 2,580 employees budgeted in FY 2010-11. MDRF span of control varies by function, from 1 officer supervising 2 firefighters on a rescue unit and 1 officer supervising 3 firefighters on an engine to a Battalion Chief supervising 4 to 5 stations per shift. On the administrative side, typical span of control can range from 1 to 10 or 1 to 7 depending upon the tasks associated with the activity.

3. Do you consider the responsibilities of your department to be "core" responsibilities of government to the public?

YES, Fire suppression, emergency medical services, plans review and lifeguard services are core responsibilities for government to provide to the public.

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?)

Key business processes: fire prevention, fire suppression, fire plans review, emergency medical response, training, fire dispatch and communications

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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?)

Key internal controls include an automated rostering/hiring software to provide transparent staffing and accountability for labor resources; MDFR has adopted various NFPA standards and other policies such as dispatch and paramedic protocols to provide uniformity in response and medical treatment.

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

Key performance measures are included in the FY 2010-11 Proposed Resource Allocation Plan and include fire plans reviewed, certificate of occupancy inspections completed, average response to life threatening calls, average rescue dispatch time, etc.

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

MDFR works closely with Miami-Dade Police, the Department of Emergency Management, and the departments involved in development such as Building, DERM, and WASD

- a. Could they be consolidated into your department?

Other departments have unique missions

- 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

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

MDFR could possibly reduce response times with traffic light interruption technology

Overall, how would you rate the following in your department? <u>Excellent</u>	<u>Poor</u> <u>Average</u>				
The effectiveness of your internal controls	1	2	3	4	<u>5</u>
The quality of your output	1	2	3	4	<u>5</u>
The efficiency of your business processes	1	2	3	4	<u>5</u>

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**2010 Self-Assessment Questionnaire**

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.*