

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 Aviation Department (MDAD)

Director: (name & telephone) José Abreu

- 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 Departments key business processes are located in the Departmental Business Plan FY 2010-11 (pages 5 - 9).

Additionally, as the department director, my greatest challenge is maintaining cost controls for the airlines and tenants, while at the same time providing the best and highest level of customer service to the airlines, our tenants and other customers. MIA and the general aviation airports' annual economic impact is \$26.7 billion. Additionally MIA and related aviation industries contribute 282,000 jobs directly and indirectly to the local economy. That equates to one out of 4.1 jobs.

- 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 104-105) that was modified by the Information Memo that was presented and Adopted at the Second Budget Hearing.

Additionally, we are in year five of a five-year, 20% staff reduction. As of the third quarter of fiscal year 2009-2010 there were 1,389 employees and 46 vacancies, for a total of 1,435 budgeted positions. Through fiscal 2011, 249 positions have been eliminated. In addition, for FY10-11, 157 positions were moved from Aviation to the Miami-Dade Police department with Aviation now contracting those services from MDPD through a memorandum of understanding.

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See attached table of organization for more details.

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

The responsibilities are core to operating one of the largest international airport in the United States and its general aviation airports. Most U.S. airports are governmental entities.

4. **Are the *Policies and Procedures* in your department documented? (Select One)** Yes No

Comments: All the policies and procedures that comprise the Aviation Department’s Written Directive System are located at www.miami-airport.com for ease of reference. Operational Directives pertain to all Airport users, and are filed with the Clerk of the Board. Departmental Standard Operating Procedures and Standard Operating Procedures pertain to Aviation Department employees only.

5. **Are the *Policies and Procedures* in your department *up-to-date*? (Select One)** Yes No

Comments: Aviation’s Policies and Procedures are maintained by the Professional Compliance Division.

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 Departments key business processes are located in the Departmental Business Plan FY 2010-11 (pages 5 - 9) and 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?)**

- **Security and Safety:** Most controls are federally-mandated, with many local enhancements. They are designed to ensure the safety of the traveling public and the Airport.
- **Budgetary:** The Department has made maximum use of budgetary restrictions in PeopleSoft, its accounting software. At the simplest, least sophisticated level, these restrictions prevent managers from overspending their budgets or contracts.
- **Accounting:** The Department’s internal controls are evaluated annually by its external independent auditor, and no exceptions have been noted.

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- *Professional Compliance:* The Department has established a three-person Professional Compliance unit which reviews and reports on internal controls throughout the Department.
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 (page 107 - 113).

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

- County Executive Offices
- OSBM
- Miami-Dade Police
- Miami-Dade Fire
- Transit
- Public Works
- MPO
- CITT
- Consumer Services
- Seaport
- County Attorney's Office
- Building & Zoning
- Office of Capital Improvement
- Department of Environmental Resources Management

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

Both Miami International Airport and the Seaport are economic engines for the County, all transportation departments are operated as enterprise funds, and there are some common problems and issues arising from these similarities.

- a. Could they be consolidated into your department?

No, because their core business is different than MDAD's. The differences are far greater than the similarities.

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- b. Are there any areas that you would like the PEC to specifically review (i.e. areas of immediate control concern or inefficient process)?

Not at this time.

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 Aviation Department is very aware of the benefits of technology, when properly utilized. New systems installed in the past five years have significantly improved performance and information available to management. Funding permitting, we have also established a schedule for new installations and upgrades.

For example, we plan to implement a work order/asset management system to improve our ability to manage the Department’s physical facilities. This new technology will raise accountability and improve resource utilization, especially Maintenance Division personnel and equipment. It is also expected to improve the quality and timeliness of our maintenance service to internal and external clients.

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

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@miamidadegov or deliver to:

Office of the Commission Auditor
Attn: S. Donna Palmer
SPCC Government Center
111 NW First St., Ste. 1030
Miami, FL 33128

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Thank you for your time.