

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 : Citizens' Independent Transportation Trust

Director: (name & telephone) Charles Scurr, Executive Director (305-375-1357)

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 Citizens' Independent Transportation Trust ("The Trust" or "CITT") was established as a result of the November 2002 referendum that approved a ½ Cent sales surtax for transit and transportation in Miami-Dade County. The language approved in the actual referendum question included "a ½ percent sales surtax whose proceeds will be overseen by the Citizens' Independent Transportation Trust". The Trust is comprised of a 15 Member Board of Directors.

The sales surtax currently generates approximately \$175,000,000 annually. Per the ordinance, 80% of the proceeds are allocated to Miami-Dade County primarily for Miami-Dade Transit (MDT) and Public Works (PWD). The remaining 20% is distributed to 31 municipalities based on population. A minimum of 20% of the funds allocated to the municipalities must be spent on public transit.

The key business objectives and challenges are located in the Citizens' Independent Transportation Trust Business Plan Fiscal Years 2010 and 2011, which is attached to this survey. The Business Plan is supported by Strategic Objectives which are approved by the Trust. That document is also attached to this survey.

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

There are a total of 8 employees in the Trust. All employees report to the Executive Director. Given the size of the Department and the nature of the responsibilities this is an effective span of control.

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

The oversight responsibilities of the Trust are, as approved by the voters of Miami-Dade County, indeed core governmental responsibilities. Additionally, the transit and transportation programs funded by the Trust are also core governmental programs.

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

5. Are the *Policies and Procedures* in your department *up-to-date*? (Select One) **Yes**
Comments: The policies and procedures are updated on an ongoing basis.

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 key business processes are located in the Citizens' Independent Transportation Trust Business Plan Fiscal Years 2010 and 2011, which is 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?)

The Trust utilizes a number of key internal controls. These include:

- Monthly, quarterly and annual reporting to the CITT Committees and the full Trust Board;
- Quarterly reporting to the Transit, Infrastructure and Roads Committee and the full Board of County Commissioners;
- Posting of all financial and program reports on the Trust website;
- Regular audits of all entities receiving surtax funds;
- Quarterly Strategic Area Meetings that review, among other things, Business Plan Objectives;
- Close coordination and teamwork among all staff members including joint staff reviews for contracts and other items placed on agenda for Trust consideration; and
- Periodic staff meetings to maintain regular communication and share knowledge on Trust-related issues.

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

The key business performance measures are located in the Citizens' Independent Transportation Trust Business Plan Fiscal Years 2010 and 2011, which is 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 Trust communicates with a number of county departments primarily including the County Manager, Assistant County Manager, the County Attorney's Office, Miami-Dade Transit, Public Works Department, Finance Department, the Audit and Management Services Department, the Department of Procurement Management, the Government Information Center and the 31 municipalities receiving surtax funds.

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- a. Could they be consolidated into your department?

No. The oversight mission of the Trust, as approved by the voters of Miami-Dade County, requires independence. It would not be appropriate to perform a function and independently oversee it.

- 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?

The Trust has sufficient technology to accomplish its mission.

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	<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>

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.