

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 Transit

Director: (name & telephone): Harpal S. Kapoor – (786) 469-5408

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 Transit (MDT) Business Plan FY 2010 and 2011 (page 14) and are attached to this survey. Additionally, the most significant challenge is the funding of the Department’s state of good repair projects and rapid transit expansion.

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 (3,199) and table of organization are located in the FY 2010-2011 Proposed Resource Allocation) Volume 2, page 140) and Multi-Year Capital Plan 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. MDT is the only Department in the County charged with delivering public transit services via the Metromover, Metrorail, Metrobus, and Paratransit service.

4. Are the **Policies and Procedures** in your department **documented**? (Select One) **Yes** No
Comments: This is a challenging effort and a work in progress.

5. Are the **Policies and Procedures** in your department **up-to-date**? (Select One) **Yes** No
Comments: They are constantly updated and refined.

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 Department’s key business processes are located in the MDT Business Plan FY 2010-2011, FY 2010-2011 Proposed Resource Allocation and the 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?)

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Key Internal Controls include: Internal Quality Assurance and Quality Control programs, Federal, State and internal audits, Peer reviews, Monthly Score-card Reviews, Monthly Transit Services Performance Reports, Continuous process improvements maps that include key performance indicators, bi-weekly project updates, and Monthly Certificate of Expenditure reviews with each Division.

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 20110-2011 Proposed Resource Allocation and Multi-Year Capital Plan. Both 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?

MDT communicates with all County departments as part of our day-to-day tasks and regulatory responsibilities. In addition, as part of the transportation planning and budgeting processes, MDT coordinates with the Metropolitan Planning Organization (MPO), Public Works (PWD), Office of Strategic Business Management (OSBM), General Services Administration (GSA); Department of Procurement Management (DPM); and the Citizens' Independent Transportation Trust (CITT). These departments provide complimentary functions to MDT as part of their individual charges relative to transportation planning, budget review and development, procurement, property acquisition and oversight.

- a. Could they be consolidated into your department? *No. Duties and responsibilities are different.*
- 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?

If MDT had additional technology to improve efficiency, it would impact County operations in the following ways through the following projects/systems:

- Mobile Data Terminals in Special Transportation Services (STS) vehicles are modular on-board computers that can control, monitor, record and oversee each vehicle. These devices are designed for the rugged local environment and facilitate real-time fleet management for Computer Aided Dispatch (CAD) and Automatic Vehicle Location (AVL). These devices will improve driver on-time performance, trip auditing, trip validation and navigational skills. Furthermore, these devices could be integrated with the Automated Fare Collection System, whereby STS identification EASY Cards can be utilized for rider co-payments.*
- Miami-Dade Transit Bus Tracker System / CAD-AVL Replacement & Traffic Signal Priority - The current MDT CAD/AVL System has reached its end-of-life cycle. Upgrading this environment will facilitate an infrastructure to support a "state of the art" real-time Bus Tracking System that can be accessible via the Internet, Cell Phone, PDA and Electronic Signs at select Bus Stops. In addition this technology will allow for integration with the Miami-Dade County Automatic Traffic Management System (ATMS) for Traffic Signal Priority (TSP).*

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- *Transit Operations System (TOS) Replacement - This system consists of a comprehensive system package with advanced automated bidding functions daily dispatch functions, advanced vehicle assignment functions, vehicle availability, workforce management, performance and discipline, absence tracking functions, operator incentives, service incidents, timekeeping and property specific reports. The system is open in nature, mature and capable of interfacing with other MDT systems including its fixed-route scheduling system, Automated Fare Collection System, Miami-Dade County Payroll System, Computer-Aided Dispatch/Automated Vehicle Location System (CAD/AVL), Consumer Information Network (CIN), Enterprise Asset Management System (EAMS), Random Drug and Alcohol Substance Abuse System, Disciplinary Action Reporting System and the Automatic Passenger Counter (APC) system.*

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	<u>3*</u>	4	5
*The Department is currently revising and strengthening internal controls and this measure should go up in the future.					
The quality of your output	1	2	3	4	<u>5</u>
The efficiency of your business processes	1	2	3	<u>4</u>	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@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.