

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 PARK AND RECREATION (MDPR)

Director: (name & telephone) JACK KARDYS (305) 755-7903

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?

Mission, Vision and Core Values for MDPR can be found in the Department Business Plan for FY 2010 and 2011, page 6 and on the first page of the Department’s scorecard, published to the web on a quarterly basis at:

http://www.miamidade.gov/mppa/businessplans_health-hum.asp

As the Director, I find most challenging the balancing of the steady reduction in General Fund Subsidy with the community’s desire for the level of grounds and facility maintenance and programmatic services to remain constant. Moving our staff from a role of Providers to Facilitators in the Recreation Divisions, through a strategic plan combining partnerships with non profits, privatization, volunteerism and fee-based programs has required extraordinary and aggressive efforts in retraining and refocusing the work force. Developing strategies for securing a higher percentage of earned revenues has become the Department’s highest priority and organizing ourselves to increase our capacity for fundraising, grants and public-private partnerships is our number one objective for this fiscal year.

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

The FY 2010-11 Adopted Budget includes 1,003 full-time employees. With over \$40 million in reductions in the last 4 years, the span of control has significantly increased as a result of administrative and field supervision reductions. Reductions in administration have resulted in a significant increase in workloads, increasing response times and affecting the ability to ensure accuracy and fraud protection. Clerical support is at an all-time low affecting efficiency. Supervision over large geographic areas in the field has decreased, limiting the ability to inspect and audit field performance consistently. However, the department has reduced the impact of the decrease in management controls by utilizing “secret shopper” volunteers, conducting annual risk assessments and utilizing interns and part-time staff to conduct inspections. Through the Governor’s Sterling Award and Accreditation self assessments, the department received confirmation by state and national organizations that its processes and controls are in place and continually seeks to improve performance, maximize efficiencies and ensure sound business practices are met through management checklists, audits and process reviews.

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

Yes, our core responsibilities are essential to Miami-Dade residents. MDPR improves the quality of life in Miami-Dade County and is a leader in government’s role in transforming our community into a more livable, sustainable place to live. MDPR positively impacts the community’s health and wellness, environment, social well-being and economic prosperity daily. Parks provide a diverse and quantifiable range of benefits for youth, teens, adults and seniors that immeasurably improve the quality of life.

Health, Wellness and Social Benefits for All

- **Provide opportunities for children, teens, adults and seniors to recreate and increase physical activity.**

Overweight adolescence nationwide has doubled in the past two decades (1 in every 3 children are obese or overweight). People need recreation, social interaction and relaxation to counteract the stresses of life and work. All three lower blood pressure and cholesterol levels, control weight, anxiety and depression, according to a Curtin University of Australia survey. Benefits are amplified by safe, natural, tranquil settings like parks.

- **Provide juveniles with fun, wholesome activities to participate in during the 3-6 p.m. time period when working parents aren’t home to supervise their kids.**

It is during this time that school-age children are most likely to commit or be victimized by crime; to smoke, drink or use drugs; to engage in premature sexual activity or to get involved in gang-related activity. According to the Census Bureau, at least 7 million children go home to an empty house after school, because their communities do not offer affordable out-of-school programs.

- There are 100,000 children who live within 1 mile of our parks
- 40% of our children are latch key kids and will go home alone
- Single family households are the single largest factor to increasing the number of Latch Key Kids (40% of children in MDC will come from a Single Family home)
- Being home alone is the greatest cause of school failure - 76% of children are home alone after-school (51% do poorly in school, 49% are more likely to use drugs, 37% become teen parents)

- **Provide community recreation promoting ethnic and cultural harmony**

Parks reduces alienation, loneliness and anti-social behaviors in children and adults.

Economic Benefits

- **It costs 12 times more to send a juvenile to jail—\$117.00 per day or \$42,000—than to provide preventative recreation programs.**

MDPR’s After-School and Summer Program costs \$10.00 per day or \$2600 per year.

- **Investing in residential area parks and open spaces leads to increased neighborhood property values.**

The existence of a park within 1500 feet of a home increases it’s sale price between 5 and 10 percent. Larger parks and natural areas can increase that premium up to 15% per home.

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Environmental Benefits

- **Parks foster stewardship**

Nature Centers, the Deering Estate at Cutler and through EcoAdventures™ tours and Zoo Miami expose children and adults to the beauty and fragility of Miami's ecosystems and the need to protect them. The Fit-2-Play, Green it up program teaches children about the importance of conserving the environment.

- **Trees in parks counteract global warming by removing CO2 from the atmosphere, storing the carbon and releasing oxygen and trees in parks reduces temperatures.**

A single mature tree can remove more than a ton of CO2 in its lifetime and the cooling effect of a tree is equal to 100 room-size air conditioners operating 20 hours/day, resulting in lower fuel consumption for cooling.

- **Penetrable surfaces of park land and green space, as opposed to streets and buildings, help to clean water, filtering and cleansing pollution from water before it reaches the underground water supply.**

4. Are the ***Policies and Procedures*** in your department ***documented?***(Select One) Yes No
Comments: **Yes, MDPR has documented policies and procedures, accessed by all employees through our Department's Electronic Virtual Library. Additionally, each park facility has a printed version of all procedures on site. The department has met the CAPRA accreditation requirements regarding policies, rules, regulating and operational procedures and reviewers noted that there were no concerns.**
5. Are the ***Policies and Procedures*** in your department ***up-to-date?*** (Select One) Yes No
Comments: **Yes, MDPR policies are kept up-to-date. Policies and Procedures are reviewed and updated at least every two years, or more frequently as needed.**
6. Please describe the ***key business processes*** that occur in your department (i.e. What are the activities which are completed in your department?) **MDPR key business processes encompass the various business environments within the Department (found in MDPR Business Plan, pages 19-21). Measures of success are monitored through divisional ASE scorecards (i.e., Marinas, Golf, Deering Estate, Zoo etc.), during regularly scheduled senior, mid-management, supervisor and all-staff meetings. The Sterling process prepared us for the economic downturn. We are utilizing its methods (Workforce Focus and Process Management tools) to redefine our workforce roles and responsibilities during our transition from a provider to a facilitator, increasing profitability, revenue enhancements through multiple funding opportunities. Key performance indicators are closely monitored.**
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?) **Major activities are monitored through monthly Business Reviews of Division and Department ASE scorecards. Additionally, training, management inspections, and audits occur frequently.**
8. Please describe ***the key performance measures*** you obtain and utilize to monitor the effectiveness/efficiency of your business processes. **All our key performance measures and initiatives are found in the Department ASE Scorecard – Park and Recreation. Senior and mid-managers closely monitor performance as it relates to customer satisfaction,**

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marketing strategies, revenue maximization, cost recovery, partnerships and development.

9. Which department(s) do you currently communicate with? Does any of these department(s) in Miami-Dade County government have similar functions/responsibilities? **OSBM, Finance, OCI, Commissioner Audit, Planning & Zoning, Public Works, DPM, DERM, Building, GSA, Office of Sustainability.**
- 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)? **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? **Yes, improved reconciliation of all budget, financial and procurement management reporting systems.**

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	<u>4</u>	5
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.