

**March, 2010**



**2010**

# **Sterling Challenge**

## **Feedback Report**

**Miami-Dade County Community Action  
Agency**

## TABLE OF CONTENTS

---

INTRODUCTION .....	2
EXECUTIVE SUMMARY .....	4
1.0 LEADERSHIP .....	7
2.0 STRATEGIC PLANNING .....	10
3.0 CUSTOMER AND MARKET FOCUS.....	13
4.0 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT .....	16
5.0 WORKFORCE FOCUS .....	19
6.0 PROCESS MANAGEMENT .....	22
7.0 RESULTS.....	25

## INTRODUCTION

The mission of the Florida Sterling Council is “To enhance Florida’s competitive edge and quality of life through promotion, assessment, and recognition of performance excellence.” The goal of the Governor’s Sterling Award process is to improve organizational performance excellence throughout the State of Florida by using a proven world-class management system that applies to public and private sector organizations. The Award is designed not only to recognize organizations that are leaders in performance excellence and can serve as role models for others, but also to provide a self-assessment opportunity to help your organization optimize its operations and results.

Your organization has completed its Sterling Challenge application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information presented. This Feedback Report is the culmination of the Examiners’ site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strengths and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the observations of the Examiners regarding the organization’s key strengths and opportunities for improvement. In addition, this report includes a scoring range for each item. This percentage range is based upon the scoring guidelines, which describe the characteristics typically associated with each percentage.

This report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence* at the Challenge level. These views are expected to enhance your organization’s ability to analyze its continuous improvement effort and to achieve consistently higher levels of performance. Ultimately, the success of Florida depends on the success of your organization; by taking your organization to the next level, you are helping make Florida “a state of excellence.”

Applicant organizations read and use feedback comments in different ways. We have gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- You know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all their comments may be equally accurate.
- Although we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your staff during interviews on a particular point, do not discount the whole feedback report. Consider the other comments and focus on the most important ones.

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.
- You may decide to address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

## Executive Summary

The Miami-Dade County Community Action Agency is in the early stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Customer and Market Focus. Some of the most important strengths include:

- Senior leaders set and communicate organizational vision and values to all employees and show commitment to those values through various methods including bi-weekly management and regular staff meetings, attendance at training sessions, such as new employee orientation, the internal web site, and unannounced leadership visits. To create a sustainable organization, senior leaders ensure contract compliance and maintain open communication with grant funding organizations. Senior leaders regularly review performance measures to inform them on needed actions, such as the developmental/educational gains of children enrolled in Head Start. The organization actively supports and strengthens its key communities through a variety of methods such as the Comprehensive Community Needs Assessment and the Community Advisory Councils, needs assessments conducted by divisions, such as the Head Start division, which resulted in the opening of a new Head Start Center.
- The Department excels at identifying the comprehensive needs of its customers and offering a variety of services designed to build self-sufficiency. The voice of the customer is heard through multiple methods and access points. A passion for serving the community drives the workforce to establish and maintain strong relationships at all levels in the community. Communication is consistent throughout the Department linking employees to the work that needs to be performed and the customers to the services that are available. Long term relationships with funders and a history of meeting customer needs contribute to organizational sustainability and continued availability of services.

There are opportunities for improvement that include:

- The Department does not systematically address the transfer of knowledge through succession planning. Two critical areas of expertise or core competencies within the Department are its ability to build strong relationships with the community and its knowledge of understanding community needs. Sustaining these depends largely on the knowledge assets and skills of an aging workforce. Without a system to preserve and share that knowledge, the Department may risk losing the competitive advantage these core competencies provide.
- The Department does not have a systematic process for continuous improvement and innovation. Due to the nature of funding requirements, the Department has employed a reactive method of responding to compliance and mandates. Data are reviewed but these reviews are focused on minimum requirements for compliance. The current data are not being analyzed for the purpose of proactively driving improvement efforts. In addition, there is no Department-wide continual improvement process, although individual improvements have been made in some divisions and units. Lack of a process with higher level data analysis that drives improvements and innovation beyond compliance may negatively impact the Department's ability to compete for future grant funding.

- Key comparative data and information to support operational and strategic decision-making and innovation are not used by the Department. Although the Department reviews data from the Northeast Florida Community Action Agency and Head Start, it does not use the comparisons systematically to support strategic decision-making and innovation within programs or services.
- The Department does not have an approach to determine the key factors that affect workforce satisfaction and to assess that satisfaction amongst work groups and segments. Additionally, the Department does not have a systematic process to ensure that organizational knowledge from departing employees is transferred to existing employees.
- The Department has not defined how the key work processes contribute to delivering organizational success. With many programs, targets and/or expectations are identified by mandate. These represent minimum expectations for the funder, only allowing the Department to maintain contracted levels of funding, rather than set expectations for organizational success beyond minimum levels. Additionally, indicators for other key processes such as community organizing, youth leadership development, and staff training do not have defined levels of success. The Department does not systematically gather and use input received from suppliers, partners, and collaborators to determine key work process requirements. The Department does not systematically improve work processes, incorporating the use of data and root cause analysis as part of the process management.

The Organizational Performance Results category assesses Miami-Dade County Community Action Agency's trended and comparative performance in those areas of importance to the organization's key business factors. Some of the strengths and opportunities for improvement in the organization's results include:

- Results for some customer satisfaction and engagement show positive levels, trends, and comparisons, such as Head Start parent satisfaction consistently remaining in the area of 80% satisfaction for 2006-2007 to 2007-2008, and enrollment in Head Start reflecting a positive trend from 35% in 2004 to 68% in 2008, with the 2008 level exceeding state, region, and national comparisons.
- Some results for operational performance of work systems show favorable levels and trends, including: children served by early Head Start increased from 388 in 2007 to 492 in 2009; emergency food and shelter varied, but increased from 2,876 in 2005 to 47,761 in 2007; and employment skills of targeted youth resulting in youth placed in employment increased from 46 to 78 and provided training from 159 to 181 in Fiscal Year 2006-2007 and Fiscal Year 2007-2008 respectively.
- Some results for operational performance of work systems show unfavorable levels, such as the number of children served by Head Start decreased from 7,942 in 2007 to 6,604 in 2009 and for leadership and societal responsibilities in the number of Community Action Committee members declined from 175 in 2004 to 125 in 2008.
- Results were not reported for many of the Department's current levels, trends, and comparisons for key measures such as employee satisfaction, safety inspection results,

tracking complaint resolution through the “Buck Slip” and other approaches, and outreach activities.

- Segmentation was not reported for many key measures such as Head Start parent satisfaction, employee turnover, and community enrichment centers.
- With the exception of the Head Start program, there are no comparative or competitive results available for determining Department or division performance levels relative to high performing organizations that provide similar services.

In order to help the Miami-Dade County Community Action Agency’s management move to the next level on its journey for performance excellence, the Sterling Examination Team recommends the following:

- Identify and understand its organizational core competencies so they can be better leveraged to help accomplish organizational goals; and
- Incorporate a Department-wide quality improvement model to enhance and complement the current quality assurance process; and
- Identify key performance measures indicating organizational improvement and distinguish organizational measures from customer outcome measures; include the analysis and use of key comparative data; and
- Capture organizational knowledge, such as from departing or retiring workers, and transfer the knowledge through succession planning; integrate and link between all initiatives and divisions by sharing best practices throughout the Department.

## 1.0 Leadership

The **Leadership** Category examines how your organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

**Scoring Range: 50% - 65%**

### Strengths

- Senior leaders communicate organizational vision and values and show commitment to those values in many ways. The vision and values are established by the County for the Department, and the board adopts the Department's mission. The senior leadership team meets weekly with the Executive Director and conducts bi-weekly management meetings with direct reports to communicate mission and vision. Senior leaders also communicate through staff meetings, emails, trainings, divisional meetings, annual pre-service meetings, the website, unannounced leadership visits, and through an open door policy. Through the County's orientation program, new employees receive an overview of the mission, vision, and values. Though agency specific orientation, new employees are afforded the opportunity to discuss how vision and values guide their work outputs and how those results achieve the Department's mission and vision. Through the use of the Active Strategy Enterprise System and the Business Plan, the Department also conducts reviews that communicate the mission and vision through the attainment of measures.
- Senior leaders create a sustainable organization in a variety of ways. The Department is a part of the County system and is unique as compared to similar organizations. The senior leaders create a sustainable organization through ensuring contract compliance and maintaining open communication with funders. Over 80% of its funding comes from grants, and during the current budget shortfall, the Department has the ability and agility to adjust or reallocate resources to ensure that direct service remains intact. For example, the Department received five million dollars of stimulus money last year, but is not certain if the money is recurring. In order to prevent service disruption, the Department moved positions from administration to direct services in an effort to eliminate gaps. In addition, the Department generated additional funding by increasing the number of children receiving Voluntary Pre-Kindergarten services. Through the use of the Active Strategy Enterprise System, the initiatives and measures are addressed and reviewed in the business plan.
- Senior leaders engage the entire workforce and encourage two-way communication through a variety of methods. The Department's Executive Director shares information during weekly senior leadership meetings, and the center directors then meet with their leadership teams to share the information. Information is shared at all levels through regular meetings, emails, daily e-clips, and memoranda. Supervisors print the emails for staff that do not have access to a computer. Senior leaders and management staff also have an open door policy affording staff at all levels the opportunity for direct two-way communication. Staff meetings with senior leader participation are held semi-annually within each division, and senior leaders visit all of the worksites under their supervision

**Strengths**

and meet with staff. Additionally, all staff across divisions participate in the final day of the annual Head Start pre-service training to stay informed.

- Senior leaders regularly review several performance measures to inform them on needed actions. Examples include: the developmental/educational gains of children enrolled in Head Start; new and continued employment for Self Help customers; increased energy efficiency and lowered energy bills for customers of the Energy Divisions; expenditures compared to revenue; customer satisfaction; and Child Plus data. The Department utilizes the Results Oriented Management and Accountability management practice to monitor Departmental performance and identify areas for improvement. For example, a review of overtime and transportation costs resulted in changing the bus drivers' schedules to two four hour shifts, thus reducing overtime. In addition, a data review of late invoices for the Head Start program resulted in a change in the billing process where invoices were sent directly to fiscal instead of being routed through the service centers, resulting in a reduction of the number of invoices paid late.
- The Department achieves management accountability, fiscal accountability, internal and external audits, operational transparency, and protection of stakeholder interests through the use of the Financial Accounting Management Information System (FAMIS) and the Office of Strategic Business Management. The Department achieves management accountability through its performance appraisal system, which aligns the annual performance expectations of the senior leaders to the Business Plan. The County and applicable funding entities conduct the internal and external audits. Over 80% of the Department's funding comes from grants, so these funds are audited externally. Internal and external audits are controlled through the FAMIS system, and this system allows the Department to manage, control, and account for the budget.
- The Department actively identifies, supports, and strengthens key communities, determines areas for involvement, addresses adverse impacts on society, and prepares for these concerns in a proactive manner through the use of the Comprehensive Community Needs Assessment and Community Advisory Councils. The Comprehensive Community Needs Assessment (CCNA) is aligned with the strategic planning process to address customer emerging issues and needs, is conducted every three years, and is updated annually to reflect changes in needs or service requirements. The Head Start Division completes a separate needs assessment every three years. As a result of the 2008 CCNA, the Department revised its recruitment plan to increase outreach efforts in areas where families were most in need of services, and resources were reallocated. The Department also developed a Father Project in the Self Help Division based on information provided through the Needs Assessment. In response to the needs of the community, the Department opened a Head Start center in a homeless shelter. Additionally, the Department prepared for the influx of Haitian refugees by realigning resources and increasing the capacity of a center located in the Haitian community and relaxed eligibility requirements for access to services. The Department has Community Advisory Committees in 16 areas throughout the County with each committee having representation on the Department's board and affording them the opportunity to address the issues within their area. The Department also partners with private and government agencies to leverage resources in order to maximize the number of people served.

---

---

**Opportunities For Improvement**

- Senior leaders do not have an approach to create a proactive environment for performance improvement. For example, quality assurance compliance reviews of divisions are completed based on grant and funding requirements; however, reviews differ from division to division based on the specific program performance grant requirements. Although the Department makes some changes based on the reviews, these are primarily reactive in nature. The Department does not have an approach to systematically encourage and engage all employees in performance improvement throughout the Department and across the divisions. Without an approach to ensure an environment of performance improvement, the Department may miss opportunities for innovation, and not be able to maintain and increase existing funding streams and levels of service in the face of operational challenges such as pending budget cuts and future competition.
- Senior leaders do not have a systematic approach to participate in succession planning. For example, although promotional opportunities are advertised through the County website, the County offers a mentoring program for management positions, and some divisional managers identify and mentor potential replacements, the Department does not have an overall approach across divisions for senior leaders to take an active role in developing potential successors for leadership positions. Without identifying and developing qualified staff to assume leadership positions or having additional succession strategies, the Department may not be able to maintain its competitive advantage of highly qualified staff with good working relationships with its partners and suppliers, as several senior leadership staff in key positions are nearing retirement.

## 2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

**Scoring Range: 50% - 65%**

### Strengths

- The Department conducts its strategic planning process within the context of the County's broader strategic planning framework. The Departmental business plans are aligned with objectives, programs, and goals established in the County's strategic plan based on six service provision areas identified by the County. The Department uses the Active Strategy Enterprise Scorecard to track and report data from the business plan and each division's targets for priority measures. These measures are based on mandates from funders, or are determined by customer expectations, the Board of Directors, and the Head Start Policy Council. The data are reviewed during the monthly and quarterly business review meetings. For example, the Head Start Division reviews the goals and expectations set by the County and funding mandates, then meets with program leadership and develops an action plan to meet the requirements. In addition, the Greater Miami Service Corps incorporates mandates from the funder as well as the strategic plan mandates from the County and combines them into a business plan for its program.
- The Department identifies its strategic challenges and strategic advantages through an informal process of review and discussion. The process supports compliance with the regulatory environment, including local, state, and federal funders, through the method in which targets are set and then used as the key drivers for performance. For example, the Department's business plan is disseminated to all levels of the agency via the Executive Director's Management Meetings and staff meetings. Senior leaders are assigned objectives to determine the approaches to bring about improvement necessary to attain targets. The Department conducts monthly Active Strategy Enterprises Business Reviews to evaluate performance according to the strategic plan. Challenges and advantages are incorporated into the business plan to create opportunities for enhanced service strategies and delivery. For example, to compensate for the loss of the Quality Improvement Unit while still complying with funder mandates, the Head Start Division implemented the Center Self Assessment Performance Evaluation in which centers evaluate each other.
- The Department's strategic planning process addresses early indications of shifts in technology, competitors, and the regulatory environment. For example, the Department was proactive in updating its technology by implementing the Child Plus system, a more user-friendly program that captures customer data and provides real time reporting. In addition, service data are captured using the Social Services Integrated System which is replacing the Community Action Partnership Service Information System. Long-term organizational sustainability is addressed by the Department and is achieved by seeking

**Strengths**

new funding and resources. For example, the Transportation Unit negotiated an agreement with the County to service vehicles used to transport clients. In addition, the Department developed a partnership with the fire department, public library, and other organizations to offer services in one location.

- The Department's key short and longer-term strategic objectives and the timetable for accomplishing them are determined through allocated funding. Short-term goals include: improve information and accessibility; increase utilization of available health and human services; increase access to and quality of childcare facilities; provide young adults with basic education, skills, and values; improve customer service and care in health and human service; and strengthen the bond between community and County government. The Department's long-term goals and objectives are targeted for resolution within 3-5 years. Long-term goals include: ensure universal access to timely and accurate services, information, and community resources; improve the future of the County's children and youth; promote independent living through early intervention and support services; provide adequate, quality, and affordable housing equitably throughout the County; ensure high quality standard care and customer service countywide; and empower the community by increasing communication and coordination with local, state, and federal entities. These are addressed through mandated programs, and tracking compliance of mandates.
- The Department develops and deploys action plans, including adequate financial resources and human resource plans, to achieve strategic objectives. The Department's business plan is disseminated to all levels of the agency via the Executive Director's Management Meeting and staff meetings where the Active Strategy Enterprise scorecard is used to report the data. The division managers meet with staff to determine the methods needed to achieve the objective. All objectives are aligned with financial and human resource guidelines at the time of development and are supported with appropriate resource allocation. Objectives are reviewed at monthly meetings, where owners can discuss any needs for additional financial or human resources to improve probability of success. For example, a strategic goal is to provide adequate quality and affordable housing equitably throughout the County. The strategic objective is to provide eligible clients with services improving the quality of their life with a key measure of homes with improved energy efficiency. A related action plan, the Senior Housing Assistance Repair Program, an initiative from the Mayor's Office, was implemented through the establishment of a project team with representation from each of the Department's divisions. An example related to human resource action plans supports the Department objective of sustainability measured by employee longevity and employee salaries. Head Start developed an action plan to explore the reason for staff turnover. This review identified a lack of compatible compensation and as a result, the program provided a new level of certification and training, enabling staff to stay competitive and increase salaries upon completion.
- The Department has key performance measures or indicators for tracking the achievement and effectiveness of its action plans. These include: Number of Persons Accessing Community Centers; Successful Job Placement of Low-Income Residents;

**Strengths**

Number of Persons Receiving Emergency Assistance; Head Start Enrollment; Homes with Improved Energy Efficiency; Scores in School Readiness Domains; VPK School Readiness Scores; Oral Reading Fluency per Children's Trust Grant; Young Adults Completing GED/Education Certificate or Post-Secondary Education Program; and Staff Training. Performance measures are discussed during weekly senior management meetings, annual staff and management retreats, strategic and business planning meetings, and during the annual budget process. Data are entered into multiple tracking systems across the Department.

**Opportunities For Improvement**

- The Department does not have a systematic method to identify strengths, weaknesses, opportunities, and threats (SWOT) across all divisions as part of its strategic planning process. For example, such SWOT reviews are federally mandated and conducted in Head Start and the Greater Miami Service Corps, yet similar reviews are not conducted throughout the Department. Lack of a Department-wide approach may make it difficult to identify and address critical factors necessary for the Department to meet stakeholder and partner key requirements, and effectively compete for funding.
- The Department's strategic objectives do not address core competencies. For example, the Department identifies its strategic challenges and strategic advantages through an informal process of review and discussion; however, there is not a similar process to identify core competencies, which are those things the Department does best across divisions. Absence of an approach to identify and leverage core competencies may negatively impact the Department's ability to compete for funding and to achieve its mission to effectively and efficiently provide services to empower economically disadvantaged families and communities through advocacy, resource mobilization, and service delivery.

### 3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines the requirements, needs, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty, and retention, and to business expansion and sustainability.

**Scoring Range: 50% - 65%**

#### Strengths

- The Department has a systematic approach to identify service offerings for customers. For example, the Department's customer, customer groups, and market expectations are identified and determined by local, state, and federal mandates, referrals from partners, and through the Community Needs Assessment. For example, the Community Needs Assessment identified great diversity and complexity including "the richest and the poorest" living in 30 municipalities and the unincorporated areas of the County. Also, Community Advisory Committees serve as mechanisms for customers to voice their requirements, needs, and expectations, and designate representatives to serve on the Board of Directors. Additionally, the Youth Corps needed to improve educational success results. They informally surveyed customers and got feedback that the current framework of adult ed was not working. As a result they engaged a charter school to provide services with the first class this fall.
- The Department has a number of key means of customer support, including key communication mechanisms. The Public Information Officer (PIO) conducts outreach regularly using radio, flyers, brochures, internal and external bus advertising, and onsite presence at community events. The PIO provides social workers with a steady supply of brochures, flyers, and handouts which they take to families served at centers and in home visits. Families are invited and encouraged to become community advocates and are equipped with outreach materials to share in their communities.
- The Department has an approach that enables customers to seek information, services, and conduct business. Regardless of their point of entry, customers receive information on all the services offered by the Department. For example, a parent who attends a recruiting event for Head Start children would also receive information on Self Help and the Low-Income Home Energy Assistance Program services. One event included a live broadcast by a radio station that targets listeners in the age group most likely to have children of eligible ages. The Department also sets up booths at neighborhood flea markets at the first of each month when target customers are most likely to be shopping. Where possible, services are co-located for "one-stop shopping" to improve accessibility for customers. For example, the presence of families with young children living at a County homeless shelter resulted in the Department establishing a Head Start/Early Head Start program at that location.

**Strengths**

- The Department creates a culture that contributes to customer engagement and positive customer experience in several ways. For example, the Department employs Citizen Participation Staff whose fulltime responsibility is to engage customers in advocacy and the decision making processes. The Department also facilitates Community Action Committees and Parent Councils with community representation included on all to encourage engagement. For example, each council of customers at the neighborhood level provides one representative to a “cluster” council that advises policy; and each of these clusters provides a customer representative to the overall Department’s Board of Directors. Regardless of first contact - Head Start, Self Help, Housing Rehab, or Youth Corps – the customer is invited to participate in a comprehensive self-assessment and is informed as to how to get involved in citizen participation groups such as the Citizen’s Advisory Committee or the Parent Councils.
- The Department manages relationships to acquire new customers and gain positive referrals by researching what resources are available to its customers, making personal visits to such entities, identifying mutual interests, and in some cases creating formal referral relationships. For example, service center staff visited a nearby hospital to provide outreach materials to the hospital staff and agreed to cross-refer customers. The Youth Corps developed a Memorandum of Understanding with a program that serves youthful offenders, to partner with the program for referrals. Within the Department, employees develop referral relationships with other divisions to foster mutual referrals of customers. Social workers are trained to actively utilize referral partners in customer case management.
- The Department has multiple methods for listening to customers’ requirements, suggestions, or complaints, and for obtaining feedback on services. For example, service locations feature posters that inform customers how to voice comments or complaints. Customers can attend any meeting at any level from the neighborhood Community Advisory Committee or Parent Council on up to the Board of Directors. In addition, a neighborhood customer group was concerned that a public housing contractor appeared not to be complying with the Davis Bacon Act requirements to hire locally and pay fairly. The Department’s structure for customer engagement supported these customers in bringing this concern to resolution. In another program, when funding cuts threatened a senior citizen’s food program, the Department listened through its customer engagement processes and responded by retaining the program.
- The Department keeps customer focus approaches current with business needs and directions by utilizing its strong relationship with funders, the County, its customer engagement processes, its Results Oriented Management and Accountability goals and its strategic planning process to anticipate and address changes in the business environment that may affect customer focus. For example, when stimulus funding was received, the Department anticipated the temporary nature of the extra resources, and allocated them strategically to ensure that customer focus would not be negatively impacted if the funds are not recurring. In addition, when budget cuts were proposed, the Head Start Policy Council informed parents who then advocated successfully to retain funding and services.

---

---

**Opportunities For Improvement**

- The Department does not have a systematic approach to manage customer complaints and learn from them. While each division is responsible for addressing customer complaints, there is not a process to track, analyze, and learn from the data. Some complaints are handled through the Buck Slip process at the director level, but these are not systematically analyzed for cross cutting issues. Absence of such an approach may make it difficult to ensure the expectations of customers are being met, which may hinder the Department's competitiveness, core beliefs, and values of customer-focused services with accountability and responsiveness to the public.
- The Department does not have an approach for using customer satisfaction and dissatisfaction information for improvement. For example, the Department has a variety of ways of collecting customer satisfaction and dissatisfaction information, primarily at the program level; however, the Department does not use this information to drive improvement across the Department. The parent organization, Head Start, the Self Help program, the after school program, and the energy programs all use customer satisfaction surveys, but they all have different measures, and there is not a consistent process for consolidating this information for benchmarking and learning across the Department. Absence of a systematic approach to learn from customer satisfaction and dissatisfaction may make it difficult to effectively support the core value of being customer focused and customer driven.

## 4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. Also examined is how your organization reviews and uses reviews to improve its performance.

**Scoring Range: 30% - 45%**

### Strengths

- The Department's key measures are identified as: IT service request response time; IT service request resolution time; # of pre-school children with health insurance; # of customers still employed after 90 days of job placement; NAEYC Accreditation; 30 Head Start/Early Start Centers; parents and other adults learn and exhibit parenting skills; compliance with Community Services Block Grant performance targets; satisfied customers; reduced complaints; partnerships and collaborations; employee longevity; employee salaries, awards and recognitions; volunteer hours; and advocacy groups' involvement with Community Advisory Committees. Additionally, the Department monitors financial performance measures which include: revenue and expenditures, budget cost allocation, and administrative overhead through use of the Financial Accounting Management Information System and the Active Strategy Enterprise Scorecard. Standard financial reports are compiled monthly and provided to the Department's appropriate senior leaders for review and approval.
- The Department selects, collects, and aligns data and information for tracking overall operations and performance. For example, indicators are selected based on the strategic plan, business plan, program funding mandates and requirements, customer expectations, and process requirements. Management reviews the data and reports on the strategic plan performance measures on a quarterly basis through the Active Strategy Enterprises (ASE) Scorecard. Additionally, Head Start uses the Child Plus system to collect and track information from each of the grantee centers. This information is then rolled up into a dashboard and made available for senior leaders daily. The dashboard is used by the Eligibility Recruitment Selection Enrollment Attendance coordinator to identify and fill vacant slots. Vacancy information is tracked on the ASE system and is used as part of the financial review. Quarterly reviews and monthly business review meetings are held to discuss performance measures and to identify solutions to under-performing measures, and are aligned with the County's strategic plan through ASE.
- The Department ensures the accuracy, integrity and reliability, and security and confidentiality of data, information, and knowledge through the Enterprise Technology Services Department (ETSD) and the Information Technology (IT) unit. For example, system access requests must be submitted through the IT Request system and must be approved by the division head before access is granted. The Child Plus system has security levels set at the center level to ensure the confidentiality of the information. Program coordinators and division leaders are granted access to view information for all centers. Additionally, mainframe passwords are required to be changed every 60 days,

**Strengths**

while security patches and updates are tested and applied every two weeks. ETSD conducts vulnerability assessments and training, backs up data, and performs disaster recovery simulations.

- The Department ensures the continued availability of data and information and hardware and software systems through its Continuity of Operations Plan (COOP). The Department's essential client information is stored in systems housed on network servers where daily back-ups are performed, and information can be recovered rapidly. Mainframe systems are backed up nightly, housed at two different locations, and in the event of a known immediate threat or natural disaster, are sent out of state for storage. The data for Child Plus are backed up to disk on a daily basis, onto tape weekly, and are also backed up offsite. In the event of damaged hardware anywhere within the Department, the Information Technology unit can provide personal computers and laptops on a loaner basis. The IT Unit maintains an inventory of all equipment by location.

**Opportunities For Improvement**

- The Department reviews performance data, but does not analyze or use the information to set priorities for improvement. For example, the Department conducts monthly business review meetings to discuss performance. However, these reviews address issues of compliance rather than organizational improvement. In the Energy Division, weekly meetings are held to re-prioritize work activities for emergencies that came up that week, but this is a reactive use of data rather than proactive. Without consistent analysis, the Department is continually reacting to issues rather than proactively prioritizing for improvement. This may negatively impact the ability to meet customer expectations.
- The Department does not use key comparative data and information to support operational and strategic decision-making and innovation. For example, the Department reviews data from the Northeast Florida Community Action Agency and reports some results, but does not utilize the comparisons to support strategic decision-making and innovation within programs or services. Some outcome measures reported in Results for Head Start are compared to state, regional, and national averages, but this information is not systematically utilized to make decisions. Without a method to utilize key comparative data and information, the Department may be inhibited in identifying and pursuing opportunities for innovation and growth at a strategic level, and improving program efficiencies at an operational level, both of which could lead to increased customer satisfaction and sustainability of the Department.
- The Department does not have a systematic approach to the collection and transfer of workforce knowledge. For example, some managers informally transfer their knowledge through shadowing and mentoring. However, approaches such as knowledge capture and succession planning are not implemented throughout the Department. Considering the aging workforce and the value of knowledge assets, the lack of such an approach

**Opportunities For Improvement**

may prevent a smooth transition of duties and responsibilities including those involving community relationships and organizational sustainability.

- The Department does not have an approach to rapidly identify, share, and implement best practices throughout the Department. For example, the Department shares information at annual division meetings or retreats, and some best practices have been identified in Head Start, the NYAEC accreditation, and the 5 Star Rating Program, but there is no process to ensure identification and sharing of best practices across all divisions. Without a systematic approach, the Department may have difficulty maintaining its competitive advantages, addressing key challenges, pursuing partnerships with other organizations, and encouraging innovation and improvement.

## 5.0 Workforce Focus

The **Workforce Focus** Category examines how your organization engages, manages, and develops its workforce to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans. Also examined is your organization's ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.

**Scoring Range: 30% - 45%**

### Strengths

- The Department maintains a culture that is characterized by open communication, high performance, and an engaged workforce. For example, the Department currently holds a variety of meetings where employees have an opportunity to communicate with their supervisors and senior leaders, as well as an "open door policy." The Department holds annual pre-service meetings where all staff attend at least one day. The Executive Director sends numerous email blasts to all employees sharing information, and employees are invited to attend Policy Council and Citizen Advisory Committee Meetings. Additionally, employees receive annual appraisals, aligned to business plan goals, to assess their job performance. Employees are also rewarded for performance through recognition such as the Extra Mile Award, Achievement Awards, and other informal recognition activities.
- The Department's workforce performance management system, including policies, services, and benefits, supports high performance work to achieve organization goals. For example, annual performance appraisals are linked to merit increases dependent on the rating of satisfactory or above. Additionally, each level of leadership has standing meetings with staff on a weekly, bi-weekly, and/or annual basis to discuss administrative information, share ideas, and provide feedback regarding work processes. The County offers a Tuition Reimbursement program to County employees where staff are reimbursed up to 50% of their tuition cost. Employees have taken advantage of this program to earn post-secondary and graduate level degrees, allowing them to advance their careers within the Department.
- The Department has a systematic approach to assess current workforce capability and capacity for grant funded or mandated programs as part of its annual budget and strategic planning process. The Department is sustained by grants and its workforce capability and capacity is reviewed annually by the division directors. For example, through this process, the Head Start program maintains a teacher to child ratio which is established by regulatory agencies and funders. In addition, case management ratios are determined and maintained using the same process.
- The Department has a systematic approach to recruit, place, and retain new workforce members that represent diverse ideals, cultures and thinking of its hiring and customer community. For example, recruitment is a systematic approach administered by the County Human Resources Department by posting vacancies on the website. Self Help

**Strengths**

centers are strategically located throughout the County to ensure that the target areas based on the Community Needs Assessment are served by staff with appropriate skill sets. If organizations have a specific need, such as a bi-lingual candidate, then the Department can include that requirement on the job bulletin. In addition, the Head Start Policy Council interviews candidates seeking positions in the Head Start Program.

- The Department has a systematic approach to manage and organize its workforce to address its strategic challenges and action plans. For example, within 24 hours of the earthquake in January 2010, the Department deployed Creole speaking staff to an area, within the County, with a concentration of Haitian population in anticipation of refugee and resident needs. Additional examples include providing resources to open Self Help centers at County facilities utilizing discretionary funds, and reassigning eligible staff to different programs needing the support to maintain the level of service and reduce layoffs. By expanding outreach and focusing more services on areas such as employment, after-school programming and out-of-school supports, financial counseling, and foreclosure prevention, the Department is managing its workforce to address key challenges related to: the rapid increase in unemployment; diminishing resources; high foreclosure rates; and high crime rates in target areas.
- The Department addresses workplace environmental factors to ensure workplace health, safety, and security for different workplace environments. The County General Services Administration (CGSA) is responsible for ensuring that facilities are secure and compliant with regulatory entities and workplace safety guidelines. CGSA conducts safety inspections of County facilities to ensure compliance with safety guidelines, and provides awareness training, accident investigations, and safety consultation. A staff liaison acts as a Safety Officer to prevent and reduce on-the-job accidents and injuries by providing education and training. The Safety Committee, chaired by the Safety Officer, includes representation for each Department division and reviews accident and incident reports, safety updates, and educational information such as H1N1. When safety violations are identified, corrective actions are initiated.

**Opportunities For Improvement**

- The Department does not have an approach to determine the key factors that affect workforce satisfaction, and to assess workforce satisfaction for different work groups and segments. For example, the Department is currently partnering with the County Human Resources Department to develop a survey on workforce satisfaction, but it is not deployed. Absence of a systematic approach to determining key factors that drive workforce satisfaction, from an employee perspective, and then assessing workforce satisfaction amongst work groups and segments, may negatively impact the Department's identified success factors of good and open communications and the fostering of input into the decision making processes.

---

---

**Opportunities For Improvement**

- The Department's learning and development system does not address core competencies, strategic challenges, accomplishment of action plans, and innovation. For example, the Department has segmented learning and development systems by division to meet the requirements of grants and other regulatory entities. However, the learning and development system does not address skill sets related to continuous improvement such as quality improvement tools & techniques or innovation processes. Additionally, the results of any individually driven improvement activities are not systematically being integrated and/or shared as part of organizational learning. The absence of a systematic approach may challenge the Department's ability to meet key identified key success factors of workforce promotional opportunities and opportunities for staff development.
- The Department does not have a learning and development system to address the transfer of knowledge from departing or retiring workers. For example, the County's Ladder of Success Program for succession planning for seasoned management employees was discontinued by the County due to budget constraints. There is a mentorship program implemented by County Human Resources, which is linked to performance for senior managers and supervisors; however, this process does not address transfer of knowledge from departing employees to existing employees. Given the Department's emphasis on maintaining community relationships and fostering one-on-one customer engagement, compounded by the reality of an aging workforce, the Department's ability to meet key customer expectations may be negatively impacted.

## 6.0 Process Management

The **Process Management** Category examines how your organization determines its core competencies and work systems and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability. Also examined is your organization's readiness for emergencies.

**Scoring Range: 30% - 45%**

### Strengths

- The Department designs and coordinates work systems including internal work processes when it has been determined, either through funding mandate or customer needs assessments, that a new or improved service is required. The Department utilizes "ad-hoc" program/design work groups to develop and implement the new program or service. For example, when the Mayor directed the Department to participate in the Senior Housing Assistance Rehabilitation Program, senior leaders assembled a team of critical staff from the Energy Division to develop an internal work process for resourcing and executing the initiative. Process design included internal controls, legislative requirements, and technological and financial requirements. In addition, funding mandates and customer needs assessments are aligned to strategic objectives, reviewed at monthly management meetings, and integrated into the Active Strategy Enterprise Scorecard system for quarterly reporting and sharing with relevant staff.
- The Department's key work processes contribute to delivering customer value. Key work processes include: recruitment, job skills training, case management, partnering with family to achieve goals, educational support for school-aged children, housing rehabilitation, early education services, developmental and health screenings, community organizing, youth leadership development, strategic planning/process management/program results, financial management/budget, and staff training/compensation benefits. Organizational sustainability is supported by process efficiencies, level of customer satisfaction, repeat business, and ability to meet funder expectations. For example, the key process for community organizing has been applied to the Head Start program. Each center assembles a Parent Council to represent the voice of the customer at the point of service delivery. Information and feedback from these councils are conveyed to a Policy Council made up of representatives from all of the centers. The information is shared with the Department during monthly senior management meetings and at staff meetings to align with program specific work process requirements. Changes to work processes ensure continued contribution to customer value.
- The Department determines key work process requirements incorporating input from customers. For example, the Energy Division developed a referral process to identify additional customer service requirements and link them to the proper resources. In one instance, while a customer was receiving Home Weatherization services, the case worker was questioned about the availability of additional services required to bring the home up to code. This information was conveyed to Home Repair and Rehabilitation from which the needed services were provided. This resulted in changes in key work process requirements based on customer needs and input.

**Strengths**

- The Department improves some work processes to achieve better performance, reduce variability, and improve services. Improvements to processes are informally discussed during weekly senior management meetings and strategic and business planning meetings, and during the annual budget planning process. Information is available to citizens on the web and is shared with relevant staff for some performance improvement activity. For example, the Information Technology (IT) Help Desk was established to improve the speed at which technology problems were solved. IT staff used the Help Desk to identify recurring problems and offer solutions proactively to others, thus improving efficiency and effectiveness across the Department. In another example, IT initiated duplex printing and printer networks to improve efficiency and reduce costs. In some areas, improvements are measured, posted, and tracked on the Active Strategy Enterprise scorecard.
- The Department ensures work system and work place preparedness and continuity of operations and recovery after disasters or emergencies per federal, state, and County guidelines. The Continuity of Operations Plan (COOP) outlines procedures and directives for Departmental personnel in the event of disasters and/or emergencies to ensure the continuation of the Department's business processes. For example, when a hurricane recently hit the area, organizational leaders were contacted through the BlueBook Directory, an online directory of County employees' contact information, and instructed to serve specific functions, some in the office, and some in the community. The COOP is updated annually along with the BlueBook Directory. During a disaster or emergency, the Department partners with a number of County departments and local agencies to ensure that vital client records, technology assets, resources, communication devices, and personnel records are protected. In addition, Mainframe Legacy Systems and essential client information are updated on a nightly basis and stored in the systems housed on network servers.

**Opportunities For Improvement**

- The Department has identified key processes and aligned them with key performance indicators, but has not defined how the key work processes contribute to delivering organizational success. For example, the key process of recruitment uses the number of persons accessing Neighborhood Self-Help Centers and Head Start enrollments as key performance indicators, but does not indicate at what level of performance the Department considers itself successful regarding these indicators. While with many programs targets and/or expectations are identified by mandate, these represent minimum expectations of the funder and only allow the Department to maintain contracted levels of funding. Additionally, indicators for other key processes such as community organizing, youth leadership development, and staff training do not have defined levels of success. Without systematically defining how these key work processes set expectations beyond minimum levels for organizational success, the Department may miss opportunities for growth and delivering excellence every day.

---

**Opportunities For Improvement**

- The Department does not consistently incorporate input from suppliers, partners, and collaborators when determining key work process requirements. For example, a network of contractors, suppliers, partners, and collaborators enable the Department to provide a wider variety of social/human services while building a stronger service continuum to support the needs of customers and requests for services. However, input is not systematically gathered from these groups and integrated into key work processes. Lack of an integrated approach to incorporate input from these groups may hinder the Department's abilities to meet the stakeholder/partner requirement of partnering to accomplish the mission/vision and participation and in defining organizational direction and objectives.
- The Department does not have a process to implement, manage, and measure its work processes to ensure they meet design requirements. For example, Head Start intends to develop a work process to evaluate and improve each of the Head Start centers. Intended evaluation of the results following each center's improvement would measure the work process and determine its effectiveness in meeting process design requirements. This plan, however, has not yet been deployed. Without a systematic process that is fully deployed to ensure design requirements are met, the Department may have difficulty meeting key customer and workforce expectations, as well as demonstrating the stated guiding principles of customer focus, excellence in delivery, and being results-oriented.
- The Department does not systematically improve work processes. For example, when a problem arises, the division responds to fix the issue; however, there is no systematic method such as Plan Do Check Act, or any number of problem solving methodologies that incorporate the use of data and root cause analysis as part of process management across the Department. As a result, the Department may not be able to predict potential problems and/or improve processes that are already working to some degree, and may have to do rework, may not get consistent results, and may negatively impact its ability to deliver increased value to customers.

## 7.0 Results

The **Results** Category examines your organization's performance and improvement in all key areas – product and service outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process-effectiveness, and leadership outcomes. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

**Scoring Range: 10% - 25%**

### Strengths

- Some results for Customer satisfaction, dissatisfaction, relationship building, and engagement show positive levels, trends, and comparisons, such as:
  - *Head Start Parent Satisfaction* (Figure 7.2.1) demonstrates a positive increase in five of six areas from 2006-2007 to 2007-2008 and remained consistent in the remaining area at 80% satisfaction;
  - *Multiple Year Enrollment in Head Start* (Figure 7.2.3) reflects a positive trend from ~35% in 2004 to ~68% in 2008; the 2008 level exceeds state, region, and national comparisons; and
  - *Number of Cases Per Family* (Figure 7.2.4) receiving self help services shows positive results, from 1.5 in 2007 to 1.4 in 2008.
  
- Some results for operational performance of work systems show favorable levels, trends, and comparisons, such as:
  - *Children Served by Early Head Start* (Figure 7.5.1) increased from 388 in 2007 to 492 in 2009;
  - Number of Customers participating in *Comprehensive Self-Sufficiency Services* (Figure 7.5.3) increased from 1820 in 2006-2007 to 2163 in 2007-2008;
  - Number of homes receiving solar water heating systems increased from 14 in 2006-2007 to 16 in 2007-2008;
  - *Energy Home Improvements* (Figure 7.5.4) reflects the number of customers receiving emergency assistance increased from 22,693 in 2005 to 28,012 in 2007;
  - *Emergency Food and Shelter* (Figure 7.5.5) reflects the number of customers receiving emergency food varied from 2,876 in 2005 to 47,761 in 2007;
  - *Head Start Children Receiving Medical Treatment* (Figure 7.5.7) at five year best in 2008 at 100% and performance exceeds state, region, and national average;
  - *Head Start Families Participating in Goal Setting Process* (Figure 7.5.8) reflects a positive trend, increasing from 65% in 2006 to 80% in 2008;
  - *Developmental Scores at Time Two* (Figure 7.5.9) exceeds control in all readiness domains;
  - *VPK School Readiness Scores* (Figure 7.5.10) exceeds other VPK programs in county for 2005-2006 and 2006-2007;
  - *Air Leakage of Weatherized Homes* (Figure 7.5.12) reflects favorable trend of 1.7 in 2006 to 2 in 2008 for post rehab houses;

**Strengths**

- *Employment Skills of Targeted Youth* (Figure 7.5.13) shows results for youth placed in employment increased from 46 to 78 and provided training from 159 to 181 in FY 2006-2007 and FY 2007-2008 respectively;
  - *Head Start Families Receiving Emergency/Crisis Assistance and/or Education* (Figure 7.5.14) shows positive trend from 20% in 2006 to 30% in 2008;
  - *Transportation Trips to support low-income customers* shows positive trend from 841 FY2007 Q1 to 5,219 FY10 Q1; and
  - *Low-income children engaged in afterschool supportive services* reflects positive trend from 58 in FY2008 Q1 to 93 in FY10 Q1.
- Some results for leadership and societal responsibilities show favorable levels, trends, and comparisons, such as:
    - *ASE Scorecard Objective Achievement Rate* (Figure 7.6.1) shows 2007-2008 rate at three year best and positive increase from 48% in 2006-2007 to 65.4% in 2007-2008;
    - *Agency Revenue* (Figure 7.6.3) shows positive trend from approximately 38,000 in FY 2005 to approximately 41,000 in FY 2008 and level exceeds target in past four fiscal years;
    - *State of Florida Director's Credentials* (Figure 7.6.5) shows a positive trend and increase from 84 in 2006-2007 to 98 in 2008-2009;
    - *Teacher Mandate* (Figure 7.6.6) achievement shows positive trend and increase from approximately 35% in 2005-2006 to approximately 66% in 2007-2008, level exceeds target in 2007-2008;
    - *CAA Partnerships/Faith-based Partnerships* (Figure 7.6.8) increased from approximately 58 in 2005 to approximately 160 in 2007 and exceeds comparison to NEFLCAA each year; and
    - *% of Centers NAEYC Accredited* (Figure 7.6.9) shows 60% of the centers are accredited, which exceeds the state comparison of approximately 11%.

**Opportunities For Improvement**

- Some results for operational performance of work systems show unfavorable levels, or adverse or missing trends, such as:
  - *Children Served by Head Start* (Figure 7.5.1) decreased from 7,942 in 2007 to 6,604 in 2009;
  - Number of customers served by the *Community Enrichment Centers* (Figure 7.5.2) increased slightly from 27,575 to 27,861 from 2005-2006 to 2006-2007, but, declined from to 26,82008 in 2007-2008;
  - *Energy Home Improvements* (Figure 7.5.4) shows number of homes receiving installation hurricane shutters declined from 62 in 2006-2007 to 55 in 2007-2008;
  - *Percent of Head Start Children with Health Insurance at End of Program Year* (Figure 7.5.6) decreased from 80% in 2006 to 68% in 2008 and remains below the state, region, and national average;

**Opportunities For Improvement**

- Percent of *Head Start Families Participating in Goal Setting Process* (Figure 7.5.8) is below comparisons for state, region, and national average;
  - *VPK School Readiness Scores* (Figure 7.5.10) reflect a negative trend from approximately 243 in 2005-2006 to approximately 240 in 2006-2007; and
  - *Employment Skills of Targeted Youth* (Figure 7.5.13) reflects employment retained for 90 days varied from 0 in 2005 to 1,811 in 2006 and declined to 0 in 2007, and new employment decreased from 1,704 in 2006 to 1,091 in 2007.
- Some results for leadership and societal responsibilities show unfavorable levels and trends, such as:
    - *CAA Expenditures* (Figure 7.6.4) shows a negative trend from approximately 24,800 in FY 2006 to approximately 26,000 in FY 2008 and negative levels by exceeding targets the past five fiscal years; and
    - *Community Action Committee Members* (Figure 7.6.7) reflects a negative trend in the number of committee members, from 175 in 2004 to 125 in 2008.
- Results are not reported for many of the Department's current levels, trends, and comparisons for key measures, such as:
    - Employee Satisfaction;
    - Staff training/education;
    - Ethics training - % employees completing training within 30 days of employment;
    - Safety inspection results, violations;
    - % children receiving dental services;
    - # customers receiving computer training;
    - ROMA results;
    - Tracking complaint resolution through the "Buck Slip" and other approaches;
    - Results of internal/external fiscal audits; and
    - Results of outreach activities.
- Comparative data are not reported for most key measures, such as:
    - *Sources of Revenue* (Figure 7.3.3);
    - *Percent of Budget from Volunteer Hours* (Figure 7.3.4);
    - *Employee Turnover*, (Figure 7.4.2);
    - *Community Enrichment Centers*, (Figure 7.5.2);
    - *Comprehensive Self-Sufficiency Services*, (Figure 7.5.3);
    - *Air Leakage of Weatherized Homes* (Figure 7.5.12);
    - *Employment Skills of Targeted Youth* (Figure 7.5.13);
    - *Comprehensive Self-Sufficiency Services*, (Figure 7.5.3);
    - *ITU Work Order Completion Rate* (Figure 7.5.15);
    - *Online Ethics Training* (Figure 7.6.2);
    - *State of Florida Director's Credentials* (Figure 7.6.5);

**Opportunities For Improvement**

- *Teacher Mandate* (Figure 7.6.6);
  - *Community Action Committee Members* (Figure 7.6.7); and
  - *Percent of Centers NAEYC Accredited* (Figure 7.6.9).
- 
- Data points are not reported for trends, such as:
    - *Educational Attainment* (Figure 7.1.5);
    - *Employee Turnover*, (Figure 7.4.2);
    - *Teacher Salary* (Figure 7.4.3);
    - *ITU Work Order Completion Rate* (Figure 7.5.12);
    - *Online Ethics Training* (Figure 7.6.2); and
    - *Percent of Centers NAEYC Accredited* (Figure 7.6.9).
- 
- Segmentation is not reported for many key measures, such as:
    - *Head Start Parent Satisfaction* (Figure 7.2.1);
    - *Multiple Year Enrollment in Head Start* (Figure 7.2.3);
    - *Return rates for families receiving self-help services* (Figure 7.2.4);
    - *% of budget from volunteer hours* (Figure 7.3.4);
    - *Employee Turnover* (Figure 7.4.2);
    - *Children Served by Head Start* (Figure 7.5.1);
    - *Community Enrichment Centers* (Figure 7.5.2);
    - *Number of Customers Served by Comprehensive Self-Sufficiency Services* (Figure 7.5.2);
    - *ITU Work Order Completion Rate* (Figure 7.5.15); and
    - *Community Action Committee Members* (Figure 7.6.7)