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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 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 your 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 your organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the Examiners’ observations regarding your 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 improvement programs or techniques. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence*. 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.
- Remember that 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.

- Understand that while 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.
- Make a decision on how you will 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 Department of Environmental Resources Management is in the intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Process Management. Some of the most important strengths include:

- Senior leaders set and deploy the mission, vision, and values of the organization as part of the strategic planning process and through multiple communication mechanisms. The three-tiered Leadership System enables the organization to communicate to employees across three sites, and to customers and stakeholders. Ethical behaviors and requirements, social responsibility, and financial responsibility are modeled and expected. In addition, senior leaders keep employees informed of organizational performance through the cascading Balanced Scorecard System which includes Division, Section, and Child scorecards. Other strategies used to communicate the vision, mission, values, and other priorities include meetings such as: the monthly Brown Bag Lunch; Section, Division, and Director's Business Reviews; bi-monthly Strategic Priorities Progress Review; the Balanced Scorecard; the departmental intranet; the Employee Recognition Program; and the employee newsletter. Methods that offer two-way communication include the Employee Opinion Survey and an open door policy.
- The organization is very customer-focused. Staff have a clear understanding of the customers for their particular sections, and all levels of employees are committed to providing excellent customer service. The organization has identified its customer groups and provides a number of ways for its customers to contact the organization to conduct business or to complain such as: surveys, public workshops and hearings, neighborhood groups, and community-based organizations. Through the organization's listening to the voice of the customer, and using customer satisfaction data and information gathered through its wide variety of processes, organizational improvements have occurred, services have expanded, and new services have been offered.
- The organization's employees are provided with a supportive workplace that includes: open communication, organizational policies, feedback on performance through performance appraisals, tuition reimbursement programs, various training opportunities, and a variety of safety, security, health benefits, and compensation plans. Employee satisfaction is determined through the use of the Employee Opinion Survey and the Employee Feedback Program. The organization's workforce performance system is supported by learning-based skill sharing across the organization and a variety of rewards and recognition processes such as the Quarterly Performance Excellence Award. The cross-training helps the organization to proactively overcome human resource

challenges through the ability to shift trained personnel to areas of greatest need. In addition, the organization has processes in place to enhance workforce learning, knowledge transfer, and personal leadership development skills such as the supervisory certification program all supervisors must attend and complete through Florida International University Academy for Strategic Management. With many employees working in hazardous working environments, safety and safety-related training are important to the organization. Processes are in place to ensure that employees working in both the field and the offices are safe and secure such as those implemented through the monthly Safety Committee meetings with the Safety Officer.

- The organization has identified seven core competencies and three key work processes linked to the organization's vision, mission, competitive environment, strategic priorities, and action plans. A formal approach to performance and process improvement using the Plan, Do, Check, and Act process has been implemented in several work units. Balanced Scorecards and the 7-Step Process Management Process are used by the organization to report performance on an on-going basis at each level of the organization. Key work process requirements are determined through a variety of methods such as statute specifications, contracts, and the customer listening and learning inputs. Several processes are in place to ensure work system and workplace preparedness for disasters or emergencies such as the Continuity of Operations Plan. The Electronic Document Management System, which integrates the records management process, and numerous guidance documents provide key specific information regarding particular processes. These guidance documents are made available for easy access by employees performing tasks and customers requiring information, thus serving to prevent errors, rework, and minimize customer losses in productivity and costs.

There are opportunities for improvement that include:

- The organization's strategic planning process is limited to short-term planning. The goals are not linked to the organization's challenges or its impacts on customer service and interactions with partners and other stakeholders. Further, the organization's planning cycle of one to two years is not aligned with the County's planning cycle, which is five years for the long-term.
- The organization does not have a systematic approach for using comparative data from organizations that provide similar products and services or represent best practices. Limited comparative data and information are used for setting goals and objectives in the strategic planning process. Comparisons or benchmarks are not generally used to gauge the organization's performance levels or to drive improvements during the planning process. Comparison information is not used to analyze operational performance or to use this information to manage the knowledge learned from its Balanced Scorecard information. There are no comparisons for many of the measures tracked by the

organization. Customer service results are not compared to industry benchmarks or best practices. The organization does not have a process to guide its decisions for selecting comparisons and benchmarking data to support its operational and strategic decision making and innovation.

- The organization does not segment its satisfaction and dissatisfaction data to better understand the needs and requirements of its customers, current and former, and workforce groups. For example, customer service is not measured and segmented for regulated businesses, agency customers, partners, and all residents other than those that may visit the organization's offices or attend community events. The annual Employee Opinion Survey does not address the differences in the needs and preference for different work groups and segments, such as employees in each of the 90 job classifications.
- The organization's measurement system is under development, with measures not available or tracked to monitor the performance of each of the organization's 50 programs. There are limited trends for the organization to use and determine opportunities for action and innovation.

The Organizational Performance Results category assesses Miami-Dade County Department of Environmental Resources 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:

- The organization has sustained a consistently high performing financial posture that complies with the County's financial accounting regulations. The organization consistently exceeded its goal of 100% for planned revenue ratio and 95% for planned expenditure ratio.
- Results for indicators of customer satisfaction indicate declining levels of performance, with the percent of excellence responses declining from 95% in 2006 to 92% in 2007.
- Data are not reported for many core functions such as customer satisfaction results for customer complaints, volunteer satisfaction, and workforce capability and capacity including employee recognition, safety training, and employee recruitment.
- No comparisons are reported for other organizations that provide similar services or represent best practices for many service outcomes such as; soil and ground water quality; workforce outcomes such as turnover and employee training; process management outcomes such as on-time complaint response; and leadership outcomes such as ethical behavior.

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.

1.1 Senior Leadership

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how senior leaders guide and sustain the organization, communicate with the workforce, and encourage high performance.

Item Reference	Strengths
1.1a(1)	<p>Senior leaders set and deploy organizational mission, vision, and values through a three-tiered leadership system that consists of the Executive Team, senior leaders, and section managers. The Executive Team provides governance, develops new initiatives, and defines direction and policy. The Senior Leadership Team executes strategic and operational priorities through the strategic planning process, sets operational direction, and establishes division-level policy. The Section Management Team makes daily operational decisions to accomplish the strategic and operational objectives. Senior leaders communicate the mission, vision, and values to the workforce through posters in corridors, lobbies, and office locations. Other methods include the Director's Weekly Note to Staff, walkarounds, monthly and quarterly meetings held with the division chiefs and section managers, and the organization's intranet. The mission, vision, and values are also communicated through the monthly employee newsletter - "Chat Room," and in the Golden Thread document. In addition, senior leaders communicate organizational mission, vision, and values to key suppliers, partners, and customers through workshops, environmental and educational pamphlets, flyers and brochures, participation in local associations such as the Miami River Council, and through the website. Further, the organization communicates with its volunteers through a marketing campaign that includes television and radio appearances, commercials, an annual Calendar of Events, newspaper and internet articles, direct mail, school presentations, and advertising through the organization's website.</p>

Item Reference	Strengths
1.1a(2)	<p>Senior leaders personally promote an organizational environment that fosters, requires, and results in legal and ethical behavior using several approaches. For example, senior leaders set ethical expectations through the Character in Behavior Values of integrity, trust, honesty, fairness, and respect, and serve as role models. An Ethics Officer serves as the organization's liaison with the County's Ethics Commission. In addition, the Director or assistant directors present real or hypothetical cases for discussion at monthly management meetings. Ethics training is required for all employees annually and for all new employees during New Employee Orientation. Further, these approaches reinforce the ethical policies and the organization's policy of zero tolerance for ethical violations.</p>
1.1a(3)	<p>Senior leaders create a sustainable organization in various ways that include strategic planning, sound financial management, recruitment of knowledgeable and skilled employees, training opportunities for all employees, and cross training to ensure continuance of operations. Strategic planning contributes to sustainability, by determining challenges and opportunities, and has resulted in programs such as the Office of Sustainable Environment and Education, updates to the Environmental Protection Code, and innovative technology such as the Geographic Information System. The organization manages its financial performance using a cost center accounting system to monitor its budget. Capital and operating budgets are reported and include revenues, expenditures, and carry-over, as well as cost projections and forecasts. To assist in recruitment and planning for future employees, the organization partners with local universities for a student internship program. Additionally, the organization supports employee training opportunities in industry specific scientific and technological fields to ensure continued operations. Cross training employees ensures sustainability for operations and supports the Director's vision of supporting a sustained culture of excellence.</p>
1.1a(3)	<p>Senior leaders use a number of methods to create an environment for organizational and workforce learning. For example, travel and training funds are budgeted for organizational and employee learning. Workforce learning includes updates to the learning and development system using input from employees and a training needs analysis. New employees receive New Employee Orientation training. All employees receive training in ethics and customer service. Senior leaders and section managers rotate through the Strategic Management Academy of the Florida International</p>

Item Reference	Strengths
	<p>University's Metropolitan Center on a two-year plan. All supervisors are required to attend a series of management and leadership courses through the County's Supervisor Certification Program. The Executive Team rotates attendance at the Harvard University John F. Kennedy School of Government's Driving Government Performance Executive Leadership Education Program. In addition, the Office of Computer Services provides various training in technology including emerging productivity suites. Further, senior leaders ensure training follows new initiatives such as Environmental Enterprise Operating System implementation and program specific training. Employees receive educational event announcements specific to their industry and have access to technical libraries. In mission critical areas, specific job-related training is promoted. For example, Computer Services produces an annual training plan with 12% total expenditures for training. To promote continuous individual learning, a tuition reimbursement program is available through the County. The Director personally meets with each employee requesting tuition reimbursement for higher education to support and approve use of this program. The Executive Team has also added an individual learning component to employee performance evaluations.</p>
1.1a(3)	<p>Senior leaders create an environment for agility and organizational improvement by conducting monthly Business Reviews that support organizational changes and improvement of performance outcomes, work processes, and quality measures. These measures integrate into the departmental-level Balanced Scorecards and cascade to Child Scorecards. Participants share organizational improvements at the annual Strategic Planning Retreat. In addition, each senior leader has goals in the Process Improvement Plan to receive training in performance improvement tools and process improvement. Section, division, assistant directors and Director's Business Reviews of the Balanced Scorecard measures are used to examine gaps in performance. When performance gaps occur, a Plan, Do, Check, Act approach supports changes to some processes such as environmental inspections and quality control. In addition, process improvements resulted in improvements, including the Plan Review University, that enhance quality assurance.</p>
1.1b(1)	<p>Senior leaders communicate with, engage, and communicate key decisions to the entire workforce through a formal Internal Communications Plan and other formal and informal ways. For</p>

Item Reference	Strengths
	<p>example, the senior leaders engage and communicate with employees during monthly Business Reviews and monthly division and section meetings. Other methods of communication include the Balanced Scorecard, the departmental intranet, "Chat Room"- the employee newsletter, emails to employees, and the Director's Weekly Note to Staff. Communication methods that offer two-way communication are the Employee Feedback Program, monthly Brown Bag Lunches, the Employee Opinion Survey, an open door policy, walkarounds, and the Director's attendance at monthly division and section meetings. Various other organizational events provide an informal opportunity for senior leaders to interact and communicate with employees such as the birthday party and holiday celebrations.</p>
1.1b(2)	<p>Senior leaders create a focus on action to accomplish the organization's objectives, improve performance, attain its vision of preserving the environment, and create value for customers and other stakeholders in its organizational performance expectations through a series of reviews linked to the strategic plan. Senior leaders initiate and guide the development of the strategic plan. Section managers and employees participate in the development of strategic and operational performance measures. During the annual Strategic Planning Retreat, participants develop priorities, objectives, and measures, and assign owners. The monthly Business Review meetings provide an opportunity to review performance related to the strategic priorities, identify successes, and address performance gaps. Also, these reviews provide opportunities to focus on lessons learned, customer feedback, resource issues, safety and training issues, some action plan reviews, budget updates, Balanced Scorecard data, ethics, and best practices. In addition, the Balanced Scorecard allows the organization to cascade its priorities throughout the organization and to its customers and stakeholders. By focusing on strategic priorities, the organization continues to work toward preserving the environment for its local citizens and communities.</p>
1.1b(2)	<p>Senior leaders regularly review financial and environmental performance outcomes to determine needed actions. For example, senior leaders review measures of financial performance that include revenues, expenditures, and percent carry-over. Review of environmental outcome measures related to key projects include: Miami River dredging, beach renourishment, and environmentally endangered land acquisition. Review of key measures by senior</p>

Item Reference	Strengths
	<p>leaders is facilitated through the Balanced Scorecard and occurs during monthly Business Reviews where needed actions are identified.</p>
Item Reference	Opportunities For Improvement
1.1a(3)	<p>The senior leaders do not create an environment for competitive or role model performance leadership. For example, the senior leaders ensure the organization accomplishes its mission and achieves its vision through its regulatory, management, and monitoring programs under the local authority of Chapter 24, Environmental Protection Code, and other federal and state authorities; however, the organization does not create an environment that ensures it serves as a role model for other agencies providing like services. The organization is the largest local environmental resource management department in Florida in services and employees, serving approximately 2.5 million people in a highly diverse and sensitive natural environment; however, it does not use the complexity of managing and ensuring the preservation of such an environment as an advantage that could establish it as a role model for similar organizations across the United States and the world in this time of global climate change and population growth. Without leading the organization to be competitive and a role model, the organization's leaders may not achieve a culture of excellence in its industry, minimize the risk of its services being outsourced, and could adversely impact its position as it competes for grants to support the delivery of some of its services.</p>
1.1a(3)	<p>The organization's senior leaders do not have a fully developed and deployed approach to personally participate in succession planning and the development of future leaders. For example, while senior leaders are completing a risk assessment that identifies employees approaching retirement by age and years of service and conducting a gap analysis identifying critical skill-based positions, the organization is in the beginning stages of developing a succession planning approach. In addition, mentoring future leaders is not consistent at various levels of management. Further, Individual Development Plans do not systematically address, support, and ensure succession planning and the development of future leaders. Without systematically planning to ensure succession of leaders to</p>

Item Reference	Opportunities For Improvement
	<p>address short and longer-term needs for planned and unplanned employee transitions, the organization may not meet the needs of its customers and stakeholders, or sustain its regulatory and conservation requirements that benefit its public.</p>
1.1b(1)	<p>Senior leaders do not systematically take an active role in employee reward and recognition to reinforce high performance and a customer and business focus across all divisions and sections. For example, while the Employee Recognition Program includes the Director's Performance Excellence Award in which the Director selects an employee for recognition from recommendations submitted by division chiefs and section managers, there is a gap between front line recognition and recognition for other levels of the organization such as the section managers. As a result, senior leaders may miss opportunities to personally recognize all high performing employees and may ultimately limit their opportunities to motivate and retain employees and managers who focus on customer service excellence.</p>

1.2 Governance and Social Responsibilities

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe its governance system and how it addresses its responsibilities to the public, ensures ethical behavior, and practices good citizenship.

Item Reference	Strengths
1.2a(1)	<p>The organization reviews and achieves accountability for management's actions, fiscal accountability, transparency in operations, independence in internal and external audits, and protection of stakeholder interests through several methods. For example, leadership and fiscal accountability are achieved through formal Senior Management Appraisals, Business Reviews, internal and external audits, and quality assurance programs. In addition, the County's Finance Department and Office of Strategic Business Management review financial transactions on a continual basis, and environmental programs are governed by contracts that specify performance, fiscal requirements, and audits. Senior leaders and managers receive monthly financial reports to address trends and take action as needed, and additional reviews can occur by the Inspector General and Audit and Management Services. Financial reports, audit results, and management and operational reviews are open to public review, and many are posted on the intranet and internet.</p>
1.2a (2)	<p>The organization evaluates senior leader performance through the annual Senior Management Appraisal Process. Section one includes performance objectives, performance standards, measures, and targets with a rating scale of one to five. Section two includes ratings of management and performance dimensions such as leadership, innovation, creativity, strategic vision, customer service focus, management skills, and employee development and recognition. In addition, senior leaders sign a 'Statement of Commitment' to achieve these goals, and evaluation of their progress occurs six months into the rating year. The reviewing authority issues a Charge Memorandum to accompany the appraisal that describes critical actions and objectives, and requires progress and follow-up reporting for achieving the performance objectives. The County Manager's office evaluates the organization's Director using this process. In addition, other methods of evaluating senior leader performance include the Employee Opinion Survey, use of</p>

Item Reference	Strengths
	surveys to some external customers, audit performance, and Sterling Feedback Reports.
1.2b(1)	<p>The organization addresses adverse impacts on society of its services and operations and proactively anticipates public concerns including using resource-sustaining processes. For example, these approaches include: timely response to resident complaints; inspections of facilities with the potential to pollute; monitoring of water resources on a continuous and emergency basis; and issuing environmental construction and operating permits. The organization provides guidance documents such as Site Assessment Guidance for Contaminated Sites to assist inspectors in code regulations. Further, the organization relies on educational activities such as Baynanza, workshops, and public school involvement to mitigate adverse impacts. Additionally, the organization solicits stakeholder feedback during public meetings, and conducts economic impact analyses on proposed regulations. These actions enable the organization to continue to strengthen its communication with stakeholder groups, and to analyze, understand, and forecast environment changes, trends, and potential impacts so it can proactively balance the need for quality environmental resources with population growth and development.</p>
1.2b(2)	<p>The organization promotes and ensures the ethical behaviors of employees in all interactions through compliance with mandates from federal, state, and local requirements, ordinances, administrative orders, and policy memos from the Mayor and County Manager's offices. In addition, new employees must attend both the County's and the organization's departmental ethical training. Ethics training is also required for each employee annually. The organization monitors attendance and participation in ethics training for each employee using training records and uses Employee Opinion Survey results to measure organizational ethics performance. Further, the organization requires its employees to report gifts and other breaches in ethical behavior through supervisors, the Ethics Officer, the County's Office of Fair Employment Practices, or the Office of the Inspector General. The organization's Ethics Officer addresses questions and concerns regarding ethics and liaisons with the County. In addition, the organization monitors and ensures ethical behavior in its interactions with customers, partners, and other stakeholders through contractual procurement agreements and other methods such the Uniform Civil Violation Notices and the</p>

Item Reference	Strengths
	<p>Environmental Quality Control Board. The organization's approaches ensure ethical behavior, support its zero tolerance policy, and strengthen its Character in Behavior Values of integrity, trust, honesty, fairness, and respect.</p>
1.2(c)	<p>The organization identifies and actively supports and strengthens its communities in a number of ways. For example, key communities are identified by the County and the organization participates in these activities that include: the United Way campaign, local blood drives, Habitat for Humanity, Toys for Tots, volunteering during elections, and mentoring. In addition, the organization supports its communities through its annual Bayanza Event in which over 6,500 volunteers are organized to clean up the local community. Other activities the organization sponsors include the Adopt-A-Tree Program, an urban tree canopy replacement effort for property owners. Further, the organization produces and distributes many informational brochures regarding environmental and conservation concerns and provides environmental education activities at local public schools. The organization also manages a Community-Based Organization Grant Program that delivers environmental education programming across the community's diverse populations such as Operation Greenleaf that targets the Haitian community. This program results in approximately \$600,000 typically awarded annually to community organizations through a competitive procurement process. The organization's communities include: other County departments, businesses and business groups, counterpart agencies, environmental and professional associations, homeowners groups, recreation groups, educational institutions, and the public-at-large. Active community support enables the organization to address the needs of its primary market of all residents. Senior leaders contribute to improving these communities through organizational membership in various local associations such as the Miami River Commission and as a voting member in the Transportation Planning Council.</p>
Item Reference	Opportunities For Improvement
1.2a(2)	<p>The organization's senior leaders do not use the Senior Management Performance Appraisal and Charge Memorandum or</p>

Item Reference	Opportunities For Improvement
	<p>other systematic process to further develop and improve the effectiveness of the organizational leadership system throughout the entire leadership structure. For example, the County and executive leadership conduct formal performance reviews through the performance appraisal process, but follow-up and Charge Memoranda are not used consistently across the divisions and sections to develop and improve the entire leadership system. If the organization does not identify and address the opportunities for improvement in its entire leadership system, it may jeopardize its ability to achieve its vision of "Working to preserve the environment", support the County's vision of "Delivering Excellence Every Day", or address its value related to decision-making principles, which includes leadership.</p>
1.2b(1)	<p>The organization has not defined its key processes, measures, and goals to address the risks associated with all of its services and operations across its governance, education, and conservation service delivery mechanisms. For example, while the organization has determined key service delivery processes and associated outcome measures including inspections, enforcement and permitting, restoration, air quality, plan review quality, restored tree canopy, and events attended, there is no approach to identify preventions or interventions to place the organization in a proactive position to predict and mitigate the risks associated with these services. In addition, although there are measures of employee participation in work events such as number of volunteer hours in Adopt-a-Tree and Baynanza functions, and number of work related injuries, the organization is not able to anticipate risks consistently for each of its service delivery mechanisms. Without an integrated process to proactively mitigate risks related to each of its service delivery mechanisms, the organization could encounter high costs and liability that could divert resources from its ability to provide essential services that protect, enhance, and restore environmental resources, and meet its regulatory requirements.</p>

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.

2.1 Strategy Development

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it determines its strategic challenges and advantages, and how it establishes its strategy and strategic objectives to address these challenges and enhance its advantages. It also asks the organization to summarize the key strategic objectives and their related goals.

Item Reference	Strengths
2.1a(1)	The organization has a 20-year evolving strategic planning process and recently established enhancements that include an eight-step model for conducting its process. The eight-step model includes: 1) review of the mission, vision, and values by the Director and senior leaders; 2) review of the County and the organization's strategic and business plans; 3) examination of environmental trends, and internal and external factors; 4) perform a division strengths, weaknesses, opportunities, and threats analysis; 5) establish priorities, objectives, indicators, owners, and activities at the annual Strategic Planning Retreat that occurs in December; 6) develop and align short and long-term action plans with budgets; 7) update the Strategic and Business Plans and Balanced Scorecard; and 8) conduct strategic reviews, and evaluate and improve processes. Steps one through five are set to be accomplished during the even years with steps six and seven in the odd years. Step eight occurs bi-monthly.
2.1a(1)	The organization identifies key participants to take part in the strategic planning process. The participants include the Executive Team and a cross-programmatic team of senior leaders and key employees. Executive and senior leaders are tasked with updating the organization's mission, vision, and values to reflect its operations, goals, and culture, while also collectively participating in monthly Business Review meetings.
2.1a(2)	The organization addresses key factors for long-term financial sustainability through its strategic alignment with the County's

Item Reference	Strengths
	<p>business planning process. The organization collaborates with the County to incorporate its annual budget requirements for its major facilities, technologies, equipment, and programs into the overall County budget for the current year and for forecasting purposes. The annual Business Plan includes elements such as: department mission, strategic alignment, performance measures and targets, critical success factors, three to five year financial outlook, and includes two attachments, the Department Profile and the Business Plan Report. The 2008-2009 Business Plan includes a financial summary for fiscal years 2007-2008 to 2008-2009. This summary also includes the actual revenues received in fiscal year 2005-2006. The plan provides an account of total revenues, operating and non-operating expenditures, expenditures by program, and its Capital Budget Summary. The revenues identified in the summary are: Air Tag Fees, Bond Refunding, Carry-over, Environmentally Endangered Land Fees, Litigation Trust Fund, Miscellaneous Revenues, Operating Permit Fees, Other Revenues, Plan Review Fees, Stormwater Utility Fees for County, Utility Service Fees, State Grants, Federal Grants, and Airport Project Fees. In addition, as a part of the end-of-year financial reporting process, the organization provides projections for the next fiscal year and provides status updates on Stormwater Utility, Trust Funds, and Cost Recovery Reports. The reports for Stormwater Utility reflect revenue totals, operating and capital expenditure totals of the County as a whole, operating and capital expenditures by the organization and an interagency department, and the ending balance or carry-over. The Stormwater Utility reports provide trends over an eighteen year period. This type of reporting is important to the organization because it relies heavily on the revenue generated from fees and must develop and operate within a balanced budget in order to support its mission, "To balance today's needs through responsible governance, education, and conservation, to protect the environment for tomorrow".</p>
2.1b(1)	<p>The organization has identified its key strategic objectives and the short-term timetable for accomplishing them through its strategic planning process. The current strategic objectives are categorized in three areas of priority with a one-year timetable: preserve environmental resources, "Deliver Excellence Every Day"; and improve internal capabilities. Strategic objectives include: protect, restore, or enhance environmentally endangered resources; reflect environmental trends and stakeholder requirements in local regulation; optimize benefits to environmental resources and water supply resulting from the Comprehensive Everglades Restoration</p>

Item Reference	Strengths
	<p>Plan; support climate change mitigation and adaptation planning; increase customer satisfaction; improve quality of development process reviews; improve municipal coordination; improve plan submittal; integrate inspection programs; improve employee retention and recruitment; improve employee satisfaction; implement Environmental Enterprise Operating System; expand Electronic Document Management System; and deploy its Balanced Scorecard approach. The objectives, indicators/measures, goals, targets, and activities are formalized in a document that is accessible to employees in the Balanced Scorecard system.</p>
2.1b(2)	<p>The organization ensures that the strategic objectives balance the needs of key stakeholders. For example, the organization cooperates with County specific areas, for which it has direct control of energy consumption and emissions, to effectuate results to support its objective to support climate change mitigation and adaptation planning. The organization uses customer surveys, program audit results, and participation in various boards, committees, associations, and Community-Based Organizations to obtain input from key stakeholders. Further, employees from the Office of Sustainable Environment and Education participate in up to seventeen different Community-Based Organizations to keep in touch with stakeholders. Participation helps the organization to meet stakeholder requirements including timeliness, accuracy, clarity of regulations, consistency of regulatory application, and environmental resources quality.</p>
Item Reference	Opportunities For Improvement
2.1a(1)	<p>The organization does not have a systematic process to identify potential blind spots as it develops its Strategic Plan. For example, the organization reviews its mission, vision, and values; reviews the previous Business Plan; determines strategic priorities and objectives; aligns with the budget; and updates the Strategic and Business Plans and Balanced Scorecard; however, the organization does not currently incorporate step three, examine environmental trends and internal/external factors, and step four, perform SWOT analysis in its strategic planning process. In addition, the organization does not gather and include other information or knowledge gained through reviews or research to identify all factors that may have an impact on its future success. As a result, the organization may miss opportunities to identify strategies that will be</p>

Item Reference	Opportunities For Improvement
	<p>necessary to address factors that may negatively impact the achievement of some of its critical goals, and may not address each of its business and operational strategic challenges, as well as its human resource challenges and sustainability.</p>
2.1a(1)	<p>The organization does not incorporate long-term planning time horizons, and how they are addressed, in the strategic planning process. For example, while the organization has enhanced its strategic planning process to provide for a two-year planning cycle, and has developed three strategic priorities: preserve environmental resources; "Deliver Excellence Everyday"; and improve internal capabilities; the timeframe for accomplishing these priorities does not extend beyond one year, 2007-2008. There are no long-term horizons and priorities identified as part of the planning process. As a result, the organization may not identify the challenges having the most impact on its future success, and may not be able to communicate its priorities to all employees to complete their day-to-day work and drive action plans for making future decisions in support of the values related to decision-making principles and results-oriented focus.</p>
2.1a(2)	<p>The organization's strategic planning process does not address key factors such as strengths, weaknesses, opportunities, and threats, early indications of major shifts in technology, markets, customer preferences, competition, and ability to execute the plan. For example, while the organization has implemented the planning model to include steps 1, 2, 5, 6, and 7, other steps have only been partially completed in 2007 or scheduled to be completed in 2008. Specifically, step three requires examining environmental trends and internal/external factors; however, the organization has not yet incorporated these elements of the environmental scan in the strategic planning process. In addition, step four, requiring the division strengths, weaknesses, opportunities, and threats analysis, is not scheduled until the summer of 2008. Until the organization is able to fully deploy the steps of its strategic planning process, it may miss opportunities to meet its business and operational strategic challenges such as: analyzing, understanding, and forecasting natural system changes, trends, and potential impact; streamlining the land development process; and its human resource challenge related to the retention of environmental professionals, and may negatively impact its ability to support the County's vision to "Deliver Excellence Every Day."</p>

Item Reference	Opportunities For Improvement
2.1b(2)	<p>The organization's strategic objectives do not address strategic challenges or balance short and longer-term challenges and opportunities. The organization has identified three strategic priorities and supporting objectives, but these priorities are not linked with the operational and human resource strategic challenges and short and long-term challenges and opportunities. Some of these challenges include: the organizational challenges related to analyzing, understanding, and forecasting natural system changes, trends, and potential impact; the operational challenges of implementing new technology resources, updating the Environmental Protection Code to reflect industry trends, integrating inspection programs, and maintaining appropriate price for services; and the human resource challenge related to loss of staff. In addition, strategic priorities and objectives do not address the requirements of each of the organization's stakeholder groups and 50 programs. If the organization does not align its objectives with its challenges and stakeholder groups, it may not be prepared to respond to its challenges effectively to balance the needs of all stakeholders. In addition, if the organization does not distinguish between its short and long-term challenges and opportunities, it may not be able to clearly define its priorities and ensure an organizational focus that is understood by employees at every level.</p>
2.1b(2)	<p>The organization does not address opportunities for innovation in products and services, operations, and the business model through its strategic objectives. While the organization's leadership and communication system foster innovation through structures such as: the Keeping DERMites Connected Plan, Business Review meetings, management meetings, and its annual Strategic Planning Retreat, a framework is not in place, as the strategic objectives are developed, for considering opportunities for innovation and the rate of innovation, or how innovation may impact the organization's performance. Without a systematic process to proactively address opportunities for innovation in its strategic objectives and business model, the organization may miss opportunities to address some of its key challenges such as: analyze, fully understand, and forecast natural system changes, trends, and potential impact; and streamline the land development process, while maintaining resource protection. In addition, human resource challenges, including the County-wide hiring freezes and layoffs and the ability to recruit and retain volunteers, may not be overcome.</p>

2.2 Strategy Deployment

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it converts its strategic objectives into action plans, to summarize its action plans and related key performance measures or indicators, and to project future performance relative to key comparisons on these performance measures or indicators.

Item Reference	Strengths
2.2a(1)	The organization has developed action plans for the activities aligned with the three strategic priorities and each strategic objective. Each action plan provides the indicator, fiscal year 2007-2008 target, executive owner's name, key tasks with owners, a targeted completion date for each key task, and a status update to include whether the task has been completed. For example, for Strategic Priority 1.0, Preserve Environmental Resources, Strategic Objective 1.1, Protect, Restore, or Enhance Environmentally Endangered Resources, the action plan includes conducting beach re-nourishment, and it has six specific key tasks identified with targets for completion beginning in November of 2007, with completion in September of 2008.
2.2a(2)	The organization allocates financial and other resources to support the accomplishment of action plans by assessing the financial risks associated with the plans using two approaches which include reprioritization of operations and identifying funding partners. Every attempt is made to absorb the funding of strategic objectives into current program budgets. Operations are then reprioritized to "free up" funding and are evaluated for any efficiencies to obtain additional resources. These include strengthening ties with municipalities to increase the number of referrals and increase revenue streams. Strong political partnerships are utilized to share the cost of funding. For example, for Strategic Objective 1.1, Protect, Restore, or Enhance Environmentally Endangered Resources, an activity for the action plan is to obtain funding for the Miami River dredging. It has six specific key tasks with targets, which are completed between August 2007 and November 2007, with the exception of one that is ongoing, "Request Contributed Funds from non-Federal funding partners."
2.2a(5)	The organization has several key human resource plans to accomplish its strategic priorities and action plans. The organization

Item Reference	Strengths
	<p>utilized the Employee Opinion Survey and developed plans to implement a Recognition Plan and Recruitment Plan to address potential changes to the workforce, and to address capability and capacity needs. The needs were identified by the monthly analysis of human resource measures, routine Business Reviews of performance measures, bi-monthly reviews of action plans, and through the annual Employee Opinion Survey. For example, Strategic Priority 3.0, to improve internal capabilities, includes a strategic objective to improve employee retention and recruitment. Activities to support this objective include: conduct the Employee Opinion Survey, and develop and deploy Recognition Program, Recruitment Plan, and Succession Plan. To further support the Recruitment Plan, the tasks have been identified as: establish contact person; recruitment program introduction in email; phone call follow-up; establish meeting date/time; post vacancies for recruitment; collaboration in course work; participation in relative course/presentations; career fair participation; and contact career placement center. An additional activity to support the Recruitment Plan is to establish a university internship program. The key tasks for this activity include: establish environmental intern positions; develop application; develop section/program-specific needs application; internship program introduction in email; notification of volunteer opportunities for the volunteer program; respond to volunteer application; develop program-specific needs; develop internal evaluation; and send evaluation survey.</p>
2.2a(6)	<p>The organization identifies its key performance measures for tracking progress on its individual action plans. Each strategic priority and its objectives include key performance measures. For example, the strategic priority to preserve environmental resources includes indicators such as percent desirable acres acquired and annual reduction in greenhouse gas emissions. Strategic priorities "Deliver Excellence Every Day" and improve internal capabilities, and each of their objectives, include indicators of performance that contain percent excellent responses and percent turnover. In addition, the Balanced Scorecard ensures alignment of operational measures to strategic objectives through Child Scorecards with program level objectives, measures, and targets.</p>

Item Reference	Opportunities For Improvement
2.2a(3)	<p>The organization does not have an approach to develop and deploy modified action plans if circumstances require a shift in plans and rapid execution of new plans. Strategic performance results are examined routinely through the organization's Business Reviews and progress of action plans and key tasks are monitored bi-monthly; however, there is not a process to develop and deploy modified action plans, if changes occur, and ensure rapid execution. Without a systematic process to rapidly develop and deploy modified action plans, the organization's Results-Oriented Focus values of stewardship and excellence may be adversely impacted.</p>
2.2a(6)	<p>The organization does not have an approach in place that ensures that its measurement system covers all key deployment areas and stakeholders. While the Balanced Scorecard aligns operational measures to strategic objectives on Department Level Scorecards, which are cascaded to Child Scorecards, it does not provide a basis for setting and communicating priorities for ongoing improvement activities as a part of the measurement system and updating progress to all stakeholders. For example, each scorecard has an assigned owner. The owner updates outcome measures for each objective in the scorecard by the 10th day of each month, and the scorecard is accessible to owners and to all employees, but the process does not have an approach to ensure this system covers all deployment areas and incorporates stakeholders such as: each customer group, results related to all employee levels, and supplier measurements. Specifically, there are not measures for approval seekers, regulated businesses, and service and information seekers to address the requirements for customer service excellence, clarity of regulations, and professionalism. In addition, there are not measures for policy makers and legislative bodies to address the requirements related to requests, concerns, and suggestions, or measures to address the shared resource quality for the adjacent neighbors customer group. Without considering all key deployment areas and stakeholders in its measurement system, the organization's ability to maintain collaborative relationships and working with partners to improve the quality of shared environmental services may be jeopardized.</p>
2.2b	<p>The organization does not have an approach to determine performance projections, how projections may compare with projected performance of other organizations, and how it ensures progress to meet the projections. For example, the organization</p>

Item Reference	Opportunities For Improvement
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identifies gaps in performance against its targets using variance reports, but there are no performance projections developed to anticipate the level of improvements expected. Also, the organization does not generally use comparisons or benchmarks to gauge its performance levels or to drive improvements. As a result, the organization may not be able to identify and achieve efficiencies that may favorably impact its fee structure and may not understand the root causes of gaps in attaining its current and future performance levels.

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.

3.1 *Customer and Market Knowledge*

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines requirements, needs, expectations, and preferences of customers and markets to ensure the continuing relevance of your products and services and how you develop new business opportunities.

Item Reference	Strengths
3.1a(1)	The organization identifies customers, customer groups, and market segments through the requirements of the local Environmental Protection Code, County ordinances such as the Stormwater Utility ordinance, and state and federal delegated programs. Two major customer groups include direct and indirect customers and are further segmented by category such as approval seekers, regulated businesses, service and information seekers, agency customers and partners, and all residents. Staff and managers are aware of their customers for their sections and how they fit into the segmented categories. These customers include County, state, and federal agencies; municipalities and unincorporated areas of the County; property and business owners; and permitting professionals such as attorneys, architects, and private consultants. Customers are categorized by senior leaders through a segmentation exercise that defines key customer groups, how to determine their requirements, and the section/division responsible for interacting with each of the customer groups and the associated feedback mechanisms.
3.1a(1)	The organization determines future customers to pursue based on new services. For example, the factors impacting the identification of new customers include: new environmental resource information, developments in science, new interagency agreements and contracts, and input from stakeholders. New ordinances may result in some agencies becoming customers. In the Plan Review Section, new customers were identified in the city of Homestead by

Item Reference	Strengths
	<p>collaboration with that city in order to identify deficiencies in the planning and permitting process. The organization received new customers after it determined that Homestead was not sending all applicable customers to the Plan Review Section. In the Laboratory Section, researching grant opportunities helps identify future customers. The organization has County-wide government entities to deliver its services, and it works with partners statewide to improve the quality of shared environmental resources.</p>
3.1a(2)	<p>The organization uses the voice of the customer to determine key customer requirements, needs, and changing expectations through various methods. Listening methods vary for different customer groups based on their key requirements. For example, feedback approaches include: customer surveys; analysis of complaints; the Mayor's Blue Ribbon Panel; the Secret Shopper Survey; public workshops and hearings; external audits; and communication with community-based organizations, the Chamber of Commerce, and professional, environmental, and neighborhood groups. Feedback mechanisms include survey boxes and mailings, event surveys, audit results, interactions, and meetings. The organization listens to regulated businesses and industries through the results of inspection programs, public workshops and hearings, and through the enforcement process. The organization listens to residents through community events, meetings, conferences, hearings, the website, and publications. Information from these approaches is used during planning activities and interactions with partners to make improvements, to expand services, or to offer new services. The organization expanded its services to three locations based on work with one of its counterpart agencies to reduce duplication of efforts and to better serve the growing population and development in the western part of the County.</p>
3.1a(3)	<p>The organization uses voice of the customer information and feedback to become more customer-focused, and to better satisfy customer needs and desires through monthly reviews of customer survey data, county-wide partnerships, and through the strategic planning process. The organization also creates opportunities for feedback through public forums. For example, an area of beach restoration activity was having problems with severe erosion. The organization commissioned a study for recommendations and held public forums to allow residents to give opinions and feedback on the restoration project. That beach is now completely restored and</p>

Item Reference	Strengths
	<p>being used by citizens and tourists. In addition, customer feedback is received through the Mayor's Blue Ribbon Panel, a County partnership. Additionally, to encourage behaviors resulting in positive feedback from customers and partners, employees receive commendations and other forms of recognition.</p>
Item Reference	Opportunities For Improvement
3.1a(2)	<p>The organization does not systematically use relevant information and feedback from current and former customers, including customer loyalty and retention data, customer referrals, and complaint data for the purposes of planning services, marketing, and making work system and work process improvements. For example, while the organization has numerous approaches to collect customer complaints, there is no systematic approach to analyze the data and make work system and process improvements based on that complaint data. There are several methods of receiving feedback from current customers, but feedback is not solicited from former customers. Although specific complaints and feedback received in the Plan Review Section are used to make improvements in some workflows, and Air Quality audit data are reviewed to determine discrepancies and resolve issues, customer loyalty data, customer referrals, and complaint data are not used for the purposes of planning and improving services throughout the organization. As a result, the organization may not be able to meet its stakeholder requirements of customer service excellence and consistency of regulatory application.</p>
3.1a(4)	<p>The organization does not keep its customer and market listening and learning methods current with business needs and directions. For example, senior leaders in different departments have general discussions about customer listening and learning methods, but approaches to listening and learning are not consistently evaluated to remain current with changes as they occur. The organization maintains updated databases to enable staff to answer customers' questions; however, the organization does not evaluate the effectiveness of its listening and learning methods with each of its customer groups, stakeholders, and partners. Without systematic</p>

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Reference**

Opportunities For Improvement

evaluation of listening and learning processes to ensure currency, the organization may miss opportunities to address changing customer requirements, and may cause dissatisfaction.

3.2 *Customer Relationships and Satisfaction*

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it builds relationships to acquire, satisfy, and retain customers and to increase customer loyalty. This section also asks your organization to describe how it determines customer satisfaction and dissatisfaction.

Item Reference	Strengths
3.2a(1)	<p>The organization builds relationships to acquire customers, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals through several approaches. For example, these approaches include creating a positive and fun cleanup day, volunteer appreciation awards, giveaways, and an annual volunteer brunch. Other approaches include thorough facility inspections; providing industry specific "Best Management Practices" to assist approval seekers and regulated business customers with pollution prevention and waste reduction; an education-based approach to enforcement; guidance documents to simplify steps and legislation; and participation in regional initiatives such as the Comprehensive Everglades Restoration Plan. Employees build relationships through one-on-one communications with their customers and colleagues, especially to facilitate customer education regarding permitting and compliance.</p>
3.2a(2)	<p>The organization's customers can seek information, conduct business, and make complaints in many ways. For example, customers can access the website, which offers applications, forms, reports, and programmatic and environmental information. The website also provides an Information Request Form that customers can use to request information related to the services of the organization. Customers can visit in person or conduct business through the mail. The organization participates in various professional association meetings that allow customers to seek information. The organization also provides information about its programs to the 3-1-1 Answer Center. Complaints are made through 24-hour hotlines for emergencies and floods, direct phone access, program e-mail accounts, and website email. All employees provide business contact information to their customers and encourage access as needed.</p>

Item Reference	Opportunities For Improvement
3.2a(2)	<p>The organization does not determine customer contact requirements for each of its access mechanisms and does not ensure these customer contact requirements are deployed to all employees and processes in the customer response chain. For example, the organization has several access mechanisms such as online, in person, by telephone, through education, and through participation in the Secret Shopper Program to evaluate the level of customer service provided, but the organization does not identify contact preferences among its customer groups, and there are no overarching requirements determined and deployed for each of the customer access methods. Without customer contact standards for each of the methods used to access the organization, the organization may not be able to build relationships and increase customer loyalty by meeting and exceeding customer requirements and preferences.</p>
3.2a(3)	<p>The organization does not manage customer complaints and ensure that complaints are resolved effectively and promptly. For example, the organization has an approach to respond to certain complaints within 24 to 48 hours, provide customer service training to employees, and empower them to respond to complaints or consult a supervisor, but this is not systematically measured or examined at an organizational level. Complaints that originate from the Mayor's, County Manager's, and Board of County Commissioners' offices are tracked until resolution using a "buck slip" process, but the organization does not manage or ensure that all customer complaints received are resolved in a timely manner. The organization's employees are dedicated to resolving customer complaints on a case-by-case basis, but there is no overall complaint management process. Without a systematic approach to manage complaints and to ensure complaint resolution for all stakeholders, the organization may be hindered in its efforts to provide excellent customer service and to succeed in its efforts to secure continued public support for protection and enhancement of environmental resources.</p>
3.2a(3)	<p>The organization does not aggregate and analyze complaints for use in improvements throughout the organization and by its partners. The organization enters complaints in the complaint database, and employees discuss complaints in regular meetings and use them as a basis for some improvements. For example, the organization created inspection checklists as a result of issues identified during a</p>

Item Reference	Opportunities For Improvement
	<p>joint state inspection; however, the organization does not quantify, segment, and analyze complaints for use in making improvements to all its processes. Although the organization knows how many environmental complaints and "buck slip" complaints it receives, all complaints are not reviewed and aggregated to determine cross-cutting issues at the organizational level. Without a systematic approach to managing complaint data, the organization may not be able to meet its success factors of efficiency of departmental transactions with direct customers, may not gain knowledge to identify early warning of evolving issues, and may find it difficult to gain continued public support for protection and enhancement of environmental resources.</p>
3.2a(4)	<p>The organization does not systematically evaluate and improve its approaches to building relationships and providing customer access to ensure they are current with business needs and directions. For example, although employees build relationships with their customers on an individual basis by providing accurate information, encouraging follow-up contact, and allowing center staff to visit eight to ten cities a year to hear their concerns and establish two-way communication in order to improve permitting information, there is no systematic approach to reviewing and analyzing relationship-building approaches to keep current with the organization's business needs. Additionally, the Customer and Market Focus Team has recently added a department-wide customer survey initiative, but the organization does not know if its customer access methods are current with changing business needs. As a result, the organization may not be aware of opportunities to make improvements, may not understand future customer preferences, and may miss opportunities to improve responsiveness and keep current with other key customer expectations and requirements.</p>
3.2b(1)	<p>The organization does not determine customer satisfaction, dissatisfaction, and loyalty across all customer segments. For example, customer satisfaction surveys are used in the Plan Review Section to measure the satisfaction of approval seekers who visit their offices, and community event surveys are used to measure the satisfaction of some residents; however, there is no systematic approach to determine the satisfaction and loyalty of the other customer segments identified by the organization such as: regulated businesses, service and information seekers, agency customers, partners, and all residents. Without a systematic approach to</p>

Item Reference	Opportunities For Improvement
	<p>determine the customer satisfaction levels of all the organization's customer groups, the organization may not be able to meet its success factors of efficient departmental transactions with direct customers and continued public support for environmental protection.</p>
3.2b(2)	<p>The organization does not follow up with customers on the quality of services and transactions to receive prompt and actionable feedback. For example, the organization analyzes and responds to the continuous surveys for service on a monthly basis, but this process does not include follow-up with customers who may not choose to complete a transactional survey or with those customers who contact the organization by the website or by phone to ensure prompt feedback. The Quality Assurance and Training Group has a plan to conduct follow-up phone surveys after inspections, but it is not yet implemented. Without a process to follow up with customers to receive prompt and actionable feedback, the organization may not meet the changing needs of its stakeholders and customer groups, and may not be able to identify strategies to make improvements in customer satisfaction.</p>
3.2b(3)	<p>The organization does not obtain and use information on customer satisfaction relative to customer satisfaction levels of other organizations providing similar services and/or industry benchmarks. For example, although the organization compares its customer satisfaction results on a monthly basis with eight other County departments using information gained from the County's Secret Shopper Program, it does not compare itself to industry benchmarks and organizations providing similar services in order to understand its position in the industry and to identify best practices in customer relations. Without a systematic process to compare and benchmark customer satisfaction factors, the organization may have difficulty achieving the key stakeholder requirement of customer service excellence.</p>
3.2b(4)	<p>The organization does not keep its approaches to determining satisfaction current with business needs and directions. The Customer and Market Focus Team is responsible for evaluating and improving the survey process on an annual basis which may include adding additional questions and helping specific programs develop surveys according to their needs. However, there is not a systematic</p>

Item Reference	Opportunities For Improvement
	<p>process to align or link changes, business directions, and customer requirements with the satisfaction determination processes used by the organization to ensure they reflect the current needs and requirements. Without keeping each of its customer satisfaction methods such as analysis of complaints, use of workshop data, audit results, performance results, and Monthly Business Review results current with business direction, the organization may not meet its strategic priority to "Deliver Excellence Everyday", and may not perform well on its related indicators such as: percent excellent responses, percent increase in referrals from municipalities, and percent completion of level of service.</p>

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.

4.1 Measurement, Analysis, and Improvement of Organizational Performance

Scoring Range: 30% - 45%

This section of the criteria asks your organization to describe how it measures, analyzes, aligns, reviews, and improves its performance through the use of data and information at all levels and in all parts of the organization and how it systemically uses the results of reviews to evaluate and improve processes.

Item Reference	Strengths
4.1a(1)	The organization selects, collects, and aligns data and information for measuring overall organizational performance in several ways. The types of data collected include: programmatic data related to workload, efficiency, effectiveness, and financial performance; and data related to Balanced Scorecard measures and related action plans. These types of data help to monitor the progress of the Balanced Scorecards, maintain business processes, and provide data required by all sections and the general public. The Executive Team leads the Performance Measurement System using the Balanced Scorecard approach. Measures are updated on a monthly, quarterly, or annual basis. Monthly meetings are held with employees at all sites to review program indicators and results. Performance measures are examined at Business Reviews that take place at the leadership and programmatic levels to identify workload trends, and individual and programmatic efficiency.
4.1a(1)	The organization has identified short-term performance measures with its strategic priorities which are supported by objectives, indicators, short-term targets, activities, and an assigned owner for each objective. For example, the strategic priority to preserve environmental resources has supporting objectives that include protect and restore or enhance environmentally endangered resources. The indicator includes percent desirable acres acquired – short-term target of eight percent, and one of the activities is the

Item Reference	Strengths
	<p>accelerated Building Better Communities bond program with the identified owner. The strategic priority to "Deliver Excellence Every Day" includes an objective to increase customer satisfaction with an indicator of percent excellent responses - target of 90%, with an activity to expand the process to the customers of the Plan Review process to reduce the number of disapprovals and reduce the need for rework, and the strategic priority to improve internal capabilities has a strategic objective to improve employee retention and recruitment, with an indicator of percent turnover - target of eight percent. The activity for this priority includes deploy employee opinion survey. Financial indicators include actual to planned revenue, actual to planned expenditures, and change orders. These performance and financial measures support the organization's vision of preserving the environment.</p>
4.1a(3)	<p>The organization keeps the performance measurement system current with its needs and direction through the strategic planning process where indicators and measures are updated. Changes to legal and regulatory requirements or County Commission guidance can also lead to performance measure changes. Measures are updated through meetings held between the Executive Team and senior leaders to evaluate the value of existing measures and to consider new measures. In addition, needs are determined based on meetings with the County Manager's office. By keeping its performance measures current with changing requirements, the organization is better equipped to understand the extent to which it is providing required services to achieve its mission, "To balance today's needs through responsible governance, education, and conservation, to protect our environment for tomorrow."</p>
4.1b(1)	<p>The organization reviews organizational performance through Balanced Scorecards during the monthly Business Review process. The leadership team reviews the department level scorecards. Section Business Reviews are conducted on a monthly basis to review section-level performance. The Balanced Scorecards use a "traffic light" approach to identify levels of performance. Parameters have been determined by the organization to identify the yellow or caution light indicators for performance. The review focuses on red and yellow performance levels. Owners enter a variance report in advance of the meeting, gaps are discussed, and actions plans are created as needed. The performance of strategic objectives,</p>

Item Reference	Strengths
	<p>indicators/measures, targets, the needed action, and progress are discussed at bi-monthly meetings.</p>
Item Reference	Opportunities For Improvement
4.1a(1)	<p>The organization does not have a systematic process to use data and information relative to its performance measures to support innovation across the organization. The organization reviews performance results monthly, and data are collected, reviewed, and used to address current performance related issues and to identify performance gaps and make decisions, but there is not a process to extend the analysis and use of performance data and information to generate learning and changes in processes and technology that may lead to breakthrough improvements. Without a process to use data and information to drive innovation, the organization may not prioritize its resource needs appropriately, may not be competitive with counterpart local, state, and federal agencies for funding resources for grants and contracts, and may not reach world-class status.</p>
4.1a(2)	<p>The organization does not select and ensure the effective use of key comparative data and information to support operational and strategic decision making and innovation. Although the organization has selected some comparative operational efficiency and quality data from counterpart local, state, and federal agencies and audits of delegated programs to provide comparisons, the organization does not have a process to guide its decisions for selecting comparisons and benchmarking data to support its operational and strategic decision making and innovation. In addition, the comparative data that has been collected for various programs has not been used as a part of the Business Review analysis and evaluation. Without the use of comparative data for operational and strategic decision making, the organization may not set or require appropriate levels of performance to remain viable through knowledge and understanding of its processes and process performance, may not know where it stands relative to best practices, and may limit its ability to propel itself to world-class status.</p>
4.1a(3)	<p>The organization does not keep its performance measurement system sensitive to rapid or unexpected organizational or external</p>

Item Reference	Opportunities For Improvement
	<p>changes. For example, the organization evaluates its measurement system annually for the value of existing measures and to consider new measures, but it does not have a process to address changes in performance expectations during the year, if required to do so. The lack of a performance measurement system that can be adjusted quickly due to unexpected changes can lead to inappropriate key organizational performance measures that could jeopardize the ability of the organization to track and monitor relevant performance, and the organization may appear to be out of touch with customer and business requirements and expectations.</p>
4.1b(1)	<p>The organization does not perform analysis on organizational performance reviews. For example, the organization conducts Business Reviews at the senior and section levels, but there are no analyses conducted to gain a clear understanding of performance and actions across the organization that consider all aspects of operational performance. In addition, there are no analyses conducted that consider the competitive environment, implications of customer related problems, improvements in performance, and cause-effect connections among processes and between processes and results or outcomes. As a result, if the organization does not support the reviews of its performance with fact-based analyses, it may not reach valid conclusions for actions to make performance improvements, and may not deploy its resources, both human and financial, to achieve the highest level of efficiency in service delivery.</p>
4.1b(2)	<p>The organization does not have a process to translate organizational performance review findings into priorities for continuous and breakthrough improvement opportunities for innovation and to deploy its organizational priorities to suppliers, partners, and collaborators to ensure organizational alignment. Although the organization conducts monthly Business Reviews and submits variance reports to support those reviews, there is not a process to prioritize the findings and scheduled process improvements throughout the organization. In addition, there is not a process to consider all stakeholders including customers, suppliers, partners, and collaborators in plans for performance and process improvements. As a result, the organization may limit its opportunities to take advantage of the use of data and information needed to set stretch goals and to promote breakthrough improvements in areas most critical to its strategy.</p>

Item Reference	Opportunities For Improvement
4.1b(3)	<p>The organization does not incorporate the results of organizational performance reviews into the systematic evaluation and improvement of key processes. The organization reviews its Balanced Scorecard results in each of its sections, and submits variance reports for performance not meeting targets, but these reviews or variance reports do not lead to the systematic evaluation and improvement of the organization's key processes. For example, the Coastal Improvement Team has addressed improvements in the Class I Permitting Process to reduce the time it takes to review, process, and issue coastal permits using a PDCA process, but the organization does not routinely prioritize potential improvement initiatives, or use its PDCA or Process Management improvement processes across the organization to improve based on lessons learned from all performance reviews. As a result, the organization's key processes may not be as efficient or effective as may be required to meet current and future customer or supplier requirements, and to ultimately achieve the organization's vision to preserve the environment.</p>

4.2 Management of Information, Information Technology, and Knowledge

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it ensures the quality and availability of needed data, information, software, and hardware for its workforce, suppliers, partners, collaborators, and customers and how your organization builds and manages its knowledge assets.

Item Reference	Strengths
4.2a(1)	<p>The organization makes needed data and information available and accessible to the workforce, suppliers, collaborators, and customers through a variety of technological methods. Multiple systems track and communicate work-flow related to permit and plan review functions. Servers and databases provide the central repositories for all networked desktops and laptops in the field. Most applications are also accessible via the intranet site for employees to use in the performance of their jobs. The Environmental Enterprise Operating System enables the daily functions of construction plan review, sewer allocations, floodplains, zoning, and environmental construction permits for internal and external customers. The Geographic Information System is fully integrated to the Environmental Enterprise Operating System and provides the organization information, as well as geographic information, from other departments involved in the permitting and approval process for internal and external customer utilization. Over 130 organizational layers are available or historically archived. The Electronic Data Management System provides a central repository for most documents based on regulatory retention requirements and is available to the organization's employees, as well as to the public.</p>
4.2a(2)	<p>The organization ensures that its hardware and software are reliable and secure in a variety of ways. Internal networks are monitored and maintained through the Office of Computer Services, and the County's Enterprise Technology office. Fault-tolerant servers and four-hour response demonstrate reliability during power outages, and dual network redundancy and generator power also provide for emergencies. Secure hardware and software are demonstrated by network and desktop security protocols, and profiles ensure validation, monitoring, and identification of potential threats. Firewalls and security policies are set as prescribed by the Information Technology Leadership Council at the County level to assure security for essential organizational data and information residing on multiple systems. In addition, the organization has its</p>

Item Reference	Strengths
	own Office of Computer Services and has a yearly training plan that includes cross training.
4.2a(3)	In the event of an emergency, the organization ensures the continued availability of hardware and software systems and the continued availability of data and information with specific disaster recovery procedures. Emergency planning ensures continued availability of hardware and software systems and the corresponding data and information so that key business processes can be maintained and utilized. For example, during a recent power failure, the organization's server remained operational with minimal interruption. New facility infrastructure provides protection from intrusion and natural disasters. A Network Access Point facility is Category 5 hurricane rated and is outside the local flood zone. There is a periodic backup/retention of information scheduled, and backup tapes are stored at the Network Access Point of the Americas facility. The Generator/UPS system provides backup power during outages. Two diverse Metronet internet fiber links provide redundant paths to the outside world. Backups and procedures are reviewed regularly, and addressed in detail yearly, to ensure the organization has the most adaptive processes.
4.2a(4)	The organization keeps information availability mechanisms, specifically the hardware systems, current with its business needs and directions through various approaches. The established Hardware Replacement Plan dictates replacement cycles spanning three to five years in yearly purchasing phases. In addition, the Office of Computer Services' employees attend industry and vendor workshops regularly to keep current with evolving technological advances. Help desk calls are monitored and reviewed monthly to help access current internal and external customer needs. For example, the new Environmental Enterprise Wireless Network Module is being implemented to better serve internal customers with County-wide wireless connectivity.
4.2b(1)	The organization ensures accuracy in its organizational data and information. The organization employs automated error checks, routine edit and data validation algorithms, quality assurance reports, extensive testing, and the involvement of a test team in the initial requirements and development phases. Performance result reports and statistics are reviewed with the divisions to scrutinize and identify data issues. Deficiencies are addressed with the sections,

Item Reference	Strengths
	<p>and actions are put in place to ensure necessary information is recorded to provide for a complete business process. Additionally, daily quality control reviews of critical engineering plans for accuracy are completed to further assure that the information entered into the Environmental Enterprise Operating System is accurate.</p>
Item Reference	Opportunities For Improvement
4.2a(2)	<p>The organization does not have processes to ensure its hardware and software are user-friendly. For example, the organization has a number of methods to monitor the performance of its computer system including project management, information collaboration, vaulting/storage, testing, and training, but there is not a process for employee input or feedback for use by the organization to ensure that its system is user-friendly. The Environmental Enterprise Operating System is currently being phased in to support all departmental operations and to interface with support systems from other agencies; however, some users are concerned with ease-of-use of the system. Without a process to ensure the user-friendliness of its hardware and software, the organization may limit its efficiencies and effectiveness which could adversely impact productivity and its ability to deliver services in a timely manner to its customers, and the gains expected by the organization for customer self-service may not be accomplished.</p>
4.2b(2)	<p>The organization does not manage organizational knowledge to systematically collect and transfer workforce knowledge of process improvements at the program level to be shared across the organization. The organization produces a yearly training plan, and transfers some technical knowledge through documentation and cross training, but does not have comparable processes deployed for the transfer of knowledge of process improvements. For example, process improvements are made at the program level, but there is not a systematic process for collecting and sharing improvements, initiatives, or lessons learned across the organization. Without a process to manage organizational knowledge, the organization may miss opportunities to share internal practices to improve its processes and services, may not sustain its levels of service during staff transitions, and may not develop innovative solutions that add value for customers and the success of the organization.</p>

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.

5.1 Workforce Engagement

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it engages, compensates, and rewards its workforce to achieve high performance, how workforce members are developed to achieve high performance, how workforce engagement is assessed, and how those results are used to achieve high performance.

Item Reference	Strengths
5.1a (1)	<p>The organization determines the key factors that affect workforce engagement and satisfaction through an employee opinion survey and an employee feedback program. The organization asked specific questions in the computer-based Employee Opinion Survey conducted in 2007 and identified an action register to be completed. An ongoing employee feedback program was begun in 2008 and consists of a feedback form and locked drop box located in each break room. An Employee Feedback Program Team was formed to meet monthly and to review comments and use results to develop new improvement initiatives. Baynanza is an example of a project that has grown from mission-centered key factors that affect employee engagement. In 2006-2007, there was a 5-year-high of 159 employee volunteers for Baynanza and 528 employee volunteers for Adopt-a-Tree, demonstrating employee activity in volunteer organizational projects. These activities help determine levels of employee engagement in support of the organization's primary mission, to preserve the environment.</p>
5.1a(2)	<p>The organization fosters a culture conducive to high performance through effective communication and skill sharing. Effective communication is achieved through the use of weekly email messages from the Director to all employees, the attendance at program level meetings by assistant directors, and the creation of the employee newsletter - "Chat Room." Employees have opportunities to communicate with their supervisors based on an open door policy. In addition, skill sharing occurs across the organization, and employees</p>

Item Reference	Strengths
	<p>are encouraged to seek out opportunities to learn what skills coworkers have and learn from them. Cross-training occurs within sections. For example, the Data Entry employees at the West Dade Plan Review Office rotate between three stations on a monthly basis. This rotation creates an understanding of all aspects of the process and ensures employees are trained in the event of absenteeism or departures. High performance is achieved by supplying continued customer service from employees that understand the entire process.</p>
5.1a(3)	<p>The organization's workforce performance system supports high performance work and workforce engagement and considers workforce compensation, reward, and recognition through a number of processes. For example, employees may receive a merit increase if rated satisfactory or above in the annual performance evaluation. Employees are also rewarded and recognized through approaches such as the Quarterly Performance Excellence Program, On-the-Spot Recognition Program, and monthly Business Reviews. The Quarterly Performance Excellence Award process allows any staff member to discuss with a section chief any other staff member for consideration. The section chief completes a nomination form to be submitted to his/her division chief. The division chief makes the determination on recipients of the award. The Director selects one of the Quarterly Performance Excellence Award winners as the Annual Director's Performance Excellence Award winner. In addition, promotions are based on successful past performance and a structured interview process.</p>
5.1b(1)	<p>The organization addresses identified workforce learning needs and desires and transfer of knowledge from departing or retiring workers through its workforce development and learning system. For example, the organization's workforce development and learning system includes a variety of technical, self-development, program specific, and ethics trainings. In addition, a tuition reimbursement program is available to support employee development. The training needs analysis is used to identify new learning needs, prioritize training needs, evaluate the frequency for training, and make learning resources available. The training needs analysis also identifies the position, program, purpose, and essential duties and responsibilities, and defines supervisory responsibilities, certificates, licenses and registrations, equipment used, and people or agencies that interact with the position. Transfer of knowledge is accomplished through training developed by the organization's expert staff and through the</p>

Item Reference	Strengths
	<p>Mission Critical Position Evaluation process that collects technical competencies and soft skills from retiring employees or departing mission critical workers. Through training and knowledge transfer the organization meets its employee requirement of learning and development.</p>
5.1b(2)	<p>The organization's development of personal leadership attributes is conducted through the County Supervisory Certification Program mandated for all supervisors through a course offered at the Florida International University Academy for Strategic Management. The organization's Director is committed to ensuring that all senior leaders and section managers attend the Academy for Strategic Management within the next two fiscal years. The six-week curriculum includes: leadership skills, strategic planning and implementation, process analysis, benchmarking, best practices, performance measurement and results, performance based budgeting, and contracting services effectively. The Supervisory Certification Program is available to non-supervisory staff on request, and a tuition reimbursement benefit is available at many local universities to allow employees the opportunity to advance their education.</p>
5.1b(4)	<p>The organization manages effective career progression for its entire workforce. The majority of the organization's positions are technical and defined career progression is necessary to ensure adequate experience and preparation for promotional opportunities. The progressive professional classifications in the categories of biologists, chemists, engineers, hydro-geologists, and inspectors qualify employees for mid-level managerial positions such as: environmental resource project supervisors, section managers, and senior leadership positions including division chiefs. Administrative support positions are shared resource positions and comprise the remaining career paths. Administrative support includes clerks, data entry specialists, and secretaries. Administrative officers have more general education requirements and may assist or lead program management. Employees are given the opportunity for cross-training and mentoring. For example, some managers and supervisors mentor other employees to prepare them to progress in the organization. Over the last two fiscal years, promotion from within the organization has kept pace with the organization's turnover rate.</p>

Item Reference	Opportunities For Improvement
5.1a(1)	<p>The organization does not determine the satisfaction factors for its different workforce groups and segments. For example, the organization uses an opinion survey to determine satisfaction factors; however, the survey does not address the differences in the needs and preferences for employees in the 90 job classifications such as: employees in the professional and scientific fields which include biologists, chemists, engineers, geologists, and hydro-geologists; and employees in computer science, communications, administration, and recordkeeping. If the organization is not aware of the satisfaction factors for its different workgroups and employee segments, it may not fully understand and meet the overall employee requirements and expectations identified as communication, participation, teamwork, quality, efficient processes, and learning and development. In addition, the organization may not be able to limit turnover and address its strategic challenge related to the retention and recruitment of employees.</p>
5.1b(3)	<p>The organization does not evaluate the effectiveness of its workforce and learning systems. For example, the organization evaluates training through its annual Employee Survey, performance measures, and the number of employees promoted, but the factors related to performance measures and promotions are not analyzed and linked to the effectiveness of training and learning systems. In addition, the annual Employee Survey provides a single occasion to evaluate the training provided to employees. If issues or factors impacting the training are evident during the year, the systems used by the organization may not allow timely corrective actions to take place. Some managers have used direct observation of employees post-training to evaluate effectiveness, but there is no systematic approach. As a result, the organization may not be able to ensure it receives a return on investment for the variety of training courses it makes available for its employees, may not be able to link advances in employee performance to its training program, and may not be able to set higher levels of performance expectations based on new knowledge acquired by its employees.</p>
5.1c(1)	<p>The organization does not use indicators such as employee retention, absenteeism, grievances, safety, and productivity to assess workforce engagement. For example, employee participation in Baynanza is used as an indicator for employee support, understanding, and engagement in the organization's mission and vision; however, there is no systematic approach to consider a wide</p>

Item Reference	Opportunities For Improvement
	<p>variety of indicators in assessing the commitment of its workforce to accomplishing the work, vision, and mission of the organization. As a result, the organization may not be aware of the factors important to its workforce, and may find it difficult to meet their requirements and expectations, and may not be able to address other factors that could impact employee retention, especially for its mission critical positions.</p>
5.1c(2)	<p>The organization does not systematically relate assessment findings from its Employee Opinion Survey and the Employee Feedback Program to key business results reported in Category 7 to identify opportunities for improvement. As the organization has just recently conducted its satisfaction survey, it is in the beginning stages of using these results to create opportunities for improvement for the workforce through the efforts of the Employee Feedback Team. The organization has taken some steps toward addressing concerns and has begun an on-going feedback program; however, deployment is in the early stages. Without full deployment and evaluation cycles of the use of feedback findings to address factors important to its employees, the organization may find it difficult to link these efforts to a positive impact on workforce and business results, and may hinder its ability to effectively compete with other technical departments, environmental agencies, and private environmental consulting firms for employees to fill its key positions.</p>

5.2 Workforce Environment

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it manages workforce capability and capacity to accomplish the work of the organization and how it maintains a safe, secure, and supportive work climate.

Item Reference	Strengths
5.2a(1)	<p>The organization assesses its workforce capability and capacity needs including skills, competencies, and staffing levels in a number of ways. For example, the workforce capability and capacity needs are determined by senior leaders and section managers in conjunction with the Administrative Services Division, and staff has grown to meet the needs of the customers and to provide increasing protection efforts that correlate with population growth. Through the use of the Job Analysis Questionnaire, the organization has identified the general purpose of the job, essential duties and responsibilities, supervisory responsibilities if applicable, physical demands, certificates, licenses, or registrations required, and the work environment for the position.</p>
5.2a(2)	<p>The organization has developed an approach to recruit and hire new employees that includes removing the County residency requirement for key positions, creating paid intern positions, networking with professional associations, and attending technical career fairs at local universities. The County offers a comprehensive benefit package, a pension plan, and the relative stability of employment often associated with government agencies. The nature of the department's work relative to how an employee's skills might be used in the private sector is an incentive to many people with engineering and science training who are attracted to natural systems and their protection. The prospective candidates are reviewed by the division and narrowed down to the group to be interviewed. Administrative Services then reviews those applicants to ensure they meet the minimum standards required for the position. The organization has a structured interview process that includes questions built on the specific job requirements. All interviews are conducted with a panel of three employees: two members from the division where the position resides and one member from Administrative Services.</p>

Item Reference	Strengths
5.2a(3)	<p>The organization manages and organizes its workforce to accomplish the work of the organization and to capitalize on its core competencies through various program areas. The organization has reorganized to create more comprehensive position descriptions and has created the ability to move resources to where they are needed most, and to create a more customer friendly inspection, permitting, and Plan Review Process by eliminating duplication in the inspection process. Also, the organization created a Plan Review University that takes new and current Plan Review employees through all the stages of the Plan Review Process. Each employee spends time observing what occurs in each phase of a plan review and gets hands on experience. The end result is a broader understanding of the entire process before a new employee starts a new position. As a result, the organization positions itself to successfully meet the requirements of its programs and the needs and expectations of its customers such as quick response, timeliness, and performance excellence. Also, the organization addresses its success factor of continued viability and improvement of air, water, and land resources.</p>
5.2a(4)	<p>The organization prevents workforce reductions and minimizes the impact of those reductions. The organization has instituted internal hiring freezes due to financial constraints without waiting for the County to require a freeze or potential cutbacks. The organization's employees are often shielded from County-wide bumping due to the inability of most County employees to match the technical expertise required, but the organization makes every attempt to redesign work systems and shift resources when needed in preparation for changes in workforce capability and capacity needs. Cross-training is provided to employees to better enable the shifting of personnel to areas of greatest need. For example, when a large demand for plan reviews existed at the West Dade Plan Review Office during a recent hiring freeze, employees were shifted from the main office to meet the customer expectations of quality and timely reviews. As a result, the organization may be able to proactively counteract County-wide policies such as hiring freezes and layoffs that strategically affect the organization's ability to accomplish its work, and overcome human resource challenges to ensure sustainability for the organization.</p>
5.2b(1)	<p>The organization ensures workplace health, safety, and security. For example, safety issues are addressed through a Safety Officer and the Safety Committee whose members include representatives from</p>

Item Reference	Strengths
	<p>each section. The committee meets monthly with the Safety Officer to identify health, safety, and security needs. These representatives communicate information back to their workgroups and help to make sure safety procedures are followed. Each new employee receives a copy of the Safety Manual, and all employees receive accident and injury reporting procedures and policies and forms are located on the intranet. The safety and security needs have been identified for the office employees and field employees. Office employees have a secured facility with advanced practices that include electronic access cards to enter and move throughout the building, visitors are required to provide identification, and security guards are posted outside and inside the facility. Field employees receive outdoors hazards training and are equipped with personal protective equipment, and medical monitoring is provided for employees with the potential for exposure to hazardous or risky conditions.</p>
5.2b(2)	<p>The organization supports the workforce through a variety of policies, services, and benefits that are available to all full-time employees and are prorated for part-time employees. These include: a variety of health and dental insurance plans with multi-ethnic physicians and treatment centers located throughout the County; pre-tax flexible benefits such as disability insurance, group legal, medical and dependent care spending accounts; a variety of contracted life insurance policies at low cost to employees; and vision and extended dental coverage. The workforce also receives membership in the Florida Retirement System, with defined benefits and death benefits, or an investment-based benefits option. Full-time employees receive vacation time and sick leave, and they can donate leave to help sick or injured employees. There are also programs and special services offered at discounted prices.</p>
Item Reference	Opportunities For Improvement
5.2b(1)	<p>The organization does not have a systematic approach to define performance measures and improvement goals for workplace health, safety, and security. For example, the organization follows the County's Safety Manual and provides a copy to each new employee, but the organization does not systematically ensure that its employees understand its content. Also, the organization tracks minor injuries, reportable injuries, exposures, worker's compensation</p>

Item Reference	Opportunities For Improvement
	<p>claims, and vehicle accidents, but there are no current measures or improvement goals for any other indicators including segmentation by division, section, or job type. If the organization does not develop goals and measures for workplace health, safety, and security, it may not understand and address factors associated with its human resource challenges that could negatively impact its sustainability.</p>
5.2a(2)	<p>The organization does not have a systematic approach to retain employees. The organization has many long-term employees who continue to work for the organization because of the security of government employment and/or its "noble mission," but there is no systematic approach to ensuring employee retention. The County collects exit interviews from employees departing the organization, and the department identifies key causes for exit as: relocation of employees due to the high cost of living; and employees leaving to work for other environmental agencies, other County departments, or private environmental firms that offer higher compensation. However, the feedback from those exit interviews is not used to create improvement strategies for these issues related to employee retention. As a result, the organization may lose its high performing and dedicated workforce and may not sustain its ability to provide the variety and quality of services it offers.</p>

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.

6.1 Work Systems Design

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it determines its core competencies and designs its work systems and key processes to deliver customer value, prepare for potential emergencies, and achieve organizational success and sustainability.

Item Reference	Strengths
6.1a(1)	<p>The organization determines its core competencies in accordance with Chapter 24 of the local Environmental Protection Code as well as the results of a series of over twenty meetings with senior leaders, division chiefs, and section managers, which occurred during the timeframe of November 2006 through February 2007. In addition, presentations and discussions during the annual 2007 Strategic Retreat placed emphasis on the organization's core competencies and the important link to strategic planning. The core competencies are based on the organization's core processes and services needed to achieve its environmental protection goals. For example, the core competencies are:</p> <ul style="list-style-type: none"> • personal and organizational commitment to vision and mission; • knowledge of local, state, and federal regulations; • science and engineering technical skills; • long-term knowledge of local environmental conditions; • ability to balance development needs with environmental protection needs; • use of technology; and • collective current and future customer focus. <p>The core competencies are linked to the vision and mission, competitive environment, strategic priorities, and action plans. For example, core competencies are used to support the vision to preserve our environment, and mission to balance today's needs</p>

Item Reference	Strengths
	<p>through responsible governance, education, and conservation, to protect our environment for tomorrow. For example, establishing beach re-nourishment interagency partnerships and obtaining funding for Miami River dredging links to core competencies of long-term knowledge of local environmental conditions, science and engineering skills, and collective current and future customer focus. Core competencies, such as the organization's strong science and engineering technical skills, are also used within the competitive environment to secure services that could otherwise be provided by competitors including funded contracts by delegating agencies that make up 16% of the organization's operating budget.</p>
6.1a(2)	<p>The organization designs its overall work systems for regulatory processes based on requirements required by Chapter 24, the Environmental Protection Code, and a delegated authority. The organization decides which processes are internal to the organization and those requiring external resources based on several criteria. The criteria for internal processes include: processes required by Chapter 24, Environmental Protection Code, or a delegated authority; the organization has, or can readily obtain, the expertise and capacity needed to perform the work; there is a long-term benefit to the organization and to its collective customers to acquire and retain the knowledge; the nature of the process is for the protection of the collective public; and avoidance of conflicts of interest and ensure consistency and integrity of enforcement processes. Criteria for processes which use external resources include: centralized support services through all departments; physical equipment and other supplies that must be obtained through government procurement policies; temporary processes to complete capital construction; processes that serve as backup to internal resources; and those falling outside areas of the organization's expertise. For example, processes that require external resources include finance, procurement, budgeting, labor management, and the technology services.</p>
6.1b(1)	<p>The organization identifies its three key work or core processes as Regulatory Activities, Preservation and Restoration, and Environmental Education. The organization's core processes have specific programs with defined key processes, process requirements, and key performance indicators and measures. For example, key processes for Regulatory Activities include: inspections, enforcement, uniform civil violation notice hearings, reviews, and</p>

Item Reference	Strengths
	<p>chemical analysis. Key processes for Preservation and Restoration include: surface water and groundwater sampling activities, review cleanup documents, acquire endangered lands, preserve natural forest communities through permits, and restore resources. Key processes for Environmental Education include: conduct environmental outreach events and fund community-based organizations. The organization's core competencies and areas of greatest expertise directly relate to accomplishment of its key processes and are contributing factors that result in success for the organization. For example, core competencies of long-term knowledge of local environmental conditions, science and engineering skills, and collective current and future customer focus allow the organization to accomplish preservation and restoration of large-scale wetland acres by acquiring, restoring, and maintaining environmentally sensitive lands, resulting in the delivery of value to the citizens of the Miami-Dade area.</p>
6.1b (2)	<p>The organization determines its key work process requirements by various methods identified by specifications of statutes, delegated authorities, and contracts for process requirements. For example, key requirements for work processes for Regulatory Activities include: improve quality, improve percentage on-time, improve review quality to reduce environmental impact, retain quality certifications, and improve percentage on-time analysis. Further, the organization uses its listening and learning approaches to incorporate customer feedback including feedback obtained through the use of surveys, as well as results of audits. For example, the Plan Review Services Division established a satellite office to improve Plan Review processing requirements based on customer input. In addition, customer feedback from many community-based organizations resulted in the Administrative Services Division implementing wire transfer payments instead of issuing and mailing checks to allow the organizations to receive payments more promptly and positively affected cash flow operations. The organization seeks input from, and relies on, its many partners that include federal, state, and local agencies such as the U.S. Environmental Protection Agency and Department of Health, and private environmental organizations to succeed collaboratively. The process to obtain input from its customers, suppliers, and partners allows the organization to determine key work process requirements that enable the organization to achieve its goals through strong partnerships.</p>

Item Reference	Strengths
6.1b (3)	<p>The organization has implemented a model to design and innovate its work processes to meet all the key requirements incorporating cycle time, productivity, and efficiency and effectiveness factors into the design of processes. The design model includes three approaches: the Plan, Do, Check, and Act process; the 7-Step Process Management Process; and an improvement process with elements that define and document the process, the reason for the improvement, current situation, analysis, countermeasures, results, standardization, and future plans. For example, the 7 Step Process Management Process is being used to further expand the Environmental Enterprise Operating System, which is in Phase III of implementation. This includes progressively discontinuing the legacy system and implementing workflow capability and tracking mechanisms for Permitting, Inspection, and Enforcement operations. This system will provide quantitative data regarding processing times with recorded completion of tasks that are time stamped by the system. In addition, this model is being used by the Coastal Improvement Team, appointed by the Director in February 2008, with a goal to use Plan, Do, Check, Act to improve the Class I Permitting Process and reduce the time it takes to review, process, and issue coastal permits.</p>
6.1c	<p>The organization ensures work system and workplace preparedness for disasters or emergencies, and considers prevention, management, continuity of operations, and recovery using a number of approaches. For example, the system has three components: development and learning, the disaster and recovery manual, and the Continuity of Operations Plan. The organization's development and learning system contains prevention, preparedness, and recovery trainings such as National Incident Management System training to link employees across the county and across the nation to create a common understanding of emergency response plans and terminology. In addition, numerous safety and health trainings that develop employee skills and knowledge for disasters and emergencies are provided. Some examples are: evacuation and accident prevention, introduction to basic personal protective equipment, and blood borne pathogens. Additional training includes the 40-hour Hazwoper training with 8-hour yearly refreshers that include requirements for hazard communication, biological hazard recognition, chemical hazard recognition, first aid, cardio pulmonary resuscitation, and automatic external defibrillator training. The organization also ensures work systems remain operational during emergencies using multiple communication systems. The</p>

Item Reference	Strengths
	<p>organization's Continuity of Operations Plan is structured with a three-team approach that includes the management/logistics team, the technology team, and the operations team with specific responsibilities that allow for a rapid and smooth recovery process. In addition, after disasters or emergencies, the organization reviews, refines, and updates plans with lessons learned to improve emergency response efforts.</p>
Item Reference	Opportunities For Improvement
6.1a(2)	<p>The organization does not have a process to evaluate and refine its determination of core competencies. For example, the core competencies are in alignment with the local Environmental Code and have been linked to strategic planning; however, there is not a process to review, refine, and prioritize the most important capabilities, and to leverage them for a strategic advantage. Without a defined process to leverage these areas of expertise, the organization may miss opportunities to gain a competitive advantage in securing grant funding and in gaining greater public support for protection and enhancement of environmental resources.</p>
6.1a (2)	<p>The organization does not have an approach to systematically incorporate innovation into the design of its work systems. For example, work systems are designed to meet regulatory requirements such as the Environmental Protection Code, and consider customer requirements and the use of technology; however, the organization does not include performance related to best practices or best in class organizations to determine enhancements to current operations and opportunities for future design of work systems. As a result, the organization's process performance may not allow it to maximize efficiencies and meet and exceed changing customer and business requirements.</p>
6.1b (3)	<p>The organization has not fully deployed its approach to work process design and innovation. Training on process management and improvement that included the elements of the Plan, Do, Check, Act process was provided to select employees in January 2008; however, implementation of this approach is in the early stages of deployment, and has been deployed to a few of the work units, but</p>

Item Reference	Opportunities For Improvement
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not all key stakeholders are involved in the process. Without fully deploying a process across the organization to improve work design and performance management, the organization may have difficulty ensuring the efficiency and effectiveness of its key processes and operations, and may negatively impact its ability to respond quickly to changing conditions and requirements and progress in its journey to performance excellence.

6.2 Work Process Management and Improvement

Scoring Range: 50% - 65%

This section of the criteria asks your organization to describe how it implements, manages, and improves its key work processes to deliver customer value and achieve organizational success and sustainability.

Item Reference	Strengths
6.2a (1)	The organization implements its work processes to ensure they meet design requirements through a number of methods. For example, the organization assigns process owners to key processes, that are program specific, with tasks that include ensuring processes align to meet department goals and customer requirements, and ensure outcome indicators. Additionally, process maps are used to train new employees and serve as reference guides for current employees. The Balanced Scorecard and internal and external quality assurance programs contribute to work process implementation and design requirements. Routine reporting and performance reviews focus on results of process performance.
6.2a (1)	The organization's subsequent day-to-day operations of work processes ensure they meet key process requirements through a variety of methods within the various Programs. For example, phased deployment of the Environmental Enterprise Operating System, used to provide quantitative data regarding the processing times associated with the completion of each task within the workflow, has been implemented in the Permitting and Inspection Programs. The organization also uses process mapping, such as those developed for Plan Review, Enforcement, and Natural Forest Community Permits, to train new employees and also serve as reference guides for all employees. In addition, many processes such as sampling and analysis have well-developed processes, defined requirements, and quality control checks to ensure key process requirements are met.
6.2a (1)	The organization has identified aligned key performance measures for the control and improvement of each of the organization's core and key processes. For example, the core process of Regulatory Activities and the key process, conduct chemical analysis, have key performance measures and indicators including percent audits passed and percent on-time analysis. The Preservation and Restoration key process is to acquire endangered lands and has

Item Reference	Strengths
	<p>measures that include number of acres purchased and number of existing natural forest communities. Environmental Education's key processes are conducting environmental outreach events and funding community-based organizations, and these have associated measures of number of events conducted and funded, and number of employee volunteers.</p>
6.2a (2)	<p>The organization minimizes overall costs associated with inspection, tests, and process or performance audits through various approaches. For example, the organization implemented a process to streamline the permitting fee process in April of 2007 by standardizing eight checklists for: industrial facilities (2), air permits (2), solid waste, grease traps, pumping stations, and large industrial facilities. This resulted in reducing variation in recording and reporting results of the inspections. In addition, the organization implemented the Electronic Document Management System to integrate its records management process and facilitate easy access to public records by which paper documents are scanned and are made readily available electronically to employees and customers. In addition, recent organizational changes resulted in improved alignment of inspection processes and eliminated duplication of effort. The regular examination of efficiency and effectiveness data associated with process performance allows the organization to quickly identify and resolve problems and results in an ongoing effort towards improvements in process efficiencies.</p>
6.2a (2)	<p>The organization prevents defects, service errors, and rework, and minimizes customer productivity losses through a variety of approaches. For example, the organization reduces rework and errors through its quality control programs that use organization-wide and program-specific approaches. Operation Sortie is an example of a department-wide approach to deploy quality control and assurance programs throughout the organization for development process approvals. It integrates with other initiatives to reduce the number of quality submittals from customers to the department, while at the same time reduces employee review errors through internal quality control. Programs also maintain quality control and quality assurance efforts that are tailored to their specific process requirements as evidenced by use of checklists. In addition, the organization has implemented use of numerous guidance documents, such as the Grease Discharge Program Guidance Document for inspectors. These guidance documents provide key, specific information regarding the particular process such as:</p>

Item Reference	Strengths
	<p>compliance requirements, quick reference checklists, and diagrams and photographs depicting typical installation and system requirements. The documents also include: specific instructions based on potential scenarios that may be encountered during performance of tasks; special handling and equipment requirements needed in the field; Enforcement Action and Enforcement Matrix Guidance with issue description and the applicable code provision when initiating enforcement action for correction; frequently asked questions; important contact information; and attachments that include the appropriate required forms. These guidance documents, along with the forms and applications, are available through the internet for easy access by employees performing tasks and by customers requiring information, thus serving to prevent errors and rework, and minimizing customer losses in productivity and costs.</p>
6.2b	<p>The organization has an approach to improve its work processes to achieve better performance, to reduce variability, to improve products and services, and to keep the processes current with business needs and directions. For example, the use of the Plan, Do, Check, Act process and the 7-Step Process Management Process is in the early stages of deployment and these models are used to reduce variability and improve services, such as in the Coastal Improvement Team. The Executive Team and senior leaders assign specific improvement projects for processes in need of enhancement based on input learned from customer feedback or internal quality audits. Steps in the Plan, Do, Check, Act improvement process such as Standardization and Future Plans keep processes current with business needs and directions. In addition, a Process Improvement Action Plan has been developed to ensure each senior leader has process mapping and process improvement training to ensure that each process has adequate measures, and to ensure that selected processes are updated with employee participation.</p>
Item Reference	Opportunities For Improvement
6.2a (1)	<p>The organization does not have a systematic approach to develop in-process measures to control and improve its work process and to managing its key processes. For example, although the organization has implemented phases of the Environmental Enterprise Operating System to improve internal capabilities utilizing workflow to provide</p>

Item Reference	Opportunities For Improvement
	<p>in-process measures, the overall reporting system of the Balanced Scorecard reports only outcome measures and does not allow the organization to position itself for proactive decision making based on review of data. Without a systematic process to integrate the collection of in-process measures from its Operating System to its Balanced Scorecard System, the organization may impede its ability to meet its customer, supplier, partner, and collaborator requirements, and may not be able to understand the impact of its performance before critical performance areas are jeopardized.</p>
6.2a (1)	<p>The organization does not have a systematic approach to prioritize input from customers, suppliers, and collaborators in managing its work processes. For example, while the organization has multiple methods of gathering input from customers, suppliers, and collaborators, there is not a systematic method to sort the vast amounts of data and information to determine the most important information to use on a daily basis to manage work. Without a systematic process to assess, prioritize, and incorporate input from its customers, suppliers, and collaborators, the organization may be hindered in managing its work processes to meet and exceed expectations and requirements needed for success of its operations and to achieve world-class status.</p>
6.2b	<p>The organization has not deployed a systematic approach to share improvements and lessons learned with other organizational units and processes to drive organizational learning and innovation. While the organization has various methods for sharing improvements which include the use of process maps for its employees, and has developed a structured list as part of its communications plan, which includes the element of lessons learned as one of the items to address, and incorporates this process into its monthly and quarterly business reviews, these approaches do not transcend across all employees within the organization. Without deployment of a systematic process to share lessons learned, the organization may miss opportunities to share successful strategies across its 50 programs, and may impact its ability to meet customer and stakeholder requirements and their expectations for the products, services, and operations it provides.</p>

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.

7.1 Product and Service Outcomes

Scoring Range: 30% - 45%

This section of the criteria asks your organization to summarize its key product and service performance results. Results should be segmented by product and service types and groups, customer groups, and market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.1a	Results for service performance reported for <i>FDEP Air Quality Index</i> (Figure 7.1-1) show the organization consistently performed at sustained high levels and exceeded its Florida Peer Counties' performance from fiscal year 2002-2003 to 2006-2007 for air quality. For the fiscal year 2002-2003 the organization performed at 100% and in 2006-2007 at 99.7%, a rate change of 0.3%. For all fiscal years, from 2002-2003 to 2006-2007, the organization's air quality index exceeded the Florida Peer Counties comparison, which was 99.4% in fiscal year 2006-2007. Additionally, during the review period of fiscal years 2002-2003 to 2006-2007, the organization exceeded its target of 98%.
7.1a	Service performance results reported for <i>Comparative CRS Ratings</i> (Figure 7.1-2) show the organization has experienced sustained favorable ratings during the review period starting in fiscal year 1994-1995 through fiscal year 2006-2007. The organization achieved a four-point rate decrease, on a ten-point scale, towards a more competitive rate, starting with a score of 9 in fiscal year 1994-1995 and reaching its current score of 5 in fiscal year 2006-2007. The organization exceeded the performance of its peer communities by ratings ranging from one to ten as follows: Broward 8, Palm Beach, Orange, and Hillsborough 6. During fiscal year 2006-2007, county residents achieved insurance savings in the amount of \$17 million.

Item Reference	Strengths
7.1a	Service performance results reported for <i>Status of Contaminated Sites in Miami-Dade County</i> (Figure 7.1-3) show the organization has incrementally restored more contaminated sites, from approximately 1250 in 1996 to approximately 2700 in 2007.
7.1a	Service performance results reported for <i>Annual Average Total Coliform Samples in Compliance with Water Quality Criteria</i> (Figure 7.1-4) show the organization has achieved a high level of performance in the percentage of samples in compliance for Biscayne Bay from a 96.1% in 2002 to 95.5% in 2006. The organization exceeded the target measure of 95% every year during the review period of 2002 to 2006. Simultaneously, the organization achieved a 49 percentage point increase for the Miami River samples in compliance that started at 27.8% in 2002 and reached 77.6% at the end of the review period in 2006.
7.1a	Service performance results reported for <i>Acres of EEL Purchases (2004-2007)</i> (Figure 7.1-6) show the organization has increasingly acquired more environmentally endangered lands from 64 acres in fiscal year 2003-2004 to 1097 acres in fiscal year 2006-2007. The organization exceeded its target of 850 acres by procuring an additional 247 acres in 2006.
7.1a	Service performance results for <i>Tree Canopy Restored as a Result of Permitting</i> (Figure 7.1-8) show variable levels of restoration for 2007. The organization carried out tree canopy restorations from 58,473 square feet in January to 15,055 square feet in September, with a high square footage of 157,649 in May.
7.1a	Service performance results for <i>Habitat and Artificial Reef Restoration Activities (Cumulative up to 2007)</i> (Figure 7.1-9) show the organization has cumulatively restored 437 habitat acres since 1985 and completed 218 artificial reef projects.
Item Reference	Opportunities For Improvement
7.1a	Service performance results for <i>History of Sewage Overflows</i> (Figure 7.1-5) show the organization experienced increasing numbers of events from 45 in fiscal year 2002-2003 to 111 in fiscal year 2006-2007 and a high of 144 in fiscal year 2005-2006.

Item Reference	Opportunities For Improvement
7.1a	<p>Service performance results for the Natural Forest Communities <i>NFC Inventory</i> (Figure 7.1-7) show cumulative data for the period from 1986 to 2007. Although the graph indicates a universe of 3,647 acres with 384 acres or 11% identified as lost and 3,263 acres or 89% noted as existing inventory, the results are not segmented by year and there are no comparisons or trends reported.</p>
7.1a	<p>Cumulative numbers of reefs and habitat restorations data provided for <i>Habitat and Artificial Reef Restoration Activities (Cumulative up to 2007)</i> (Figure 7.1-9) are not segmented by year, and trends were not provided.</p>
7.1a	<p>There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent best practices for:</p> <ul style="list-style-type: none">• <i>Status of Contaminated Sites in Miami-Dade County</i> (Figure 7.1-3)• <i>History of Sewage Overflows</i> (Figure 7.1-5)• <i>Acres of EEL Purchases (2004-2007)</i> (Figure 7.1-6)• <i>Tree Canopy Restored as a Result of Permitting</i> (Figure 7.1-8)• <i>Habitat and Artificial Reef Restoration Activities (Cumulative up to 2007)</i> (Figure 7.1-9)

7.2 Customer-Focused Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key customer-focused results for customer satisfaction, customer-perceived value, and customer loyalty. Results should be segmented by product and service types and groups, customer groups, and market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.2a(1)	Results for indicators of customer satisfaction for <i>FY 2006-2007 Customer Satisfaction Survey</i> (Figure 7.2-1) show the organization performed better than the peer department in 2006 with 95% versus 80% for the peer department, and 92% versus 83% in 2007.
7.2a(1)	Results for indicators of customer satisfaction for <i>Customer Satisfaction Results for Adopt-A-Tree Events</i> (Figure 7.2-2) show the organization achieved high levels of customer satisfaction as shown by their 99.1% level on August 18 th and 100% level on October 13 th , all dates in 2007. Simultaneously, the percentage of repeat customers has fluctuated from 55% on August 18 to 52% on October 13, with a low of 42% on September 15.
7.2a(2)	Results for indicators of customer perceived value for <i>Baynanza Volunteer Participation</i> (Figure 7.2-3) show the organization has performed at a high sustainable level, meeting its target of 6,000 volunteers for each of the three fiscal years in this seasonal event: 2004-2005 with 6,511 volunteers; 2005-2006 with 6,000 volunteers; and 2006-2007 with 6,515 volunteers.

Item Reference	Opportunities For Improvement
7.2a(1)	Results for indicators of customer satisfaction for <i>FY 2006-2007 Customer Satisfaction Survey</i> (Figure 7.2-1) show the organization has declining levels of performance. The percent of excellence responses were at 95% in 2006, and 92% in 2007. In 2007, the organization performed four percentage points below the Miami-Dade County Health Department, Best Peer and GSA Winner, that scored 96%.

Item Reference	Opportunities For Improvement
7.2a(1)	Performance trend results were not reported for customer perceived value results as shown in <i>2002 Customer Survey: Resources Most Important to Address</i> (Figure 7.2-4) public opinion survey. Results of the survey range from a highest concern at 57% for Air Pollution to 13% for Loss of Tree Canopy. Results were not provided for the years 2003-2007.
7.2a(1,2)	There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent best practices for: <ul style="list-style-type: none">• <i>Customer Satisfaction Results for Adopt-A-Tree Events</i> (Figure 7.2-2)• <i>2002 Customer Survey: Resources Most Important to Address</i> (Figure 7.2-4)
7.2a(1,2)	Customer satisfaction results were not reported by the organization for: <ul style="list-style-type: none">• Satisfaction results segmented by customer groups<ul style="list-style-type: none">- Approval Seekers- Regulated Businesses- Agency Customers- Partners and All Residents- Policy Makers- Adjacent Neighbors• Customer complaints• Customer commendations• Volunteer satisfaction

7.3 Financial and Market Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key financial and marketplace performance results by customer or market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.3a(1)	Results for financial performance reported in <i>Actual to Planned Revenue Ratio</i> (Figure 7.3-1) show the organization experienced sustained performance levels during the review period attaining scores from 99% in fiscal year 2002-2003, 104.6% in fiscal year 2003-2004, 101% in fiscal year 2004-2005, 103.2% in fiscal year 2005-2006, and 92.7% in fiscal year 2006-2007. The organization exceeded its goal of 100% in three of the past five years.
7.3a(1)	Results for financial performance reported in <i>Actual to Planned Expenditure Ratio</i> (Figure 7.3-2) show the organization's performance was favorable, achieving 92.5% in fiscal year 2002-2003, 98.8% for fiscal year 2003-2004, 93.7% for fiscal year 2004-2005, 96.3% for fiscal year 2005-2006, and 88.5% for fiscal year 2006-2007. The organization exceeded its goal of 95% in two of the five years, fiscal years 2003-2004 and 2005-2006.
7.3a(2)	Results for marketplace performance reported in <i>Change Orders</i> (Figure 7.3-3) for water management and restoration construction projects show that the organization's percentage was favorably below target with 1.2% for Additional Change Order Funding and 1.4% for Unencumbered Funds due to Bid Rejection for the six year period of 2001-2006. The target was 5% for both categories.
Item Reference	Opportunities For Improvement
7.3a(1)	<p>There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent best practices for:</p> <ul style="list-style-type: none"> • <i>Actual to Planned Revenue Ratio</i> (Figure 7.3-1) • <i>Actual to Planned Expenditure Ratio</i> (Figure 7.3-2) • <i>Change Orders</i> (Figure 7.3-3).

Item Reference	Opportunities For Improvement
7.3a(1,2)	<p>The organization did not provide financial and market outcome results for the following:</p> <ul style="list-style-type: none">• Return on investment• Operating margins• Cost avoidance• Costs related to volunteer activities• Other financial results, such as days to pay invoices, costs related to the administration of programs, and grant administration.

7.4 Workforce-Focused Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key workforce-focused results for workforce engagement and for its workforce environment. Results should be segmented to address the diversity of the workforce and workforce groups and segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.4a(2)	Results reported for workforce engagement, satisfaction, and development show for <i>Employee Leadership Development Participation</i> (Figure 7.4-2) that the organization has incrementally increased the number of employees attending leadership development courses for five of the last six fiscal years from nine in fiscal year 2001-2002 to 20 in fiscal year 2006-2007, with a high of 30 in fiscal year 2005-2006.
7.4a(2)	Results reported for workforce engagement, satisfaction, and development for <i>Employee Participation in DERM-Sponsored Community Events</i> (Figure 7.4-3) show: <ul style="list-style-type: none"> <li data-bbox="513 1087 1435 1266">• The organization has incrementally improved its performance, increasing employee participation from 50% in fiscal year 2002-2003, 75% in fiscal year 2003-2004, 84% in fiscal year 2004-2005, 71% in fiscal year 2005-2006, and 89% in fiscal year 2006-2007. <li data-bbox="513 1287 1435 1430">• Employee participation in the Baynanza Adopt-A-Tree varied, but over time increased from 27% in fiscal year 2002-2003, to 23% in fiscal year 2003-2004, 25% in fiscal year 2004-2005, 24% in fiscal year 2005-2006, and 31% in 2006-2007.
7.4a(2)	Results for workforce capability and capacity for <i>Hours of Employee Training</i> (Figure 7.4-5) show the organization's investment in employee development is favorable for the number of training hours, which include 12,159 in fiscal year 2003-2004 to 9,292 in fiscal year 2006-2007. The organization exceeded its target of 4,000 and 9,000 hours in fiscal year 2005-2006 and 2006-2007 respectively.
7.4a(2)	Results for workforce capability and capacity for <i>% Employee Participation in Elective Computer Services Training</i> (Figure 7.4-6)

Item Reference	Strengths
	<p>show the organization experienced shifting, but favorable percentages of employees attending elective computer services training from 36% in fiscal year 2002-2003 to a high of 48% in fiscal year 2006-2007. Further, the organization exceeded its target of 20% each fiscal year in the review period.</p>
7.4a(3)	<p>Workforce climate, workforce services, and benefits results provided for <i>Workers Compensation Analysis</i> (Figure 7.4-7) show the organization experienced a favorable trend in number of worker compensation claims from a high of 25 in 2002 to 19 in 2007, with the lowest number of 10 claims experienced in 2005. During 2007 an increase in the number of claims was attributed to tar fumes exposure reports at one of the organization's locations.</p>
Item Reference	Opportunities For Improvement
7.4a(1)	<p>Workforce engagement, satisfaction, and development results reported in <i>Employee Satisfaction Survey</i> (Figure 7.4-1) show that the organization's first employee satisfaction survey, administered in 2007, achieved a 66% level of satisfaction, which did not meet the goal of 71% and is nine percentage points below comparable results for the Governor's Sterling Award recipient Miami-Dade County Health Department selected for comparison purposes.</p>
7.4a(2)	<p>Workforce capability and capacity results for <i>Turnover Rate & Internal Promotions</i> (Figure 7.4-4) show the organization experienced unfavorable levels of turnover rate from 10.8% in fiscal year 2001-2002, 9.2% for fiscal year 2002-2003, 8.1% for fiscal year 2003-2004, 9.6% for fiscal year 2004-2005, 8.2% for fiscal year 2005-2006, to a high of 11.7% in fiscal year 2006-2007. The percent internal promotion rate has declined from a high of 3.7% in fiscal year 2003-2004 to 11.2% in fiscal year 2006-2007.</p>
7.4	<p>There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent best practices for:</p> <ul style="list-style-type: none"> • <i>Employee Leadership Development Participation</i> (Figure 7.4-2) • <i>Employee Participation in DERM-Sponsored Community Events</i> (Figure 7.4-3)

Item Reference	Opportunities For Improvement
	<ul style="list-style-type: none">• <i>Turnover Rate & Internal Promotions</i> (Figure 7.4-4)• <i>Hours of Employee Training</i> (Figure 7.4-5)• <i>% Employee Participation in Elective Computer Services Training</i> (Figure 7.4-6)• <i>Workers Compensation Analysis</i> (Figure 7.4-7)• Employee training
7.4a	Results for workforce capability and capacity are not reported by employee segments.
7.4	Results for workforce capability and capacity are not reported for: <ul style="list-style-type: none">• Employee Recognition• Employee Suggestions• Employees with Individual Development Plans (IDP)• Safety Training• Training Effectiveness• Employee Recruitment• Ethics Training

7.5 Process Effectiveness Outcomes

Scoring Range: 30% - 45%

This section of the criteria asks your organization to summarize its key operational performance results that contribute to the improvement of organizational effectiveness, including its readiness for emergencies. Results should be segmented by product and service types and groups, by processes and location, and by market segments, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.5a(1)	Results for work systems operational performance and workplace preparedness reported for <i>External Performance Audit of the Ambient Air Monitor Performance Program: % Satisfactory Audits</i> (Figure 7.5-1) show the organization consistently performed at sustained high levels of 100% from 2003 to 2007, decreasing slightly to 97.6% in 2006.
7.5a(1)	Work systems operational performance and workplace preparedness results reported for <i>External Performance Audit of the Storage Tanks Inspection Program</i> (Figure 7.5-2) show the organization operated at increasingly higher levels during the review period starting at 77.8% in 2002, reaching 99% in 2007. During the review period the organization matched its best peer county in 2007 and exceeded the state average of 95.2%.
7.5a(1)	Results for work systems operational performance and workplace preparedness reported for <i>External Performance Audit of the DERM Laboratory</i> (Figure 7.5-3) show the organization operated at sustained high levels during the review period starting at 98.5% in fiscal year 2003-2004 reaching 99.8% in fiscal year 2006-2007. The organization exceeded its goal of 95% and the state average of 95.2% for each year.
7.5a(1)	Work systems operational performance and workplace preparedness results reported for <i>Air Monitoring Collection Efficiency Performance</i> (Figure 7.5-5) show the organization has performed at a sustained high level for the efficiency of air collection monitoring starting with 99.9% in fiscal year 2001-2002, reaching 98.3% in fiscal year 2006-2007. During the review period the organization exceeded its Florida peer county average on two occasions, most recently in fiscal year 2006-2007 when it exceeded it by 1.2 percentage points.

Item Reference	Strengths
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>% of UCVNs Upheld by the Hearing Officer</i> (Figure 7.5-6) show the organization sustained high performance at 100% for three of the five years, starting at 86% in 2002 and reaching 100% in 2007. The organization exceeded its 95% goal on three occasions, most recently in 2007.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>Overall Efficiency (% Site Rehabilitation Documents Reviewed within 60 days)</i> (Figure 7.5-7) show the organization sustained favorable high levels above 90%, from 93% in 2000 to 90% in 2007. The organization exceeded its 90% goal each of the eight years from 2000 through 2007.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>% Enforcement Actions Completed On-Time</i> (Figure 7.5-8) show the organization operated at high levels of performance completing 95% of enforcement actions on-time in fiscal year 2002-2003 and 94% in fiscal year 2006-2007.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation provided for <i>Plan Review Efficiency</i> (Figure 7.5-12) show the organization's performance of Plan Review Efficiency shows improvements for the period of 2000 at 93% to 96% in 2005. In 2006, the measurement system changed based on the changes in the scope of services. The goal for residential is 4 days, and 8 days for commercial. After this change, in the measurement system, the organization's results improved from 91% in 2006 to 95% in 2007.
7.5a(2)	Key work processes performance, and effectiveness, efficiency, and innovation results reported for <i>% Laboratory Samples Analyzed On-Time</i> (Figure 7.5-13) show the organization achieved high levels of performance, starting at 91% in fiscal year 2002-2003, reaching 98% in 2006-2007. During the review period the organization exceeded its goal of 80% from fiscal years 2002-2003 thru 2005-2006, and 90% in 2006-2007.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation provided for <i>% Projects Completed On-</i>

Item Reference	Strengths
	<i>Time</i> (Figure 7.5-14) show the organization achieved 85% completed on-time for the stormwater and drainage infrastructure upgrade in 2006. The goal was 80%.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation <i>Water Sample Collection Activities</i> (Figure 7.5-15) for fiscal year 2007-2008, first quarter, show that the organization achieved 98% for percent surface water samples collected on-time. The goal was 95%.
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation for <i>% of Water Samples that Meet QA/QC criteria</i> (Figure 7.5-16) show that the organization achieved 100% of surface water, wellfield samples, and ambient groundwater standards in fiscal year 2006-2007. The goal was 95%.
Item Reference	Opportunities For Improvement
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>Sanitary Nuisance Response Within 24 Hours</i> (Figure 7.5-10) show the organization had varying performance levels between fiscal years 2001-2002 and 2006-2007, with a low of 84% in 2005-2006, 91% in fiscal year 2001-2002, and 93% in fiscal year 2006-2007. The organization did not achieve the goal of 92% in fiscal years 2001-2002, 2004-2005,
7.5a(2)	Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>% of Air Facilities Inspected On-Time</i> (Figure 7.5-9) show the organization has not sustained its performance during the review, decreasing from 100% in fiscal year 2002-2003 to 87% in fiscal year 2005-2006. Additionally, data for fiscal year 2006-2007 was not reported. The inspected on-time goal is 90%.
7.5a(2)	Key work processes performance, and effectiveness, efficiency, and innovation results reported for <i>General Complaint On-Time Response</i> (Figure 7.5-11) show the organization has experienced variances in its performance during the review, decreasing from 89% in fiscal year 2002-2003 to 88% in fiscal year 2005-2006, and not achieving the goal of 90% in fiscal years 2005-2006 and 2006-2007.

Item Reference	Opportunities For Improvement
7.5a(2)	<p>Results for key work processes performance, and effectiveness, efficiency, and innovation reported for <i>Water Sample Collection Activities</i> (Figure 7.5-15) show the organization's goal was 95% for the percent of wellfield samples collected on time for fiscal year 2007-2008 first quarter; however, the collection rate achieved was 92%.</p>
7.5	<p>There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent best practices:</p> <ul style="list-style-type: none">• <i>External Performance Audit of the Ambient Air Monitor Performance Program: % Satisfactory Audits</i> (Figure 7.5-1)• <i>Combined QC Results: Critical and General Impact FY 2006-2007</i> (Figure 7.5-4)• <i>% of UCVNs Upheld by the Hearing Officer</i> (Figure 7.5-6)• <i>Overall Efficiency (% Site Rehabilitation Documents Reviewed within 60 days)</i> (Figure 7.5-7)• <i>% Enforcement Actions Completed On-Time</i> (Figure 7.5-8)• <i>% of Air Facilities Inspected On-Time</i> (Figure 7.5-9)• <i>Sanitary Nuisance Response Within 24 Hours</i> (Figure 7.5-10)• <i>General Complaint On-Time Response</i> (Figure 7.5-11)• <i>% Laboratory Samples Analyzed On-Time</i> (Figure 7.5-13)• <i>% Projects Completed On-Time</i> (Figure 7.5-14)• <i>% of Water Samples that Meet QA/QC criteria</i> (Figure 7.5-16)

7.6 Leadership Outcomes

Scoring Range: 10% - 25%

This section of the criteria asks your organization to summarize its key governance and senior leadership results including evidence of strategic plan accomplishments, ethical behavior, fiscal accountability, legal compliance, social responsibility, and organizational citizenship. Results should be segmented by organizational units, as appropriate. Appropriate comparative data should be included.

Item Reference	Strengths
7.6a(1)	Results for accomplishment of strategy and action plans provided in <i>DERM's Long Term CO2 Reduction Plan Results</i> (Figure 7.6-1) show the organization's performance experienced a positive increase from 12,837,952 metric tons for the period from 2000 to 2005, to 21,224,879 metric tons for 6-year period of 2000-2005.
7.6a(1)	Results for accomplishment of strategy and action plans provided in <i>Percent of Action Plans Developed and Deployed</i> (Figure 7.6-2) show the organization achieved 100% of the Strategic Action Plan and 100% of the Human Resource Retention/Recruitment Plan Deployed On-Time. The organization's goals were 80% and 75% respectively for each plan.
7.6a(2)	The organization reported there have been no breaches of ethical behavior by the organization or its leaders (no figure).
7.6a(3)	Fiscal accountability results provided in <i>Fiscal Accountability of Leadership: % Carryover of Budget</i> (Figure 7.6-4) show the organization consistently performed at a high level by maintaining the percent of carryover of budgets from 7.2% in fiscal year 2002-2003 to 9.9% in fiscal year 2006-2007. The only exception occurred during fiscal year 2005-2006, with a rate of 10.9%. The organization's goal is 10%.
7.6a(5)	Organizational citizenship results provided in <i>Support of Key Communities through Environmental Education Events</i> (Figure 7.6-5) show the organization has presented a high number of environmental education events in support of key communities ranging from 528 in fiscal year 2003-2004, 604 in fiscal year 2004-

Item Reference	Strengths
	<p>2005, and 432 in fiscal year 2006-2007. The organization has exceeded its goals of 470 in fiscal year 2003-2004, 494 in fiscal year 2004-2005, and 288 in fiscal year 2006-2007. The only exception occurred in fiscal year 2005-2006, where the goal was missed by four events.</p>
7.6a(5)	<p>Organizational citizenship results provided in <i>United Way Funds Raised</i> (Figure 7.6-6) show the organization experienced favorable increases in the amount of funds raised for the United Way from \$17,476 in 2003 to \$23,000 in 2006. In 2007 the organization experienced a decrease in the amount raised, not achieving its goal of \$23,000 by \$6,443.</p>
7.6a(5)	<p>Organizational citizenship results provided in <i>Holiday Toy Drive # of Gifts Collected</i> (Figure 7.6-7) show the organization has experienced sustained favorable increases during the review period starting with 100 gifts collected in 2001 and reaching 225 in 2005. For fiscal year 2007-2008, first quarter, the organization has achieved approximately 300 gifts collected.</p>
Item Reference	Opportunities For Improvement
7.6a(2)	<p>No trend results are reported for ethical behavior, breaches, and trust in leaders and governance as provided in <i>Employee Opinion Survey % Employees; DERM has High Standards and Ethics</i> (Figure 7.6-3). The survey completed in fiscal year 2006-2007 reflected that 74% of the employees feel the organization has high standards and ethics, and 16% were neutral.</p>
7.6a(5)	<p>Organizational citizenship results provided in <i>Employee Participation in the County Blood Drive & Habitat for Humanity</i> (Figure 7.6-8) show the organization experienced no overall improvements in the levels of participating for the County blood drive with approximately 16 in 2003, 17 in 2004, 15 in 2005, 12 in 2006, and 16 in 2007. Participation for the Habitat for Humanity has fluctuated from 25 in 2005, 21 in 2006, and 27 in 2007.</p>
7.6	<p>There are no comparisons presented by the organization for other organizations that provide similar products and services, or represent</p>

**Item
Reference****Opportunities For Improvement**

best practices for some leadership and social responsibility results including:

- *DERM's Long Term CO2 Reduction Plan Results* (Figure 7.6-1)
- *Percent of Action Plans Developed and Deployed* (Figure 7.6-2)
- *Employee Opinion Survey % Employees; DERM has High Standards and Ethics* (Figure 7.6-3)
- *Fiscal Accountability of Leadership: % Carryover of Budget* (Figure 7.6-4)
- *Environmental Education Events* (Figure 7.6-5)
- *United Way Funds Raised* (Figure 7.6-6)
- *Holiday Toy Drive # of Gifts Collected* (Figure 7.6-7)
- *Employee Participation in the County Blood Drive & Habitat for Humanity* (Figure 7.6-8)