



# **2010 Governor's Sterling Award Feedback Report**



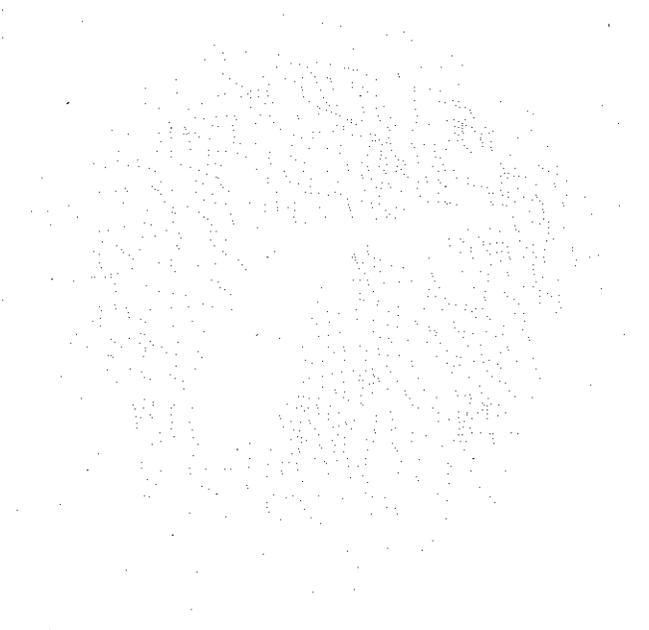
**Miami-Dade County Department of Solid  
Waste Management**

**April 2010**

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

PHYSICS 354



PHYSICS 354

THE UNIVERSITY OF CHICAGO

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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.

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- o Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- o 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.
- o 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.
- o 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.
- o 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 Solid Waste Management is in the maturing stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Workforce Focus, and Process Management. Some of the most important strengths include:

- o Senior leaders exemplify personal involvement in all aspects of leading the Department, including their current visionary work on the Fifty-Year Master Plan, and deploying the Department's mission, vision, and values through personal actions on a daily basis. During the annual planning and budgeting processes, the senior leaders meet with each Division to review proposed budgets and activities to assure alignment with the County's Strategic Plan and Departmental two-year Business Plan. They create a focus on actions to accomplish the Department's objectives, improve performance, and attain its vision through performance measurement and senior management appraisal systems. Performance measures are developed, tracked, cascaded into the Department, and used to communicate performance through the Active Strategy Enterprise (ASE) information system. Senior leaders routinely interact with employees in the field. The Department Director and other senior leaders demonstrate their respect for employees and dedication to being honest and fair to all by personal involvement in all employee issues from disciplinary actions to promotions. All senior leaders are involved in mentoring employees and maintaining consistency with the Department's value of public service leadership. The Department's leadership and employees consider societal well-being and benefit an inherent part of its purpose and mission, affecting every significant activity. This consideration underlies all of the Department's activities, such as safe and timely collection of trash, environmentally responsible disposal of waste, proper handling of hazardous waste, collection and reuse of methane, and implementation of recycling programs.
- o The Department has a strong workforce focus. The Department informally determines the key factors that affect workforce engagement through historical data, open door input, and performance improvement plans. Multiple methods are used to communicate with employees including email, weekly staff meetings, and tailgate meetings with supervisors. The Department's core competencies and strategic challenges, ethics and ethical practices are addressed during New Hire Orientation and other mandated employee training sessions. Succession planning related to leadership and to critical skill positions is a strong focal point. Senior leaders create Departmental sustainability by participating in succession planning and personnel development activities. The Department manages its workforce capability and capacity through a variety of methods, such as through the annual budget process in which performance gaps or needed workforce development are identified. The PeopleSoft Recruitment Management System, bulletin boards, a centralized website, and other methods, such as trade publications for specialized positions, are used to recruit and hire employees. Through forward thinking, planning, and training, the Department is able to minimize impacts to its workforce when changes such as automation affect the employees. Workplace environmental factors and safety are ensured through dedicated safety officers and a Departmental Safety Committee, monthly safety inspections, and meetings every other month to monitor and address any safety concerns.
- o The Department has a variety of processes to determine its core competencies, design its work systems, and manage its key processes to deliver customer value. Design is

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conducted by Divisional management with input from key personnel and internal experts, and innovation is identified by leadership as part of the annual Business Planning Process. The Department's work systems and key work processes relate to and capitalize on its core competencies. The performance is monitored and supported through the Active Strategies Enterprise (ASE) scorecards. The Department incorporates input from customers, suppliers, and partners to help determine key work process requirements. Supplier and partner requirements are generally established as part of contracts and service agreements. Work system and workplace preparedness for disasters or emergencies is accomplished through the Continuity of Operations Plan, the Hurricane Preparedness Plan, and the annual Hurricane Preparedness Plan training. The Department designs and innovates work processes to meet key requirements through incorporating new technology, such as the Resources Recovery Facility and the implementation of the Universal Trailer. External partners manage several key processes, such as the Resource and Recovery Waste-to-Energy Facility. Department leaders are in direct and regular contact with the partners to ensure contract specifications are met and solicit input on improving operations. Some work process lessons learned are shared through the Department to drive learning and innovation through a variety of methods, including monthly Business Review and Divisional meetings.

There are opportunities for improvements that include:

- An opportunity exists for the Department in the systematic deployment and evaluation of current approaches. The Department has many approaches in place, but they are not always consistent and systematic across the Department. There is a less-than-full deployment of the approach to developing human resource plans linked to and supporting the accomplishment of Business Plan goals and strategic objectives. Additional areas that lack systematic evaluation include the Department's strategic planning process and customer listening and complaint management processes.
- The organization is in the early stages of using comparative and benchmark data and information in a meaningful way. The organization has not fully deployed systematic processes to select, collect, align, and integrate data for tracking progress relative to action plans, a process to ensure the effective use of key comparative data, and ensure that data analysis conducted at the program level are conducted at a consistent level of depth to ensure valid conclusions are identified. The Department primarily uses historical comparisons within its own organization. Leadership and staff are cognizant of similar organizations and operations; however, there is no systematic and concerted effort to identify, collect, and use comparative data and information to evaluate and project relative performance. For instance, while the Department has some industry information about types of solid waste disposal, costs, and tonnage in other places, no explicit in-depth performance information is sought or collected. Without collecting and analyzing external comparative data, the Department will not know its relative standing in the industry, or use the data and information to set stretch goals and to promote major breakthrough improvements in areas most critical to its success.
- The organization does not systematically evaluate workforce engagement and satisfaction. Although anecdotal information is gathered and used to evaluate its leadership development programs, there is no systematic review of the effectiveness of these programs in preparing employees for increased responsibility and continued employment. There is no comprehensive assessment method to determine, track, analyze, and improve the levels of engagement and satisfaction for employees overall or by employee group or segment, such as classification and work place location.

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The Organizational Performance Results category assesses Miami-Dade County Department of Solid Waste 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:

- o Favorable trends are reported for many performance results, including: disposal capacity; total volume of recycled materials; reduced customer complaints in areas such as household garbage, recycling, and regular bulky waste; maintaining a bond rating at AAA since Fiscal Year 2005; safety, such as decreased Workers' Compensation claims from 297 in Fiscal Year 2005 to 92 in Fiscal Year 2009; meeting regulatory requirements at 100% at the landfills continuously since Fiscal 2005; and societal responsibility, such as increasing United Way contributions every year from 2005 to 2009.
- o Favorable trends and comparisons show strength through reported results for waste to energy and biomass fuel and total waste landfilled.
- o Comparative results and projections in key measures of importance to the organization are not reported, such as those related to:
  - Service performance results including route completions, response time for bulky waste pickup and illegal dumping, and electric revenues and recycling tonnages; and
  - Customer dissatisfaction results including customer complaints.
- o There are some unfavorable trends in performance results related to financial performance, such as revenue generated by landfills and revenue generated by disposal fees.
- o Unfavorable trends were reported related to operational performance of work systems for areas such as crew efficiency, fleet expenditures, and bulky waste tonnage.
- o There are some important results that were not reported. Some significant examples include results for customer satisfaction of disposal customers, public education and outreach activities, workforce engagement and satisfaction, workforce or leadership development activities, workplace preparedness for disasters or emergencies, operational performance of key work processes, code enforcement, and ethical behavior and breaches.

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## 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: 70% - 85%**

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 deploy the Department's mission, vision, and values through the leadership system, to the workforce, to key suppliers and partners, and to customers in a variety of ways. The current mission statement was chosen through a Department-wide contest. Employees suggested alternatives and voted on the suggestions, which were later confirmed by the leadership team. The Director and Deputy Directors informally review the mission of the Department daily, using it as a basis for decision-making. A formal review of the mission takes place at the annual Leadership Retreat. The mission, vision, and values are deployed to the workforce through various Departmental plan documents, discussion at staff retreats, inclusion in the strategic objectives, signage, staff meetings, business cards, and employee newsletters. Employees at all levels are committed to customer service. Deployment to key suppliers and partners is accomplished through contractual provisions and regular contact with Division Directors and staff by phone, email, and in weekly meetings with contractors. In these interactions, the Department's commitment to customer service and environmental protection is emphasized. Mission, vision, and values are communicated to customers and stakeholders through inclusion in the Department's pamphlets and publications, and on the website.</p>
1.1a(1)	<p>Senior leaders' personal actions reflect a commitment to the Department's values on a daily basis. For example, the Department Director demonstrates her respect for her employees and her dedication to being honest and fair to all by personal involvement in discipline matters, such as suspensions, demotions, or dismissals. On the operations side, senior leaders maintain personal connections to employees in the field by making frequent site visits and participating in ride-alongs. These relationships allow the senior leaders to be sensitive to the diversity of their skilled workforce. All senior leaders are involved in mentoring employees and maintaining consistency with the Department's value of public service leadership development.</p>

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Item Reference	Strengths
1.1a(2)	<p>Senior leaders personally promote a Departmental environment that fosters, requires, and results in legal and ethical behavior through training, a progressive discipline process, and personal reviews of purchases. For example, in-house training is provided on ethics, diversity, and sexual harassment. Senior leaders comply with the County's procedures to identify potential malfeasance, and all breeches of ethics are subject to a progressive discipline process up to and including dismissal. The Director personally handles employee discipline, and often includes Deputy Directors in these sessions in order to model appropriate management of discipline referrals. In addition, the Director has met personally with employees in the field and with union officials to assure them that she will consistently enforce the discipline policy. The Director also assumes personal responsibility for approval of all unusual or high-cost items. Requests are reviewed on a case-by-case basis and require her signature before purchases are made.</p>
1.1a(3)	<p>Senior leaders create an environment for performance improvement, and create an environment for and participate in Departmental and workforce learning in a variety of ways. Senior leaders stress Departmental performance improvement through business and performance reviews, signage referring to the Department's drive for excellence, and recognition of accomplishments. Each member of the Senior Management Team signs an annual statement of commitment, which is reviewed at least twice per year. All performance reviews roll up to the next level scorecards. Examples of training opportunities include: New Employee Orientation, the Supervisor Certification Program, the Supervisor Academy, leadership training for senior management, and a number of trainings, such as ethics and customer service, offered through the County. A monthly training calendar is available to all staff. Partial tuition reimbursement is also available to employees who seek higher education courses. Senior leaders have also adopted and enhanced the County's mentoring program. Through this program, employees within the Department's divisions are given the opportunity to observe senior leaders in a variety of roles, participate in learning opportunities such as leading meetings, and receive personalized feedback on ways to enhance their professional skills.</p>
1.1a(3)	<p>Senior leaders create a sustainable Department by participating in succession planning for key positions, including critical skill positions that are expected to be vacated within five years. Required skills are determined, and the positions are advertised internally in order to allow current employees the opportunity to declare their interest in the position and to design a personal development plan in order to gain the necessary skills. These employees are given opportunities to work with the current position holder to gain knowledge and skills required. Current leaders mentor potential successors in a number of ways including personal conversations, providing leadership opportunities, and</p>

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Item Reference	Strengths
	<p>encouraging job shadowing. For example, the current Fiscal Resources Manager is mentoring an employee within his Division in order to share his processes and his "way of thinking" so that there will be a smooth transition when he chooses to leave the position. These leaders go beyond the County's succession planning requirements in order to be sure that Departmental knowledge is shared with their potential successors.</p>
1.1a(3)	<p>Senior leaders create a sustainable Department by taking a long view of financial and operational processes. The Department is designing a 50-Year Master Plan, which is in the final phase of development. Upon its completion, the plan will guide the Department's annual two-year Business Planning process. The 50-Year Master Plan provides a framework for the Department's policies and decisions, operational efficiencies, funding mechanisms, waste stream analysis, waste diversion, and facility needs for the next 50 years. For example, the Department is required to have five years of landfill capacity available at all times. As landfills begin to near capacity, which is projected for 2020, the Department must plan for additional space, and/or ways to decrease the amount of material being sent to landfills. This requires a long-term outlook, as much of the county is comprised of environmentally sensitive land. Preparation and protection of these sites is very time-intensive.</p>
1.1b(1)	<p>Senior leaders communicate with the workforce in many ways. Information is communicated through email, phone calls, and a variety of face-to-face meetings, including Monthly Business Review meetings. A Supervisors' Forum has also been established. Leadership team members make site visits to field and operations staff, retreats are held for senior management and supervisors, notices are distributed in with pay stubs, and a quarterly newsletter is distributed. All employees are encouraged to bring ideas forward. For example, an executive assistant noticed that assignments delegated by the Director were hard to track, often resulting in late responses and duplicated work. She worked with the Information Systems Department to design a system which tracks and communicates to all employees who are part of the assignment. Tasks are now assigned, flagged and tracked, resulting in on-time completion and no duplicated work.</p>
1.1b(2)	<p>Senior leaders create a focus on action to accomplish the Department's objectives, improve performance, and attain its vision through the use of its performance measurement and senior management appraisal systems. Performance measures are developed based on the Departmental Business Plan and are tracked through the Active Strategy Enterprise System. Top level measures are used to develop subordinate measures in order to deploy to all levels of staff. Division scorecards are</p>

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Item Reference

Strengths

analyzed and discussed at Monthly Business Review meetings, and managers are held accountable for performance levels.

Item Reference

Opportunities For Improvement

1.1a(3)

Senior leaders do not systematically create an environment for competitive or role-model performance leadership. For example, the Department has information from within the industry on types of solid waste disposal, costs, and tonnage for other counties around the state, but has not identified the Department's relative position or best in class performance in any of these areas. Additionally, the Department has identified six benchmarks to be incorporated into its 50-Year Master Plan, but has not yet had the opportunity to utilize these resources to determine the Department's standing in the industry. The Department's historical data shows improvement, but without analyzing comparative and benchmark data, the Department may not be able to determine if it is improving as quickly as other similar entities and miss breakthrough opportunities to further its vision of "Delivering Excellence Every Day."

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**1.2 Governance and Social Responsibilities****Scoring Range: 70% - 85%**

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 Department reviews and achieves fiscal and managerial accountability, and transparency in operations through discussion and review of a series of documents, reports, and internal and external meetings. For example, reports range from daily waste tonnage to the Resident Satisfaction Survey and Trends information. Meetings range from daily task assignments to annual meetings with the Office of Strategic Business Management. Areas covered include customer reports and complaints, financial reports, garbage and trash tonnage into the disposal system, and regulatory and other audits. During the budgeting process, the senior leaders meet with each Division to review proposed budgets and to assure alignment with the Strategic Plan. The final approved budget becomes a daily working document against which all purchases are measured. Active Strategy Enterprise reports are reviewed at least monthly and are openly discussed at Monthly Business Review Meetings. Measures not meeting expectations require the measure owner to file a variance report and a plan for corrective action.</p>
1.2a(2)	<p>The Department evaluates the performance of its senior leaders through the County's established annual review process. Leaders are rated on the performance of specific tasks, as well as on the Executive Performance Dimensions of: Leadership, Innovation, Customer Service Focus, Management Skills, and Employee/Self Development. At least one mid-year review must also be conducted. Each Senior Management Team member has an Annual Statement of Commitment (ASC) that rolls up to the supervisor's ASC and through to the Director's ASC. The Director's ASC is linked directly to the Department's Business Plan, which is linked to the Monthly Business Reviews of the Active Strategy Enterprise scorecards. Senior managers commit to an annual personal professional improvement plan. They have the flexibility to choose any improvement and are expected to accomplish those commitments by the end of each fiscal year.</p>
1.2b(1)	<p>The Department addresses adverse impacts on society, anticipates public concerns with current and future products, services, and operations, and prepares for these concerns in a proactive manner in a variety of ways. These include monitoring and assessing potential negative effects by tracking customer calls through the 3-1-1 Call Center, reviewing professional journals, attending professional or</p>

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Item Reference	Strengths
	<p>industry conferences, anticipating regulatory changes, and monitoring internal compliance. Areas of concern are researched and action plans are developed. For example, the Department conducted research into options for mitigating the natural release of methane at landfills. A plan was developed and is being implemented to reduce the negative effects of methane release. This supports the Department's strong commitment to protecting the environment for future generations.</p>
1.2b(1)	<p>The Department's key compliance processes, measures, and goals for achieving and surpassing regulatory and legal requirements revolve around financial and environmental standards. Compliance with the Florida Department of Environmental Protection ensures the development of an effective closed-loop of action, feedback, and reaction. Frequent measurement allows the Department to minimize the risks by acting when small performance gaps occur rather than after significant problems threaten. For example, regular water sampling at landfills is monitored and adjustments are made in response to any variance in measures.</p>
1.2b(2)	<p>The Department promotes and assures ethical behavior in all interactions by full participation in all County initiatives and programs regarding ethical behavior and through enforcement of County policies regarding ethics standards and conflicts of interest. Additional policies are specific to waste operations, such as no scavenging of waste and no acceptance of tips from customers. Breaches in ethical behavior are reported through the various levels of management and can also be reported anonymously to management, the Office of the Inspector General, or the County Police Department's Public Corruption Unit. Reports are investigated and are responded to through the progressive discipline process, up to and including termination. The Department Director personally monitors discipline activity.</p>
1.2c(1)	<p>The Department considers societal well-being and benefit as part of its purpose and mission, affecting every significant activity. For example, this consideration underlies all of the Department's activities such as: safe and timely collection of trash; environmentally responsible disposal of waste; proper handling of hazardous waste; collection, and reuse of methane; and implementation of a recycling program. Employees are committed to keeping the community clean, safe, and disease-free through its waste collection and disposal efforts. The Department also has been successful in its effort to keep rates and fees low, which positively impacts the local economic system.</p>
1.2c(2)	<p>The Department actively supports key communities through involvement in community based activities and by raising funds. For example, the Department was the largest County contributor to United Way last year.</p>

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Item  
Reference

## Strengths

Tours for school and community groups are available at the Department's facilities. A recycling awareness initiative has been put into place, and employees are available to present information to community groups and on local Career Days. In addition, the Department has taken an active role in promoting the Census, and has named two employees as Department representatives. They provide information and encourage members of the community to participate in the Census. These connections to the community reinforce the Department's commitment to customer focus.

Item  
Reference

## Opportunities For Improvement

1.2a(2)

The Department does not systematically use performance evaluations to improve the leadership system. For example, when the Director was first assigned, she and the other senior leaders made changes and reorganized the leadership system. However, there is no systematic means to evaluate on a regular basis and improve the leadership system. Without such a method based on performance reviews of the system as a whole, the Department may not be able to uphold its values of being efficient and effective, action-oriented, and providing public service leadership development.

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## 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: 50% - 65%**

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)	<p>The Department conducts a multi step Strategic Planning Process addressing long- and short-term time horizons. Key steps include: an annual leadership retreat, SWOT exercises, environmental scans, meetings with staff, reviews of the Active Strategy Enterprise System, and the senior leaders' meeting with the County's Budget Office. These steps are associated directly with planning documents that are produced including the County's Strategic Plan, the 50-year Master Plan, the annual two-year Business Plan, the annual budget, and the Five-Year Financial Outlook. Short-term time horizons, defined as one year, are governed by the County budget requirements, and are addressed by the two-year Business Plan and Five-Year Financial Outlook reports. Long-term time horizons, defined by long-term capital planning set in excess of ten years, are addressed by the Master Plan.</p>
2.1a(1)	<p>The Department identifies potential blind spots through its planning process and a variety of methods which include tracking changes in the industry. The Department educates itself on the latest technologies, attends conferences, and communicates regularly with its stakeholders. For example, the Technical Services Division is currently researching a new type of waste-to-energy system called "Plasma Arc" that may be able to burn more waste and leave less ash, which will help alleviate some space issues in the landfill and assist with the landfill space constraints that are anticipated by 2020.</p>
2.1a(2)	<p>The Department ensures its Strategic Planning Process addresses Departmental strengths, weaknesses, opportunities, and threats by reviewing, at the senior level, internal and external influences such as legislative changes, customer feedback and complaints, and industry journals. These reviews are conducted during the annual Strategic</p>

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Reference****Strengths**

Planning Process and are used for annual budget and goal setting. The analyses are further discussed at management retreats and planning sessions that include broad-based participation from staff, consultants, and other stakeholders.

2.1b(2)

The Department addresses strategic challenges and advantages and core competencies by monitoring performance measures linked to Strategic and Business Plan objectives. The Department conducts regular meetings to determine whether the changes in performance are indicative of emerging challenges, advantages, and opportunities for improvement or innovation. For example, the County has set a strategic goal of having an "improved public infrastructure level of service standards and policies" that in turn is addressed by the Department's annual two-year Business Plan, which states that it will "ensure ongoing availability of adequate disposal and transfer facilities." As the Business Plan is aligned to the Strategic Plan, the measures are monitored through the Active Strategy Enterprise (ASE) System and are systematically reviewed monthly at the Director's ASE Review Meeting.

2.1b(2)

The Department ensures that strategic objectives consider and balance the needs of all key stakeholders through planning processes and documents that reflect the range of viewpoints held by stakeholders. This information is gathered from the public via surveys conducted during 3-1-1 Call Center Service Request calls, from other public entities, contractors, local municipalities, bargaining units, and other County government departments. This information is integrated into the Strategic Planning and review processes.

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

2.1a(1)

The Department does not systematically evaluate and improve its Strategic Planning Process. For example, there is no process in place to review the effectiveness and efficiency of each of the multiple steps the Department utilizes to conduct its strategic planning to ensure continuous improvement and currency of those steps. Lack of systematic review and learning could result in missed opportunities to streamline or avoid rework in the Strategic Planning Process which may negatively impact the strategic challenge of long-term financial/cost management for a financially self-supporting, proprietary fund organization.

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**2.2 Strategy Deployment****Scoring Range: 50% - 65%**

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(2)	<p>Departmental action plans are developed and deployed to the workforce and modified, as circumstances require, by the staff and managers responsible for the relevant area of operations. For example, the Procurement and Contracts Management Division needed "an overhaul" in 2008-2009. Action plans were developed that included issues, implementation plans, timelines, staff assigned, and measurements to determine success. With these action plans, the Division was able to identify its needs and work toward improved Division processes while keeping timeframes, personnel, and budgetary needs on track.</p>
2.2a(3)	<p>The Department ensures that financial resources are available to support the accomplishment of its action plans, while meeting current obligations by using a careful and thorough budgeting process in which priorities are addressed by the Senior Leadership Team. This process and the resulting budget documents go through several levels of review. Both the Department and Division's budget staff develop dollar values to accompany various project activities based on similar past initiatives or other research. Any new initiatives receive an enhanced level of scrutiny. A review is performed by the County's Budget Officer and by the Department's Bond Engineer who is responsible for reporting the adequacy of the Department's finances to holders of the Department's bond debt. This process is repeated annually through the budgeting and planning processes.</p>
2.2a(4)	<p>Modified action plans are established then deployed through communication mechanisms, such as emails, phone calls, and team meetings. Additionally, the Active Strategy Enterprise (ASE) System has features that allow the management team to create action assignments and communicate comments linked to those measures and initiatives in the ASE-based online scorecards. These plans are distributed to appropriate areas of the Department following Monthly Business Review Meetings and are then incorporated, as appropriate, within the Master Plan, Business Plan, and/or strategic objectives.</p>
2.2a(6)	<p>The Department ensures that the overall action plan system reinforces Departmental alignment by using the Active Strategy Enterprise (ASE)</p>

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Reference****Strengths**

System to measure goals that are directly tied to the annual two-year Business Plan, which in turn is aligned to the County's Strategic Plan. Additionally, the Department creates "initiatives" in the ASE System and tracks plans that are developed to achieve the Business Plan goals and the measurements to ensure the goals are successful.

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

2.2a(5)

The Department has not systematically established key human resource plans to accomplish short and long-term strategic objectives and action plans. For example, during the transition from manual to automated collection trucks, the Department had an approach to phase in training, and manage attrition, assignments, and resources to ensure that there was no reduction in force due to the transition. However, there is no similar approach to developing human resource plans in support of other Business Plan initiatives. Without determining, identifying, and planning for key human resources to support the Department's action plans/initiatives, the Department may not fully leverage its strategic advantage of a skilled and dedicated staff at all levels to effectively accomplish its plans.

2.2b

The Department does not have projected performance comparisons to its competitors or comparable organizations. The Department's current measures are oriented towards trending past and present performance, and self-comparisons to historical performance. However, there is no system for comparison of the Department's performance, past or projected, to that of relevant organizations. By not understanding its relative current or projected performance, the Department may have difficulty knowing and supporting whether its delivery of services to the community are exceptional.

### 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: 70% - 85%**

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 Department identifies and innovates its service offerings to meet the requirements and exceed the expectations of its customer groups through the 3-1-1 Call Center, employee suggestions, and through the Request For Proposal (RFP) Process. Services provided are mandated by the County Code. Feasibility studies are conducted on identified issues including environmental concerns and impact to operations before options are considered and decisions are made on how or when to implement improvements. Staff recommendations are received using the Employee Suggestion Program for which a monetary award or extra days off are issued for any implemented improvement. Services up for contractual renewal are improved through RFP bids for services where vendors are given opportunities to showcase new technologies for traditional services.
3.1a(2)	The Department determines the key mechanisms to support use of its services and enable customers to seek information and conduct business in several ways. Access mechanisms include public responses received through the 3-1-1 Call Center, its web site, direct mail delivery, local media, and neighborhood outreach activities. For example, improvements were made to the 3-1-1 Call Center by developing a knowledge base that is updated as needed to help representatives provide citizens with accurate and up-to-date information such as garbage pick-up delays.
3.1a(3)	The Department keeps its approaches for identifying and innovating service offerings current with business needs. This is accomplished through the development of its annual two-year Business Plan and budget process, through the County survey in 2008, the annual managers' retreat, and the analysis of current and emerging trends in the

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Item Reference	Strengths
	<p>solid waste management industry reviewed through publications and attendance at trade conferences. For example, the Department transitioned to automated garbage pick-up trucks, built and contracted out the maintenance of a waste-to-energy plant and is making plans for a system that will convert methane gas to energy at the landfill. These improvements and innovations address business challenges of long-range disposal planning, maintaining sufficient revenues, and increasing environmental standards while continuing to provide customers with exceptional service.</p>
3.1b(2)	<p>The Department builds and manages relationships with customers that meet their requirements and exceed their expectations in each stage of the customer relationship and increases their engagement. Relationship building begins with a welcome letter to all new customers. The Department obtains new customer information through the tax rolls and from the Building Department when certificates of occupancy are issued. The welcome letters contain material explaining the fees, how to obtain carts, what services are provided, and a detailed description of the recycling program with an option for an email alert reminder. The Department also provides a senior/disabled program for customers with limited mobility. After these customers provide documentation, the Department makes arrangements for the driver to manage the carts for them. These and several other public outreach programs ensure customer engagement and the building of long-term customer relations.</p>
3.1b(3)	<p>The Department keeps its approaches for creating a customer-focused culture and building customer relationships current with its business needs through multiple methods. From the vision of "Delivering Excellence Every Day" to the mission and values of the Department, there is a consistent focus on the customer. The Department aligns scorecard measures with a customer focus and sets standards for performance accordingly. For example, garbage and trash collection employees are directly connected to, and held accountable for customer complaints. If they are not managing customer service well, they are not eligible to receive the additional training necessary to gain promotions. Customer service and a customer culture are also reinforced by the Director who personally recognizes staff when receiving compliments from citizens and publishes their stories in the quarterly newsletter. The Department further reinforces these efforts by keeping customer relationships current through: emailing updates on recycling, having supervisors personally meet with customers with recurring complaints, routinely meeting with contract cities, and continually updating information on the 3-1-1 website.</p>

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Item Reference	Opportunities For Improvement
3.1b(1)	<p>The Department has not fully ensured a culture where all employees consistently have the same understanding and skills to provide a positive customer experience. The County has rolled out a customer service training to ensure positive customer experiences throughout the County. The Department requires this training for new employees, but has not fully deployed this training to reinforce the skills of veteran employees. As many front-line staff have a tenure of more than ten years, they have not had the benefit of this particular training to reinforce and upgrade their skills to provide that high level of customer experience. As performance evaluations rate employees on their customer service skills, these staff may be at a disadvantage, and this could also negatively impact the Department's ability to achieve its vision of "Delivering Excellence Every Day."</p>

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**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 Department listens to its major customer groups of commercial customers, disposal customers, and municipalities to obtain actionable information and obtain feedback on its services. Information is gathered primarily through the 3-1-1 Call Center where customers ask questions, provide comments, and make requests for services. Service Request data are collected and reviewed for type of service and the associated response time to improve trash and garbage curbside services. Senior leaders speak frequently with representatives from various municipal service areas and homeowner associations, as well as key suppliers and partners, to gain insight into neighborhood issues and to ensure that its services are meeting the needs of the community.</p>
3.2a(3)	<p>Customer complaints are managed in several ways. Complaints received through the 3-1-1 Call Center are logged by Service Request number and type of complaint where the most common types are missed or incomplete services. The complaint is forwarded to the appropriate Division for customer phone contact and resolution within a specified period. The Department receives weekly reports with cumulative complaint information, and some complaint trends are identified and addressed. For example, supervisors track missed garbage pick-ups, and flag customers who routinely call. Additionally, the Department identified a complaint trend regarding Litter Hot Spots. Several trucks are assigned to these areas to remove litter build-up before complaints are filed by customers. Other complaints may be received by individual employees who resolve the complaint at point of service or forward the complaint to supervisors. The Department has had a favorable trend reducing complaints over the last three years.</p>
3.2b(1)	<p>The Department determines customer satisfaction and engagement in a variety of ways. The Department receives relevant data from the County customer satisfaction survey which is done every two to three years. On a more frequent basis, customer contact through the 3-1-1 Call Center, face-to-face interactions at the neighborhood centers, as well as other means of contact and communication, such as letters, emails, and telephone calls, provide information related to engagement and satisfaction. Additionally, the Department judges engagement through monitoring use of its services. For example, the Department has noted a large increase in customer engagement in its conversion from dual-</p>

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Item Reference	Strengths
	stream to the more convenient, Single-stream Curbside Recycling Collection Program.
3.2b(3)	The Department determines customer dissatisfaction through feedback related to complaints received via the 3-1-1 Call Center. Complaints related to garbage, trash, and recycling services are forwarded to the Department for follow-up. The Department monitors this information for patterns and trends that negatively impact service delivery and for which it can take corrective action by updating the 3-1-1 Call Center knowledge base.
3.2c(3)	The Department uses customer, market, and service offering information to build a more customer-focused culture through the review of customer input, survey results, and industry trends. For example, based on customer input, the Department offers special services for the elderly and disabled where the drivers retrieve the garbage containers, bring them to the curb, and return them to the appropriate place. Industry trends, as well as changing customer expectations, have been the basis for the Department adding or modifying programs such as the E-Waste Electronics Recycling Program and the Chem-Again Chemical Reuse Program. The Department then distributes outreach materials explaining the new services to customers and employees at all levels.

Item Reference	Opportunities For Improvement
3.2a(3)	The Department does not have a systematic process to manage customer complaints beyond those captured by the 3-1-1 Call Center. For other complaints received through various channels, the Department uses its Closed Loop Reports to follow-up with each customer, on a one-to-one basis, who is dissatisfied with the services received, but this information is not aggregated and analyzed at a Division or Department level to make improvements. Without a systematic method for aggregation and analysis of customer complaint data, the Department may not be able to determine trends and root causes of issues, and may expend duplicate resources in resolving the same complaints multiple times.
3.2b(2)	The Department does not obtain and use information on customers' satisfaction relative to the satisfaction levels of customers of other organizations providing similar services or to industry benchmarks as appropriate. For example, the Department has comparisons of the operations of its waste-to-energy facilities with other counties with similar approaches but lacks comparisons regarding customer satisfaction in those places or others. Without a way to compare customer satisfaction

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Item Reference

Opportunities For Improvement

levels, the Department may not be able to determine how well it is meeting or exceeding customer requirements in relation to others in the industry, and may miss opportunities to use benchmark learning to improve current services or develop future services.

3.2c(4)

The Department does not systematically evaluate its approaches for customer listening; determination of customer satisfaction, dissatisfaction, and engagement; and use of customer data current with business needs and directions. For example, the Department collects customer feedback information through its 3-1-1 Call Center, the 2008 County Satisfaction Survey, and emails received regarding its services. However, there is no review of these methods to determine which are the most effective and efficient based on data and information collected and analyzed. Without a consistent means to evaluate these processes, the Department may miss opportunities to identify and focus its resources on the listening mechanisms that provide the most value and best represent the voice of its customers.

## 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: 50% - 65%**

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 Department selects, collects, aligns, and integrates data for tracking overall Departmental performance through several mechanisms including the Active Strategy Enterprise (ASE) System. Senior leaders select performance measures that align with the Business Plan. Data are collected and tracked in the ASE System. The Collections and Disposal operations have "child scorecards" in ASE for tracking performance pertinent to their individual Divisions. Data from the "child scorecards" are rolled-up into the Director's scorecard for review at the monthly Business Review Meetings. Performance measure criteria are modified at the beginning of each fiscal year when valid evidence of the need for a change is presented.
4.1a(1)	The Department uses performance data and information to support Departmental decision-making during monthly Business Review Meetings. Performance data for the Department and each Division are reviewed and compared with the Director level measures. These are monitored by the County's Executive Office and reported to the governing body. If performance data indicate that the Department is not on track, decisions are made, action plans are implemented, and performance is monitored using the Active Strategy Enterprise System. Teams are assigned to implement action plans and are the mechanism for supporting improvements.
4.1a(3)	The Department keeps its performance measurement system current with business needs and directions through the monthly measure reviews that are conducted during and after monthly Business Review Meetings. Measures are analyzed to determine the Department's overall performance and are reassessed at the beginning of each fiscal year by

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**Item  
Reference****Strengths**

staff from administrative and operational areas. A SWOT analysis is completed and measures needing modifications are revised according to budget and operational requirements to ensure their utility and alignment to current business needs.

4.1b

The Department reviews organizational performance during the quarterly Director's review, monthly Business Review Meetings, in development of the 50-year Master Plan, the annual two-year Business Plan, the annual budget, the Five-Year Financial Outlook, and during the annual Strategic and Business Planning Processes. Departmental performance review is a cascading process from the Director down into the organization through the Divisions to ensure performance is in line with the County's strategic outcomes and goals at appropriate levels, and is addressing the needs of the entire Department.

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

4.1a(2)

The Department does not systematically select and ensure the effective use of key comparative and competitive data and information to support decision-making and innovation. The Department compares some elements of its operations, such as tonnage, cost of service, and cost of management of waste, but this information is not systematically analyzed and used to drive breakthrough learning and improvements or to leverage at a strategic level. As a result, the Department may have difficulty positioning itself as a leader in the field as it addresses financial sustainability challenges.

4.1c

The Department does not have a systematic process to translate performance review findings into opportunities for innovation and breakthrough improvement. Although the Department has developed and implemented a number of innovative ideas such as automated garbage collection trucks, universal trailers, universal code enforcement officers, these innovations are individually driven rather than the result of a defined innovation process as part of performance reviews. As a result, the Department may rely on incremental improvements to fill gaps in performance rather than exploring breakthrough innovation ideas that may ultimately give a better return on investment.

## 4.2 Management of Information, Information Technology, and Knowledge

Scoring Range: 70% - 85%

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 Department ensures accuracy, integrity, reliability, timeliness, security and confidentiality of its data, information and knowledge through several technology-based methods. Data files are backed up nightly to the County's network, and six months of back up files are maintained out-of-state online to allow for protection and restoration as needed. Redundant servers are housed in different locations throughout the County. Security is managed at various levels by the system administrators, and access levels are established and assigned to administrative staff. Password protection is used for each individual user and access permissions are established by the application administrators. Periodic checks are performed to monitor the accuracy and timeliness of data. Regular review and scrutiny of performance information is conducted via Business Reviews and serve as mechanisms that increase the accuracy of source data.</p>
4.2a(2)	<p>Data are made available to the workforce, partners, and customers as appropriate through a variety of methods. For example, standards and procedures include the use of multiple internal and external servers and production servers used for critical applications, which are linked to the County via network. The network has redundant power supplies and stand-by servers available. Management, clerical, and supervisory staff have direct access to all systems via the intranet or the County Enterprise Technology Service Department's mainframe portal. Each employee without direct electronic system access receives information from his or her supervisor. Customers and suppliers have access to information through the Internet or through direct contact with staff.</p>
4.2a(3)	<p>The Department manages organizational knowledge to accomplish the transfer of relevant knowledge from and to customers and partners through a variety of methods. These include communications means such as: email, Internet, telephone, and direct contact with staff. When customers bring issues to the Department, the Department may make changes in processes and then systematically communicates that information back to customers. For example, information from customers led directly to implementation and distribution of informational stickers placed on garbage carts describing the optimum placement of</p>

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Item Reference	Strengths
	<p>carts for curbside pickup. The Department utilizes contract partners and assimilates their knowledge and expertise into Departmental knowledge through contractual agreements and requirements and in the Business Plan and 50-Year Master Plan. For example, the consulting company is providing research, benchmarks, and community discussion input to the Department for integration into the 50-Year Master Plan. Additionally, the contract operator of the Waste-to-Energy Facility contributes knowledge and skills related to the industry's latest technology and techniques.</p>
4.2b(1)	<p>The Department ensures that hardware and software are reliable, secure, and user-friendly using several methods. For example, proven industry products are researched and analyzed by the County Enterprise Technology Service Department (ETSD) and adopted for County-wide use. The County ETSD sets guidelines for software and negotiates license agreements for purchases by all departments. All hardware servers are secure and accessible only to authorized technology staff. All end-user applications are designed with full security functionality granting access to individual users. User-friendly systems are achieved through the involvement of all levels of Departmental staff at every stage of system development and implementation.</p>
4.2b(2)	<p>In the event of an emergency, the Department ensures continued availability of hardware and software systems and data and information by implementing the Continuity of Operations Plan (COOP). The COOP plan details the policies and procedures to follow before, during, and after an emergency event. The County Enterprise Technology Service Department handles the operation of the network and most servers. The Department is responsible for several servers housed at Department sites. All staffed facilities are equipped with network connections ranging from wireless and secured business DSL lines to high-speed fiber T1 lines. If access to the entire system is down, Departmental functions revert to manual data collection and reporting processes. During emergencies, the Strategic Command Center is activated, with the necessary information to process data for the Department, for transfer between Divisions, and to the County. A mobile, self-contained command center was recently acquired for use as a base for the Director.</p>
4.2b(3)	<p>The Department keeps its data and information availability mechanisms, including hardware and software, current with business needs and directions and with technological changes in the operating environment through continued maintenance and support. The Department follows standards and guidelines set by the County Enterprise Technology Service Department for licensing agreements including automatic renewal and access to upgrades. Prompt and timely upgrades of all</p>

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**Item  
Reference****Strengths**

components are partially achieved through software that automatically updates each workstation with system patches and new policy. Examples of changes include tracking software for code enforcement and a new human resource software system.

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

4.2a(3)

The Department does not systematically manage some aspects of the collection and transfer of workforce knowledge. For example, the Department's succession planning process includes mentoring and sharing ideas from experienced leaders to potential leaders, and the Trash and Recycling Centers preserved staff knowledge and lessons learned within a set of guidelines available for reference at each location; however, there is not a process across the organization to capture individual and collective knowledge of long-term employees so that knowledge is institutionalized in processes, procedures, and technology. As a result, the Department may lose some of its ability to provide exceptional services and maintain relationships with contractors or key customers when these experienced employees retire or leave the workforce.

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## 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)	The Department determines the key factors that affect workforce engagement through historical data, open door input, and performance improvement plans. Historical data reviewed include: longevity, exit, and turnover data, safety committee membership, union bargaining units, the Human Resources Payroll and Attendance Record Program, and responses to career development opportunities. Through these methods, the Department has identified the key factors for engagement as: equal opportunity in employment decisions, opportunities for training and promotions, a safe work environment, tools and equipment needed to perform jobs, and a fair compensation package.
5.1a(2)	The Department fosters a culture that is characterized by open communication, high performance work, and an engaged workforce through a variety of methods. An emphasis is placed on communication, team work, efficiency, responsiveness, and service excellence. This begins with the New Hire Orientation. Communication with employees is accomplished via: daily e-mails, weekly staff meetings, tailgate meetings with supervisors, newsletters, posted information, monthly Business Reviews, and Human Resources Payroll, and Attendance Records supervisor liaisons. Employees are also included in senior staff meetings to observe how that process works and hear information first hand from senior management. Using cross-functional process improvement teams fosters teamwork and cooperation across the different work segments. For example, employees within garbage and trash collections are trained in both areas so they are able to fill any vacancies as needed.

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Item Reference	Strengths
5.1a(3)	<p>The Department's workforce performance management supports high performance work and workforce engagement and reinforces a customer and business focus and achievement of action plans through the employee performance evaluation system. Senior managers are held accountable for unit performance and completion of initiatives. Annual performance evaluations also play a pivotal role in promotional opportunities for employees. For example, employees earn points based on their performance evaluations, which are then factored into consideration for promotional opportunities. Employees who perform well or receive commendation letters are recognized in the organization's newsletter. Employees are also eligible to receive awards for suggested improvements or efficiencies implemented by the organization. In addition, Safe Driver and Safety Incentive awards for being injury-free are available to employees who participate in the bargaining unit.</p>
5.1b(1)	<p>The Department's learning and development system for the workforce and leaders addresses its core competencies and strategic challenges, ethics and ethical business practices, and other development activities through a variety of training tools. For example, ethics training is provided during New Hire Orientation and during other mandated trainings for all employees. Also, the Department has collaborated with a local technical school to provide certification training and General Education Diploma classes to assist employees in meeting necessary requirements for promotion consideration. Similarly, training for leaders is provided in areas such as performance management and results, and service motivation. Additionally, mentoring for employees and shadowing of senior level staff are other elements of the development system to help further employee management and leadership skills. This approach supports the values of maintaining a workforce that is honest, ethical, and skilled at all levels.</p>
5.1b(2)	<p>The Department's learning and development system addresses the reinforcement of new knowledge and skills on the job through several methods. New knowledge and skills are reinforced by supervisors as they inspect and observe work tasks being performed. Human Resource trainers also observe employees on-the-job to ensure formal training is being used during normal work duties. This approach ensures employees receive feedback related to their knowledge and skills for the tasks they are assigned and links to the Department's core competency of a workforce with experience and expertise.</p>
5.1b(4)	<p>The Department accomplishes effective succession planning for management and leadership positions through the County's existing Succession Planning Program. The Department enhanced the County's approach through the identification of critical skill positions in addition to the required senior staff participation. For example, the Vector truck</p>

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Item Reference	Strengths
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operator, a specialized position that is critical to the operation of the Department, is now a part of succession planning. This approach provides for promotional opportunities, thus supporting the values of public service leadership development and the core competency of a strong planning/management focus, and addresses the strategic challenge of a skilled and dedicated staff.

5.1c(1)

The Department informally assesses workforce engagement through a variety of methods. The Department periodically reviews data around engagement factors such as: unauthorized leave, longevity, job injuries, employee participation in training and promotional opportunities, employee comments or complaints, union feedback, and questions and suggestions received at staff meetings and trainings. Engagement is also assessed based on concerns communicated to supervisors through the open door policy. This approach involves employees in employment decisions, and supports the Department's valuing and respecting its workforce which has resulted in the large base of long-term employees with ten or more years of service.

Item Reference	Opportunities For Improvement
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5.1b(1)

The Department's learning and development system related to the development opportunities is not fully deployed to all levels of the workforce. For example, Individual Career Development plans are discussed and used for mid-level management employees. However, there is no similar systematic deployment of this approach or another approach at lower levels in the Department. Without such a fully deployed system, the Department may have difficulty in targeting the development needs of all employees and maintaining the workforce expertise and experience required to continue delivering excellence every day.

5.1b(2)

The Department's learning and development system does not systematically transfer knowledge from departing or retiring workers who are not managers or who are not expected to separate from the Department. For example, information is orally shared person-to-person during on-the-job training. However, unlike the Trash and Recycling Centers (TRCs) Division's development of standard processes across the Division, knowledge is not systematically embedded in the organization for use by other and future employees. Without a systematic process in place to capture knowledge from the many long-term and other employees, the Department may lose institutional knowledge and may negatively impact its ability to consistently provide customers with exceptional services.

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Item Reference

Opportunities For Improvement

5.1c(2,3)

The Department does not have a systematic approach to assess workforce engagement and satisfaction. For example, the Department gathers some information informally from employees and reviews some measures related to engagement, but there is no comprehensive assessment method to determine, track, analyze, and improve the levels of engagement and satisfaction for employees overall or by employee group or segment such as: classification, job type, location, or tenure. Without a systematic data driven approach to determining and understanding the level of workforce satisfaction, the Department could risk losses in productivity, losing long-term employees, or absorbing the cost of high turnover in a new generation of employees.

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**5.2 Workforce Environment****Scoring Range: 70% - 85%**

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 Department assesses workforce capability and capacity needs including skills, competencies, and staffing levels through the annual budget process in which, performance gaps due to employee departures or needed workforce development are assessed. For example, the Universal Officer was created when a performance gap was identified within the Code Enforcement Division. Previously, each employee specialized in certain areas. To be more efficient and to close the gap, employees were cross-trained in investigations, recycling, permitting, landfill, and Team Metro. This approach maintains the Department's core competencies of a workforce with experience and expertise and a strong planning/management focus.</p>
5.2a(2)	<p>The Department recruits, hires, places, and retains new members of its workforce through several established methods. The Department uses the PeopleSoft Recruitment Management System. Positions are advertised on a centralized website, and job bulletins are emailed and posted at all job sites. Highly specialized positions may require special advertisement in industry or trade publications. Operational positions are advertised internally to allow for promotional opportunities. The Department uses a diverse panel of managers with related job knowledge or experience to interview applicants. In addition, a County Human Resources representative serves as chairperson on the interviews to ensure the integrity of the process. These standardized processes support the Department's values of being honest, ethical, and fair to all.</p>
5.2a(4)	<p>The organization prepares the workforce for changing capability and capacity needs and manages workforce needs to prevent workforce reductions and to minimize the impact if necessary through multiple actions. Through forward thinking and recognizing potential staffing needs, the Department is able to minimize impacts to its workforce. For example, special training programs such as for heavy equipment positions and tutoring employees to assist them in achieving their Commercial Drivers License have also been implemented in response to preparing its workforce for changes. Managing position vacancies help prevent workforce reductions. For example, the organization froze numerous lower level positions so that employees displaced by the newly implemented automated garbage service system would not lose</p>

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Item Reference	Strengths
	<p>their jobs. Additionally, schedule changes were made in trash collection which resulted in a \$2.5 million savings in overtime expenditures, which helped prevent workforce reductions. The organization also regularly initiates pilot programs to test new equipment and industry innovations such as the garbage automation project and the use of hybrid automated vehicles. These actions show that the Department supports its values of being respectful and action-oriented, and being honest, ethical, and fair to all.</p>
5.2b(1)	<p>The Department addresses workplace environmental factors to ensure workforce safety through dedicated safety officers and a Departmental Safety Committee. The two safety officers are responsible for reviewing safety concerns and recommendations on a continuous basis. For example, monthly safety inspections are conducted at all the Department's facilities. Findings are documented and provided to the Facilities Maintenance Division and supervisor of the appropriate facility so corrections can be addressed. In addition, the Departmental Safety Committee meets every other month to monitor and immediately address any safety concerns. A recent issue addressed by the committee was the requirement for employees to wear reflective safety vests. This helps the Department ensure it is addressing the employee motivational factor of providing a safe work environment.</p>
5.2b(2)	<p>The Department supports its workforce via policies, services, and benefits with some tailored to the needs of different workforce groups. The Department has established health and wellness benefits and services, financial benefits and services, and work environment benefits and services, provided by the County. The union contract provides additional benefits in terms of Safe Driver awards and Safety Incentive awards. It also ensures garbage collection employees are compensated based on a 10-hour day even if tasks are completed in less time. Ensuring employee benefits such as health and wellness benefits and financial benefits helps the Department support the employee motivational factor of a fair compensation package.</p>

Item Reference	Opportunities For Improvement
5.2a(3)	<p>The Department does not fully and systematically manage and organize the workforce to address strategic challenges and action plans, and future sustainability. For example, the Department has identified its aging workforce as a key strategic challenge; however, comprehensive human resource plans are not in place, or have not been fully deployed. The Department has taken some actions in succession planning and cross-training to manage, organize, and maximize the capability of some</p>

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Item Reference

Opportunities For Improvement

current employees, but without full deployment of these programs and addressing the overall Department-level challenge of potentially losing a large percentage of the workforce to retirement in three to five years, the Department may not be able to sustain operations at the level of performance needed to "Deliver Excellence Every Day."

## 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: 70% - 85%**

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)	The Department designs and innovates overall work systems based on regulatory requirements, budget, customer feedback, sustainability principles, and research. Design is conducted by Divisional management with input from key personnel and internal experts, including field employees and line supervisors, or supplemental external expert consultants. Innovation of the overall work systems is discussed and identified by leadership as part of the annual Business Planning Process. For example, areas such as increasing recycling tonnage through the implementation of a Single Stream Recycling Program, expanding the Landfill Methane Gas to Electricity Program, and developing a 50-year Master Plan that includes the identification of up to six national benchmarks enables the Department to incorporate innovation as part of its work systems. This supports the Department in its mission to provide exceptional waste collection, recycling, and disposal services, and in operating an integrated solid waste management system that includes a strong environmental focus.
6.1a(1)	The Department decides which processes within its overall work systems will be internal and which will use external resources based on cost, complexity, required expertise, equipment or permits, and timeframe. If a process is deemed to be more appropriately conducted by an external source, such as the management of the Waste-to-Energy Facility and the recycling program, then the project is procured through the County's procurement process including the distribution of a Request for Proposal and a presentation to the Board of County Commission. For example, the Department determined internal expertise and workforce, as well as project complexity, could not be managed internally for the Waste-to-Energy Facility and thus, decided to manage it externally. By utilizing this systematic process to determine whether to conduct work processes with external or internal resources, the Department continues to address its strategic challenge of long-term financial and cost management.

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Item Reference	Strengths
6.1a(2)	<p>The Department's work systems and key work processes relate to and capitalize on core competencies through the performance monitoring system. The Department's core competencies of: environmental sound operations, integrated waste management system, strong planning/management focus, workforce experience/expertise, and emergency response capabilities/skills are the foundation to fulfill the mission. The performance monitoring system is supported by Active Strategies Enterprise (ASE) scorecards. Scorecards list objectives related to core competencies to capture performance measures. For example, ASE captures work systems and work process measures for: environmentally sound operations to meet regulatory requirements; collection and disposal processes to maintain integrated work systems; and budget and efficiency information to support a strong planning and management focus.</p>
6.1b(1)	<p>The Department's key processes contribute to delivering customer value. For example, customers had requested more convenience in recycling. The Department developed the Single-Stream Recycling Program, where carts were distributed to make recycling collection easier. Implementation of the carts also increased neighborhood aesthetics and reduced workforce injuries. Customers are also encouraged to sign up for email notifications which are sent every other week to remind them that it is their recycling pick-up day. These improvements also help further the Department's mission that its services protect, preserve, and improve the environment and quality of life in the community.</p>
6.1b(1)	<p>The Department's key work processes support both organizational success and sustainability through various initiatives. As part of the 2010 Business Plan several initiatives have been included that link directly to operational sustainability. For example, increasing the tonnage collected through curbside recycling; continuing to develop the 50-Year Master Plan; continuing the Landfill Gas Conversion to Electricity Project, continuing to enforce the no idling policy; and extracting Freon from older refrigerators and air-conditioning units are some of the initiatives put in place this past year to drive financial and sustainability focus. This strengthens the Department's commitment to preserving the landfill by reducing tonnage as well as saving costs in areas such as vehicle fuel consumption policies, given the scale of such a large fleet.</p>
6.1b(2)	<p>The Department incorporates input from customers, suppliers, and partners as part of determining its key work process requirements. Customer input is determined primarily around factors such as reliable and timely service pick-up and convenience of services offered such as the neighborhood collection centers. Supplier and partner requirements are generally established as part of contracts and service agreements.</p>

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Item  
Reference

## Strengths

For example, the Waste-to-Energy Facility has a daily tonnage requirement and a requirement that the Department provide 1.8 million tons of waste per year. Daily tonnage is monitored by Department staff to ensure on track compliance with the contract. Another example of supplier requirements is based on milestones centered on the scope and deadlines of work to be completed by the consulting company for the development of the 50-Year Master Plan. Additionally, requirements for the outside contract vendor that manages the closing out and opening up of new cells at the landfill are specifically defined based on multiple environmental factors such as layers of covers or piping and venting for gases. These key work process requirements support the Department in providing customers with an integrated waste collection and disposal system that ensures environmentally sound operations.

6.1c

The Department ensures work system and workplace preparedness for disasters or emergencies through the Continuity of Operations Plan (COOP) and the Hurricane Preparedness Plan. Directed by the County, the COOP is designed to minimize the impact of Countywide emergencies and to ensure continued operations. Through the COOP, an alternative Strategic Command Center is equipped with phones, computers, printers, and plotter connections to facilitate emergency related services including data sharing, reporting, mapping, sending instructions, and directing operations. Developed by the Department, the Hurricane Preparedness Plan addresses required activities to be conducted manually and responsibilities for every Division pre-hurricane season, pre-event, post-event during recovery, and during restoration. Each year, Hurricane Preparedness Plan training is completed. Both plans are renewed and updated annually with the regulatory agencies and the County's Office of Emergency Management. Hurricane Preparedness Plans are distributed to employees annually in print and on compact disc.

Item  
Reference

## Opportunities For Improvement

6.1b(2)

The Department does not systematically evaluate the effectiveness of its key work process requirements. For example, while the Department routinely monitors requirements for key suppliers and partners such as the Waste-to-Energy Facility, it does not evaluate or fully understand how effective other process requirements such as the Collection Centers' wait time for customers is being met, or whether or not the wait time of 10-15 minutes is an acceptable standard to drive customer satisfaction. Without systematic methods of evaluating the effectiveness of all of its key work process requirements, the Department may not fully demonstrate and model its value of being accountable and responsive to the public in providing exceptional waste collection services.

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## 2010 Feedback Report

**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	<p>The Department designs and innovates work processes to meet key requirements, incorporating new technology. For example, the Resources Recovery Facility converts 1.3 million tons of waste to energy which is enough to power the plant, provide electricity to 40,000 homes, and produce excess bio mass to sell to other facilities in Central Florida. In another project the Department identified new technological features in the design and implementation of the Universal Trailer that eliminated the need to change truck trailers by facility function and increased cross-facility productivity. These trucks address efficiency needs and requirements of key waste removal processes. Additionally, the Carbon Sequestration Project is designed to reforest and convert previous landfills into natural habitat. For support operations, the Department has incorporated an automated scale weighing/billing system and the automated routing software to better utilize technology. Through these and other technological innovations, the Department continues to meet and exceed key regulatory requirements and strive toward protecting and preserving the environment while providing effective and efficient services to customers.</p>
6.2b(1)	<p>Partner input is used in managing work processes. For example, external partners manage several key work processes including the Resource and Recovery Waste-to-Energy Facility, and the eWaste Electronics Recycling Program. Several levels of the leadership system are in direct and regular contact with these key partners to ensure contract specifications are met, while the partners provide information about improving operations to better meet customer and stakeholder needs. The Department also uses the input and expertise of the County Police Department in their partnership to proactively manage efforts to decrease illegal dumping through better code enforcement. These partners are critical to accomplishing the Department's work and sustaining its core competency of environmentally sound operations.</p>
6.2b(2)	<p>The Department controls overall costs of work processes through value engineering monitoring performance trends, and through formal audits. Cost is controlled through value engineering, which is conducted for design and delivery of capital projects. For example, landfill design was over-engineered to capture methane gas, which is burned off to produce carbon dioxide, a less harmful gas. Plans are currently being</p>

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Item Reference	Strengths
6.2c	<p>implemented with advanced technology to use the methane to generate electricity, thereby bringing additional revenue and mitigating the effect of the landfill on the environment. Another major avenue of cost control is the Department's monitoring of contracted or privatized operations. For example, the Household Chemical Collection Program was transitioned to an in-house project that resulted in the doubling of days and hours available for the same cost of service. Formal audits are conducted to ensure effective and efficient use of budget and accountability to the public.</p> <p>The Department's work process lessons learned are shared with other Departmental units to drive learning and innovation during monthly Business Review and Divisional meetings, as well as through word-of-mouth at the field level. Managers and supervisors gain and share knowledge from other parts of the Department at Supervisory Forums and staff meetings where lessons learned are discussed. An example of sharing is the standardization of procedures across the Trash and Recycling Centers. This sharing supports strong planning and management focus through workforce experience and expertise.</p>

Item Reference	Opportunities For Improvement
6.2b(1)	<p>The Department does not develop some key performance and in-process measures to control and improve work processes throughout the Department. For example, data are collected for Fleet Management related to fuel consumption and maintenance, but other data such as vehicle downtime are not tracked for the purposes of understanding and further analyzing issues for information that could be used to prevent such issues. Without systematically developing and using measures across all Divisions and areas critical to operations, the Department may negatively impact its ability to maintain the standard of excellence required to sustain high levels of customer and partner satisfaction.</p>
6.2c	<p>The Department does not systematically improve work processes to achieve better performance throughout the Department. For example, the Department uses the Active Strategies Enterprise Scorecard to review and track trend data in areas of importance to the organization as they relate to the Business Plan; however, improvements made based on these reviews are reactive in nature. There is not a systematic methodology incorporating root cause analysis imbedded in day-to-day operations to drive process improvement in a proactive manner in Divisions or across the Department. As a result, the Department may miss opportunities for maximizing its value of efficient and effective operations.</p>

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## 2010 Feedback Report

## 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
7.1(a)	<p>Results reported for product and service performance show favorable trends and comparisons for total waste landfilled.</p> <ul style="list-style-type: none"> <li>• <i>Percentage of Total Waste Landfilled</i> (Figures 7.1.4a) shows a favorable decrease from 66% in FY 05 to 48% in FY 09.</li> <li>• <i>Comparison of Total Waste Landfilled</i> (Figure 7.1.4c) shows a favorable comparison with the state by landfilling less tonnage than the state average, with the Department at 59% in FY 05, 69% in FY 06, and 54% in FY 07, with the state average at 65% in FY 05 and FY 06, and 59% in FY 07. Due to the hurricane response in FY 06, the Department's total waste landfilled at 69% was higher than the state at 65% and nation at 64%.</li> </ul>
7.1(a)	<p>Results reported for product and service performance show a favorable trend for waste-to-energy tonnage and revenues.</p> <ul style="list-style-type: none"> <li>• <i>Total Waste Converted to Energy in Thousand Tons</i> (Figure 7.1.5a) shows a favorable increase from 631,000 tons in FY 06 when there was a mechanical breakdown to 690,000 tons in FY 09.</li> <li>• <i>Electric Revenues in Millions of Dollars</i> (Figure 7.1.5b) shows a favorable increase in dollars from \$17.50 million in FY 05 to \$28.03 million in FY 09 even though production dropped slightly in FY 09 while the plant was being refurbished.</li> </ul>
7.1(a)	<p>Results reported for product and service performance show favorable levels, trends, and comparisons in the conversion of waste to electricity or biomass fuel.</p> <ul style="list-style-type: none"> <li>• <i>Percentage of Total Waste Converted to Electricity or Biomass Fuel</i> (Figure 7.1.4b) shows a favorable increase from 21% in FY 06 to 46% in FY 09. The Department has more than doubled the</li> </ul>

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## 2010 Feedback Report

Item Reference	Strengths
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- |        |  |
|--------|--|
| 7.1(a) | <p>conversion of waste to energy since FY 06.</p> <ul style="list-style-type: none"> <li>• <i>Percentage of Waste Combusted or Converted to Energy</i> (Figure 7.1.4d) shows the Department has consistently converted or combusted more waste into energy than the state, at 24% in FY 05, 21% in FY 06, and 30% in FY 07, versus the state percentages at 11% in FY 05 and FY 06, and 12% in FY 07. The Department's performance average of 21% in FY 06 was better than the national average at 7%.</li> </ul>  |
| 7.1(a) | <p>Results reported for product and service performance indicate a favorable trend for route completion for garbage collection and quick response time for bulky waste and illegally dumped waste.</p> <ul style="list-style-type: none"> <li>• <i>Timely Garbage Route Completion</i> (Figure 7.2.1) shows a favorable increase in route completions since converting from manual to automated garbage collection from 93.5% completion in FY 05 to 99.37% completion in FY 09. <i>Percentage of Manual Garbage Routes</i> (no reference number) and <i>Percentage of Automated Garbage Routes Completed on Time</i> (no reference number) show both manual and automated garbage routes are performing at 99% completion.</li> <li>• <i>Bulky Waste Pick Up Response Time in Days</i> (Figure 7.2.2) shows a favorable drop from 14 days in FY 05 to 6 days for both FY 08 and FY 09.</li> </ul> |
| 7.1(a) | <p>Results reported for product and service performance show a favorable trend in the total volume of recycling materials collected. <i>Recycling Conversion from Dual-Stream to Single-Stream Tons Collected per Month – Cumulative</i> (no reference number) shows a steady, favorable increase from 2,774 tons in January 2008 to 5,781 tons in December 2009.</p>  |

Item Reference	Opportunities For Improvement
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|--------|--|
| 7.1(a) | <p>Projections and comparisons are not reported for some key indicators of product and service outcomes, including:</p> <ul style="list-style-type: none"> <li>• Route completions;</li> <li>• Response time for bulky waste pickup and illegal dumping; and</li> <li>• Electric revenues and recycling tonnages.</li> </ul> |
| 7.1(a) | <p>Results are not reported for wait times for disposal service, which is a key disposal customer requirement, an area of importance related to product and service performance.</p>   |

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to support effective decision-making.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and reporting, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that data is used responsibly and ethically.

5. The fifth part of the document discusses the importance of data governance and the role of leadership in establishing a strong data culture. It emphasizes that data should be used to drive innovation and improve organizational performance.

6. The sixth part of the document provides a summary of the key findings and recommendations. It reiterates the importance of data in driving organizational success and provides actionable steps for implementation.

7. The seventh part of the document includes a list of references and sources used in the research. It provides a comprehensive overview of the current state of data management and analysis in the industry.

8. The eighth part of the document contains a glossary of key terms and definitions. This section is intended to help readers understand the terminology used throughout the document.

9. The ninth part of the document includes a list of appendices and supplementary materials. These materials provide additional details and data to support the main text of the document.

10. The tenth part of the document is a conclusion that summarizes the overall findings and provides a final perspective on the importance of data in the modern business environment.

11. The eleventh part of the document discusses the future of data management and analysis. It explores emerging trends and technologies that are expected to shape the data landscape in the coming years.

12. The twelfth part of the document provides a list of resources and further reading. It includes links to relevant articles, books, and websites that provide more information on the topics discussed in the document.

13. The thirteenth part of the document is a list of acknowledgments. It expresses gratitude to the individuals and organizations that provided support and assistance during the research and writing process.

14. The fourteenth part of the document is a list of contact information for the authors and the organization. It provides details on how to reach the authors for further inquiries or feedback.

15. The fifteenth part of the document is a list of disclaimers and legal notices. It clarifies the scope and limitations of the document and provides information on the organization's policies and procedures.

## 7.2 Customer-Focused Outcomes

Scoring Range: 30% - 45%

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
7.2.a(1)	<p>Results reported for customer dissatisfaction show a favorable trend in customer complaints regarding the number of complaints associated with garbage collection, recycling services, bulky waste pickup, and missed garbage complaints.</p> <ul style="list-style-type: none"> <li>• <i>Number of Garbage Complaints Received per Ten-thousand Households</i> (no reference number) shows that since the conversion of vehicles to an automated fleet was put in place in FY 07, the number of complaints decreased from 2.75 per 10,000 households in February 2008 to two in February 2010, with temporary unfavorable variations in the trend to 2.75 and 3.1 in March 2009 and June 2009 respectively.</li> <li>• <i>Switching from Multi Stream to Single Stream Recycling Service-Average Monthly Complaints per Ton Collected</i> (no reference number) shows a favorable decline in the number of complaints from 500 in October 2006 when the single stream was implemented to 322 in January 2010.</li> <li>• <i>Bulky Waste Complaints per 1000 Regular Bulky Waste Orders Created</i> (no reference number) shows a favorable decrease from 15 per 1000 orders in September 2006 to 2.8 in January 2010.</li> <li>• <i>Number of Missed Garbage Complaints Received Per 10,000 Households</i> (no reference number) shows a favorable decrease from 2.5 per 10,000 households in February 2008 to 1.6 in February 2010, with temporary unfavorable variations in the trend to 2.5 and 2.75 in March 2009 and June 2009 respectively.</li> </ul>
7.2.a(1)	<p>Results reported for customer satisfaction results show a favorable comparison for satisfaction with collection services.</p> <ul style="list-style-type: none"> <li>• <i>Customer Satisfaction in Percentage of Households Served</i> (Figure 7.2.8a) shows a favorable increase in FY 05 and FY 08 in all three segments: garbage from 81% to 86%; recycling from 73% to 77%; and trash from 57% to 72%.</li> <li>• <i>Comparison of Customer Satisfaction Survey</i> (Figure 7.2.8b) shows that compared to other County services, the Department has more favorable results in FY 05, with 70% customers satisfied or very satisfied with the Department's services as compared to 48% for the other County services. Additionally, in FY 08 the organization had</li> </ul>

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Item Reference	Strengths
	76% of its customers satisfied or very satisfied as compared to 57% for the other County services.
7.2.a(2)	Results reported for customer relationship building and engagement show a favorable trend in patronage to the Home Chemical Collection centers. <i>Number of Patrons Served at HC2 Centers (Figure 7.2.4a)</i> shows a favorable increase from 2,520 patrons in FY 05 to 3,865 in FY 09.
7.2.a(2)	Results reported for customer relationship building and engagement show a favorable trend in recyclable material and hazardous waste collected per household. <ul style="list-style-type: none"> <li>• <i>Recyclable Material Collected per Household (Average Lbs. per Month)</i> (no reference number) shows a favorable increase from 15 pounds per month in April 2008 to 29.014 pounds per month in January 2010.</li> <li>• <i>Household Hazardous Waste Collected per Patron Served</i> (no reference number) shows a favorable increase from 75 patrons in FY04 Q1 to 121 in FY 10 Q2.</li> </ul>
7.2.a(2)	Results reported for customer relationship building and engagement show favorable trends and comparisons to other counties for E-Waste quantities. <i>Comparison of E-Waste Quantities in Thousands of Pounds (Figure 7.2.4b)</i> shows a favorable increase from 687,000 pounds in FY 05, 887,000 in FY 06, 1,277,000 in FY 07, 1,899,000 in FY 08, to 1,806,000 pounds in FY 09. E-waste quantities are favorably higher than the two neighboring counties for the past four years, with 1,899 tons in FY 08 and 1,806 tons in FY 09, compared to 1,004 tons in FY 08 and 1,306 in FY 09 for Broward County and 380 tons in FY 08 for Palm Beach County.
Item Reference	Opportunities For Improvement
7.2.a(1)	Results are not reported for disposal customers, a key customer satisfaction outcome.
7.1a(1)	Projections or comparisons are not reported for some key customer dissatisfaction outcomes: <ul style="list-style-type: none"> <li>• <i>Number of Garbage Complaints Received per Ten-thousand Households</i> (no reference number);</li> <li>• <i>Switching from Multi Stream to Single Stream Recycling Service-Average Monthly Complaints per Ton Collected</i> (no reference number);</li> </ul>

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Item Reference	Opportunities For Improvement
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- *Bulky Waste Complaints per 1,000 Regular Bulky Waste Orders Created (no reference number); and*
- *Number of Missed Garbage Complaints Received Per 10,000 Households (no reference number).*

7.2.a(2)

Customer relationship building and engagement performance results are not reported for public education and outreach activities.

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## 2010 Feedback Report

**7.3 Financial and Market Outcomes****Scoring Range: 30% - 45%**

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
7.3.a(1)	<p>Results reported for financial performance show favorable levels in net income for collections and disposal which allow the Department to keep up its current bond rating.</p> <ul style="list-style-type: none"> <li>• <i>Collections Fund Revenues and Expenditures in Millions of Dollars</i> (Figure 7.3.1a) shows favorable performance levels for net income from \$7 million in FY 05, \$12 million in FY 06, \$60 million in FY 07, \$29 million in FY 08, to \$40 million in FY 09.</li> <li>• <i>Disposal Fund Revenues and Expenditures in Millions of Dollars</i> (Figure 7.3.1b) shows favorable performance levels for net income from \$99 million in FY 05, \$128 million in FY 06, \$116 million in FY 07, \$113 million in FY 08, to \$95 million in FY 09.</li> </ul>
7.3.a(1)	<p>Results reported for financial performance show favorable trends in restricted and unrestricted assets. <i>Restricted &amp; Unrestricted Assets in Millions of Dollars</i> (Figure 7.3.4a) shows a favorable increase in unrestricted assets from \$110 million in FY 05, \$109 million in FY 06, \$135 in FY 07, to \$147 million in FY 08, while restricted assets have remained the same during this timeframe.</p>
7.3.a(1)	<p>Results reported for financial performance demonstrate a favorable performance level and flat trend in Bond rating. The Department has received an AAA bond rating from Moody's, S&amp;P, and Fitch consistently since FY 05 (no reference number).</p>
7.3.a(1)	<p>Results reported for financial performance show favorable savings generated by using alternative landfill covers. <i>Savings Generated by Using Alternative Cover at the Landfills</i> (no reference number) shows a favorable increase in cost savings in several intervening quarters between FY 08 Q1 through FY 09 Q4 in a range between \$291,000 to \$330,800. Each quarter the savings generated exceeded the target of \$275,000 per month.</p>
7.3.a(2)	<p>Results reported for marketplace performance show favorable trends in disposal fees compared with other local municipalities. <i>Disposal Fee in Dollar per Ton</i> (Figure 7.3.2a) shows a favorable increase each year in accordance with the CPI index from \$74 per ton in FY 07 to \$80 in FY 09 as compared to Broward County with rates from \$92 in FY 07, \$94 in FY</p>

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Item Reference	Strengths
	08, to \$97 in FY 09, and Palm Beach County with rates from \$66 in FY 07, \$82 in FY 08, to \$86 in FY 09. The Department has the lowest household solid waste fees in FY 09 at \$80 per ton when compared to fees assessed by other municipalities in the area at \$97 and \$86 per ton.
7.3.a(2)	Results reported for marketplace performance show favorable levels and comparisons for solid waste fees. <i>Comparison of Household Solid Waste (Collections) Fees in Dollars for FY 09</i> (Figure 7.3.2b) shows the household collections fee of \$439 is favorably lower than the seven local municipalities ranging from \$450 in North Miami to \$751 in Miami Shores.

Item Reference	Opportunities For Improvement
7.3.a(1)	Results reported for financial performance demonstrate an unfavorable trend in revenue generated by landfills. <i>Equivalent Revenue Tons in Thousands of Tons</i> (Figure 7.3.3) shows an unfavorable decrease from 2,030,000 tons in FY 05, 2,574,000 in FY 06, 1,961,000 in FY 07, 1,791,000 in FY 08, to 1,594,000 in FY 09.
7.3.a(1)	<p>Results reported for financial performance show unfavorable trends in revenue generated by disposal full fee revenue tons.</p> <ul style="list-style-type: none"> <li>• <i>Disposal Full Fee Revenue Tons</i> (no reference number) shows an unfavorable decrease from 150,000 tons in October 2006 to 124,211 in February 2010. Actual fee revenue tons performance did not achieve targets for seven months between December 2008 and January 2010. For example, in December 2008, full fee revenue tons was 140,345 with a target of 143,585 tons, and January 2010 was 119,832 with a target of 131,646.</li> <li>• <i>Disposal Revenue Tons – Garbage</i> (no reference number) shows an unfavorable decrease from 99,000 tons in October 2006 to 80,747 in February 2010. Performance revenue tons targets were missed in 11 of those months between December 2008 and February 2010.</li> <li>• Results for <i>Disposal Revenue Tons – Trash</i> (no reference number) show an unfavorable decrease from 60,000 tons in October 2006 to 43,464 in February 2010. Performance revenue tons targets were missed each month from December 2008 to January 2010, ranging from 3,449 tons in November 2009 to 19,306 tons in January 2009.</li> </ul>

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**7.4 Workforce-Focused Outcomes****Scoring Range: 30% - 45%**

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
7.4.a(1)	<p>Results reported for workforce engagement and satisfaction indicate favorable trends for employee departures and unauthorized leave.</p> <ul style="list-style-type: none"> <li>• <i>Number of Employee Departures by Reason</i> (Figure 7.4.1) shows a favorable decrease from 25 resignations in FY 06, 18 in FY 07, 17 in FY 08, and down to 2 resignations in FY 09.</li> <li>• <i>Number of Unauthorized Leave</i> (Figure 7.4.5) shows 160 days in FY 06, with a spike to 177 days in FY 07, but then a steady, favorable decline to 142 days in FY 08 and 100 days in FY 09. This is an overall decrease of 60 days since FY 06.</li> </ul>
7.4a(2)	<p>Results reported for workforce and leader development indicate a beneficial trend for employee trainings.</p> <ul style="list-style-type: none"> <li>• <i>Total Number of Training Sessions</i> (no reference number) shows a favorable increase of employee development and/or trainings from 10 sessions in FY 07 Q2 to 40 sessions in FY 10 Q1.</li> <li>• <i>Number of Defensive Driving Classes Conducted</i> (no reference number) shows a favorable trend in the number of trainings offered from 3 sessions in FY 06 Q1 to 6 sessions in FY 10 Q1; there is some variation in FY 06 Q3 at 8 sessions and FY 08 Q2 and Q3 at 1 session each.</li> </ul>
7.4.a(4)	<p>Results reported for workforce climate, including health and safety, show favorable performance levels, beneficial trends, and some favorable comparisons related to workforce safety.</p> <ul style="list-style-type: none"> <li>• <i>Comparison of Workers' Compensation Claims</i> (Figure 7.4.2) shows that worker compensation claims have favorably decreased from 297 in FY 05 to 92 in FY 09.</li> <li>• Data comparing the number of claims with two departments within the County show the Department has consistently had at least one third fewer claims than a sister Department. In FY 09, the Department had 92 claims as opposed to 171 claims at the Miami-Dade County Transit Department and 435 claims at the Miami-Dade County Water and Sewer Department.</li> <li>• <i>Number of Preventable Accidents as a Percentage of Total Fleet</i> (Figure 7.4.3) shows a favorable decrease from 5.4% in FY 05, 4.9% in FY 06, 4.7% in FY 07, 4.6 in FY 08, to 4% in FY 09.</li> </ul>

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Item Reference	Strengths
	<ul style="list-style-type: none"> <li>• <i>Injuries &amp; Illnesses Comparison Chart</i> (no reference number) shows a favorable decrease in the number of injuries from 283 in 2005 to 122 in 2009.</li> </ul>

Item Reference	Opportunities For Improvement
7.4.a(2)	<p>Results are not reported for key motivation factors of the Department's workforce, specifically opportunities for training and promotions. These areas of importance related to workforce and leader development are:</p> <ul style="list-style-type: none"> <li>• Workforce or leadership development activities, other than the number of training sessions and number of defensive driver classes;</li> <li>• Operations career ladder program, certifications, or licensures; and</li> <li>• Participation in succession planning and career development.</li> </ul>
7.4.a(3)	<p>No results are reported for areas of importance related to workforce capability and capacity, specifically related to the Department's strategic advantage of its skilled and dedicated staff, and its core competency of workforce experience and expertise:</p> <ul style="list-style-type: none"> <li>• Mandatory training for compliance; and</li> <li>• Workforce skill levels.</li> </ul>
7.4.a	<p>No projected results or comparisons are reported for any workforce engagement and satisfaction key indicators, including:</p> <ul style="list-style-type: none"> <li>• <i>Number of Employee Departures by Reason</i> (Figure 7.4.1);</li> <li>• <i>Number of Unauthorized Leave</i> (Figure 7.4.5);</li> <li>• <i>Number of Preventable Accidents as a Percentage of Total Fleet</i> (Figure 7.4.3); and</li> <li>• <i>Injuries &amp; Illnesses Comparison Chart</i> (no reference number).</li> </ul>

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## 2010 Feedback Report

**7.5 Process Effectiveness Outcomes****Scoring Range: 10% - 25%**

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 reported for operational performance of work systems show a favorable trend. <i>Average Daily Transfer Load per Driver</i> (Figure 7.5.2) shows a favorable improvement with the daily transfer load per driver increasing from 4.00 loads in FY 05, 4.48 in FY 06, 4.56 in FY 07, 4.64 in FY 08, to 4.81 loads in FY 09.
7.5a(1)	Results reported for operational performance of work systems for accounts receivable show a favorable trend. <ul style="list-style-type: none"> <li>• <i>Percentage of Accounts Receivables Past Due More than 90 Days</i> (Figure 7.3.6) shows a favorable trend from 2.6% in FY 06 to 1% in FY 09.</li> </ul>

Item Reference	Opportunities For Improvement
7.5a(1)	Results reported for operational performance of work systems show unfavorable trends for bulky waste tons. <i>Bulky Waste Tons Collected</i> (no reference number) shows an unfavorable trend from 6,500 tons in October 2006 to 6,371 in February 2010, which is attributed to the economic downturn.
7.5a(1)	Results reported for operational performance of work systems show unfavorable trends for crew efficiency and fleet expenditure. <ul style="list-style-type: none"> <li>• <i>Annual Tons per Collection Employee</i> (Figure 7.5.1) shows an unfavorable trend from 1,635 tons in FY 06, 2,017 in FY 07, 1,626 in FY 08, to 1,515 in FY 09. This trend is due to less consumption and disposal by citizens.</li> <li>• <i>Fleet Expenditure Per Household in Dollars</i> (Figure 7.5.3) shows an unfavorable trend from \$48 per household in FY 05, \$50 in FY 06, \$47 in FY 07, \$61 in FY 08, to \$54 in FY 09. The expenditures in FY 08 were significantly impacted by the high cost of petroleum products during that year.</li> </ul>

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Item Reference	Opportunities For Improvement
7.5a(1)	Results reported for operational performance of work systems show unfavorable trends for bulky waste tons. <i>Bulky Waste Tons Collected</i> (no reference number) shows an unsteady and unfavorable decreasing trend from 6,500 tons in October 2006 to 6,371 in February 2010. Variation in the intervening months ranges from a high of about 7,800 tons in November 2006 to a low of 4,058 in Jan 2010.
7.5a(1)	No results are reported for workplace preparedness for disasters or emergencies, an area of importance related to operational performance of work systems.
7.5a(2)	No results are reported for some areas of importance related to operational performance of key work processes, such as: <ul style="list-style-type: none"><li>• Fleet down times;</li><li>• Code enforcement; and</li><li>• The disposal system for disposal customers, particularly performance against wait times and access to disposal sites.</li></ul>

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**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
7.6.a(1)	Results reported for accomplishment of the organizational strategy and action plans for ensuring adequate disposal show a favorable trend. <i>Available Disposal Capacity in Years</i> (Figure 7.5.4) shows a favorable decline from 21 years in FY 05 to 11 in FY 08 and FY 09. Performance is better than the goal of keeping above five years.
7.6.a(2)	Results reported for governance and fiscal accountability show a favorable performance for external audits. <i>Results for External Audits</i> (No reference number) shows a favorable, flat trend at one audit finding per audit for fiscal years 2005 to 2007. There were no audit findings in FY 08.
7.6.a(3)	Results reported for regulatory and legal compliance show favorable levels, trends, and comparisons in environmental compliance. <ul style="list-style-type: none"> <li>• <i>Percentage Comparison of Days that Environmental Standards were Met at the Landfills</i> (Figure 7.6.8a) was 100% in FY 05 continuously through FY 08 as compared to Palm Beach County, which met 98% in FY 05 and FY 06, and then 100% for FY 07 and FY 08.</li> <li>• <i>Percentage Comparison of Days that Environmental Standards were Met at the WTE Plant</i> (Figure 7.6.8b) was 99% in FY 05 and then 100% from FY 06 to FY 08 as compared to Palm Beach County, which met the standards only 92% of the time in FY 05 and then 100% for FY 06 to FY 08.</li> </ul>
7.6.a(5)	Results reported for fulfillment of societal responsibilities and support of key communities show favorable trends for United Way contributions. <i>Departmental Contribution to United Way</i> (Figure 7.3.8) shows a favorable increase in annual contribution to United Way from \$84,000 in FY 05, \$71,000 in FY 06, \$86,000 in FY 07, \$111,000 in FY 08, to \$127,307 in FY 09.

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Item Reference	Opportunities For Improvement
7.6.a(1)	<p>Results are not reported for accomplishment of organizational strategy and action plans for most of the Department's strategic objectives, particularly for:</p> <ul style="list-style-type: none"><li>• Promote neighborhood aesthetics;</li><li>• Improve disposal service;</li><li>• Employee development/training;</li><li>• Employee succession planning program;</li><li>• Enhance public outreach and education initiatives related to recycling, litter, and illegal dumping;</li><li>• Meet waste delivery obligations to partners; and</li><li>• Ensure contract partners meet their waste delivery obligations.</li></ul>
7.6.a(4)	<p>Results are not reported for areas of importance to the Department related to ethical behavior, breaches in ethical behavior, and stakeholder trust in senior leaders and governance.</p>

