

May, 2006



2006

Sterling Challenge

Feedback Report

Miami-Dade Team Metro



May 22, 2006

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Dear Mr. Walthour:

I am pleased to send you the final Feedback Report for your organization. It has been prepared and validated by the team of Examiners who reviewed your Sterling Challenge application and conducted your site visit. We hope the information contained in this assessment will be able to further you on your performance excellence journey. Enclosed are two copies of your Feedback Report.

The Sterling Challenge assessment process is nationally recognized for excellence. As a result, Sterling has been the benchmark against which other state's awards processes are measured.

Feedback from Sterling Challenge applicants on the examination process is central to our effort to systematically evaluate and improve our level of performance. In about 30 days, your point of contact will receive a survey so that you can tell us about your satisfaction with the examination process and the Feedback Report.

If you have any questions or concerns, I would be pleased to meet with you. Please call me at (850) 922-5316 to make arrangements.

Thank you again for your participation in the 2005 Sterling Challenge process and for helping to make Florida "a state of excellence."

Sincerely,

John A. Pieno, Jr.
Chairman

JAP/js

Enclosures

Board of Directors

Amelia Island Plantation
American Express
AT&T
Baptist Health South Florida
Blue Cross and Blue Shield of Florida
The Boeing Company
Broward County Schools
Broward General Medical Center
Chamber of Southwest Florida
City of Coral Springs
City of Jacksonville
Clarke American Checks Inc.
Clerk & Comptroller, Palm Beach County
Convergys Corporation
Electronic Training Solutions Inc.
Florida Department of Education
Florida Department of Revenue
Florida Power & Light
Florida State Hospital
Fringe Benefits Management Company
Gulf Power Company
HDR Inc.
Honeywell
Johnson Controls World Services
Lee County School District
Lee Memorial Health System
Miami-Dade County Health Department
Miami-Dade County Public Schools
Motorola
North Broward Medical Center
Northeast Florida State Hospital
Pinellas County Schools
Practical Quality Services Inc.
The Ritz-Carlton Hotel Company, Naples
Sarasota Memorial Hospital
UNiCCO Service Company
Wachovia Bank, N.A.
Xerox Corporation

Honorary Members

Capital Insurance Agency
eGroupTech
Florida Chamber of Commerce
Florida Council of 100
Florida Hospital Association Inc.
Hayes Computer Systems
South Florida Manufacturers Association
U.S. Coast Guard

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INTRODUCTION

The goal of the Sterling Challenge process is to improve efficiency and productivity throughout the State of Florida by promoting common standards for organizational performance excellence in all public and private business sectors of the State. The process is designed to help an organization lay the foundation for future success. It provides a comprehensive self-assessment opportunity that can help organizations optimize their operations and results.

Miami-Dade County Team Metro 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 requested. This Feedback Report is the culmination of the Examiners' site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strength and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report provides an **Executive Summary** of the observations of the Examiners regarding the organization's key strengths and opportunities for improvement, and general recommendations designed to assist the organization in its effort to reach the next level on its continuous improvement journey.

The Report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence*. These views are expected to enhance the ability of administrators and employees within the organization to analyze their quality effort and to achieve consistently higher levels of performance excellence.

EXECUTIVE SUMMARY

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

- Leadership is engaged in developing a culture conducive to continual improvement through such methods as communicating to employees at brown bag lunches to discuss Business Plan objectives, recognizing innovation and outstanding service, and leadership appraisals tied to performance measures in the Business Plan.
- The Department is customer-focused in terms of its customer service and relationship building. Products and services are provided through the eight regional offices with attention to different customer types from homeowners to tenants, and from municipal to unincorporated. Through multiple communication methods, the Department reaches out to inform the community about its services, and does so in three languages – English, Spanish, and Creole.
- The Department has a variety of systems in place should emergencies or disasters occur. The County's Enterprise Technology Services Departments provides data back-up and recovery as well as remote servers. The Department also participates in the County's emergency activation and recovery process which includes annual updates for employees and utilizing Department sites as Disaster Recovery Centers.

There are also opportunities for improvement:

- The Department's strategic planning process does not include key considerations of long-term objectives and timelines for accomplishing them. In addition, shorter-term objectives in the Business Plan do not have specific aligned action plans with timelines, progress measures, or systematic plans for deployment.
- The Department does not have current methods in place to assess customer or employee satisfaction and dissatisfaction. The current Business Plan includes conducting customer focus groups and other methods to listen and learn from the variety of customers it serves, but the most recent information available is from 2003 which may no longer be valid considering the rapid growth of the County. Likewise, the Department is in the early stages of determining indicators of employee satisfaction through a focus group.
- The Department does not systematically analyze the data it currently collects to set priorities and drive process improvement. The new Active Strategy software and the Case Management System are methods for collection, but data are not currently analyzed to identify trends or root causes. In addition, the Department does not have a method to select, collect, analyze, or use comparative and competitive data for areas identified as important to customers or for identified challenges the Department faces.

The organizational performance results category assesses Miami-Dade County Team Metro's trended and comparative performance in those areas of importance to the organization's key factors. Some of the strengths and opportunities for improvement in the organization's results include:

- The Department reports positive service results over a two year period for decreasing complaints, decreasing final inspection response time from nuisance complaints and for zoning

complaints. The department also shows increased total revenues from Fiscal Year 2002-2003 to Fiscal Year 2004-2005.

- The Department shows unfavorable results such as a decrease in code fines, and an increase in employee turnover.
- No results are reported for most of the other areas of importance to the Department including most customer, employee, and key process measures. Also, there are no results for key strategic and financial challenges identified, or for the accomplishment of action plans linked to the Business Plan.

In order to help Miami-Dade County Team Metro management move to the next level in its journey for performance excellence, the Sterling Examination team recommends the following:

- Develop action plans with specific steps, timelines, measures, and reviews to support the Department's Business Plan. Align budget and resource processes to ensure strategies can be accomplished.
- Continue and expand the development and complete the implementation of the Department's scorecard to include quality and quantity measures and customer and employee satisfaction and dissatisfaction data. Develop a process to ensure the use, analysis, and communication of data for planning, decision-making, and overall process improvement.

1.0 Leadership

The **Leadership** Category examines how the 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.

Category 1 - Leadership

This category summary addresses the organization's **Senior Leadership, and Governance and Social Responsibility.**

Scoring Range: 30% - 45%

Strengths

- Senior leaders foster an environment that requires legal and ethical behavior by acting as role models and reinforcing expected behaviors. A County ethics code, mandatory ethics training during the County's new employee orientation program, a County ethics newsletter available on the intranet, and additional ethics training provided through the employee university training program are made available to encourage employees to behave in an ethical manner. An administrative process is used to address lapses in the ethical conduct of employees.
- Senior leaders communicate with, empower, and motivate employees to achieve Departmental objectives through the guidance and support of employees and Departmental initiatives. For example, brown bag meetings with the Director are designed and held to communicate with employees and to discuss the Department's objectives. The Employee of the Year Award recognizes innovation and outstanding service by rewarding employees with eight hours of annual leave, a certificate, and recognition by the County commissioners. The Director holds senior leaders responsible for their functional areas as specified in the Business Plan. Senior leaders are also held accountable by the Director for achieving Departmental objectives by empowering employees to provide knowledgeable service in a responsive and courteous manner.
- Management accountability is addressed by aligning senior leaders' performance appraisals with the Business Plan. Fiscal accountability is detailed in the Business Plan as well as by

**Category 1 – Leadership
(continued)**

This category summary addresses the organization's **Senior Leadership, and Governance and Social Responsibility.**

dividing up responsibilities into Departmental and other areas of accountability. Quarterly and annual progress reports are prepared and reviewed. The County periodically conducts external audits, and the Department deploys special desk and field audits to ensure compliance with key Department policies and procedures.

- The Department communicates with and supports its communities by interacting with residents, merchants, and non-profit and for-profit organizations. Regular attendance at community meetings throughout the community and the Government on-the-Go Bus provide information and direct services to customers throughout the County. In addition, the Department prints information cards in English, Spanish, and Creole, places advertisements in local newspapers, provides speakers on radio programs, and maintains an educational and informational web page as a means of communicating with the community.
- The Department addresses adverse impacts on society of its products, services and operations, anticipates current and future public concerns, and prepares for these concerns in a proactive manner. To understand public concerns and needs, the Department is rolling out focus groups to solicit customer feedback. A review of some Department practices has also been done and resulted in code changes. In addition, the NOVA system, an electronic system designed to verify funds from check and credit card transactions, was implemented to reduce the risks associated with cash handling and checks with insufficient funds.

Opportunities for Improvement

- Senior leaders have not established a current vision and values for the Department. Previous administrators established vision and values statements in the past; however, these

Category 1 – Leadership
(continued)

This category summary addresses the organization's **Senior Leadership, and Governance and Social Responsibility.**

statements have not been revisited and may not be reflective of today's organizational environment and the currently established senior leaders' shared values. A shared sense of direction for the Department may be difficult to achieve without visionary leadership.

- Senior leaders have not identified key communities for the Department to prioritize its support. For example, many and varied organizations are supported by the Department through donations and employee volunteering efforts; however, senior leaders have not identified key communities to promote focused giving by the Department as a whole. Without key communities specified, potential financial support, employee giving, and employee volunteering may be spread thin and as a result, the impact could be less significant.

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.

Category 2 – Strategic Planning

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

Scoring Range: 10% - 25%

Strengths

- The Department develops a two-year Business Plan based on the County's strategic plan. The Board of County Commissioners endorses nine priority strategic themes as part of the County's Strategic Plan. The Department then selects those themes which most directly relate to it. For its two year Business Plan, the Department is primarily supporting "Neighborhood and Unincorporated Area Services" and "Enabling Strategies (internal County support). In its planning process, the Department reviews major program changes, changes in staffing levels, business and fiscal factors, and critical success factors. The new Business Plan then delineates broad goals and program initiatives, as well as priority outcomes for the next fiscal year.
- The Department's goals and initiatives address some key challenges. For example, Goal ES-4 "Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange" and associated programs address the identified challenges of decreasing code enforcement fees from citations and maintaining adequate service levels and response times.
- The Department tracks progress on the accomplishment of executive performance evaluation objectives linked to the County's strategic and Business Planning efforts through its Active Strategies software. The measures include number of liens satisfied, budget targets, employee turnover, number of days required to make an initial inspection, and the number of outreach projects completed during a specified timeframe.

Category 2 – Strategic Planning

This category summary addresses the organization's **Strategy Development** and **Strategy Deployment**.

Opportunities for Improvement

- The Department does not develop long-term strategic objectives and short-term objectives that are developed in conjunction with the County strategic planning process objectives are non-specific, and do not have timelines for accomplishing them or measures to check progress. Without specific short and long-term strategic objectives to plan for the future and continually improve in all services, the Department's pursuit of sustainable excellence may not be realized.
- The Department does have a systematic process to establish and deploy detailed Action Plans to accomplish its Business Plan. For example, although some initiatives and quantitative measures are defined, there are no specific action steps, timelines, budgets or costs identified to accomplish the objectives. The lack of systematic development, deployment, and monitoring of action plans may inhibit the Department's ability to ensure the continued provision of value-added service to customers.

3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines requirements, 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.

Category 3 – Customer and Market Focus

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Scoring Range: 30% - 45%

Strengths

- The Department identifies customers, customer groups, and market segments through type of contact and service. For example, customers contact the Department by telephone, walk-ins, and attendance at community meetings. Customer groups are identified through the Department's code enforcement services, outreach, direct sales or lien customers and are segmented by location, regional office, commissioner district, homeowner association, and community council area. Customer types are identified as homeowner, tenant, resident, international, unincorporated municipal service area, and municipal.
- The Department builds relationships to acquire customers, increase loyalty, gain repeat business, and gain positive referrals by using various marketing and community outreach techniques. These techniques include advertisements, informational pamphlets and fact cards (printed in English, Spanish, and Creole), neighborhood Partnership Responsibility Involvement Duty and Enforcement events, Citizens' Academy, Government on-the-Go Bus, and participation in talk radio, job fairs, school events, and community council meetings.
- The Department enables customers to seek information, conduct business, and/or lodge complaints through its eight regional locations, central office, and community council meetings. A web portal and the County's 311 Answer Center are used to convey information, answer questions, and receive complaints.

Category 3 – Customer and Market Focus (continued)

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

Opportunities for Improvement

- The Department does not have a systematic process to determine its customers' key requirements and changing expectations. For example, although the Department plans to conduct focus groups with customers, telephone surveys, and on-site surveys, no recent approaches have been deployed. Without determining key customer current requirements, the Department may fail to continue to improve service levels in outreach and code compliance in the wake of an increasingly competitive funding environment.
- The Department has not determined contact requirements for all of its defined customer groups. For example, while several telephone contact requirements have been established, similar contact requirements have not been established for walk-in customers and/or participants at community meetings. By failing to determine customer contact requirements for all of its customer groups, the Department may not be able to systematically meet its mission of quality service delivery.
- The Department does not have a systematic process to manage customer complaints. While an informal system exists where employees try to solve a problem or, if necessary, forward the issue to a supervisor, there is no process for data collection to manage or track complaints and no consistent system for following up on customer complaints across locations. Without a systematic process to manage complaints, the Department may be resolving some of the same issues several times, variation in approach may cause customer dissatisfaction, and the department may not succeed in strengthening the bond between government and the community.

Category 3 – Customer and Market Focus (continued)

This category addresses the organization's **Customer and Market Knowledge** and **Customer Relationships and Satisfaction**.

- The Department has not developed a systematic process to determine customer satisfaction and dissatisfaction. For example, although the Department plans to implement customer listening posts and has information from a 2003 County resident survey, there is no current information available considered valid for setting priorities and making decisions. As a result, it may be difficult to determine whether any Department improvements regarding staffing and services impact customer satisfaction and dissatisfaction.

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. Also examined is how your organization reviews its performance.

Category 4 – Measurement, Analysis, and Knowledge Management

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

Scoring Range: 10% - 25%

Strengths

- Performance measures are selected based on the results of the 2003 Resident Satisfaction Survey and other means. For example, code enforcement measures include vacant lots, run down houses, litter, debris, graffiti, response time to callers, response time to code enforcement complaints, and case closure rate. Data for these measures are collected through the Case Management System and the new E-ticketing software.
- The Department has a systematic process in place to ensure the continued availability of data and information as well as hardware and software systems in the event of an emergency. The Department maintains internal service agreements with the County's Enterprise Technology Services Department to provide data backup and recovery, which includes backup to remote servers in the event of an emergency.
- The Department uses the County's systematic processes to help ensure the integrity and reliability of data and information. Specifically, computer systems used by employees to store this information have different established levels of security access for different groups of users. Furthermore, the Department has begun implementation of an Electronic Document Management System to store images and documents for retrieval and to track changes.

Opportunities for Improvement

- The Department does not select and/or use comparative and competitive data for all areas.

Category 4 – Measurement, Analysis, and Knowledge Management (continued)

This category addresses the organization's **Measurement, Analysis and Review of Organizational Performance, and Information and Knowledge Management.**

For example, code enforcement utilizes available comparative information from the International City County Management Association; however, the Department has not selected comparative and competitive data in its overall business approaches. Failure to use such data may hinder the Department's ability to excel in a competitive environment.

- The Department does not analyze and review all areas of Departmental performance to set priorities for improvement. For example, although the Department uses new Active Strategy Enterprise software and the Case Management System to collect data, the Department is in the beginning stages of data analysis. Without a systematic process for analyzing data, the Department may not know how well it is doing in relationship to customer and other stakeholder needs and requirements, and leaders may not have the information they need to make valid decisions or set priorities that may improve the quality of life for county residents.
- There is not a means established to collect, share, and transfer all knowledge gained by employees. For example, employees transfer knowledge gained through internal and external training and on the job experiences through a variety of informal methods, including meetings and emails; however, the Department does not have a systematic process in place to allow for this level of communication to occur on a systematic basis. Without an approach where employees are encouraged to share the knowledge they gain, the Departmental mission to build creative and responsive partnerships that empower employees to provide knowledgeable service in a responsive and courteous manner may not be fully achieved.

5.0 Human Resource Focus

The **Human Resource Focus** Category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

Category 5 – Human Resource Focus Strengths

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

Scoring Range: 10% - 25%

- The Department relies on several methods to recruit, hire, and retain employees to meet current and future needs. Included are internal promotions for staff that have demonstrated performance capabilities and meet job qualifications; use of situational and behaviorally based interview questions; and by creating an environment conducive to high performance and employee wellness.
- The Department's employee education and training program contributes to the achievement of the County's action plans through a variety of offerings. These include a Department orientation for new employees; the County's New Employee Orientation; the County's Supervisor Certification training; on-the-job training; Florida Association of Code Enforcement officers training and recertification; and other professional development opportunities. Additionally, the Department's employee university program offers a series of sessions that help employees successfully perform their jobs.
- The Department evaluates the effectiveness of education and training using reaction measures. These measures elicit responses from employees on their reaction to the training. Additionally, learning measures and post-tests are used to assess learning after the training opportunity.
- The Department motivates employees to develop and utilize their full potential. This is

**Category 5 – Human Resource
Focus (continue)**

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

achieved through employee recognition programs, tuition reimbursement in which nearly 20% of the employees have participated, and other professional development opportunities. Promotions to several positions require a college degree and/or specific professional development training offered by the Department.

- The Department prepares for emergencies and disasters by following an emergency plan that is reviewed and updated annually. For example, the Department participates in the County's emergency activation and recovery process and has a representative at the County-wide Emergency Operations Center. The Department's sites can be opened as Disaster Recovery Centers as part of the emergency response activities. In addition, employees are required to attend an annual meeting to review the emergency plan and receive the updated telephone tree.

Opportunities for Improvement

- Work and jobs are not systematically managed to create an environment for direct services employees that facilitates cooperation, individual initiative, and empowerment. For example, the eight regional offices all provide the same services; however, operations have not been standardized from office to office. Lack of a consistent approach to managing the work environment may limit the organization's ability to ensure adequate and appropriate staffing at all sites, address varied employee needs, and maximize productivity.
- The Department does not link its performance management system to the achievement of action plans for all employees. For example, senior leader performance evaluations are linked to the Business Plan; however, similar linkage does not exist for all other employees. Without connections between performance evaluations and Business Plan measures and goals,

**Category 5 – Human Resource
Focus (continue)**

This category addresses the organization's **Work Systems, Employee Learning and Motivation, and Employee Well-Being and Satisfaction.**

employees may not be sure what the priorities are and where they should focus their time.

- The Department has not established a succession planning process for leadership and management positions. For example, there is support for hiring from within and for attaining bachelor's and advanced degrees, but there is no succession planning process. Lack of continuity in leadership may cause inconsistent direction and support in addressing and overcoming the department's strategic challenges including maintaining staff loyalty, perceived need for incorporation, and competition for funding.
- The Department does not determine employee satisfaction or dissatisfaction. For example, while the information gained from recent focus groups will be used to develop employee satisfaction surveys, a systematic process for determining employee satisfaction and dissatisfaction does not exist. Without a systematic process to determine indicators and overall employee satisfaction and dissatisfaction, the Department may not be able to address its strategic challenge to maintain staff loyalty.

6.0 Process Management

The **Process Management** Category examines the key aspects of your organization's process management, including key product, service, and business processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.

Category 6 – Process Management

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

Scoring Range: 30% - 45%

Strengths

- Senior managers reference the law and meet with division managers and functional management groups to determine key processes. For example, the code compliance process was determined based on local ordinance and state law.
- The Department has identified nine key product or service processes that include direct sales, community outreach, public education, code compliance, and due process case management. Nineteen key support processes have been identified that include cash management inventory controls, event coordination, neighborhood Partnership Responsibility Involvement Duty and Enforcement program events, meeting presentations, bi-annual revisions to public education documents, and code enforcement procedures.
- The Department is in the process of further defining key service and support processes. For example, the organization is in the early stages of writing and/or revamping policies and procedures to make them current. Internal services such as payroll, personnel, employee training, and employee benefits are projected to have about 15% written and deployed, and Outreach has not begun. Code Enforcement Services has taken the lead with approximately 80% revised with the ordinance update and technology innovations including document scanning and a new system for case management. These efforts may help the Department move to the establishment of a process improvement methodology and culture

Category 6 – Process Management (continued)

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

that empowers and enables employees to become more proactive in solving problems.

- The Department has identified performance measures to monitor, control and identify improvement opportunities. These measures include complaint response time, the number of community improvement events, sales increases by category, and the percentage of voluntary compliance to monitor and identify opportunities for improvement in key products and services.
- The Department ensures adequate financial resources to support key processes through the review of Business Plan reports and efforts to maximize the Department's revenue-generating capacity. The Director of Financial Management regularly monitors the Department's scorecard to see that budget is being met. Additionally, the Department pursues additional sources of revenue such as the United States passport sales program which helps the organization to generate additional revenue to offset decline revenues in citations and other areas.
- The Department has a plan to ensure the continuity of operations in the event of an emergency. A written emergency management plan is in place to communicate with staff immediately following a disaster, to support the disaster relief role of the organization in the community. After an emergency situation, the staff, resources, and facilities are redirected to provide disaster relief services, logistical support, damage assessment, monitoring services for debris removal, and opening offices as Disaster Recovery Centers. For example, the Melrose office was damaged in the aftermath of Hurricane Wilma, and the transition to temporary facilities occurred in a timely manner.

Opportunities for Improvement

- The Department has not developed a systematic process to design product, service, and support

Category 6 – Process Management (continued)

This category addresses the organization's **Value Creation Processes**, and **Support Processes and Operational Planning**.

processes. For example, the Department adopted the United States passport sales process from the federal government; however, a systematic design process to ensure successes such as this in other cases does not exist. In such a dynamic business and financial environment as the Department finds itself, a standard system to design processes may be critical to its agility in facing and addressing its strategic challenges.

- The Department has not developed a systematic approach to improve its processes. For example, although improvements such as the code enforcement ordinance and some technology improvements have been made, such efforts are random as there is no consistent performance improvement methodology in place. The County's recently introduced balanced scorecard is designed to serve this purpose; however, the balanced scorecard is in the early stages of deployment to some departments. Without such a systematic method established and implemented to guide the department's performance improvement efforts, the department may not be able to make progress toward its mission to deliver quality services and toward meeting its leadership focus area of continuous improvement.

7.0 Organizational Performance Results

The **Organizational Performance Results** Category examines your organization's performance and improvement in key business areas – product and service outcomes, customer satisfaction, financial and marketplace performance, human resource results, operational performance, and leadership and social responsibility. Performance levels are examined relative to those of competitors.

Category 7 – Organizational Performance Results

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

Scoring Range: 10% - 25%

Strengths

- Service performance results indicate improvement over a two-year period from FY 2003-2004 to FY 2004-2005 as shown for three out of the four indicators in *Service Performance*. Complaints Accepted into System Average showed a favorable decrease from six days to four days. Final Inspection Response Time from Nuisance Complaints dropped favorably from 13 days to seven days. First Inspection Response Time for Zoning Complaints dropped favorably from 16 days to eight days.
- Financial performance results show total revenue increased from \$17,245,000 to \$19,294,000, over a three-year period from FY 2002-2003 to FY 2004-2005 as shown in *Financial Summary*. At the same time Lien Collection increased from \$3,161 to \$4661.
- Overall percentage of loss of revenue due to non-sufficient funds dropped favorably from 0.87% to 0.22% (\$17,223 in FY 2000-2001 to \$2,768 in FY 2004-2005). These data are segmented by sales categories.

Opportunities for Improvement

- There are no trends or comparisons for customer satisfaction and dissatisfaction results as shown in *2003 Resident Satisfaction Survey Results* (Attachment B, Chart 2.4) Views Towards Incorporation by Unincorporated Municipal Service Area Region, where 42% of the residents thought services would improve and 48% thought the value of services would improve.

Category 7 – Organizational Performance Results (Continued)

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

- There are no trends or comparisons for customer satisfaction and dissatisfaction results as shown in *2003 Resident Satisfaction Survey Results* (Attachment B, Chart 4.1) Neighborhood Quality of Life Indicators where 13% of the residents viewed vacant lots as a major problem; 14% viewed run down houses as a major problem; 14% viewed litter and debris as a major problem; and 11% viewed graffiti as a major problem.
- There are no results reported for the number of customer complaints by segments such as customer group or complaint type.
- Financial performance indicators show code fines have dropped unfavorably from \$1,925,000 to \$1,432,000 over a three-year period from FY 2002-2003 to FY 2004-2005 as shown in *Financial Summary*.
- There are no results data reported for most areas of employee work systems, training and development, and well-being including indicators such as: employee training needs assessment; number of accidents or injuries; employee focus groups; or satisfaction and dissatisfaction.
- Unfavorable results are presented in *Personnel Turnover Rate* (Graph 5.3), increasing from 7% in FY 2003-2004 to 13% in FY 2004-2005 and *Operational Performance* (Chart 7.5) that shows employee turnover at 12%.
- There are no results for most indicators of operational performance of key services and support services.
- There are no trends or comparisons for indicators of Departmental citizenship as is exemplified by the one-year data presented in *Operational Performance* (Chart 7.5) for FY 2004-2005 including Community Pride Events at 739, Community Organizations Attended at 972, Go Bus Visitors at 7,000.

Category 7 – Organizational Performance Results
(Continued)

This category addresses the organization's **Product and Service Outcomes, Customer-Focused Results, Financial and Market Results, Human Resource Results, Organizational Effectiveness Results, and Leadership and Social Responsibility Results.**

- There are few data for indicators related to accomplishment of strategic objectives and action plan or for meeting the Department's identified strategic challenges.
- There are few results reported for comparative performance, and there are no results for competitive data.

