
TABLE OF CONTENTS

INTRODUCTION.....	3
EXECUTIVE SUMMARY	5
1.0 LEADERSHIP	8
2.0 STRATEGIC PLANNING.....	12
3.0 CUSTOMER AND MARKET FOCUS	15
4.0 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT	19
5.0 WORKFORCE FOCUS.....	22
6.0 PROCESS MANAGEMENT.....	26
7.0 RESULTS	30

INTRODUCTION

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

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

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

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

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

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

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

Executive Summary

The Miami-Dade County Department of Emergency Management is in the early stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership and Process Management. Some of the most important cross-cutting strength themes include:

- **Communication with workforce and partners.** Senior leaders communicate with and engage the entire workforce by exercising an open-door policy, bi-weekly management meetings during which senior leaders are updated on the status of all outstanding projects, and quarterly all-staff meetings for information sharing. Senior leaders also host skip-level meetings where staff members may share challenges or communication issues without Bureau Managers in attendance, and where workforce members are encouraged to contribute, to be innovative, and to embrace change. Communication with partners is achieved through the sharing of quarterly electronic newsletters and minutes of staff meetings, and by hosting regular meetings with partner agencies to discuss areas of concern, planning and training sessions, and after action reviews. Work systems are designed to engage partners in delivering the mission of the Department. As an example, an agreement has been reached with the County Police Department to transfer four additional officers to the Department to enrich collaboration by consolidating data bases, attending common meetings, and providing additional support in preparedness, response, and recovery. Also, the Department has established a new partnership with Switchboard of Miami that will provide the additional staff needed to complete timely call-downs of the Department's Special Needs Registry. These efforts to communicate with and engage partners will provide the Department with additional support in preparedness, response, and recovery.
- **Commitment to mission.** The Department has the strong foundation of a work system design that is focused on the mission, and clearly identifies the purpose and value of the Department and its interactions with partners, customers, and workforce. All staff members are committed to the mission through their involvement as process owners of multiple key work processes within the work system and through their participation in the strategic planning process. The Department may find value in using the structure of its work system to develop other management systems such as its performance measures, workforce performance system, and the learning and development system.
- **Societal responsibility.** The Department is committed to the societal well-being and benefit of the community as demonstrated by its recent efforts to plan and coordinate the collection and delivery of relief supplies for victims of the Haiti disaster, and the subsequent repatriation of evacuees. The Department also demonstrates this commitment by distributing all preparedness materials in the three major languages spoken in Miami-Dade County, and negotiating a Spanish language emergency radio broadcast in partnership with the National Weather Service. In addition, the Department has completed numerous mitigation projects valued at more than \$250 million over the last ten years.

There are opportunity for improvement themes that include:

- **Sustainability.** The Department's strategic planning process does not address long-term organizational sustainability. The Department mission of preparedness, response, recovery, and mitigation will always be needed, as evidenced by the statutory requirements regarding the functions of the Department. However, there is no statutory requirement that the mission and functions must be delivered by an independent Department of the County government. To remain sustainable as an independent Department, senior leaders have the responsibility to create a reputation of performance excellence in accomplishing the Department's mission and strategic objectives, innovation, and role model performance and leadership. Without a systematic process of selecting, gathering, and analyzing key comparative data and information, the Department may have difficulty achieving the performance and reputation required to ensure sustainability as its stand alone department. In addition, the lack of a systematic process for training staff in all core competencies may inhibit the Department's ability to implement the changes needed to support the current and future needs of customers and partners.
- **Performance measures.** The Department is not consistently selecting and analyzing key performance measures that would allow it to assess performance and extract larger meaning from data and information to support decision making, improvement, and innovation. Most Balanced Scorecard measures are tracking the progress of completing the initiatives rather than measuring the performance of the key work processes, such as timeliness and accuracy of information. Without a systematic approach to select and analyze performance measures that describe the key work process requirements and customer requirements, the Department may find it difficult to quickly adjust to deliver timely and accurate information in support of the mission.
- **Organizational learning.** Opportunities for improvement in organizational learning include: senior leaders' participation in organizational learning; embedding cycles of evaluation and improvement into the strategic planning process; voice of the customer listening methods; evaluation/improvement of the measurement system; rapidly identifying, sharing, and implementing best practices; and transferring knowledge from departing or retiring workers.

The Organizational Performance Results category assesses 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 Department's results include:

- Favorable trends in some product and service outcomes, customer engagement outcome, financial performance outcome, and operational performance outcome. These included: Hurricane Evacuation Centers, Disaster Assistance Employees; General and State Grant Funds; COOP compliance; Outreach and Presentations; and Exercises.
- Meaningful trends in the areas of customer and workforce engagement were not ascertained because historical data was not provided to define a valid trend. These included: Public Safety Behavior/Perceptions; Disaster Prepared Households; Maintenance of Disaster Supplies; Staff Longevity; and Workforce and Leader Development.
- Meaningful comparisons were not reported for key areas important to the Department including: Hurricane Evacuation Centers; Disaster Assistance Employees; CERT Membership; General and State Grant Funds; Workforce Engagement and Learning; Outreach and Presentations; and Exercises.

- Many key performance results were not reported for: product and service outcomes, such as timely and accurate information; customer satisfaction and dissatisfaction; budget and marketplace performance; workforce satisfaction and engagement; operational performance for response, recovery, and mitigation; and leadership and social responsibilities.

In order to help the Miami-Dade County Department of Emergency Management move to the next level on its journey for performance excellence, the Sterling Examination Team recommends the following:

- Continual improvement of the strategic planning process, including: regularly scheduled leadership organizational performance reviews with the whole staff; and integrating the voice of the customer into the strategic planning process to identify key work processes to improve in order to address strategic challenges.
- Select and use key performance measures to determine the effectiveness of key work processes, rather than developing work processes to fit pre-determined measures on the Active Strategy Enterprise Scorecard.
- Shift from maintenance of current performance through tracking the completion of plan reviews, training, and exercises in the Department's initiatives, to measurable enhancement in terms of improvement and timeliness.
- Develop and deploy voice of the customer processes to determine customer requirements, measure customer engagement and satisfaction/dissatisfaction, and manage customer complaints. It is also recommended that the Department consider including County Commissioners in the development of voice of the customer processes.
- Continue to develop and focus on factors of workforce engagement such as: trusting relationships; safe and cooperative environment; good communication and information flow; empowerment; performance accountability; training and career development; effective recognition and reward systems; and equal opportunity and fair treatment.
- Select and use key comparative data.

1.0 Leadership

The Leadership Category examines how your Department's senior leaders' personal actions guide and sustain your organization. Also examined are your Department's governance system and how your Department fulfills its legal, ethical, and societal responsibilities and supports its key communities.

Strengths

Organizational Vision, Values, and Mission

- Senior leaders recently led the revision of both the mission and vision statements, with staff input. The revised mission statement more accurately reflects all four phases of the Department's work system: preparedness, response, recovery, and mitigation. The revised vision statement, while still reflecting the County vision, describes how the Department delivers excellence every day.
- Senior leaders facilitate bi-weekly management team meetings and quarterly all-staff meetings at which they verbally communicate the Department's obligation to fulfill its mission and achieve its vision.
- Senior leaders communicate vision and values to stakeholders through a quarterly electronic newsletter, and by sharing all-staff meeting minutes.

Communication and Organizational Performance

- Senior leaders engage the entire workforce by exercising an open-door policy, quarterly all-staff meetings for information sharing both internally and externally between all levels, and bi-weekly management meetings during which senior leaders are updated on the status of all outstanding projects. They also host skip-level meetings where staff members may share challenges or communication issues without Bureau Managers in attendance.
- Senior leaders have inaugurated an Employee of the Year recognition program and send all-staff congratulatory emails to recognize individual staff members.
- Senior leaders recognize staff members by encouraging them to apply for regional, state, and national awards; making them aware of career advancement opportunities outside the Department; and providing them autonomy in decision making.

Organizational Governance

- The Department achieves management accountability through an evaluation system for leaders that corresponds to the Department's performance relative to the strategic plan.
- The Department maintains fiscal accountability via the budget process and strict procedures for monitoring purchases.
- The Miami-Dade County Fire Rescue Department (MDFR) jointly manages the Department's grants, all purchases are reviewed for grant compliancy and fund availability, reports are submitted quarterly by the Department and/or the MDFR Grants Bureau, and all documents are maintained as prescribed in the State of Florida General Records Schedule GS1-SL for State and Local Government

Strengths

Agencies.

- The Department logistics coordinator regularly maintains an inventory of capital property.
- Sharing of all-staff meeting minutes and a quarterly electronic newsletter to stakeholders and partners also promote accountability.

Legal and Ethical Behavior, Societal Responsibilities, and Support of Key Communities

- The Department's mission, values, and core competencies serve to contribute to the social and economic systems well-being of the County's population.
- The Department identifies areas with high populations of low-income and under-served residents who may not have funds or means to be prepared to recover from disaster, and establishes Points of Distribution at central locations within these areas. Also, Disaster Assistance Centers (DAC) are established where Federal, State, and local services are available.
- The Department's debris management projects meet FEMA Public Assistance Debris Management Guidelines, and all mitigation projects meet Environmental Planning and Historic Preservation Program (IPHPP) requirements. The Department applies for grants from FEMA and other sources to maximize funding of hurricane mitigation projects. These ongoing mitigation efforts are valued at more than \$250 million over a ten-year period.
- The Department strengthens student communities through presentations and age-appropriate materials and hosts an annual student oriented event called Storm Zone which provides students from selected schools a severe weather curriculum and culminates in a simulated hurricane evacuation during which students serve in all EOC positions.
- The County's large Haitian population is a rapidly growing community. The Department is supporting and strengthening this community by coordinating the collection and delivery of earthquake relief supplies, and by coordinating a repatriation program for evacuees.

Opportunities For Improvement

Vision, Values, and Mission

- Senior Leaders do not participate in a systematic succession planning process. Although the senior leaders are confident that the managers can quickly step into the Director's role, there is not a systematic approach to develop their leadership skills that would sustain the direction of the Department.
- Without a systematic succession planning process, senior leaders may find it difficult to continually improve products and services in an effective and efficient manner, and to maintain the Department's values of professionalism and leadership when faced with changes in leadership.
- There is not a systematic approach for achieving organizational learning through

Opportunities For Improvement

research and development, evaluation and improvement cycles, workforce and stakeholder ideas and input, best practice sharing, and benchmarking. Some informal organizational learning occurs, but it does not occur through a systematic approach that will support the Department's core value of leadership in the field.

- If senior leaders do not systematically create an environment for performance improvement, innovation, and workforce learning, it may be difficult for the Department to acquire or develop innovative solutions that address operational challenges such as budget cuts, contractual constraints, extended work hours, and remaining focused on the mission under stressful conditions.

Organizational Performance

- Senior leaders review the ASE Scorecard on a quarterly basis to review the progress of the Department's activities, and occasionally review the internal staff training matrix.
- However, there is not a systematic process for senior leaders to select, review, and analyze key performance measures on a regular basis to inform them on needed actions.
- Without a systematic process to regularly review the key performance measures of the Department such as those that affect the efficiency, effectiveness, and readiness of the Emergency Support Functions, it may be difficult for senior leaders to develop appropriate corrective actions to avoid unsatisfactory performance during activation of the Emergency Operations Center.

Leadership Category Scoring Summary

Scoring Range: 50% - 65%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A -** Effective, systematic approaches to communicate with the entire workforce, take an active role in rewards and recognition, and identify and support key communities. Do not have a systematic approach for regularly reviewing key performance measures.

- D -** The communication and rewards and recognition program is deployed to all staff members.

- L -** The beginning of systematic evaluation/improvement is evident, such as development of the Employee of the Year program and involving all staff members in revising the mission and vision statements.

- I -** Most approaches are in the early stages of alignment with the mission, organizational culture, and core values.

2.0 Strategic Planning

The **Strategic Planning** Category examines how your Department 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.

Strengths

Strategy Development Process

- The Department's strategic planning process includes all leaders, managers, and staff members in the identification of initiatives. Senior management solicits information from key elected officials, customers, partners, and stakeholders to assist in identifying opportunities for improving Departmental performance and capitalizing on its strengths.
- Senior leaders of the Department participate in County Administration Resource Allocation meetings and Public Safety Department meetings to ensure alignment with the resources available and Public Safety Strategic Goals. Partnerships are developed and maintained to leverage additional resources during Emergency Operations Center (EOC) activations so all communities can be prepared with tailored presentations and continuous flow of information.
- Quarterly planning sessions are used to discuss the Department's exercise program and identify tactical solutions such as allocating resources, addressing community concerns, and addressing gaps in response and recovery exercises.
- Core competencies are identified by the Department through alignment with the key requirements of the Department's mission to support preparedness, response, recovery, and mitigation. In addition, requirements of the Florida Division of Emergency Management and the County's governing ordinance are referenced to establish the roles and responsibilities of the Department. The core competencies of improvement, plan maintenance, coordination of response and recovery, developing and maintaining partnerships, and best prepared communities provide focus and direction for the key work processes of the Department.
- These initiatives and actions enable the Department to coordinate the County's response and recovery plans to ensure that the Emergency Operations Center (EOC) is maintained in a continuous state of readiness.

Action Plan Development and Deployment

- Action plans developed as a result of the strategic planning process are referred to as initiatives which are aligned with each strategic objective. The Department's strategic objectives are used primarily to identify the responsibilities of Emergency Coordinators during the preparation phase of emergency management.
- Each initiative, action plan, and Emergency Support Function is assigned to an Emergency Coordinator for maintaining and enhancing its performance. Completion of the requirements of the initiatives is tracked through entries on the Department's Scorecard. The requirements of initiatives are primarily completions of plan reviews, training for participants outside of the Department, and exercises of

Strengths

- plans.
- Development and deployment of initiatives supports the annual requirements for updating plans, conducting training of participants, and performing exercises as required.

Opportunities For Improvement**Strategy Development Process**

- The Department does not have a systematic process in place for determination of strengths, weaknesses, opportunities, and threats during the strategic planning process. All members of the Department participate in the process with the output being identification of initiatives that ensure workload equity, support objectives and expectations, and encourage innovation. Strategic objectives are identified in general terms without short-term goals, long-term goals, or timetables for accomplishment other than maintenance and enhancement of programs and initiatives. The identification of opportunities for improvement and threats to sustainability is done informally through conversations with partners and stakeholders, and in most cases strategic challenges are not addressed.
- The Department identifies its strategic challenges through experience, such as complacency among the general public and reduced funding for operation of the Department. There are no plans identified for addressing public complacency and overcoming the limitation on public education, training, and exercises.
- Without specific measurable goals for strategic objectives and timetables for accomplishing them it may be difficult for the Department to efficiently and effectively plan for, prioritize, and allocate resources to ensure achievement of its objectives. In addition, the Department may not be able to attain the level of readiness necessary to provide the performance necessary to satisfy customers, partners, and other stakeholders during periods of activation of the EOC.

Action Plan Development and Deployment

- The Department does not develop key performance measures for tracking effectiveness of action plans and initiatives assigned to Emergency Management Coordinators. Measures are limited on most initiatives to tracking completion of plan review, annual training for plan participants, and completion of exercises to determine the level of readiness for activation. Action plan and initiative enhancement and innovation are encouraged without specific measurable goals of performance or improvement.
- Without measures that determine the effectiveness of action plans and initiatives the Department may have difficulty developing the plans adequately to ensure that all Emergency Support Functions work together to provide accurate and timely information during activations of the EOC. In addition, the required guidance for protective actions, effective management of disasters, and facilitation of timely response and recovery efforts may not be delivered at the required level of performance for customers and partners adversely impacted by the emergency event.

Strategic Planning Category Scoring Summary

Scoring Range: 10% - 25%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A** - Department uses the County's Strategic Planning Process.
- D** - Involvement of stakeholders in the strategic planning process. Numerous meetings to share information, discuss, and align resources.
- L** - Not much evidence of learning and improving the strategic planning process.
- I** - Somewhat better than through joint problem solving.

3.0 Customer and Market Focus

The **Customer Focus Category** examines how your Department engages its customers for long-term marketplace success. This engagement strategy includes how your Department builds a customer-focused culture. Also examined is how your Department listens to the voice of the customer and uses this information to improve and identify opportunities for innovation.

Strengths

Product and Service Offerings and Customer Support

- The Department identifies and reviews key community services and communication platforms every year as part of the strategic planning process. For example, the coordinators reviewed and revised the Community Emergency Response Team (CERT) program to partner more with the Red Cross. Human services coordinators are strategically expanding programs in support of the vulnerable population through municipalities, community-based organizations, and home health care agencies.
- Local, state, and federal mandates determine emergency support functions and lead agencies to deliver information and community services during the response and recovery phases.
- Multiple communication platforms enable customers to seek information during the preparedness, response, and recovery phases. These include the 311 Answer Center; website, print, and broadcast media; and the Business Continuity Information Network (BCIN).
- The Department continues to improve the website with updated information for elected officials, the community, businesses, and visitors.

Building Relationships With Customers

- Many key work processes in support of preparedness are aligned with the County Plan Goal PS4 - Strengthen the bond between the public safety departments and the community. For example, CERT increases customer engagement by preparing the citizen and the family for a disaster before assisting in the community. Red Cross is now delivering the training due to budget cuts, and grant money is purchasing the CERT supplies. CERT volunteers can also support the Red Cross by volunteering at the evacuation centers. The department was innovative in continuing a program that supported its mission when its general fund was cut.
- The Department provides monthly in-service training on disaster planning to Assisted Living Facilities and conducts annual reviews of medical facilities' comprehensive emergency management plans. These are lessons learned from Hurricane Katrina and New Orleans.

Keeping Approaches for Customer Relationships Current

- The Department uses the Sterling Performance Excellence Challenge Criteria and the feedback to provide input into its strategic planning process to keep the customer approaches current. Senior leaders are also considering becoming examiners as a way to gain more insight on the application of the Criteria from a business perspective.

Strengths

- The Department uses the Emergency Management Assessment Program (EMAP) self assessment tool to continually improve customer approaches across all four phases of operation: preparedness, response, recovery, and mitigation. After an initial self assessment is completed, other county emergency management offices within the region will provide feedback and share best practices.

Opportunities For Improvement

Customer Culture

- The Department does not have a systematic approach to creating a culture that ensures a consistently positive customer experience.
 - The employees are passionate about saving lives and property and their responsibilities supports the community's needs in all four phases of a disaster. For example, observations were made at an evacuation center during activation to learn how to improve the experience so it will consistently be a positive experience.
 - However, the management system does not repeatedly promote actions by the employees to consistently focus on the customers' experiences. For example, the management, bureau, and staff meetings are not consistently and directly addressing customers' experiences. The workforce performance management system does not reinforce a customer focus culture and the training matrix does not recognize the learning opportunities for multiple approaches to capture the voice of the customer.
 - Without a process to integrate customer engagement of all customer groups into the management system, the Department may find it difficult to become the role model in serving a "disaster ready community."

Voice of the Customer

- The Department does not have a systematic approach to listen to its customers, acquire satisfaction and dissatisfaction information, and use customer information to improve.
 - The Department conducts several public events to share information on preparedness such as Citizen Corps Public Safety Days and Storm Prep Expos. However, the Department does not use these events to listen to and capture the community's requirements, suggestions, or complaints.
 - Without a systematic approach to listen and learn from customers, staff members may have varied understandings of customer needs and how to meet them and the Department may have difficulty disseminating the right information at the right time to the right people to meet their preparedness, response, and recovery needs.
 - Surveys are completed after a CERT training course to evaluate the course; however, the surveys are not designed to solicit customer requirements of the program. Outreach presentations are updated with more information based on the question and answer session.

Opportunities For Improvement

- The Department uses the County Residential Satisfaction survey to acquire satisfaction information, which is conducted every three years. Without a more frequent repeatable approach, for example during the variety of public events, the Department may find it difficult to effectively respond to the customer's basic requirement of timely and accurate information.
- Without systematically capturing the voice of the customer, the Department may find it difficult to efficiently and effectively improve the key work processes for Preparedness, Response Recovery, and Mitigation.

Customer and Market Focus Category Scoring Summary

Scoring Range: 30% - 45%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A -** No systematic approach in building a customer focused culture and listening to the voice of the customer.

- D -** Some areas of the workforce intuitively engage and listen to the customer.

- L -** The beginning of a systematic approach to evaluation and learning through Sterling Criteria and EMAP.

- I -** Early stages of aligning to its own needs, rather than total dependency on the County.

4.0 Measurement, Analysis, and Knowledge Management

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

Strengths

Data, Information, and Knowledge Management

- Transfer of knowledge to customers, suppliers, and partners is accomplished through direct contact, monthly newsletters, and public outreach programs. Subject matter experts attend trainings, conventions, and seminars for the acquisition of new knowledge. They then summarize the content of the events at the bi-weekly staff meetings,
- The multi-agency collaboration tool, WebEOC, a web-based crisis information management system, allows partners across the state, region, and county to view and share information. It provides real-time updates on events happening anywhere in the region and facilitates resource allocation as needed.
- Internal emails forwarded by management keep staff apprised of new federal, state, and local legislation, best practices, and other relevant information.
- The methods support the Department's mission of preparedness, response, recovery, and mitigation.

Management of Information Resources and Technology

- The Department ensures the continued availability of data and information during emergencies through the use of multiple system backups including the back up of digital data at a facility in Atlanta, GA. In addition, many staff members back up their own work documents on CD and thumb drives. A paper back-up system is maintained and copiers and faxes have primary, secondary, and tertiary sets.
- Each staff member from Emergency Management Specialists up to Director has a laptop and mobile phone with email capabilities. All laptops are integrated with a Virtual Private Network (VPN) so a shared community folder is readily available off-site, and off-site activity is supported by air cards.
- This availability of information through technology supports the Department's mission and its core competency of coordinating the County's disaster response and recovery.

Opportunities For Improvement

Performance Measurement, Analysis, and Review

- The Department does not have a systematic process in place for selecting data and information for tracking overall daily performance or overall Departmental performance. For example, the Scorecard used by the Department is updated quarterly and is used primarily to track the status of completion of quarterly and

Opportunities For Improvement

annual activities such as plan reviews, plan exercises, and the training required for exercise participants. There are no measures for measuring the efficiency and effectiveness of these emergency operations plans even though timeliness and accuracy of information are the key customer requirements of all customers and partners.

- There are no measures for tracking daily performance of the Department or for rating the on-going overall readiness of the Department for an activation of its Emergency Operations Center. In addition, there are no measures established for tracking progress on reducing the key challenge of public complacency and the new vision of a “Disaster Prepared Community.”
- Analysis of Departmental performance is limited to after action discussions that follow plan exercises and EOC activations. The Department reviews data and information collected in the Scorecard in monthly meetings along with outcomes from after action meetings. As most of the data on the Scorecard is used to track on-schedule performance of initiatives, it does not lend itself to analysis that can be used for setting improvement targets or for solving problems with emergency operating plans.
- Without the availability and analysis of ongoing actionable operational measurement data, the Department may miss opportunities to measure and improve its performance. This may result in limiting the Department’s ability to provide accurate and timely information during all phases of its mission, particularly during the response and recovery phases. Without a systematic process for tracking daily operations, it may be difficult for the Department to be agile and quickly adjust to changing circumstances during response and recovery.

Performance Measurement

- The Department does not systematically identify key comparative data to use to support decision-making and plan innovation. For example, comparative information is acquired through attendance at the State of Florida Division of Emergency Management’s Region 7 quarterly meetings, the Southeast Florida Regional Domestic Security Taskforce’s Emergency Management Working Group meetings, and other comparable assemblies. However, no performance measurement data are collected from these or other sources for use by the Department to demonstrate its relative performance in comparison to other emergency management operations.
- Without comparison data from other similar operations, including the best in class, the Department may miss opportunities to prove role model status with its core competencies: facilitating performance improvement, coordinating the County’s response and recovery, developing and maintaining partnerships, and assuring communities are best prepared.

Measurement, Analysis, and Knowledge Management Category Scoring Summary

Scoring Range: 10% - 25%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A -** Benefit of a doubt that the Active Strategy Enterprise Scorecard provides relevant, actionable information.
- D -** Too many potential opportunities for improvement on how data are used to track and improve Department performance.
- L -** Minimal results in Category 7 raise questions on content and use of Active Strategy Enterprise Scorecard.
- I -** Early stages of alignment are demonstrated.

5.0 Workforce Focus

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

Strengths

Workforce Enrichment

- The Department provides a safe and supportive work environment through maintaining an open door policy, internal communication practices, providing defined objectives and responsibilities, initiating confidential and non-adversarial dispute resolution, intervening to eliminate internal and external barriers that deter work progression, and supporting internal career advancement.
- The County's Human Resources Department provides a liberal benefits package, an array of employee services, and policies that guarantee a work environment free from discrimination and harassment.
- The Department also recognizes and supports high-performance work through activities such as an annual end of hurricane season after-hours party, an outdoor team-building exercise to build trust and challenge participants, and the initiation of an 'Employee of the Year' recognition program based on achieving the Department's strategic objectives.
- Department managers and coordinators worked many extra hours during recent Haiti relief efforts. In support of this example of high performance work and workforce engagement, senior leaders insisted that managers and coordinators take administrative time off.

Workforce Capability and Capacity

- There is a clearly established chain of command, and a work structure consisting of five distinct Bureaus or work groups. Each Bureau or work group is comprised of staff whose areas of responsibility fall under the umbrella of that Bureau or work group.
- Although programs within a Bureau may be independent of each other, each Bureau works as a team in developing objectives and subsequent initiatives or measures which are entered into the Active Strategy Enterprise Scorecard where they are tracked and monitored for progress.
- Changing business needs are addressed through ongoing relationships with stakeholders and partners, and the involvement of senior leaders, managers, and coordinators in various professional associations. Also, the External Affairs Coordinator/Emergency Management Governmental Coordinator and the Regional EM Planner/EM Specialist stay abreast of changing business needs through their ongoing involvement with other agencies.
- The Department also manages its workforce to address changing business needs through the involvement of partners and stakeholders. For example, an agreement

Strengths

has been reached with the County Police Department to transfer four additional officers to the Department to address the need for increased involvement with homeland security issues. Also, the Department has established a new partnership with Switchboard of Miami that will provide the additional staff needed to complete timely call-downs of the Department's Special Needs Registry, and will address the changing business need created by workforce reductions.

Opportunities For Improvement**Workforce Engagement and Satisfaction**

- The Department does not have a systematic, integrated approach to determine the key factors that affect workforce engagement and satisfaction for different workforce groups. Although the Department conducted its first employee satisfaction survey last year based on a well respected model, the results were not segmented by workforce group, nor did the survey identify workforce engagement factors for the different workforce groups.
- Without a systematic approach for determining the factors that affect workforce engagement and satisfaction for different work groups, and for measuring workforce satisfaction and engagement, the Department may inefficiently spend resources addressing factors that are of less relative importance to its workforce, and may have difficulty maintaining its organizational culture of developing and maintaining a competent and cohesive staff.

Workforce Learning and Development System

- The Department does not have a systematic approach to address workforce learning and development needs, including those that are self-identified and those identified by supervisors and managers. Department employees are expected to complete various certification courses, which are tracked on a staff training matrix; however, there is no required timeline for completing these courses. Although employees – with manager and senior leader approval – may select training courses beyond those required for job-specific certification, there is no systematic process for doing so, and there is no expectation that employees engage in ongoing professional development beyond the certification courses.
- Without a systematic approach for addressing workforce learning and development needs, it may be difficult for the Department to meet the needs of its workforce, which may result in low staff satisfaction and retention, as well as limited operational effectiveness in emergency situations.
- The learning and development system does not address core competencies, strategic challenges, performance improvement, or innovation. Without a systematic approach to address these issues, the Department may miss opportunities to improve the quality of its services and to deliver them in more efficient and effective ways. It may also be difficult for the Department to address key operational challenges such as budget cuts limiting funds available for public education, training, and exercises.
- The Department does not have a systematic approach for transferring knowledge

Opportunities For Improvement

from departing or retiring workers. If the retiring or departing worker is still on the job when the successor is employed, some informal mentoring may occur. However, if the retiring or departing worker and the successor are not on the job simultaneously, there is no systematic process for transferring knowledge. Without a systematic process for addressing transferring knowledge from departing or retiring workers, the Department may lose relevant knowledge, and inefficiently spend time and resources recreating that knowledge.

Workforce Capability and Capacity

- The Department does not have a systematic approach to assess current and future workforce capability and capacity needs. For example, there is no systematic approach to assess workforce capacity for evacuations including all Department staff members, non-essential employees from other County Departments who are pressed into service during emergency evacuations as part of the Disaster Assistance Employee (DAE) program, lead agencies in support of the Emergency Support Functions (ESFs), and other community-based organizations.
- Without a systematic approach for determining current and future workforce capability and capacity needs, it may be difficult for the Department to maintain its values of professionalism, leadership in the field, and commitment to safety and welfare of customers. It may also be difficult for the Department to obtain Disaster Assistance Employee participation buy-in from other County Departments.

Workforce Focus Category Scoring Summary

Scoring Range: 30% - 45%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A -** Approaches responsive to basic requirements of the Criteria are evident in the areas of supporting high performance work and managing the workforce to accomplish the work.

- D -** Approaches are deployed to the workforce through the Department's organizational structure consisting of five distinct Bureaus or workforce groups.

- L -** Little evidence of evaluation, improvement, and learning are evident in this Category's approaches, except for the recent implementation of skip-level meetings to maintain a culture characterized by open communication.

- I -** Strength approaches are integrated with the organizational culture of maintaining a competent and cohesive staff.

6.0 Process Management

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

Strengths

Work Systems

- The Incident Command System describes field operations, planning, logistics, and administration functions. Within operations, Emergency Support Functions (ESF) are described for Public Safety, Human Services, and Infrastructure. The Department adopted 18 ESFs as part of its work system for the four phases of its emergency management system: preparedness, response, recovery, and mitigation.
- The key work processes for response and recovery are identified through the ESFs and are documented as a SOP. The key work processes for preparedness are identified in support of the ESFs, as well as through initiatives in support of the Business Plan. Examples of preparedness key work processes include manage Comprehensive Emergency Management Plans (CEMP) for medical facilities, conduct senior leadership briefing for County elected officials (Commissioners), prepare partners, and manage Disaster Assistance Centers (DAC). Mitigation processes are identified through the Local Mitigation Strategy (LMS).
- The Department determines which processes will be internal to the Department and which will use external resources as lead agencies based on the purpose of each ESF. For example, the Department is the lead agency for ESF 5 – Planning & Intelligence, ESF 11 – Food & Water, ESF 14 – Public Information, and ESF 18 – Business & Industry. Other lead agencies include the Miami-Dade Public Works Department for ESF 3 – Public Works & Engineering, the American Red Cross for ESF 6 – Mass Care, and the Miami-Dade Voluntary Organizations Active in Disaster for ESF 7 – Resource Management.
- The work systems and key work processes are designed to ensure the Emergency Operations Center (EOC) is in a constant state of readiness by developing and maintaining partnerships across all four phases of emergency management: preparedness, response, recovery, and mitigation. The workforce is organized and managed to align with the responsibilities in the EOC.

Design and Improve Response and Recovery Work Processes

- There is a plan behind every Emergency Support Function (ESF) that is designed to coordinate the support functions that save lives in the community. The development of these plans represents the systematic approach to designing the response and recovery work processes.
- Before a plan can be approved, staff must complete a tabletop exercise to analyze and test the process to meet all the key requirements.
- Technology is used to design new plans, such as the Slosh modeling for storm

Strengths

- surge/flooding for the County-Wide All-Hazards Evacuation Plan. Technology is also incorporated into the design of the plan to improve the efficiency and effectiveness of communications during a disaster, such as the WebEOC.
- An evaluation of the exercise is completed by the participants and is used to improve the exercise. Other evaluations are used during the exercise to evaluate the effectiveness of the plan. Feedback is used to improve the plan and/or provide more training.
 - Coordinators and managers schedule workshops with the lead agencies and other partners involved with the Emergency Support Function (ESF) to review the plan, provide WebEOC training, and ensure all participants are trained for activation. Once a year all ESFs are tested as a system during a Hurricane Exercise.

Opportunities For Improvement

Design and Improve Preparedness and Mitigation

- The Department does not have a systematic approach to design and improve preparedness and mitigation key work processes.
 - The Regional Domestic Security Task Force (RDSTF) is currently in the process of designing a regional emergency management collaboration system that will identify valuable resources such as the Miami-Dade Urban Search and Rescue Team and rapidly deploy it across the County when necessary, using a deployable Inventory Board. The project has started many times yet hasn't moved forward because it requires stakeholder buy-in from multiple perspectives.
 - Without a systematic design approach that addresses all the key requirements, the RDSTF may not fully capitalize on the intended collaboration resulting in missed opportunities to efficiently and effectively deploy these valuable resources.
 - The Department uses the After Action and Improvement Reports, hot washes, and tabletop exercises for improving response and recovery key work processes. However, the Department has not transferred these improvement principles to the preparedness and mitigation key work processes.
 - Without fully deploying the improvement approaches across all four phases, the Department may not recognize opportunities to improve the efficiencies of the work system resulting in missed opportunities to reduce the impact of disasters and emergencies.

Work Process Management

- The Department does not have a systematic approach to identify key work process requirements for all four phases within the work system:
 - For example, the quality of the preparedness phase outcomes correlates to the success of the response phase. Therefore, knowing the key work

Opportunities For Improvement

- process requirements of the response phase, such as a timely evacuation, may assist the coordinators in prioritizing preparedness activities, such as ensuring all medical facilities in an evacuation zone have demonstrated an effective emergency management plan.
- The key work process requirements for mitigation may provide opportunities for innovation within the response and recovery phases that might improve mitigation performance.
 - Without a systematic approach to identify and share key work process requirements across the work system, the Department may spend time and resources on activities that may negatively impact the overall performance of the work system and have an undesirable impact on readiness.
- The Department has not identified in-process measures used for the control and improvement of its key work processes of preparedness, response, recovery, and mitigation.
 - For example, a key work process for preparedness reviews all County Department COOPs for compliance in supporting Department mission essential functions and EOC essential functions. The performance of this key work process, along with the Disaster Assistance Employee process is one of many predictors of the EOC's readiness, a core competency. Identification of critical points in these preparedness processes for in-process measures may assist coordinators in their decision making and setting priorities for the day-to-day operations, also known as the Sunny Day Rules.
 - Without these in-process measures in place, the Department may not be able to fully understand the source or root cause of the gaps in expected organizational performance resulting in difficulty achieving and maintaining the required level of readiness for the Emergency Operations Center.

Process Management Category Scoring Summary

Scoring Range: 50% - 65%

Scoring Descriptors: Approach, Deployment, Learning, Integration (ADLI)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- A -** An effective, systematic approach, responsive to the multiple requirements is evident, such as in the areas of designing work systems and designing new plans.
- D -** The approach is well deployed, although deployment may vary in some areas such as preparedness and mitigation.
- L -** Fact-based systematic evaluation and improvement and organizational learning, including innovation, are in place for improving the efficiency and effectiveness of its key processes in response and recovery.
- I -** The approach is aligned with its organizational needs, core competencies, strategic planning, and workforce development.

7.0 Results

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

Strengths

- Favorable trends in some product and service, customer engagement, financial performance, and operational performance outcomes include:
 - Fig. 7-1.a *Hurricane Evacuation Centers* (Capacity for last three years): General Population capacity from approximately 52 in 2007 to approximately 57 in 2009. Special Needs capacity has increased from approximately 5 in 2007 to approximately 6 in 2009. Medical Managed has remained constant at approximately 23 from 2007 to 2009. Pet-Friendly has increased from approximately 2 in 2007 to approximately 3 in 2009.
 - Fig. 7-1b(1) *Number of Disaster Assistance Employees*: from approximately 6,900 in 2007 to approximately 8,000 in 2009.
 - Fig. 7-2.b *CERT Membership*: from approximately 1,900 in 2007 to approximately 2,500 in 2009.
 - Fig. 7.3 Budget: General fund: from \$2,521,000 FY06/07 to \$2,773,000 FY08/09; State Grant Funds: from \$126,000 in FY06//07 to \$604,000 in FY08/09.
 - Fig. 7-5.b *County Department's Continuity of Operations Plans*: # of COOPs Compliant: from approximately 2 in FY06/07 to approximately 28 in FY08/09.
 - Fig. 7-5.c *Number of Outreach and Presentations*: from approximately 73 in 2007 to approximately 162 in 2009.
 - Fig. 7.5-d *Number of Exercises*: from approximately 8 in 2007 to approximately 24 in 2009.

Opportunities For Improvement

- Little or no comparative information relative to similar and role model organizations is reported. Without comparative information it is difficult to assess performance levels, identify opportunities for improvement, and sustain beneficial trends over time.
- Some results do not provide sufficient data to begin to ascertain a trend: *Public Safety Behavior/Perceptions*(Fig. 7.2-a); *Disaster Prepared Households* (Fig. 7-2.c); *Maintenance of Disaster Supplies*(Fig. 7-2.d); *Employee Satisfaction* (no figure number); workforce engagement in terms of training and career development, effective recognition and reward systems, and family friendliness (no figure number – see DEM Employee Satisfaction Survey 7/01/2009); *FY 08-09 DEM Website*:

Opportunities For Improvement

average visits per month (Fig. 7-5.a).

Missing Results

- 7.1: Mitigation project results; BCIN outcomes; rapid response and recovery effort results; timely and accurate disaster preparedness and recovery information.
- 7.2: Customer satisfaction, dissatisfaction, and engagement (segmented by customer groups).
- 7.3: Population growth by market groups and projections; cost of operations; cost ratio of preparedness/mitigation and response/recovery; overall value added results of Department in support of sustainability.
- 7.4: Workforce capacity requirements based on demand of population, demographics, and types of hazards; workforce engagement in terms of equal opportunity and fair treatment; allocation of funds for training; participation/attendance at trainings, conventions, seminars; staff development and learning system measures; staff turnover/retention.
- 7.5: ESF performance in terms of efficiency and effectiveness; performance of key work processes in preparedness and mitigation, i.e. timeliness of review of medical facility emergency plans and timeliness of grant proposals.
- 7.6: Accomplishment of strategic objectives and action plans; fiscal accountability; regulatory and legal compliance; ethical behavior and stakeholder trust; fulfillment of social responsibilities and support of key communities.

Results Category Scoring Summary

Scoring Range: 10% - 25%

Scoring Descriptors: Levels, Trends, Comparisons, Integration and Gaps (LeTCIG)

See Scoring System on Pages 21-23 of the 2010-2011 Sterling Performance Excellence Challenge

- Le-** Favorable organizational performance levels are reported for some areas of importance to the Item requirements, including favorable performance levels for Community Emergency Response Team membership and workforce capacity.
- T -** Some trend data are reported, and a majority of the trends presented are beneficial. Examples include Hurricane Evacuation Center capacity, Number of Disaster Assistance Employees, and CERT Membership.
- C -** Little or no comparative information is reported for many key areas, such as Hurricane Evacuation Center capacity and Workforce Engagement.
- IG-** Results are reported for a few areas of importance to the accomplishment of the organization's mission. Limited or no performance projections are reported.