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2010

Sterling Challenge

Feedback Report

**Miami-Dade County Corrections and
Rehabilitation Department**

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INTRODUCTION

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

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

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

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

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

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

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

Executive Summary

The Miami-Dade County Corrections and Rehabilitation Department is in the intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Strategic Planning, and Measurement, Analysis, and Knowledge Management. Some of the most important strengths include:

- The Department's Director and senior leaders exemplify the organization's core values through visionary, dynamic leadership, legal and ethical behavior, and providing direction to the organization's entire workforce. Each senior leader is personally involved in the achievement of strategic objectives, action plans, regular ActiveStrategy Enterprise scorecard review, and frequent review of organizational goals and business results. The Primary Indicator Report is used weekly by staff to monitor the Department's 41 key performance measures. All members of the organization's Senior Leadership Team are personally involved and participate in several key areas including taking an active role in the reward and recognition program used to reinforce high performance and a customer and business performance focus. Civilian staff and volunteers are regularly recognized for their contributions to the Department's success. The Department actively identifies key communities and determines the level of involvement in numerous ways, such as for specialized programs targeting children.
- The Department's top executives demonstrate visionary leadership by setting and communicating the organization's vision and mission and setting direction for achievement through a County aligned strategic planning process. The County Strategic Plan is updated every five years and allocation of resources is predicated on community input and tied to performance, such as the 2005 mandated performance-based approach. The Department Business Plan is aligned with the County Strategic Plan and prepared by the Department's Policy and Planning Bureau. Key short- and longer-term objectives, including goals for inmate detention, community satisfaction, recruiting, hiring, and retaining its workforce, and development of workforce skills, are tied to the Business Plan. The Business Plan acts as a driver when developing the annual budget and short/long term budgetary priorities. The organization displays a focus on results and agility by identifying strengths, weaknesses, opportunities, and threats through a continual SWOT process that assesses three major types of inmate incidents: Response to Resistance Incidents; Major Incidents; and Inmate Death Incidents.
- The organization has made a commitment to management by fact and continuous performance improvement through the development and deployment of its ActiveStrategy Scorecard, the use of systematic approaches for data collection and process improvement, and the use by all Command Staff at the division, facility, and bureau levels to evaluate performance outcomes, productivity, and prioritize initiatives. Additionally, senior leaders regularly review performance measures to inform them on needed actions through evaluation mechanisms within all Command Staff levels. The staff uses the Primary Indicator Report to monitor the 41 key performance measures that are reported to staff in the weekly "safe cell" meetings. The accuracy, integrity, reliability, timeliness, security, and confidentiality of data are ensured through the integration of policy review, employee training on collection methods, auditing, trend analysis, and administrative review. Multiple data compiling and tracking systems, such as PIR/ASE Scorecard/CJIS, are constantly

referenced and cross-checked, along with random audits help ensure data integrity is maintained.

There are opportunities for improvement that include:

- The Department does not have a systematic process to encourage two-way communication between senior leaders and staff. Although the chain of command structure provides a clear top down path for senior leaders and Command staff to convey information to officers and non-sworn staff, methods for ensuring communication moves up the chain of command are not in place. Without methods for a clear line of two-way communication, the senior leaders may not hear of possible organizational challenges, advantages, improvement opportunities, or workforce issues.
- The Department does not have a systematic process for developing and implementing action plans to achieve strategic objectives. Lack of a systematic approach to develop action plans with associated measures may diminish performance in Core Competencies and the organization's ability to overcome its organizational challenges, such as: the recent economic downturn, reductions in staffing and services, maintaining aging infrastructures, the potential of 75% of leaders retiring in next three years, the opening of a mental health detention facility, appropriate placement of inmates with mental health issues, and budget shortfalls at the State level.
- The Department does not have a systematic approach to determine customer satisfaction or dissatisfaction for all customer groups including inmates, families of inmates, the County, public, law enforcement, or the judicial system. The Quality of Confinement Survey in 2008 that assessed inmate satisfaction is scheduled to be used in 2010, but methods are not in place to assess satisfaction / dissatisfaction for the other customer groups. The Department does not have a systematic process to identify key customer requirements that may help them in designing work processes that meet and exceed customer expectations. Further, the Department does not have a systematic process to manage and learn from customer complaints. Despite the number of complaints received from its large population, the organization does not log, track, or analyze customer complaints for the purpose of organizational learning and improvement. The Department addresses complaints on an individual basis; however, the process does not use the information gathered to proactively address the needs of customers in order to prevent or reduce the number of complaints and anticipate issues prior to the filing of complaints.
- The Department does not have a systematic approach for performance improvement, specifically in the areas of determining key work process requirements incorporating input from customers suppliers, partners, and collaborators, and evaluating its current process to achieve better performance and reduce variability. Although the organization demonstrates an ability to achieve better performance and improve services through initiatives such as the No Money/No Property Processing and the Expedited Booking Process using a formalized problem-solving analytical approach, a systematic process has not been adopted and shared across work units and divisions for Command staff and others to use to drive continuous improvement. Without a systematic approach in place to pro-actively improve services, the organization may not continue to provide safe, secure, and humane detention of individuals in its custody while preparing them for a successful return to the community.

The Organizational Performance Results category assesses Miami-Dade County Corrections and Rehabilitation Department's trended and comparative performance in those areas of

importance to the organization's key business factors. Some of the strengths and opportunities for improvement in the organization's results include:

- Product and Service results demonstrate sustained improvement in many areas of importance, with some performing better than comparisons. For example, results for inmate escapes indicate none have occurred since FY05-06 after measures were implemented to increase security and compare favorably to the three Comparative Data Peers (CDP) comparisons provided.
- Customer satisfaction, dissatisfaction and engagement results demonstrate sustained improvement in some areas of importance. Results for inmate grievances indicate a sustained reduction from FY05-06 to FY08-09.
- Financial performance and accountability results demonstrate sustained improvement with actual budget increasing by approximately fifty million dollars from FY05-06 to FY08-09. Results for total revenue generated from various sources show improvement with dollars almost doubling from FY05-06 to FY08-09.
- Results for workforce satisfaction, dissatisfaction, and engagement demonstrate sustained improvement with beneficial trends as evaluated against relevant comparisons.
- Results for indicators of leadership and societal responsibilities related to corrections detention practices demonstrate sustained improvement in areas of importance. A decrease in the number of deficiencies from 32 in 2006 to three in 2009 cited in the annual Florida Model Jail Standards (FMJS) Inspection. Accreditation results have indicated 100% compliance for last reporting periods for the American Corrections Association and the Florida Corrections Accreditation Commission.
- Results for some key measures of accomplishment of the organization's strategic objectives demonstrate sustained improvement in areas of importance, such as for average length of stay, a key indicator of managing jail population, which has improved and is currently exceeding the target of 20.5 days.
- The Department does not report results for some areas indicated as important to the Department, such as leadership training, customer satisfaction and engagement, workforce, emergency preparedness and some strategic objectives. For example, results are not reported for operational performance indicators (effectiveness, efficiency, and innovation) for the Department's work systems, readiness for disasters and emergencies, work processes, and the Resident Satisfaction Survey conducted in 2003 and 2008.
- The Department reports unfavorable results for several outcomes important to the Department. Examples include an unfavorable trend with an increase of over 100 incidents occurring in inmate-to-inmate assaults from FY05-06 to FY08-09. Other examples of unfavorable trends are increases in cost per meals served, food services MOU gains/losses, overtime dollars expended, and response to resistance incidents.
- The organization has not segmented, as appropriate, key performance outcomes for some product and service, customer-focused and workforce results, such as actual budget, inmate grievances segmented by population or jail facility, employees who have completed training to meet accreditation standards, and community outreach activities.

- The Department does not report comparisons for many outcomes for product and results related to service, customer-focused, financial and market, workforce, process effectiveness, and leadership key results. Examples where comparisons are not reported include shakedowns (searches), canine searches, actual budget (in millions), the number of employees who have completed training to meet accreditation standards, and charity fundraising.

In order to help the Miami-Dade County Corrections and Rehabilitation Department's management move to the next level on its journey for performance excellence, the Sterling Examination Team recommends the following:

- Design and implement a systematic process that promotes two-way communication between senior leaders and staff.
- Adopt a systematic process for developing and implementing action plans to achieve strategic objectives.
- Develop and implement a systematic approach to determine the organization's customer groups and partners, what their requirements are, and how to assess customer satisfaction and dissatisfaction and manage and learn from customer complaints.
- Develop a systematic approach to share and fully utilize comparative and benchmark data and information.
- Develop a robust systematic approach for performance improvement that can be used across bureaus and jails.

1.0 Leadership

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

Scoring Range: 50% - 65%

Item Reference	Strengths
1.1	Senior leaders set and communicate organizational vision and values through many avenues at all levels of the Department. The Director considers communication essential and integral to success. For example, the Director meets with Executive staff every Monday morning. The Director generates "Items of Concern" memorandums to explain issues and upcoming events. These are distributed to Command Staff and are posted at the entrances or in the command post. The chain of command monthly meetings are a key mechanism for information from the Executive staff meetings to be communicated down, as well. Before each formal meeting, the County and Department mission statements are read to the staff.
1.2	Senior leaders personally promote an environment that fosters and requires ethical behavior. All employees, sworn and non-sworn, are required to take ethics training when they first start with the organization. After that, ethics is included in mandated County training on a yearly basis. Also, the Director has a video, which the employees refer to as "The Terminator Video," which specifically speaks of ethics and the repercussions from not following the policy. Senior leaders "lead by example" and terminate employees that violate the ethics policy. The line staff see the leadership of the facility lead by example which, in turn, encourages them to lead by example. Line staff are also encouraged by the ethics of the new officers coming out of the academy.
1.5	Senior leaders take an active role in reward and recognition programs to reinforce a customer and performance focus to accomplish the organization's objectives by having promotional ceremonies every six months, unit citations, "Atta Boys" from supervisors, Officer of the Year, and Officer of the Month within each facility. The officers are encouraged to nominate their fellow co-workers for the various awards. Command staff support and encourage officers to participate in the Florida Law Enforcement Olympics where they compete with external law enforcement officers and are recognized for exemplary skills and abilities related to this field. In addition, the volunteers are recognized through a banquet for volunteers during National Volunteer Month. Civilian staff gave positive reviews of the last pin ceremony because it was a formal ceremony with leadership and family, rather the previous

Item Reference	Strengths
	<p>process where they received pins in the mail. This approach supports a unified workforce of progressive, dedicated professionals to carry out the mission of the organization.</p>
1.6	<p>Senior leaders regularly review performance measures to inform them on needed actions through evaluation mechanisms within all Command Staff levels. The staff uses the Primary Indicator Report to monitor the 41 key performance measures. These measures are reported to staff in the weekly "safe cell" meetings. For example, all the facilities have been concerned about the number of inmate complaints tracked and reviewed through the Active Strategy Enterprise process and have implemented an improvement for staff to go directly to the inmate to discuss the issue and take care of it before it becomes a grievance.</p>
1.7	<p>The Department reviews and achieves management accountability, fiscal accountability, internal and external audits, and operational transparency through many mechanisms that establish accountability processes that protect customer interests. For example, a budget is established annually by balancing staffing, operational, and capital cost within the framework of the Department's Business Plan that is continually monitored by the Department and the Office of Strategic Business Management. The organization must generate a quarterly report for the Office of Strategic Business Management that depicts a fiscal snapshot of the Department. This allows projections and operational plans to be adjusted, as needed, should outlier events occur that would cause a cost overrun.</p>
1.8	<p>The Department addresses adverse impacts on society through its programs and services in a proactive manner. For example, the Department has been successful in accreditation of its boot camp program and is the only provider in the state. This program targets troubled youth to make them responsible and educated in order to prevent them from committing an increased level of crime resulting in a life in prison. Drill instructors responsible for this program believe that "boys who feel burdened with children leave our custody as fathers." This program reduces the cost to the County by having the youth reenter society through job placement and community reintegration, with life skills, employable skill training, and education. Also through the pre-trial detention and monitored release program, the County is able to reduce costs of incarceration by allowing inmates to remain at home and continue to work until their court appearances.</p>
1.9	<p>The Department's strategy and daily operations contribute to environmental, social, and economic systems well-being. The Department works with the County Office of Sustainability "Green Print" approach to deploy resources and develop environmentally responsible</p>

**Item
Reference****Strengths**

action plans, projects, and practices that enhance sustainability of the community. The Department has five green initiatives currently underway: replacing fuel tanks at the Pre-Trial Detention Center (PTDC) and the Turner Guilford Knight Correctional Center; retrofitting Metro West Detention Center inmate housing restrooms with water efficient fixtures; reducing paper use by implementing automated initiatives such as the Gain Time Jail Booking Record System; reducing water usage at the PTDC by converting to a recycled disposable tray process and eliminating meal trays and dishwashers; and reducing energy loss at the PTDC with a renovation project for installing energy efficient windows and using a building envelope sealing process.

1.10

The Department actively identifies, supports, and strengthens key communities and determines areas for involvement in a community of culturally diverse cities and municipalities. The Community Affairs Unit actively identifies key communities, determines the level of involvement, and plays a key role in supporting the community in several ways such as: specialized programs targeting children; promoting employee morale by holding appreciation events; and holding functions that provide social and economical contributions. The Department supports the community by coordinating special events, providing information to the public and media, and developing programs, such as "Fingerprinting for Kid's Safety" and "Jail is Hell." Supporting key community fundraisers including the United Way, the Juvenile Diabetes Research Foundation, the American Cancer Society, and the American Heart Associations is also a priority. Each year the Department hosts "Corrections Cares" events such as the Back-To-School Book Bag Drive, the Thanksgiving Food Drive, the Christmas Toy and Food Drive, and Blood Drives. The Department also promotes employee participation and community diversity in programs to boost morale: Black History Month, Hispanic Heritage Month, and Women's History Month. In addition, staff volunteer time and services to Habitat for Humanity and the Camillus House, the "Riding for Wishes" motorcycle ride, and "Holiday Gifts for Surviving Children" with the Police Officers' Assistance Trust.

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

1.3

Senior leaders do not systematically create an environment for innovation and performance improvement. Employees can submit ideas through Idea Machine and the employee suggestion program; however, employees are not systematically encouraged to make suggestions nor do they consistently hear feedback once a suggestion has been made. Without an environment that consistently encourages and rewards innovative ideas, the Department may not find timely solutions to challenges such as inmate overcrowding and reductions in

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

staffing and services while still maintaining safe, secure, humane detention of individuals in custody.

1.4

Senior leaders do not systematically communicate with and engage the entire workforce through two-way communication. For example, subject matter experts are involved in the review and feedback of the development of Standard Operating Procedures; however line staff do not have a direct avenue for communication to senior leaders. There are no processes in place to ensure the "chain of command" structure allows pertinent or innovative ideas and information to reach senior leaders, especially at the Captain level. Without a consistent process that ensures two-way communication, senior leaders may not fully engage the workforce in the Department's core value of commitment and may miss opportunities to improve the effectiveness, efficiency, and responsiveness to the changing needs of the community and the diverse workforce.

2.0 Strategic Planning

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

Scoring Range: 50% - 65%

Item Reference	Strengths
2.1	<p>The Director participates in the County strategic planning process. The County Strategic Plan is updated every five years and allocation of resources is predicated on community input and tied to performance as mandated in 2005. The Department Business Plan is aligned with the County Strategic Plan and is prepared by the Policy and Planning Bureau. Business Plan development follows the steps of an Integrated Performance Management System to ensure alignment with the County Strategic Plan. The process requires: strategic planning to clarify and translate vision and strategy; performance planning to align goals and objectives to the County Strategic Plan; executing and performance to deploy the plan; and assessing and improving to review the plan. The organization's three primary areas of core competence, Custody Services, Support Services, and Management Services, develop capital and operating budget input addressing short- and long-term objectives and submit them to the Policy and Planning Bureau. The Business Plan acts as a driver to developing the annual budget and short- and long-term budgetary priorities. The Active Strategy Enterprise (ASE) Scorecard provides continual statistical data on performance that is reviewed monthly in Command Staff Meetings and is assessed annually. Lessons learned from the prior year are identified, and new measures/indicators are integrated into the ASE Scorecard for tracking during the next year. A preliminary Business Plan document is provided to the Executive Command Staff, is reviewed by the Director, and is sent to the Assistant County Manager for approval. Business Plan resource allocation is driven by Key Performance Indicators, and managers are held accountable.</p>
2.3a,c,d	<p>The Department's business planning process employs a variety of methods to address strengths, weaknesses, opportunities, and threats (SWOT), long-term organization sustainability, and its ability to execute the Business Plan. The Business Plan provides a continual opportunity for SWOT analysis at many levels throughout the organization. For example, incidents occurring in facilities that house inmates are documented in three major types of incident reports: Response to Resistance, Major Incidents, and Inmate Death Incidents. Facility Supervisors/Commanders conduct a SWOT analysis of each incident and prepare an Executive Summary, containing a timeline of events,</p>

Item Reference	Strengths
	<p>recommendations, and follow-up activities, within 72 hours. After the Executive Summary is review by the Director, the incident report data are entered into the Primary Indicator Report and Active Strategy Enterprise (ASE) Scorecard to track the number and type of incidents by facility. The Command Staff assesses this information during ASE Scorecard review meetings, which allows them to respond accordingly. The bulk of incidents occur in Custody Services in facilities where inmates are housed. SWOT analyses are also conducted informally for a variety of operations. For example, emergency exercises are conducted periodically to identify weaknesses. Corrective actions, such as Standard Operating Procedure revisions, are subsequently developed and implemented. In another example, the Food Service Bureau conducted a realistic fire drill that included participation by the County police and fire departments, to assess the strength or weakness of responses by staff and support elements in a high risk kitchen area fire. Chiefs also conduct SWOT analyses and develop action plans to address weaknesses that are submitted as part of the budget application request.</p>
2.3b	<p>The Department's business planning process uses multiple approaches to identify trends and address major shifts in technology, customers, and the regulatory environment. For example, to keep up with rapidly changing technological advances, the Information Systems Bureau took steps ten years ago to establish an advanced technology architecture and infrastructure to support the Department's facilities. A Cisco Internet Protocol Telephony, Voice Over Internet Protocol, replaced an aging phone system and serves as the backbone of the Department's network. A webcam video conferencing capability was provided for the senior staff, and the Department is currently installing a video interview system to facilitate remote private and secure communication between inmates and their attorneys. Additionally, computers are replaced on a four-year cycle, and on-line technology leverages efficient access to training courses, email, Departmental communications, scheduling, and the bid process. Indicators related to operational customer trends include tracking of inmate on inmate assaults, introduction of contraband, and leave usage, and the use of community meetings/input. The Regulatory environment is constantly monitored as a significant part of the Department's business planning process to gauge changes in the legislative environment.</p>
2.4	<p>The Department identifies key short- and longer-term strategic objectives. Short-term strategic objectives are tied to the Business Plan and include the following actionable goals: Providing safe, secure and humane detention; Providing a successful return of inmates to the community; Increasing community awareness of and satisfaction of the Department's services; Meeting annual budget targets; Ensuring effective physical plant management; Achieving professional regulatory</p>

Item Reference

Strengths

standards; Maintaining the jail population effectively; Recruiting, hiring and retaining a diverse and qualified workforce; and Ensuring employees possess required workforce skills. Longer-term objectives for three to five years address inmate care, custody, and control issues. including: Implementing Reentry Programs to assist inmates to successfully transition to the community; Expanding mental health services to individuals with mental illness in an effort to reduce the possibility of their return to incarceration; Continued implementation of the Master Plan recommendations to address critical needs for housing and centralized support facilities; and Implementing a succession plan to address the transition/retirement of 75% of the Department's leadership. Performance in achieving short- and long-term goals is tracked in the Active Strategy Enterprise Scorecard. For example, short-term goals reported include Human Resources' effectiveness in recruiting and filling annual Academy class vacancies, and Internal Affairs' ability to meet timelines established by statute for active cases. Examples of longer-term objectives include tracking the Master Plan and accreditation of facilities. Additionally, to mitigate the effects of potential leadership transitions in the next three to five years, the Department deployed a succession strategy that includes a tuition reimbursement program, a shadowing program, acting position opportunities and the County Mentor Program.

Item Reference

Opportunities For Improvement

2.6
2.7

The Department does not have a systematic process for developing and implementing action plans to achieve strategic objectives. For example action plans are developed in response to audits, reviews, and Director initiated challenges or initiatives; however there is no process to develop action plans with associated human and financial resources at the front end as part of the business planning process. The Department has multiple measures and indicators that are documented on the ASE Scorecard and some are populated by the Primary Indicator Report on a daily basis; however, the scorecard lacks indicators related to action plans. Lack of a systematic approach to develop action plans with associated measures may hinder the Department's ability to overcome its organizational challenges such as: the recent economic downturn; reductions in staffing and services; maintaining aging infrastructures; potential 75% of leaders retiring in next 3 years; opening of a mental health detention facility; appropriate placement of inmates with mental health issues; and shortfalls at State level resulting in reductions in the Public Defender and State Attorney Offices that are expected to increase case backups resulting in longer detention times for inmates.

3.0 Customer and Focus

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

Scoring Range: 10% - 25%

Item Reference	Strengths
3.2 3.3	<p>The organization enables inmates, a primary customer group, to seek information for support for products and services and to conduct business with them through a variety of methods such as: cell representative meetings held at each facility, an inmate grievance process, and through counselors. Cell representatives are inmates assigned by a facility officer who attend facility staff meetings and provide feedback for action to be taken by the facility officer. For example, a cell representative filtered a complaint from a group of inmates who missed their assigned yard time due to rain. The cell representative met with the facility officer and yard time was made available for the affected inmates. Counselors are the liaisons between the officers and the inmates, and the first line resource for inmates. For example, an inmate filed a grievance alleging poor nutrition meals were being served. The counselor reviewed the grievance and determined the meal was nutritionally sound; therefore he found the grievance was unsubstantiated. The counselor reviewed his findings face-to-face with the inmate. The grievance was then filed and accounted for in the Primary Indicator Report. Additional means of support include the Inmate Handbook in three languages, and one technician per facility who is responsible for implementing inmate activities such as basketball and football.</p>
3.4	<p>The Department creates a culture that ensures a consistently positive customer experience. For example, the organization established the Telephone Courtesy Spot Check program for its external customers, due to county-wide customer complaints. The spot check requires employees to fill out a form following the phone conversation to determine compliance or non-compliance with service standards such as: answer within three rings, identify themselves and unit, transfer correctly, or a message was taken. Last year the Department performed 1200 courtesy spot checks with the majority of them revealing compliance. Internally, one of the organizations primary responsibilities is to ensure a constitutional, humane detention, which is accomplished by maintaining regulatory compliancy through multiple organizations so inmates, families, and staff have a safe and secure environment to live, work, and visit. The organization prides its self with</p>
3.9	

Item Reference	Strengths
	<p>being accredited by complying with the American Correctional Association and the Florida Corrections Accreditation Commission voluntarily. Finally, the organization works closely with local law enforcement to ensure a quicker back-in-service time for police officers. For example, in the Paddy Wagon program the Department utilizes a secured vehicle to transport inmates from the police station to the jail. This program eliminates "out-of-service" time for the police officer who would have had to transport the inmate.</p>
3.6	<p>The Department has established a complaint and grievance process for listening to inmate and family customer requirements, suggestions, or complaints and to obtain actionable information and feedback on products, services, and customer support. For example, the Department's Professional Compliance Division (PCD) is in charge of handling complaints. The PCD manages processes to receive, classify, and investigate allegations and complaints. Command Staff member panels render findings and dispositions and adjust policies and procedures when needed. Also, the grievance process is used by the inmates and families to voice concerns, in a written format, that must be addressed in certain time frames. In addition, inmate families can access the web-site and use monitors located at each facility. Information about the organization is also available from the 311 Answer Center, a County operation.</p>
3.7	<p>The Department manages customer complaints which are generally received from staff, inmates, and the public by telephone, letter, e-mail, and face-to-face interaction. Any staff member can accept a customer complaint in writing or verbally, then forwards it to the appropriate facility supervisor and/or the counselor. Facility counselors play an important role in the management and potential resolution of complaints, being the mediators between the family and facility officers. Additionally, facility Captains are empowered to provide the final resolution to customer complaints. In the Boot Camp facility, cadets place a written complaint in a complaint box, and the officers will forward them appropriately. For example, if the complaint was referencing a medical issue, it is forward to the head nurse or designee and is finalized or closed out. If it is a family matter, it is forward to Social Services, who review all complaints except medical.</p>
Item Reference	Opportunities For Improvement
3.1	<p>The Department does not identify service offerings to meet and exceed customer expectations for all customer groups. The Department works with local police departments by assigning a corrections officer at</p>

Item Reference	Opportunities For Improvement
	<p>Driving Under the Influence check points and is currently installing a video interview system specifically for defense attorneys to speak with their perspective clients; however, the Department does not have a systematic approach to identify service offerings for all partnering customers such as the Judiciary, Administrative Office of the Courts, and the State Attorney's Office. Additionally, the organization provided the inmates, their primary customer group, a Quality of Confinement Survey in October 2008 to assess inmates' views of services, to identify and measure differences between inmates' views of services, and to measure differences in services among facilities over time. Results revealed a 50% or higher dissatisfaction rate among the over 600 participants. At this time, changes have been made in food services and as an evaluation tool for a Request for Proposal on medical services based on what they learned from the survey. Without a systematic process to determine, meet, and exceed customer requirements for services, the Department may miss opportunities that could improve its ability to "provide caring and compassionate services to those entrusted to our care and to protect the public we serve."</p>
3.7	<p>The Department does not have a method to systematically learn from customer complaints. For example, manages customer complaints, generally received from staff, inmates; however, upon resolution of the complaint by a supervisor there is no tracking or trending the purpose of the complaint or the resolution. As a result, the Department may not learn about and understand cross-cutting issues that could possibly warrant a change in policy and/or procedures that could stimulate improvement throughout the organization.</p>
3.8 3.9	<p>The Department does not have a systematic approach to determine customer satisfaction and dissatisfaction. The Quality of Confinement Survey in 2008 is scheduled again for 2010 with rewritten questions; however, this tool is used only with inmates, not with all customer groups. The Department gathers some information informally from partners through meetings, but there is not a defined approach to consolidate, trend, and learn from the satisfaction or dissatisfaction input to improve and sustain services and relationships with customer/partners. Additionally, many of the leaders who are engaged in these meetings are retiring in the next three years. Lack of a consistent approach to customer satisfaction may negatively impact the Department's ability to leverage partnerships to address key challenges in a time of economic downturn as it deals with overcrowding and appropriate placement of inmates with mental health issues.</p>

4.0 Measurement, Analysis, and Knowledge Management

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

Scoring Range: 30% - 45%

Item Reference	Strengths
4.1	<p>The Department has identified its key organizational measures, including financial performance measures, which are aligned with the County's Strategic Plan and the organization's Business Plan outcomes and measures. Twenty-five key organizational measures have been identified to align with the Business Plan goals of: Provide safe, secure, and humane detention; Manage jail population effectively; Achieve and maintain professional and regulatory standards; Provide successful return to the community; Increase community awareness/satisfaction with services; Recruit, hire, and retain qualified and diverse employees; Ensure employees possess workforce skills; and Meet budget targets. For example, key measures to provide safe, secure, and humane detention are: the number of major incidents; the number of security searches; the percentage of life safety violations repaired within 48 hours; and the percentage of completed maintenance service tickets per quarter.</p>
4.3	<p>The organization analyzes and reviews organizational performance to set priorities for improvement through multiple approaches. For example, the monthly Active Strategy Enterprise Scorecard review sessions enable division, facility, and bureau level leaders to evaluate performance outcomes and productivity, and to prioritize initiatives. Monthly and quarterly statistical reports on key performance indicators are used by Command Staff to identify problems and performance gaps, anticipate barriers, and develop solutions and possible alternative actions.</p>
4.4	<p>The Department selects and uses some key comparative data and information to support operational decision-making through the use of a systematic integration of quality assurance procedures that consist of policy review, continuous auditing, and checking of data through trend analysis and administrative review. For example, the organization uses multiple data compiling and tracking systems, such as, the Primary Indicator Report, the Active Strategy Enterprise Scorecard, the Inmate Profile System, On-Demand, and the Inmates Population Census System to compare performance of key indicators developed in the Department's Business Plan against similar jails included in the</p>

Item Reference	Strengths
	Fla-PAC database. Departmental policies are reviewed annually to ensure adherence to uniform collection standards and procedures.
4.5	The Department ensures the accuracy, integrity, reliability, timeliness, security, and confidentiality of data through the integration of policy reviews, employee training on collection methods, auditing, trend analysis, and administrative review. An annual review of Departmental policies on data collection standards and procedures is conducted to ensure uniformity. Multiple data compiling and tracking systems are constantly referenced and cross-checked. Random audits and focused spot inspections are performed in the field to ensure data integrity is preserved. CRNet is the central delivery point for information that allows employees to access information quickly, such as the most current Standard Operating Procedures (SOP) and SOP policies and procedures. Audit results are distributed to Command Staff for review, feedback, and follow-up. Security and confidentiality of data ensures Kerberos-based authentication and MS Active Directory of centralizing administration and delegation authority. The security and confidentiality of data is ensured by the requirement of all employees to utilize a password to access e-mails and the employee portion of CRNet.
4.6	The Department transfers relevant knowledge from and to customers, suppliers, partners, and collaborators through multiple approaches. These include written documents as well as electronic distribution points such as SharePoint, shared network folders, the Primary Indicator Report Network, the Criminal Justice Information System (CJIS), the Inmate Profile System, the public website and Active Strategy Enterprise software. For example, the organization provides the inmate handbook and informational posters in three languages and this is also provided to family members upon request. The Department also works closely with partners including other local law enforcement agencies, the courts, the State Attorney's Office, and the public defender's office through the CJIS system. Additionally, the CRNet is used to share information with the citizens of the County.

Item Reference	Opportunities For Improvement
4.2	The Department selects, collects, and aligns data and information for tracking overall daily operation and overall organizational performance including progress relative to strategic objectives, but does not utilize this information to develop action plans. The monthly Active Strategy Enterprise Scorecard review sessions enable division, facility, and bureau level leaders to evaluate performance outcomes, productivity, and prioritize initiatives. All under-performing measures must have a

Item Reference	Opportunities For Improvement
	<p>Variance Report to explain the reason for the under-performance and substantive background information. For example, a Variance Report was completed to address the under-utilization of the educational program for inmates that documented several reasons for the decrease in participation. However, the organization does not have a systematic approach to develop action plans that include measures for all functions and work units that are aligned to achieve its strategic objectives. Without a systematic approach to the development of action plans including details of resource commitments and time horizons for accomplishment to address performance and strategic objectives, the organization may hindered in its ability to sustain performance improvements.</p>
4.4	<p>The Department does not systematically use key comparative or competitive data and information to support strategic decision-making and innovation. The organization has identified a number of sources of comparative data such as the Florida Model Jail Standards Inspections, the Large Jail Network, the Bureau of Justice Statistics Reports, and conducts benchmarking surveys on correctional related topics to assess current practices and data on industry best practices. However, these comparisons are not widely used. For example, the Policy and Planning Bureau has conducted several benchmarking activities through the FLA-PAC network and with other correctional facilities. Several examples are the studies conducted on the use of Body Orifices Security Scanner (BOSS) Chairs, the Memorialization of Employee Deaths, and the number of Mentally Ill Inmates. However, the organization does not select key comparative and competitive data designed to support most operational and strategic decision-making to make meaningful changes that result in innovative practices. Without a systematic approach to select and use key comparative and competitive data, the organization may miss opportunities to implement innovative practices and sustain itself as a publicly-funded organization with limited available funding opportunities.</p>
4.6	<p>The Department does not manage organizational knowledge to transfer workforce knowledge, and rapidly share and implement best practices to all levels of the organization. For example, the Department retains some organizational knowledge and skills through succession planning and mentoring future leaders; however, similar opportunities are not available for all segments of employees including line staff. In addition, the organization does not share best practice information that is obtained from its numerous benchmarking activities to all staff throughout the organization to enable performance improvement. Without a systematic process to transfer workforce knowledge and to share and implement best practices, the organization may not optimize its ability to provide safe, secure and humane detention of individuals in its custody while preparing them for a successful return to the community.</p>

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Reference****Opportunities For Improvement**

4.7

The organization does not ensure the continued availability of data and information and hardware and software systems in the event of an emergency. For example, the organization maintains a virtual server environment to allow continued access to information if hardware fails at the facilities. Data back-up is performed daily on multiple servers, with restore points available for up to the last 31 days. Power outages are covered by back-up generators at all detention facilities, and staff collect and process manually in the event of prolonged power outages. However, the organization recognizes that if a natural or other disaster occurred that destroyed its servers and backed-up data on site, operations would be affected and access to data and information would be impacted. The organization is highly reliant on accessing inmate data for safety and security and to move a high volume of people through the court system. Without a clear mechanism to ensure the continued availability of data and information and hardware and software systems in the event of an emergency, the organization may not be capable of providing a secure environment for the inmates and staff or achieve its core value of Custody: We commit ourselves to protecting our community by providing secure housing of persons placed under the supervision of our Department. We will accomplish this through constant vigilance and compliance with policies, standards, and procedures.

5.0 Workforce Focus

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

Scoring Range: 30% - 45%

Item Reference	Strengths
5.4	<p>The Department provides a learning and development system which addresses needs identified to support strategic challenges and core competencies, and provides for the development of its workforce and its leaders. Meeting strategic challenges includes providing all staff assigned to mental health facilities with Crisis Intervention Training. This training is additionally being provided to officers assigned to other facilities due to the challenge of a rapidly increasing population of mentally ill inmates at all facilities. Core competencies are supported by providing both an 80-hour First Line Supervisor training as well as a 40-hour Middle Management course to further develop current and future leaders.</p>
5.8	<p>The Department assesses current and future workforce capability and capacity needs through a series of methods. The 2006 "Staffing Analysis" exercise along with the National Institute of Corrections model was used to determine future capacity requirements. This analysis was specifically used in determining additional staff and cost needs for the Krome Detention Facility and the Mental Health Detention Facility. To meet future capability needs, the organization has combined resources with the County Police Department in order to establish its own training facility for the initial required training of Corrections Officers. This initiative has given the Department the ability to ensure that all recruits possess the knowledge, skills, and abilities the Department requires. As a result there has been an increase in the competence, professionalism, and physical fitness of recruits graduating from this program. Additionally, the Department has implemented and deployed a succession planning program which allows for the grooming of future leaders. The Human Resources Department publishes succession opportunities on the intranet for which employees can apply. Employees participating in this program relate the wealth of training this program affords them, especially when they are able to "act" in this position.</p>
5.9	<p>The Department has a systematic process to recruit, hire, and retain new workforce members that represent the diverse ideas, culture, and thinking of the hiring and customer community. For example, in 2008 a</p>

Item Reference	Strengths
	<p>Correctional Officer was assigned to serve as Special Recruitment Coordinator for the Personnel Bureau. This position has coordinated a presence at 71 events to recruit prospective employees representing the diversity of the inmate population and the local multicultural community. Attractive salary and benefits packages are successful in both recruiting and retaining staff. New hire employees undergo a rigorous background investigation, medical and psychological screening, and must meet Correctional Officer certification standards.</p>
Item Reference	Opportunities For Improvement
5.1	<p>The organization does not have a systematic approach in determining key factors that affect workforce engagement and satisfaction for different workforce groups and segments. For example, the organization gathers key factors for workforce engagement and satisfaction through face-to-face meetings, training class discussions and responses to surveys. However, these avenues do not specifically determine the key drivers of satisfaction or the employee's willingness to accomplish the mission of the Department. Without this knowledge, the Department may be unable to sustain its operational advantage of a diverse, educated, and motivated workforce.</p>
5.3	<p>The Department's workforce performance management system does not support high-performance work and workforce engagement. The Department has a systematic approach to deploying annual employee performance appraisals; however, there is no evaluation and learning from this process. Employees commonly receive exact reproductions of the previous year's appraisal in order to meet Departmental requirements. There is little to no training for supervisors in the administration or use of appraisals. These tasks are further exacerbated by employee assignments routinely changing. Without an effective workforce performance management system linked to accomplishment of strategic goals and rewards and recognition programs, the Department may be unable to maintain "a unified workforce of progressive, dedicated professionals grounded in service, integrity, and pride who strive to provide caring and compassionate services to those entrusted to our care and to protect the public they serve."</p>
5.5 (b)	<p>The Department has not fully deployed the transferring of knowledge from departing or retiring employees. The organization does ensure that all employees complete an intranet based Post-Employment Questionnaire that provides information on the departing employee's satisfaction and dissatisfaction with the work environment; however</p>

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there is not a process to capture the knowledge of these employees. The Department uses mentors in its Succession Training, but departing and retiring employees and employees being promoted are not systematically engaged in these roles. Without successful transferring of knowledge from departing and retiring employees, the organization may have difficulty maintaining a highly qualified knowledgeable workforce when 75% of leaders can retire within three years.

5.6

The organization does not evaluate the effectiveness of the workforce or leader development and learning systems. For example, the organization evaluates employee learning through supervisory observation of employee performance, training tests, and quizzes; however, there is no review and evaluation of the effectiveness of the components of the workforce or leader development programs or the system as a whole in producing the knowledge, skills, and abilities needed by the Department. Without ensuring effective workforce and leadership development programs, the Department may have difficulty addressing the challenges of leadership retirements and reductions in staffing while maintaining the capability to secure inmates for longer periods of time due to case backlogs.

5.7

The Department does not assess or measure workforce engagement and satisfaction for different workforce groups and segments. For example, employee satisfaction surveys have been deployed, and results are provided for the Department as a whole, but there is no segmentation such as assignment, rank, and gender, age, or years in the Department which is in contrast to this segmentation being provided in the 12-hour shift employee survey. Senior staff plan to add segmentation in the next employee survey currently being prepared. Lack of a process to assess workforce engagement and satisfaction by groups and segments may limit the Department's ability to hamper its ability to fully engage and retain the current workforce and make necessary adjustments as it transitions to many new employees and leaders in the next few years.

6.0 Process Management

The **Process Management** Category examines how your organization 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 organizational success and sustainability. Also examined is your organization's readiness for emergencies.

Scoring Range: 30% - 45%

Item Reference	Strengths
6.1	<p>The Department has a systematic approach to the design and coordination of work systems including internal work processes and external resources using a hierarchical structure to ensure that unbroken lines of authority extend from the Director through a single subordinate at each level of command to provide continuity of services. The Department has established affiliations with the American Correctional Association, the Florida Corrections Accreditation Commission, and the Florida Model Jail Standards to ensure continuous development of work systems that ensure alignment with industry standards, identification of new standards for incorporation, and development of benchmarks with other correctional agencies. The Policy and Planning Bureau personnel and line staff, through the use of trained and selected Subject Matter Experts, suggest and incorporate changes to Standard Operating Procedures to ensure alignment with industry standards. Bureau, facility, and functional alignment at the division level ensure oversight of financial decisions and resource use within industry practices and standards.</p>
6.2	<p>The Department has developed key work processes to deliver customer values, financial return, and organizational success. The three core competencies of Custody, Support, and Management Services defined in the Department Business Plan serve as the basis for defining the key work processes and work systems in the Department. The divisions are separated into the major work systems with their respective key work processes:</p> <ul style="list-style-type: none"> • Transitional /Stable Housing provides safe, secure and humane detention services; • Special Services conducts processes relevant to inmate intake, release and classification, inmate property management, inmate court processes, and transportation services; • Construction Management provides capital facility planning and facility maintenance services; • Program Services provides educational and alternative incarceration programs; • County Services provides food services, information systems, and materials management; • Administrative Services provides oversight of hiring, training, and

Item Reference	Strengths
	<p>recruitment processes;</p> <ul style="list-style-type: none"> • Fiscal Resources conducts all budgetary procurement and policy oversight; and • Professional Compliance ensures established accreditation and employee standards are followed. <p>Bureaus and facilities are functionally aligned with key work systems to provide oversight of financial decisions including expenditure and resource usage to ensure alignment with industry practices and standards.</p>
6.5	<p>The Department manages and measures work processes to ensure they meet requirements using process management tools such as the Primary Indicator Report (PIR) and the Active Strategy Enterprise (ASE) Scorecard which are interrelated. The PIR supplies data that serve as drivers for Command Staff in developing measures and initiatives in the ASE Scorecard. Measurement is conducted on several hundred items in the Primary Indicator Report that allows trends to be analyzed and subsequently reviewed during monthly Active Strategy Enterprise Scorecard meetings. Based on this analysis and review actions are taken to initiate improvements in processes. Additionally, processes are managed using computer informational platforms to provide information relevant to workforce and inmate population such as court lists, payroll records, inmate visitation lists and staffing demographics.</p>
6.7	<p>The organization ensures work system and workplace preparedness for disasters or emergencies through the development of the Continuity of Operation Plan. The Department works very closely with the County and Department of Emergency Management to ensure readiness during emergency situations related to hurricanes, floods, terrorism, pandemics, fires, and any other incidents that affect multiple agencies in the County. Readiness exercises are conducted in collaboration with other law enforcement agencies to ensure compliance with established protocols. Protocols within the current management practices require that all major incidents be reviewed via an after-action process that allows Command Staff and all involved parties to share information and conduct analysis as part of a learning process.</p>

Item Reference	Opportunities For Improvement
6.3	<p>The Department does not have a systematic approach that determines key work process requirements by incorporating input from customers, suppliers, partners, and collaborators. For example, the Department uses audit processes to continually ensure compliance with regulatory agencies' mandates which are conducted by internal staff and by</p>

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Reference****Opportunities For Improvement**

trained inspectors from peer organizations. However, the organization does not systematically incorporate input from customers, suppliers, partners, and collaborators to determine key process requirements. Without a systematic approach to determine requirements from the multiple stakeholders, the Department may not continue to develop collaborative processes to support programs that focus on successfully transitioning inmates back into the community or the Jail Diversion Initiative which focuses on placing inmates with substance abuse or mental health issues into programs supported by community based organizations.

6.6

The Department does not systematically evaluate its current processes to achieve better performance and reduce variability. For example, the organization conducts quarterly and monthly Active Strategy Enterprise Scorecard and Business Plan meetings to evaluate the key performance indicators and to discuss industry challenges, trends, and technologies, and senior staff communicate concerns or instructions by the use of internal communication. However, this information is not consistently shared with line staff at the multiple facilities within the organization to improve work processes. Although the Department has achieved better performance and improved services through some initiatives such as the No Money/No Property Processing and the Expedited Booking Process, there is no pro-active systematic process in-place that demonstrates the organization's continuous improvement or innovation process. Without a systematic approach in place to pro-actively improve services, the Department may not remain competitive in providing services versus privatization as a cost reduction solution.

7.0 Results

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

Scoring Range: 30% - 45%

Item Reference	Strengths
7.1	<p>Results for product and service performance demonstrate favorable performance levels, beneficial trends and some favorable comparisons in some areas:</p> <ul style="list-style-type: none"> • <i>Inmate Escapes</i> (Figure 7.1.1) shows escapes have not occurred since FY 05-06 when measures were implemented to increase security. Results compare favorably to the three comparative data peers (CPD) comparisons. • <i>Inmate on Staff Assaults</i> (Figure 7.1.5) that are related to overcrowded conditions have improved from levels of 131 in FY 05-06 to 51 in FY 08-09 and compare favorably to two out of three CDP comparisons, 70 at the Broward County Sheriff's Office, 80 at the Palm Beach County Sheriff's Office, and 25 at the Hillsborough County Sheriff's Office. • <i>Shakedowns (Searches)</i> (Figure 7.1.6) shows that an enhanced security procedure in reducing the entry of contraband within the facilities has a favorable upward trend from 19,620 in FY 05-06 to 33,926 in FY 08-09 while exceeding the goal of 26,400. Contraband found during searches increased from 1,771 to 2,292 over the same period. • <i>Canine Searches</i> (Figure 7.1.7) used to reduce contraband shows searches increased from 17,810 in FY 06-07 to 25,006 in FY 08-09, yet not exceeding the goal of 36,069. Contraband found during canine searches increased from 35 to 56 over the same period. • <i>Measure Details</i> (No Reference Number) shows the number of Major Incidents Per Month remained stable from six in January 2009 to seven in March 2010 approaching the target of eight incidents.
7.2	<p>Results for key measures of customer satisfaction, dissatisfaction, and engagement <i>Inmate Grievances</i> (Figure 7.2.4) shows favorable levels and trends from 1,930 in FY 05-06 to 1,874 in FY 08-09.</p>
7.3 7.6b	<p>Results for key measures of financial performance and accountability (Figures 7.3.4 and 7.3.7) show favorable performance levels and beneficial trends.</p> <ul style="list-style-type: none"> • <i>Actual Budget</i> (Figure 7.3.4) shows the budget increased from

Item Reference	Strengths
	<p>\$257.7 million in FY 05-06 to \$307.6 million in FY 08-09 while comparing favorably to current levels for Broward County Sheriff's Office, Hillsborough County Sheriff's Office, and Orange County Detention Center at \$140 Million for each fiscal year.</p> <ul style="list-style-type: none"> • <i>Total Revenue</i> (figure 7.3.7) shows revenue from various sources such as the commissary, house arrest fees, and catering services increased from \$5.384 Million in FY 05-06 to \$9.881 million in FY 08-09.
7.4	<p>Results for workforce satisfaction, dissatisfaction, and engagement show favorable performance levels and beneficial trends and evaluated in some cases against relevant comparisons:</p> <ul style="list-style-type: none"> • <i>Sworn Staff Attrition</i> (Figure 7.2.1) shows attrition decreased from 6.8% in FY 05-06 to 4.3% in FY 08-09, while current levels compare favorably to Palm Beach County Sheriff's Office at 9%. • <i>Civilian Employees Attrition Rate</i> (Figure 7.2.2) shows attrition declined from 5% in FY 05-06 to 3% in FY 08-09, while current levels compare favorably to 6% at the Palm Beach County Sheriff's Office, and 8.5% at the Hillsborough County Sheriff's Office. • <i>Employee Grievances</i> (Figure 7.2.3) shows employee dissatisfaction decreased from 47 grievances in FY 05-06 to 37 in FY08-09. • <i>Percent of Employees Who Completed Required Mandatory In-Service Training (MIST)</i> (Figure 7.4.2) shows that an active certification with FDLE every four years remained stable from 99.7% in FY 06-07 to 99.5% in FY 08-09. • <i>Response to Resistance Incidents</i> (Figure 7.4.4) shows that the incident level of 283 for FY 08-09 was better than the number of incidents for the Broward County Sheriff's Office at approximately 700 and was favorable to the approximately 380 for the Palm Beach Sheriff's Office.
7.6c 7.6d	<p>Results show favorable performance levels and beneficial trends for several indicators of leadership and societal responsibilities for regulatory and legal compliance and ethical behavior relevant to humane detention practices.</p> <ul style="list-style-type: none"> • <i>Florida Model Jail Standards (FMJS) Inspections Violations</i> (Figure 7.6c.1) shows that areas of deficiencies have favorably improved from 32 deficiencies in 2006 to the current level of three deficiencies in 2009 since implementation of expanded security procedures. • <i>Accreditation Compliance</i> (Figure 7.6c.2) shows that reaccrediting or accrediting for non-accredited facilities every three years has improved or remained stable from 2004 to 100% for all American Correctional Association standards in 2008 and 2009 (FCAC), with Metro West Detention Center and Pretrial Services Bureau being accredited in 2009.

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- *Measure Details: Monthly Fire Inspections Rating Average - Accredited Facilities* (No Reference Number) shows the rate remained relatively stable, from 100% in January 2009 to 96% in March 2010 with a target of 100%.
- *Measure Details: Monthly Comprehensive Facilities Inspections Rating Average: Accredited Facilities* (No Reference Number) shows the rate remained stable from 92% in January 2009 to 93% in March 2010 with a target of 100%.

7.6a
7.6e

Results for key measures of accomplishment of the Department's strategic objectives and initiatives to support inmates and show fulfilling its societal responsibilities for several figures show improved or stable performance levels and beneficial trends, with some comparisons to relevant comparisons.

- *Average Length of Inmate Stay* (Figure 7.6a.4), shows the length of stay, a key indicator in managing jail population effectively, has improved from 22.37 days in FY 05-06 to 20.40 days in FY 08-09 while meeting or exceeding current target levels of 20.5 days, and the Comparative Data Partners current levels of 28 days at the Palm Beach County Sheriff's Office and 23 days at the Hillsborough County Sheriff's Office.
- *Pretrial Services Releases* (Figure 7.6a.6) shows the number of inmates who do not pose a threat to safety and welfare of the community placed on Pretrial Services Release has improved from 11,550 in FY 04-05 to 12,026 in FY 08-09. The current level compares favorably to the target level of 10,800.
- *Number of Community Outreach Activities* (Figure 7.6e.2) shows increased activity levels from 106 in FY 04-06 to a sustainable current level of 32 in FY 08-09.
- *Charity Fundraising* (Figure 7.6e.3) shows philanthropic support of the community has increased from \$128,172 in 2004 to \$130,821 in 2008.

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7.0

The Department does not report comparisons for many outcomes for product and service, customer-focused, financial and market, workforce, process effectiveness, and leadership:

- *Shakedowns (Searches)* (Figure 7.1.6)
- *Canine Searches* (Figure 7.1.7)
- *Percentage of Fiscal Year Budget Expended* (Figure 7.3.3)
- *Total Revenue (In Millions)* (Figure 7.3.7)
- *Overtime Dollars Expended (In Millions)* (Figure 7.3.8)

Item Reference	Opportunities For Improvement
	<ul style="list-style-type: none"> • <i>Percentage of Employees Who Completed Required Mandatory In-Service Training (MIST)</i> (Figure 7.4.2) • <i>Number of Employees Who have Completed Training to Meet Accreditation Standards</i> (Figure 7.4.3) • <i>Florida Model Jail Standards (FMJS) Inspections Violations</i> (Figure 7.6c.1) • <i>Accreditation Compliance ACA and FCA</i> (Figure 7.6c.2) • <i>Number of Community Outreach Activities</i> (Figure 7.6e.2) • <i>Charity Fundraising</i> (Figure 7.6e.3) <p>In addition, some product, financial, customer, and workforce results are not segmented as to location or type and/or normalized. For example:</p> <ul style="list-style-type: none"> • <i>Shakedowns (Searches)</i> (Figure 7.1.6) • <i>Canine Searches</i> (Figure 7.1.7) • <i>Inmate Grievances</i> (Figure 7.2.4) • <i>Actual Budge (in Millions)</i> (Figure 7.3.4) • <i>Total Revenue (In Millions)</i> (Figure 7.3.7) • <i>Number of Employees Who have Completed Training to Meet Accreditation Standards</i> (Figure 7.4.3) • <i>Number of Community Outreach Activities</i> (Figure 7.6e.2) • <i>Charity Fundraising</i> (Figure 7.6e.3)
7.0	<p>Results are not reported for key measures of the Department's leadership training, customer satisfaction and engagement, workforce, emergency preparedness, and key strategic objectives identified throughout the application:</p> <ul style="list-style-type: none"> • Results are not reported for operational performance indicators (effectiveness, efficiency, and innovation) of the organization's work systems, readiness for disasters and emergencies, and work processes, including GREEN programs and cycle time. • Results are not reported for the Resident Satisfaction Survey conducted in 2003 and 2008 to define the priorities of residents and to develop the County Strategic Plan.
7.1 7.3 7.4 7.6	<p>Results for key measures of product and service performance, accomplishment of the Department's strategic objectives and action plans to support inmates for results presented and information obtained on site show unfavorable levels and adverse trends and in some cases unfavorable comparisons.</p> <ul style="list-style-type: none"> • Unfavorable results to decrease <i>Average Daily Population</i> (Figure 7.1.2) show varying results to decrease the average, with levels of 6,721 in FY 05-06, to 6950 in FY 06-07, to 7029 in FY 07-08, to 6,296 in FY 08-09. This compares unfavorably to the continuous drop in average at the Palm Beach County Sheriff's Office at approximately 5600 in FY 05-06 to approximately 4800 in FY 08-09

Item Reference	Opportunities For Improvement
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- and at the Hillsborough County Sheriff's Office at approximately 4100 in FY 05-06 to approximately 3500 in FY 08-09.
- *Percentage of FMJS Authorized Rated Capacity* (Figure 7.1.3) shows unfavorable results to decrease FMJS capacity with levels during past four fiscal years from 111% in FY 05-06, to 114% in FY 06-07, to 117% in FY 07-08, to 107% in FY 08-09 while comparing unfavorably to current levels for the Broward County Sheriff's Office at 85%, Palm Beach Sheriff's Office at 83%, and Hillsborough County Sheriff's Office at 80%.
 - *Inmate on Inmate Assaults* (Figure 7.1.4) shows assaults increasing from 1,323 in FY05-06 to 1,482 in FY08-09
 - *Average Daily Cost Per Inmate Per Day* (Figure 7.3.2) shows the cost has increased over the last four years from \$104.79 to \$134.27 with current levels comparing unfavorably or almost the same to the FY 08-09 levels for Broward County Sheriff's Office level at \$134 and Hillsborough County Sheriff's Office level at \$80.
 - *Actual Budget (In Millions)* (Figure 7.3.4) has increased from \$257.7 million in FY 05-06 to \$307.6 millions in FY 08-09 while comparing favorably to current levels for Broward County Sheriff's Office, Palm Beach Sheriff's Office, and Hillsborough County Sheriff's Office at \$140 Million.
 - *Cost Per Meal Served* (Figure 7.3.5) agreement shows increases for the past four years from \$1.22 in FY 05-06 to \$1.326 in FY 08-09.
 - *Food Services MOU Gains/Losses* (Figure 7.3.6) shows unfavorable trends from a gain of \$197,527 in FY 03-04 to a loss of \$344,529 in FY 08-09.
 - *Overtime Dollars Expended (In Millions)* (Figure 7.3.8) shows an increase following FY 05-06 due to expanded staffing security posts and a rise in the average daily population. Levels increased from \$21.017 million in FY 05-06 to the current level of \$22.125 million in FY 08-09.
 - *Response to Resistance Incidents* (Figure 7.4.4) shows variable levels, increasing from 252 in FY 05-06, to 533 in FY 06-07, to 633 in FY07-08, to the current level of 383 in FY08-09.
 - *Measure Details: Percentage of Boot Camp Participants who have not Reoffended* (No Reference Number) shows the number who reoffended decreased from 94% for FY 08 to 83% for FY 10 Q2 while not achieving the Target of 100%.
 - *Measure Details: Certified Personnel hired to fill Correctional Officer Vacancies and (Lateral)* (No Reference Number) shows hires decreased from 11 in February 2010 to two in March 2010 against a target of five per month.

