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## TABLE OF CONTENTS

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<b>INTRODUCTION.....</b>	<b>2</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>1.0 LEADERSHIP .....</b>	<b>9</b>
1.1 SENIOR LEADERSHIP .....	9
1.2 GOVERNANCE AND SOCIAL RESPONSIBILITIES .....	13
<b>2.0 STRATEGIC PLANNING.....</b>	<b>16</b>
2.1 STRATEGY DEVELOPMENT .....	16
2.2 STRATEGY DEPLOYMENT .....	19
<b>3.0 CUSTOMER AND MARKET FOCUS .....</b>	<b>22</b>
3.1 CUSTOMER AND MARKET KNOWLEDGE .....	22
3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION .....	25
<b>4.0 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT.....</b>	<b>29</b>
4.1 MEASUREMENT, ANALYSIS, AND IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE .....	29
4.2 MANAGEMENT OF INFORMATION, INFORMATION TECHNOLOGY, AND KNOWLEDGE .....	32
<b>5.0 WORKFORCE FOCUS.....</b>	<b>35</b>
5.1 WORKFORCE ENGAGEMENT.....	35
5.2 WORKFORCE ENVIRONMENT.....	39
<b>6.0 PROCESS MANAGEMENT.....</b>	<b>42</b>
6.1 WORK SYSTEMS DESIGN .....	42
6.2 WORK PROCESS MANAGEMENT AND IMPROVEMENT .....	45
<b>7.0 RESULTS .....</b>	<b>47</b>
7.1 PRODUCT AND SERVICE OUTCOMES .....	47
7.2 CUSTOMER-FOCUSED OUTCOMES .....	50
7.3 FINANCIAL AND MARKET OUTCOMES .....	54
7.4 WORKFORCE-FOCUSED OUTCOMES .....	57
7.5 PROCESS EFFECTIVENESS OUTCOMES .....	60
7.6 LEADERSHIP OUTCOMES .....	63

## Introduction

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

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

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

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

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

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

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

## Executive Summary

The Miami-Dade Park and Recreation Department is in the maturing stage of building a fact-based performance improvement system and has made considerable progress in the areas of Leadership, Strategic Planning, Customer Focus, and Workforce Focus. Some of the most important strengths include:

- The Director and his staff maintain a focus on the future through a visionary systems perspective strategic plan to ensure long-term organizational sustainability. The Open Space Master Plan, which defines the guiding principles for the County's parks system for the next 50 years, provides a roadmap for a long-range, unifying vision for a livable, sustainable community by using a comprehensive and coordinated park system as its engine. To further address organizational sustainability, senior leaders personally participate in succession planning and the development of future leaders by serving as mentors in the PRIDE Sterling Leadership Program (SLP) and implementing the Park Manager Training Program. Senior leaders establish clear and visible values and create a culture within the Department that expects performance excellence, continuous improvement, and continuous learning through the implementation of the PRIDE, Parks and Recreation Improving Delivery of Excellence, program.
- The Department focuses on action through its systematic and well deployed Strategic Business Planning process that results in goals, strategies, objectives, and performance measures that cascade to division Active Strategy Enterprise (ASE) scorecards. Action plans address short and long-term objectives and a Strategy Map aligns strategic objectives with goals, measures, and action plans. The Business Review and Action Planning process reviews outcomes and develops actions to meet goals and accomplish objectives. A Proposed Resource Allocation Plan, operational support strategies and objectives, and a Capital Replacement Program provide funding for replacement of existing technology, fleet, and equipment that are critical to delivery of services.
- The Department promotes and ensures ethical behavior in all interactions through well defined and deployed policies regarding ethics standards and conflicts of interest. The Department has a zero tolerance policy regarding misappropriation of funds, extensive procedures for fiscal accountability, a designated Ethics Officer, and a Performance Review Office that acts as an internal audit control by conducting site reviews and unannounced audits to verify compliance with established accountability procedures. New employees including full-time, part-time, seasonal, and volunteers receive introduction to the Code of Ethics during the County-wide New Employee Orientation and an additional review during the Department's New Employee Orientation. Attendance for Ethics training, where expectations are clearly communicated, is mandatory with appropriate behavior and compliance further reinforced. In addition, the Department has well defined and deployed processes that address programming partnership compliance and workforce certification. Community-Based Organizations that provide programs and services must adhere to strict requirements for certifications, provide financial statements and legal status, and ensure employees providing the program or service have background checks.
- The Department demonstrates its commitment to customer-driven excellence through a business environment reporting structure that provides a systems perspective for managing the day-to-day operations and engages the workforce in building relationships with the diverse customers within each business environment. Customer Service Standards are deployed to all individuals and processes involved in the customer response chain, and all

workforce members including part-time, seasonal, and volunteers attend mandatory customer service training. Programs such as the Secret Shopper and Sparkle Tours provide an objective evaluation of customer service standards. The Department recently implemented Phase 1 of a Recreation Management System (RMS), an enterprise software system that automates operations, and includes a point of sale system, customer database, and online registration. The Department proactively addresses customer and community needs and changing expectations through collaboration with numerous public and private organizations, foundations, educational institutions, and environmental, historical, and natural societies to obtain customer and community feedback, and many participate in the Strategic Business Planning Process. Customer feedback is an integral component of maintaining and improving the level of service and future planning, both programmatic and capital, by providing satisfaction levels and current and emerging requirements.

- The Department capitalizes on its workforce, recognizes the value of its employees, and creates a focus on personal learning and professional development through a training plan that focuses on three main categories of training: mandated, high risk, and strategic, and by offering a breadth of opportunities through partnerships with colleges and in-house training classes. Opportunities for leadership development cover personal leadership attributes such as: mentoring and coaching, organizational knowledge, ethics, and strategic planning, and include the PRIDE Sterling Leadership Program, the Park Manager Training Program, the Supervisor Certification program, and the Florida International University Academy for Strategic Management program. The reinforcement of new knowledge and skills is promoted through the Job Explorer Program where employees can sign up to work a day in a business environment outside of their own. Professional and personal development opportunities are available and designed for all levels of employees and supervisors, and training aligns with the goals and needs of the Department.

There are opportunities for improvements that include:

- The Department does not have systematic approaches for some key processes such as selecting and ensuring the effective use of key comparative data and information to support operational and strategic decision-making; translating business review findings into priorities for breakthrough improvement; aggregating and analyzing customer complaint data for use in improvement across the various business environments; improving work processes to achieve better performance and improve program and service delivery, reduce variability, and prevent service errors and rework; and identifying and sharing improvements, lessons learned, and best practices across all divisions, sections, or business environments. The lack of approaches that build in opportunities for evaluation, improvement, and sharing may inhibit the Department's ability to Promote Organizational Excellence, a strategic goal.
- The Department does not have a systematic evaluation and improvement method to determine the effectiveness of processes and ensure they meet current and future needs in several of its customer and workforce processes. Customer processes include the evaluation of all customer access mechanisms, satisfaction determination methods, and listening and learning methods to ensure they address all customer groups. Workforce processes include evaluating the effectiveness of workforce and leader development and learning systems to capitalize on the knowledge of the workforce and address the human resource strategic challenge. Without a systematic evaluation and improvement process that is fully integrated at all levels, the Department may find it difficult to encourage continuous organizational learning, a key principle of the PRIDE culture.

- The Department has not fully deployed and integrated some of its approaches such as the business review and action planning process and the methodology to design and innovate work processes to meet all key requirements. Furthermore, processes to capitalize on strategic advantages and demonstrate role-model performance leadership that are not fully integrated include obtaining and using information on customers' satisfaction relative to their satisfaction with competitors and/or industry benchmarks; using competitor data and/or benchmarks to set short-term goals and stretch targets, establish long-term performance projections, and address current or projected performance gaps; and aligning strategic objectives to address opportunities for breakthrough performance in programs and services. Without fully integrating these processes, the Department may not have the ability to identify those areas where it may be a world-class leader for other park and recreation departments.

The Organizational Performance Results category assesses Miami-Dade Park and Recreation 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:

- The Department demonstrates sustained beneficial financial trends that support the goal to Maintain and Grow Profitability and its strategy to increase self-sustainability where over one-third of funding is earned revenue through fees and charges. Expense Recovery Ratio over five years show increases from 34.72% to 36.72% and Parking Revenues from \$2,510,445 to \$3,565,188. Cost recovery ratios over three years show improving trends for revenue generating enterprises such as: Golf, Metrozoo, Deering Estate, Operations, and the Marinas Memorandum of Understanding, which improved from 104% to 127%. Florida Benchmarking Consortium comparison data for fiscal year 2006-07 show the percentage of operational budget supported by user fees at 36.30% compares favorably to the City of Miami Beach at 8.69% and Broward County at 26.80%. Similarly, operating expenditures per capita at \$25.99 compares favorably to the City of Coral Springs at \$79.17 and the City of Miami Beach at \$242.26. In addition, ICMA Center for Performance Management comparison data for three years show the Golf Division is competitive with other municipalities and counties in Florida based on net parks and recreation revenues per capita and golf revenues as a percentage of total earned revenue from all parks and recreation activities.
- Leadership outcomes show beneficial trends sustained over time in the Level of Service by exceeding the minimum standard of 2.75 acres per 1,000 Unincorporated Municipal Service Area residents for the last five years. The Department completed a key initiative for the development of the Open Space Master Plan in 2008, which received the 2009 Southeast Florida Library Information Network Innovation Award and the 2008 Urban Environment League Orchid Honor Award. The Department is a three-time recipient of the National Gold Medal for excellence in park and recreation administration and is accredited by the Commission for Accreditation of Park and Recreation Agencies. The Metrozoo has received accreditation through the Association of Zoos and Aquariums since 1984, and three of the marinas, Pelican Harbor, Black Point, and Homestead Bayfront, were awarded "Clean Certifications" from the Florida Department of Environmental Protection in 2007, which acknowledges the Department's marinas as good environmental citizens that consider the environment an important asset in conducting business.
- The Department utilizes external organizations to conduct Secret Shopper evaluations to determine customer service quality, a key customer requirement. Deering Estate scores for

four years show beneficial trends sustained over time at 100% that exceed the statewide average for Florida Attractions Association members in all three areas - Cleanliness, Hospitality, and Truth in Advertising. The overall scores for fiscal years 2005-06 and 2006-07 at 100% exceed the comparison of 91.2% and 93%, respectively, and the fiscal year 2007-08 overall score at 98% exceeds the comparison at 94.9%. Metrozoo scores show sustained performance levels at or above 3.0, which on a scale of zero to 4.0 represents Above Average and Exceeded Expectations. In addition, the Miami Metrozoo was rated among the top ten zoos in the U.S. by *Travel & Leisure* magazine; voted "#1 for family fun in Miami" by the Best of Citysearch and *South Florida Parenting Magazine*; and rated a top attraction for travelers with children by Zagat Survey®.

- Customer-focused results demonstrate excellent performance levels in many areas of importance with overall customer satisfaction improving from 4.45 to 4.71 on a scale of 1-5, the result of increased customer service focus through training and customer service standards. Many results show levels at or above 4.75 on a scale of 1-5 for overall customer satisfaction and staff professionalism/courtesy, such as the Deering Estate, Metrozoo, Fruit and Spice Park, and Campgrounds. Areas that show performance levels at or above 4.75 for one survey include Natural Areas Management, Crandon Tennis, Field Rental, Facility Rental, Picnic Shelter, Seniors, and Ecoadventures. In surveys conducted by the ICMA Center for Performance Management for fiscal year 2006-07, the Department ranked second in citizen satisfaction with the quality of programs and safety of facilities, and third in overall satisfaction, appearance, and range of activities.
- Workforce satisfaction results demonstrate improved performance in many of the key factors identified as affecting employee satisfaction. Overall, Department results for Employee Satisfaction with Position are sustained above 4.0, where 4.0 represents "satisfied" and 5.0 represents "very satisfied," and segmented results show that 17 of 33 divisions and sections are at 4.0 and above. Results for the Department as a Place to Work show that 18 of 33 divisions and sections are at 4.0 and above, where 4.0 represents "good" and 5.0 represents "excellent." An additional measure of workforce engagement is workforce retention, which shows good to excellent results at 94% and 96% for the last two years, respectively.
- Comparisons are not reported for: key measures related to customer satisfaction of competitors, similar organizations, or national benchmarks for some of the Department's revenue generating enterprises; key workforce measures, such as employee satisfaction, training, sick leave usage, and turnover and retention; and some support processes, such as Information Technology, Finance, and Human Resources. Similarly, the Department does not have comparisons from within and outside of the Parks and Recreation industry for some key leadership and social responsibility indicators, such as the Level of Service, programming partnerships, accreditations, and key measures of ethical behavior. The lack of comparative data may prevent the Department from demonstrating its industry and benchmark leadership in these key areas.
- The Department does not report results for the effectiveness of some leadership development programs or the productivity, efficiencies, or cost savings of some work systems and work processes. Leadership program results not reported include: PRIDE SLP, the Supervisor Certification Program, Parks Supervision, the Park Manager Training, and the FIU Academy for Strategic Management Program. Operational performance results not reported include: job reclassifications, work layout improvements, or work system and work process improvements, such as the Accounts Receivables and Payable Processes, the decentralization of Procurement, and the Summer Hire Process. In addition, the Department does not report results for efficiencies realized from the implementation of the

Recreation Management System or the effectiveness of marketing strategies including advertising and communication.

- The Department does not report levels, trends, or comparisons for customer dissatisfaction results such as aggregate or segmented customer complaints within the various divisions, sections, or business environments. The Department monitors response times for "Buck Slip" complaints, which has improved from 77% to 100%, but does not report response times to resolve other complaints.

## 1.0 Leadership

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

### 1.1 Senior Leadership

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
1.1a(1)	Senior leaders set the Department's mission, vision, and core values during annual senior leader retreats. In 2006, senior leaders reviewed and revised the vision and core value statements, which align with the County, and are well integrated in the Department's culture. The approach to deploy the mission, vision, and core values to the workforce occurs through numerous mechanisms such as: weekly division and quarterly supervisor meetings; attendance of mentees at the quarterly supervisors meetings; e-mail blasts; a PRIDE pocket reference guide that reinforces the mission, vision, and core values; values discussion sessions; and a roving "core values soccer ball", supported by the PRIDE Sterling Leadership Program. These approaches demonstrate senior leaders' personal commitment to reinforce the Department's mission, vision, and core values.
1.1a(1)	Senior leaders communicate the mission, vision, and core values to key suppliers, partners, customers, and stakeholders through numerous methods. Community-Based Organizations, vendors, suppliers, customers, event sponsors, and stakeholders, such as the tax-paying public, receive the vision and core values through: speaking engagements at neighborhood functions, the County and Department web-sites, postings at each facility, the <i>Parklife</i> magazine, marketing events and brochures, and events such as Ribfest, the Cattle Show, and the Sony Ericsson Open Tennis Tournament. In addition, the Department collaborates with numerous public and private organizations, foundations, educational institutions, and environmental, historical, and natural societies that align with its purpose and mission.
1.1a(2)	Senior leaders personally promote an environment that fosters, requires, and results in legal and ethical behavior through the implementation of, and adherence to, policies, practices, and programs that include a zero tolerance policy for fiscal misconduct. Senior leaders remain current with legal and ethics laws and standards through a designated Ethics Officer, regular meetings with County legal staff, and an internal Performance Review Office that monitors and investigates documents and revenue

Item Reference	Strengths
	funds. New employees, including full-time, part-time, seasonal, and volunteers, receive an introduction to the Code of Ethics during the County-wide New Employee Orientation and an additional review during the Department's New Employee Orientation. Attendance for Ethics training, where expectations are clearly communicated, is mandatory with appropriate behavior and compliance further reinforced.
1.1a(3)	Senior leaders create a sustainable organization through the development and implementation of The Miami-Dade County Parks and Open Space Master Plan, commonly referred to as the Open Space Master Plan. The plan is the result of an eighteen-month long planning process, involving County staff, residents, agency representatives, and elected officials to create a seamless, sustainable system of park, recreation, and conservation open spaces for this and future generations. It is one of the most important projects that the Park and Recreation Department has ever completed as it provides a roadmap for developing a more sustainable, livable community by using a comprehensive and coordinated park system as its engine. Specific objectives include: developing a unified physical vision for a connected regional system; guiding principles for a unified physical vision; park classifications for a regional system; and a clear role for the County. Partnerships with community groups such as the South Florida Park Coalition and The Great Park Summit, a coalition of park and recreation advocates and planning groups, foster activities and facilities such as greenway and bicycle trails; ensure sustainability, beautification, and access strategies for every resident and visitor; and generate multiple benefits to maximize taxpayer dollars.
1.1a(3)	Senior leaders create an environment for performance improvement, accomplishment of the mission and strategic objectives, innovation, and organizational and workforce learning through the development and implementation of strategies, systems, and processes that are well integrated across the Department, and the creation of the PRIDE culture that focuses on continuous improvement and learning. The Department Business Plan and Outlook outlines goals, objectives, strategies, initiatives, and performance indicators to accomplish the mission. Strategy Maps, deployed to all divisions and sections, align goals and assign a weighting of importance to performance measures. The Annual Training Plan, developed after a comprehensive needs analysis that included interviews with staff at all levels, focuses on three main categories of training - mandated, high risk, and strategic - to focus on both organizational and individual learning. Annually, funds are budgeted for training and professional growth seminars, and employees are encouraged to participate in professional organizations and attend conferences and seminars to promote continuous learning and improvement.
1.1a(3)	Senior leaders personally participate in succession planning and the development of future organizational leaders by serving as mentors in the

Item Reference	Strengths
	<p>PRIDE Sterling Leadership Program (SLP), participating in the succession planning process, and implementing the Park Manager Training Program. PRIDE SLP identifies entry-level managers who express an interest in and exhibit skills and behaviors that indicate potential for future leadership roles, and provides a broad, high-level exposure to management and an overview of the County and Department structure, functionality, and role in the community. The succession planning process analyzes critical positions that may be vacated in eighteen months, identifies individuals with the required skill set, creates development plans, and expedites recruitments for on the job replacement training, if needed. The Park Manager Training Program provides an opportunity for management staff to understand business and financial processes and procedures, acquire management knowledge, and develop leadership skills.</p>
1.1b(1)	<p>Senior leaders communicate with and engage the entire workforce, encourage frank, two-way communication, and communicate key decisions through multiple communication mechanisms at the Department, business environment, division, and section levels. Mechanisms include: all-employee meetings for full and part-time employees, seasonal staff, and volunteers; regular staff meetings; and personal interaction with the Director and senior leaders through "Ride-Along" visits to parks and facilities. Senior leaders engage the entire workforce by instilling the PRIDE culture that embraces a Passion for Excellence. Employees at all levels are engaged and understand the importance of their role in contributing to the Department's mission.</p>
1.1b(1)	<p>Senior leaders take an active role in employee reward and recognition to reinforce high performance and a customer and business focus through the Employee Recognition Program and the PRIDE initiative, which are designed to drive continuous improvement and performance excellence. The Employee Recognition Program recognizes a Supervisor and Employee of the Quarter for outstanding achievement in providing excellence in customer service. Each quarter, both are recognized at a breakfast in their honor hosted by the Director and senior management, are recognized with their peers at the quarterly supervisor meeting, which includes all levels of management and supervisors, and are featured on the PRIDE web-site. The Department has expanded PRIDE recognition initiatives to include "Got PRIDE?" and "PRIDE in Action." Additionally, the Director personally recognizes outstanding customer service through personal visits and notes. In addition to Department recognition, divisions give individual recognition such as the marina operation's "Anchor" awards.</p>
1.1b(2)	<p>Senior leaders create a focus on action to accomplish the Department's strategic objectives, improve performance, and attain its vision by creating a culture that expects excellence and integrating the systems, processes, and programs to deliver excellence. The business environment reporting structure provides a systems perspective for managing the day-to-day</p>

Item Reference	Strengths
	<p>operations of the Department and engages the workforce in building relationships with the diverse customers within each business environment. Senior leaders set clear performance expectations that create and balance value for customers and key stakeholders during the annual Strategic Business Planning process and develop goals, strategies, objectives, and performance measures that cascade to division Active Strategy Enterprise scorecards. The Business Review and Action Planning process focuses on reviewing outcomes and developing actions to meet goals and accomplish objectives. Additionally, the Director, senior leaders, and middle management personally participate in Sparkle Tours throughout the year. Senior leaders' personal commitment to performance improvement and achieving the vision is apparent throughout the Department.</p>

Item Reference	Opportunities For Improvement
1.1a(3)	<p>Senior leaders have not fully implemented and integrated the approaches, processes, and programs that will provide a strategic competitive advantage and demonstrate role-model performance leadership for the Department. For example, although the development of the Open Space Master Plan, which has been recognized as an innovative approach for sustainable park planning and development, is complete and currently in implementation, supporting documents such as the Park Pattern Book, Recreation Plan, and Recreation Planning Guide are still in the development phase. Additionally, senior leaders do not systematically identify and quantify those areas where the Department may be the industry leader, benchmark for other parks, or world-class leader. Without a systematic process to capitalize on the strengths and strategic advantages of its leadership system, the Department may find it difficult to realize its vision to be a national model for park and recreation systems.</p>

## 1.2 Governance and Social Responsibilities

Scoring Range: 90% - 100%

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

Item Reference	Strengths
1.2a(1)	<p>The Department reviews and achieves management and fiscal accountability through multiple mechanisms. The annual Management Performance Appraisal Process evaluates managers on mutually established goals that tie directly to County-wide strategic goals. Management Checklists and Sparkle Tour standards assist managers in properly monitoring all aspects of their responsibilities. The annual Strategic Business Planning Process defines specific goals, strategies, and key performance standards linked to measurable outcomes, while monthly Business Reviews of Active Strategy Enterprise scorecards ensure accountability for meeting key financial and operational performance expectations. A Park Advisory Board represents stakeholder interests and regularly meets with constituents to ensure that development of facilities and programs meet the needs of the community. All meetings and transactions are open and available to the public to ensure transparency in operations. These processes address both internal accountability and external protection of interests.</p>
1.2a(2)	<p>The Department evaluates senior leader performance through the Senior Management Appraisal process, which integrates the Department's objectives and strategic goals by assigning a weight to each objective and a rating based on achieving performance standards that are tied to the strategic goals. The process also includes an evaluation of expected behaviors of management/executive performance dimensions that include: leadership, innovation, creativity, strategic vision, customer service, management skills, and employee development and recognition. The Director holds an annual retreat with senior management staff to evaluate their effectiveness in leading the Department. Senior leaders seek to improve the effectiveness of the leadership system through participation in the National Recreation and Park Association accreditation, certification, and Gold Medal Award processes, and the Florida Sterling Challenge process. For example, implementation of the PRIDE Sterling Leadership Program (SLP) is an improvement initiative based on feedback from the Challenge process.</p>
1.2b(1)	<p>The Department addresses adverse impacts of its programs, services, and operations on society through well defined and deployed processes that address programming partnership compliance, workforce certification, management audits, and its strategic goal to Remain Committed Stewards. Community-Based Organizations that provide programs and services for</p>

Item Reference	Strengths
	the Department must adhere to strict requirements for certifications, such as insurance and coaching certifications, provide financial statements and legal status, and ensure employees providing the program or service have background checks. Management Checklists in use at all facilities review: employee certifications and training; facility and park safety, security, and maintenance; and required permits. To achieve the goal to Remain Committed Stewards, the Department has resource sustaining processes such as the Natural Areas Management section that restores natural areas by removing invasive, nonnative plant species and conducting guided EcoAdventure tours to educate the public and avoid damage to the environment.
1.2b(1)	To anticipate public concerns with current and future programs, services, and operations, and proactively prepare for these concerns, the Department collaborates with environmental organizations, neighborhood groups, societies such as the Zoological Society of Florida, and community foundations to obtain customer and community feedback, and many participate in the Strategic Business Planning Process. Programs for children with disabilities at Greynolds, Coral Estates, Tamiami, Camp Matecumbe, Westwind Lakes, and Goulds Parks are examples of responding to community concerns. Additionally, the Department has an innovative approach to preserving historic sites and maintaining the cultural integrity of its facilities and the services it offers. The Department seeks feedback on its programs and services for input to the Strategic Business Planning Process through numerous sources that include: surveys, research, demographics, community meetings, public hearings, and workshops.
1.2b(2)	The Department promotes and ensures ethical behavior in all interactions through well defined and deployed policies regarding ethics standards and conflicts of interest. Senior and mid-management annually submit financial disclosure reports to the County Elections Department. The Department has a zero tolerance policy regarding misappropriation of funds and has extensive procedures for fiscal accountability including a Performance Review Office that acts as an internal audit control by conducting site reviews and unannounced audits to verify compliance with established accountability procedures. Breaches in ethical conduct typically result in censure and/or progressive discipline up to and including termination.
1.2c	The Department supports, strengthens, and improves communities through various mechanisms such as a grant program that provides programmatic or capital development funds to support community organizations that are approved based on an application and committee review process. For example, the Leisure Access golf program was developed for disabled veterans, wherein disabled veterans receive specialized lessons, reduced greens fees, and access to modified golf carts, called "solo-riders." To enhance and strengthen community programs such as this, the

Item Reference	Strengths
	<p>Department employs a Fundraising Manager responsible for building private sector program partnerships such as Miller Lite for Ribfest, Sony Ericsson for the annual tennis tournament, and various other sponsors, both private and corporate, for the "Adopt a Park" program. The Fundraising Manager is also responsible for developing fundraising strategies to enhance and strengthen programs, and create and solidify relationships with the public and private sector to further develop the Parks Foundation, both in Board members and financial strength. Fundraising activities enhance the Department's capability to provide services to adults and children, as well as to enhance the historic and cultural integrity of the Department's facilities.</p>

Item Reference	Opportunities For Improvement
1.2b(1)	<p>The Department does not systematically deploy resource sustaining processes in all areas. Although innovative leadership exists in areas such as the Open Space System Master Plan, the Viva Verde "live green" program, while robust, is not fully deployed throughout all business environments, divisions, and sections. Without systematic deployment of recycling and conservation initiatives, the Department may not be positioned to address its strategic challenge of reducing the impact on the environment and maintaining the pristine condition of its facilities.</p>

## 2.0 Strategic Planning

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

### 2.1 Strategy Development

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
2.1a(1)	The Department conducts an annual Strategic Business Planning Process, which aligns with and supports the County's Five-Year Strategic Plan. The process involves a series of meetings each fall to gather input from every division, section, and business environment, Community-Based Organizations, foundations, cultural and historical societies, and industry research and trends. Senior leaders analyze multiple sources of data and information to identify potential blind spots and determine strategic challenges. Short-term planning focuses on the Department's fiscal year, October 1 through September 30, while long-term planning integrates the principles and goals in the Open Space Master Plan. The process includes a review of the Department's mission, vision, and core values, and determines goals, strategies, initiatives, and County and Department performance indicators for the fiscal year. Senior leaders evaluate the planning process each year during a senior leader retreat. An improvement in this year's process includes conducting SWOT analyses in each division with a Department roll-up prior to the strategic planning retreat.
2.1a(2)	The annual Strategic Business Planning Process includes steps to collect and analyze a variety of data and information to address strengths, weaknesses, opportunities, and threats, and identify early indications of major shifts in technology, customer preferences, and competition. The Department uses the monthly Business Review and Action Planning Process to execute the strategic plan. These include a review of division and Department SWOT analyses, past performance, revenue data, customer complaints received and tracked by the County through Buck Slips, customer satisfaction data, demographic data, county resident surveys, and market and industry research, trends, and forecasts. For example, market data and analysis for golf and marinas, and similar competitive and comparative data for parking, facility rentals, pools, tennis, campgrounds, after school, and summer camp programs are inputs to the planning process.

Item Reference	Strengths
2.1a(2)	<p>The Department has a visionary, systems perspective strategic plan to ensure long-term organizational sustainability. In October 2005, the Department initiated a two-year planning process to determine a fifty-year unifying vision for the County's parks system. This process involved all community stakeholders including: Public Works, Transit, the 39 municipalities, programming partners and foundations, the school district, and the general public. Industry research provided best practices, which were incorporated into the planning process. In February 2008, the Open Space Master Plan was approved by the Board of County Commissioners. The plan defines six guiding principles for the County's parks system that include: Seamlessness, Beauty, Access, Equity, Sustainability, and Multiple Benefits. Fourteen goals support these principles. Examples of these goals include: every resident can walk, within five minutes, to a neighborhood park, and recreation opportunities are available to all residents; public access is provided to lakes, beaches, forests, and other major natural areas; conservation areas, critical habitats, and cultural and historical sites are protected, maintained, and promoted; existing streets are transformed into tree-lined boulevards and parkways; and residents are engaged in planning, design, and stewardship of all parks. The Open Space Master Plan provides a roadmap for a long-range, unifying vision for a livable, sustainable community by using a comprehensive and coordinated park system as its engine.</p>
2.1b(1)	<p>The Department Business Plan and Outlook for Fiscal Years 2008-2009 and 2009-2010 outlines the goals, objectives, strategies, initiatives, and performance indicators, including short and long-term timetables that align to and support the County's Five-Year Strategic Plan and its four perspectives: Customer, Financial, Internal, and Learning and Growth. For the Customer perspective, the Department's goals are: Maintain and Grow Customers and Remain Committed Stewards. For the Financial perspective, the goals are: Maintain and Grow Profitability, Grow Total Revenues, and Meet Budget Targets. For the Internal perspective, the goals are: Maintain and Grow Partnerships, Ensure Efficient Capital Program, and Promote Organizational Excellence. For the Learning and Growth perspective, the goals is: Train and Encourage Best Practices. Each goal has short-term strategies, objectives, and performance measures for the fiscal year, which are included in the Department's Active Strategy Enterprise scorecard. For example, in the Maintain and Grow Profitability goal, strategies and objectives include improving profitability of all enterprise services and diversifying earned revenues. Objectives include: maintaining a golf cost recovery ratio at 105% and increasing the cost recovery ratio for the marinas, Metrozoo, Deering Estate, campgrounds, and concessions. Long-term initiatives for three to five years include: expansion, redevelopment, and new development projects, guided by the Open Space Master Plan.</p>
2.1b(1)	<p>The Department Business Plan and Outlook for Fiscal Years 2008-2009 and 2009-2010 has a corresponding Strategy Map, which identifies each goal's</p>

Item Reference	Strengths
	<p>importance through a percentage. For example, the goal to Ensure Efficient Capital Program is weighted at 20%; the goals to Maintain and Grow Customers, Remain Committed Stewards, Meet Budget Targets, and Train and Encourage Best Practices are weighted at 15%; and the goals to Maintain and Grow Partnerships and Promote Organizational Excellence are weighted at 10%. Strategy Maps are deployed to all divisions and sections, and align goals and their importance to performance measures in the Active Strategy Enterprise scorecards.</p>
2.1b(2)	<p>The Department Business Plan and Outlook for Fiscal Years 2008-2009 and 2009-2010 addresses the Department's strategic challenges related to acquiring resources, sustaining operational funding, and professional development and mentoring of mid-level management staff for succession into upper management. For example, the challenge related to sustaining operational funding is addressed in the Maintain and Grow Profitability and Grow Total Revenues goals, with strategies and objectives such as: complete dedicated funding plan, increase fundraising, maintain grant awards, increase revenues, and increase cost recovery ratios.</p>
2.1b(2)	<p>The Department Business Plan and Outlook for Fiscal Years 2008-2009 and 2009-2010 goals, objectives, and strategies address and balance the needs of all stakeholders including: taxpayers, residents and visitors, programming partners, employees, and volunteers. For example, the goals to Ensure Efficient Capital Program and Meet Budget Targets address the County's and taxpayers' requirements, while the goals to Maintain and Grow Customers and Remain Committed Stewards address resident and visitor requirements. The goal to Maintain and Grow Partnerships addresses programming partners. The goal to Train and Encourage Best Practices addresses employee and volunteer requirements.</p>
Item Reference	Opportunities For Improvement
2.1b(2)	<p>The Department's strategic objectives do not systematically address opportunities for breakthrough performance in its programs and services. For example, the Department Business Plan and Outlook for Fiscal Years 2008-2009 and 2009-2010 objectives and performance measures are focused on either maintaining performance levels or incremental increases during the coming year, but do not include objectives or performance measures on new innovations or include stretch targets based on best-in-class performance, which would force innovations in existing programs, services, and operations. The Department's vision is to be nationally recognized, but without objectives based on benchmarks, it may not be able to achieve role model performance.</p>

## 2.2 Strategy Deployment

**Scoring Range: 50% - 65%**

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

Item Reference	Strengths
2.2a(1) 2.2a(3)	The Department develops and deploys action plans to address its strategies and objectives and sustain key outcomes through the Business Review and Action Planning process. This monthly review of performance and action planning ensures that action plans can be rapidly modified and deployed if circumstances require a shift in strategy or plans. For example, the goals, strategies, objectives, and performance measures in the Department Business Plan and Outlook are translated into Department and division scorecards in the Active Strategy Enterprise (ASE) system. Divisions and sections conduct monthly business reviews of ASE scorecard measures with variances in performance documented in ASE and in monthly business review action plans. Each Assistant Director reviews action plans monthly, and senior leaders discuss progress at quarterly meetings. The Director provides a quarterly overview of progress on the Department scorecard to the Assistant County Manager.
2.2a(2)	The Department ensures adequate financial resources are available to support the accomplishment of its action plans and allocates and balances resources through aligning the annual operating budget to its strategic business plan. Operational strategies and objectives are supported through the Proposed Resource Allocation Plan. The Capital Replacement Program provides funding for replacement of existing technology, fleet, and equipment that are critical to delivery of services. The Department has implemented a competitive rate structure to increase fees and a capital development plan to finance facility upgrades and improvements for the next seven years. The capital development program provides funding to develop new parks and programs, such as the new Metrozoo Florida Exhibit and new water park. Financial and other risks are identified and analyzed using a business case model or a Return on Investment assessment. For example, the Department identified IT governance processes as a potential risk in the development of the Recreation Management System (RMS). By developing a business case model, the Department received approval from the County to control development of RMS. The Department completed a Return on Investment assessment prior to committing funding to the planned water park to ensure sufficient operating funds would be available.
2.2a(4)	The Department's monthly Business Review and Action Planning process includes short-term action plans and long-term plans to achieve and

Item Reference	Strengths
	<p>sustain the strategies, objectives, and outcomes identified in the Department Business Plan and Outlook. Examples of short-term action plans include implementation of green initiatives, completion of the Recreation Plan, and completion of the tree canopy replacement plan in 2008-2009, as well as actions identified during business reviews to improve performance to meet scorecard targets. Long-term plans support the implementation of the Open Space Master Plan principles in acquisition and development of new facilities or redesign of existing facilities. For example, long-term action plans include: expansion of the Deering Estate programs; expansion of the Miami Metrozoo, including opening the Florida Exhibit and development of a privately operated water theme park and family entertainment center; implementation of the Park Pattern Book to guide all park development; a three-to-five year plan for the Golf Division; and a seven year capital improvement program for marinas.</p>
2.2a(5)	<p>The Department addresses human resources needed to accomplish action plans and achieve performance targets through its monthly Business Review and Action Planning process. For example, the Park Manager Training Program has been updated to include the principles of the Open Space Master Plan. The Department Training Plan for FY 2008-2009 includes training related to the Department Business Plan and Outlook, including training for new technology systems such as INFOR and the Recreation Management System, and training related to providing a consistent message to the public on the Open Space Master Plan.</p>
2.2a(6)	<p>The Department ensures that its action plans reinforce organizational alignment and cover all stakeholders through the Active Strategy Enterprise (ASE) scorecards, the Business Review and Action Planning process, and use of the division and section Strategy Maps. The ASE scorecards include the performance measures and targets for the Department Business Plan and Outlook goals, strategies, and objectives. Strategy Maps include the weighted importance of each goal. Data are reviewed monthly and are used to develop action plans.</p>
Item Reference	Opportunities For Improvement
2.2a(1)	<p>The Department has not achieved systematic implementation of its Business Review and Action Plan process. Although each division is required to conduct a monthly Business Review of its Active Strategy Enterprise scorecard and document actions needed to achieve targets, only fourteen of the twenty-nine divisions and sections submitted Business Review Action Plans for October, November, and December of 2008. An additional fourteen of the divisions and sections submitted Business Review Action Plans for October, but did not submit action plans for November and December 2008; one section submitted the review for December. Without systematic compliance with the Business Review and</p>

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Item Reference	Opportunities For Improvement
	<p>Action Plan process, divisions and sections may be unable to achieve established objectives and meet performance goals.</p>
2.2b	<p>The Department's performance projections are not based on past or projected performance of competitors, comparable organizations, or key benchmarks, and do not address long-term planning time horizons. For example, each division establishes performance projections for the fiscal year as part of the annual Strategic Business Planning process; however, projections are based on past performance and expected performance for the Department during the fiscal year. Without a systematic process to use competitor data and/or benchmarks to set short-term goals and stretch targets, establish long-term performance projections, and address current or projected performance gaps, the Department may not set performance targets that will encourage breakthrough performance, which may allow it to achieve its vision to be a national model for park and recreation systems.</p>

### 3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines the requirements, needs, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty, and retention, and to business expansion and sustainability.

#### 3.1 Customer and Market Knowledge

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
3.1a(1)	<p>The Department identifies its customers, customer groups, and market segments, and determines which to pursue for current and future products and services through research, collection, and analysis of multiple data and information sources at the Department and business environment levels for use in its biannual Marketing Plan, Open Space Master Plan, and the annual Strategic Business Planning Process. Sources include: industry and proprietary research data, local demographics, usage analysis of service locations, GIS mapping of underserved and under-used communities and facilities, and the Leisure Interest County-wide survey, which identifies residents' current and future recreation activities. A central consumer database tracks and targets customer segments and seeks out new customers through value chain organizations, such as Community-Based Organizations and not-for-profits, to identify heavy user groups and tap residents with like preferences through value-add and cause-marketing such as Deering Estate home-schoolers and cultural and outdoor destination cross-promotion venues like Vizcaya and EcoAdventures. The Department evaluates its marketing effectiveness by tracking monthly and quarterly performance measures through Active Strategy Enterprise and during the annual Strategic Business Planning Process to determine if program requirements or priorities have changed.</p>
3.1a(1)	<p>The Department includes customers of competitors and other potential customers in its customer determination process to provide an analysis of competitor practices and fees within its revenue generating enterprises. Analysis and study of competitor practices by the National Golf Foundation and regional vendors provide competitive data for high-end golf amenities and include a frequent user discount card, while demographic profile studies, such as those produced by Scarborough Multi-Media, analyze market segmentation data. While market segments include adults, children, seniors, and disabled persons, all residents within the County are considered potential customers. An analysis of comparable benchmark</p>

Item Reference	Strengths
	zoos from the Association of Zoos and Aquariums establishes product and service differentiation across amenities and reflects a competitive advantage in programming, which delivers on the Department's goals to provide memorable, fun experiences and more educational benefits. Other comparisons include programs and rates for public schools' and private companies' after-school programs to adjust its own services to provide more benefits and stay current with other value-added amenities at competitive rates across diverse customer groups.
3.1a(2)	The Department determines customer requirements, needs, and changing expectations and their relative importance to customers' purchasing and relationship decisions through multiple internal and external sources and uses the data, information, and feedback as a basis for program and service improvements and to develop new business opportunities. The Leisure Interest survey and the County-wide resident satisfaction survey ETC Direction Finder identify resident demographics by age, location, preference, consumer spending and usage trends, environmental awareness, and recreational interests. At the operational level, written and electronic surveys are in use at virtually every point of program or service delivery including special events and attractions. Programming improvements and business opportunities resulting from these methods include: "Fit to Play Green It Up"; Hispanic culture summer curriculum; Metrozoo offerings such as giraffe value meals; ecotourism opportunities such as EcoAdventures; horticulture and fine arts classes; youth golf programs featuring a "midget golf course"; and well-manicured beaches and high-use bike and foot paths. These methods are an integral component to maintain and enhance current and future service levels, both programmatic and capital, by creating a culture of continuous improvement.
3.1a(2)	The Department's listening methods vary for different customers, customer groups, and market segments across business environments and the diverse programs and locations throughout the County, which provide active and passive leisure services. Listening methods include: comment cards for historical preserves such as the Deering Estate, Metrozoo exit surveys, and an externally conducted Secret Shopper program. User surveys are conducted for campgrounds, parks, summer camp programs, tennis courts, environmental parks, special programming, picnic shelter reservations, marinas, golf courses, and ball field and facility rentals, and intercepts at events such as Ribfest and the Cattle Show. Additionally, customers can use an online feedback form on the Department's website. Using different methods for the Department's diverse customers provides unique and actionable feedback based on site-specific amenities.
3.1a(3)	The Department uses voice of the customer information and feedback to become more customer-focused, to better satisfy customer needs and desires, and to identify opportunities for innovation through its extensive customer feedback mechanisms, customer interaction, and staff expertise

Item Reference	Strengths
	<p>in programs and services. For example, Leisure Access staff met with disabled veterans at the Veterans Administration Hospital to develop programming opportunities to better serve this customer group. This information evolved into disabled golf clinics including discount golf lessons, greens fees, and retro-fitted golf carts. High-end golf courses installed "fairway data systems" with GIS tracking and LED screens displaying each hole, scoring sheets, and nature sightings along the course, in addition to monitoring course traffic and a communication link with golfers on the course. The Department recently developed "Pelican Island", a small private island off Key Biscayne, as a destination with amenities such as food concessions and transportation from the mainland. This addition leverages existing property for value-added activities to expand much-needed leisure water activities. Additional examples of improved services and tailored offerings include: the conversion of baseball fields to soccer fields; 24 hour 'universal' phone access at marinas; multi-cultural events and programming; social activities and dances for seniors; special programs for Leisure Access disabled program participants; cultural, environmental, and historical venues; and youth after-school and summer programming.</p>

Item Reference	Opportunities For Improvement
3.1a(4)	<p>The Department does not systematically evaluate and update customer and market listening and learning methods. For example, exit interviews were identified as an improved listening method and implemented at the Metrozoo and after special events to gain timelier customer feedback; however, there is not a systematic process to determine the effectiveness of all methods in meeting the Department's business needs and aligning with the future direction. Without a fact-based systematic evaluation process that looks at each of these methods, the Department may miss opportunities to reduce duplication of efforts, and leverage its resources for the greatest return on investment while serving the broader community and conserving resources to operate facilities in the future, a strategic sustainability challenge.</p>

### 3.2 Customer Relationships and Satisfaction

Scoring Range: 50% - 65%

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

Item Reference	Strengths
3.2a(1)	<p>The Department builds relationships to acquire customers, meet and exceed expectations, increase loyalty and repeat business, and gain positive referrals through marketing efforts, community outreach, and Program Partnerships with Community-Based Organizations (CBOs). Marketing efforts are key strategies to improve the Department's community image and brand, and focus on biannual marketing goals to: increase local consumption and grow local consumer base; increase visitor consumption; eliminate revenue-draining activities; increase grants and sponsorships; increase corporate usage of facilities; develop new private and non-profit partnerships in arts and culture; increase and inspire community giving; create and plan new revenue generators; and improve the Department's image and marketing effectiveness. To accomplish these goals, potential customers and customer groups are sought through: customer-focused programming at unique properties such as Fruit and Spice Park, Metrozoo, and Deering Estate; co-promotions of EcoAdventures with major sports sponsorships; special events such as the Ribfest and the Cattle Show, and cross promotions with like consumers. Additionally customers are sought through: the use of increased customer awareness vehicles such as the <i>Parklife</i> magazine, street banners, viral and on-line marketing on YouTube and Craig's List; mass and multi-media advertising; and by bundling vacation and tourism packages with local resorts and hoteliers. Community outreach includes routinely scheduled community meetings with taxing authorities, workshops introducing new initiatives to the public, groundbreakings, and monthly CBO meetings with associations such as Arthritis and Autism societies, and neighborhood gardens. Many participants return, and families later send their own children to camps. Business environments, such as marinas, host annual barbeques to take casual temperature readings on slip lease customers, and golf courses are being renovated to appeal to naturalists and youth.</p>
3.2a(2)	<p>The Department provides numerous access mechanisms that enable customers to seek information, conduct business, and make complaints such as: the County and Department web-sites, which provide information in Spanish and English; the <i>Parklife</i> magazine; and printed materials with phone numbers, advertising, and promotions in Spanish and English; multi-lingual support, including English, Spanish, and Creole, for incoming calls; and hearing-impaired services; e-mail and correspondence; community workshops and meetings; and direct one-on-one contact. Customer service standards and mandatory customer service training ensure contact</p>

Item Reference	Strengths
	requirements are deployed to individuals and processes involved in the customer response chain. The Department recently implemented Phase 1 of a Recreation Management System, an enterprise software system that automates operations, and includes a point of sale system, customer database, and online registration with automated pay stations for off peak times and after hour revenue collection.
3.2a(3)	The process to manage customer complaints and ensure complaints are resolved effectively and promptly to minimize customer dissatisfaction is handled at the business environment level, where supervisors and managers are empowered to collect and handle simple complaints from the "bottom up" to be responsive to public needs. For example, behavior problems at youth camps, sand fleas at Chapman Field, and cleanliness at park facilities were promptly and effectively handled at the local level, thereby minimizing dissatisfaction. Calls from residents concerned with an American Crocodile prompted an educational program to better understand the reptile and resulted in minimal calls and a published hotline. Complaints and questions that come through the Board of County Commissioners to the Director's office as "Buck Slips" are passed down to the appropriate level for resolution and are date-stamped to track the response time to resolve the issue. By ensuring a quick and favorable outcome through a caring and responsive staff, the Department is able to deliver outstanding customer service, a strategic goal.
3.2a(4)	The Department keeps approaches to building relationships current with business needs and directions through continuous interaction with customer groups and program partnerships. The Park Advisory Board, a quasi-government body comprised of Board of County Commissioners appointees, acts as a liaison with the Department and meets monthly with the Department liaison to encourage open and frank discussion on new initiatives and directions. Supervisors meet regularly with Community-Based Organizations to develop programming to meet business needs and directions and continuously seek customer and community feedback to best understand their needs and concerns and to focus future efforts. For example, by learning that the homeschoolers' group was less interested in FCAT standards and more interested in hands-on learning, the Department identified their interest in Bike Fest.
3.2b(1)	The Department determines customer satisfaction, dissatisfaction, and loyalty through multiple mechanisms with different methods dependent upon the business environment. At the Department level, the Leisure Interest survey and County-wide resident survey, ETC Direction Finder Survey, determines satisfaction. Approaches within the business environments include: surveys electronically or physically, intercepts at events or point of purchase, comment cards, and soliciting consumer feedback during direct contact at annual meetings. For example, special taxing district staff participate in meetings to understand dissatisfiers and

Item Reference	Strengths
3.2b(2)	<p>take corrective action. The Deering Estate seeks input through the placement of comment cards where educational tours, wedding receptions, and events for all ages are held, and from highly-skilled staff who work with each group to tailor the event to the standards of the buyer. These determination methods provide quantifiable, actionable data, as well as suggestions for improvements that note ways to improve programs at a Department, region, or facility level.</p> <p>The Department follows up with customers on the quality of products, services, and transactions to receive prompt and actionable feedback through various methods that are specific to customer groups and business environments. Methods such as twice weekly exit interviews at the Metrozoo and immediately after special events provide feedback on programs and information on customer preferences. For example, exit feedback after the Cattle Show indicated the family nature of the event and consistency are the biggest reasons for attendance. Other examples include recycle bins at the Sony Ericsson Tennis Open this year, as a result of a comment card during the tournament last year, and marina managers "walk the docks" during their shifts to be accessible and aware of their on-board customers.</p>

Item Reference	Opportunities For Improvement
3.2a(3)	<p>The Department does not have a systematic process to aggregate and analyze customer complaint data for use in improvement across the various business environments other than "Buck Slip" complaints that come through the Board of County Commissioners to the Director's office. Managers in the various business environments immediately handle issues and complaints or, if significant, elevate to the Assistant Director level, but there is not a systematic process to track, aggregate, and analyze all complaints to identify common issues that may cross divisions, sections, regions, or business environments, or be applicable to programming partners. For example, complaints at an individual golf course or marina may be an indication of a common issue across all golf courses or marinas. Without a systematic process to look across the Department, it may find it difficult to achieve its desired level of customer satisfaction and meet its strategic goal to provide outstanding customer service.</p>
3.2b(1)	<p>The Department's satisfaction, dissatisfaction, and loyalty methods do not consistently consider differences among customer groups. For example, the Department serves an ethnically-diverse population with customers and customer groups of many nationalities as well as considering and targeting Hispanic customer groups in its Spanish ad buys. Although some survey methods have been designed to address the diversity of the Department's customer base, this has not been systematically applied to all survey methods. Without a systematic approach to capture satisfaction data</p>

Item Reference	Opportunities For Improvement
	across all services and all customer groups, it may be difficult for the Department to plan for and provide parks, facilities, and programs that address the diverse residents of the community, key elements of its core values of Inclusiveness and Accessibility.
3.2b(3)	The Department does not systematically obtain and use information on customers' satisfaction relative to their satisfaction with the Department's competitors and/or industry benchmarks. Although the Department obtains overall customer satisfaction comparisons to other parks and recreation reporting jurisdictions through the ICMA Center for Performance Management, it does not compare customer satisfaction of its attractions such as Metrozoo, Deering Estate, and Fruit and Spice to competitor attractions or national benchmark attractions. In addition, the Department does not compare customer satisfaction of its other revenue generating enterprises such as golf and marinas to local, state, or national competitors or benchmarks. The lack of a systematic process to assess relative customer satisfaction may inhibit the Department's efforts to improve its community image and brand, a key marketing strategy, or become the national role model.
3.2a(4) 3.2b(4)	There is not a systematic evaluation and improvement process to keep customer access mechanisms and customer satisfaction determination methods current with business needs and directions. Although the Department has made improvements to some of its customer access mechanisms such as the redesign of its web-page and the Recreation Management System, there is not a systematic process to evaluate other customer access methods to determine effectiveness and plan for future needs. Additionally, while some changes have been made to customer surveys, this has not been systematically applied to the Department's multiple customer satisfaction determination methods to review their effectiveness. As a result, the Department may miss opportunities to grow its local and visitor consumer base, a key marketing strategy.

## 4.0 Measurement, Analysis, and Knowledge Management

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

### 4.1 *Measurement, Analysis, and Improvement of Organizational Performance*

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
4.1a(1)	<p>The Department selects, collects, aligns, and integrates data and information for tracking daily operations, overall organizational and financial performance, and progress relative to its objectives and action plans, and uses the data and information to support organizational decision making through its Active Strategy Enterprise (ASE) system. The Department selects data and information based on County criteria that includes: service delivery goals, key outcomes, strategies for achieving outcomes, and preliminary measures to gauge success, which then cascade to the business environment, division, and section balanced scorecards and Strategy Maps. Additional data and information that may only be applicable to a specific division, section, program, or service is selected based on a Balanced Scorecard Checklist to prioritize scorecard requirements as high, medium, or low in four categories: scorecard and perspectives, objectives, measures, and initiatives. Scorecard owners have the flexibility to “group like measures” in ASE and view data through scorecards, dashboards, or briefing books to facilitate decision-making. Business environment, division, and section staff review data and information on a daily, monthly, and quarterly basis, and conduct monthly business reviews of scorecard measures with performance variances documented in ASE and in monthly business review action plans. These mechanisms align the Department’s key objectives and key performance indicators to the County’s Strategic Plan Outcomes.</p>
4.1a(3)	<p>The Department keeps its performance measurement system current with business needs and directions by annual reassessment of performance measures during Strategic Business Planning meetings held with staff and stakeholders in every business environment and the continued implementation of Active Strategy Enterprise scorecards to the facility and park level. A SWOT analysis is completed, and measures and goals are</p>

Item Reference	Strengths
	<p>reviewed and revised based on operational needs and budget requirements. For example, during the budget process, the Department benchmarks previous and current fee schedules with neighboring communities, such as Broward, Palm Beach, and Ft. Lauderdale, other agencies, and business markets to determine if goals should also be reassessed. The Department has been collecting performance measures since 1999, and has refined and streamlined the number of measures since that time.</p>
4.1a(3)	<p>The Department ensures that its performance measurement system is sensitive to rapid or unexpected organizational or external changes through various methods. The Department conducts staff meetings, with business review components, that are a venue for discussing and assessing if performance measures are still important and ensure that service levels are being met. During the monthly Business Review meetings, divisions and sections review and assess their performance measures and annual targets. A Conducting Business Reviews Checklist of Recommended Key Activities document for reviewers and reviewees outlines expectations on how to conduct the business review. The requirement to conduct monthly Business Review meetings has improved the quality of the information discussed at the meetings and reported in Active Strategy Enterprise and, consequently, the information reported in the Department's Quarterly Performance Reports.</p>
4.1b(1)	<p>The Department reviews and analyzes organizational performance and capabilities, and assesses organizational success, competitive performance, and progress relative to objectives and action plans through its Business Review and Action Planning process. The review process begins with each division's review and analysis of its Active Strategy Enterprise scorecard measures, documenting action plans to achieve targets, and developing variance reports for measures that are not meeting targets or significantly exceeding targets. Assistant Directors then review performance of their respective division and section scorecard measures and progress relative to objectives and action plans. To evaluate overall organizational performance, the Director goes through monthly reviews with senior staff and quarterly reviews of the Department's scorecard with the County Manager and Assistant County Manager to ensure that strategic outcomes, objectives, and goals are being met. The review of scorecards at each level of the organization provides staff at all levels a comprehensive view of the Department's success in achieving its goals and objectives.</p>
4.1b(2)	<p>The Department deploys priorities and opportunities to its suppliers, partners, and collaborators to ensure organizational alignment through the Programming Partnership and management audit processes. All Community-Based Organizations that provide programs must comply with standards that include criminal background checks through the Florida</p>

Item Reference	Strengths
	<p>Department of Law Enforcement, and a national screening of sexual predators and sexual offenders for all coaches and volunteers prior to volunteering. In addition, program partners must sign a Compliance Certificate Affidavit prior to participating in activities. Facility Managers evaluate the performance of the Programming Partners on a monthly basis and Contract Administrators review performance as part of contract management. Managers collaborate with retail and concession vendors to document actions taken for deficiencies found during management audits.</p>
Item Reference	Opportunities For Improvement
4.1a(2)	<p>The Department does not have a systematic process to select and ensure the effective use of key comparative data and information to support operational and strategic decision-making. For example, the Department obtains data and information from numerous sources such as the ICMA Center for Performance Management and the Florida Benchmarking Consortium, and participates and collaborates with multiple associations such as the Florida Attractions Association; however, there is not a systematic process to determine and select the most relevant data and information sources. In addition, there is not a systematic process to ensure the comparative data obtained, both competitive comparisons and benchmarking of best practices inside and outside of the park and recreation industry, is effectively used to determine where the Department stands relative to competitors and to best practices, identify performance gaps, set stretch goals, and drive breakthrough performance. The lack of an effective systematic process may limit the Department's ability to achieve its vision to become a national model for park and recreation systems.</p>
4.1b(2)	<p>The Department does not systematically translate organizational business review findings into priorities for breakthrough improvement. For example, the Department summarizes performance through Quarterly Performance Reports and prioritizes operational strategies and objectives for continuous improvement through the Proposed Resource Allocation Plan; however, there is not a systematic process to analyze and address business review outcomes to determine root cause, understand cause-effect relationships, and help set priorities for resource use that may be the impetus for breakthrough performance. Without a systematic process to fully analyze business review findings at all levels and prioritize resources for organizational planning, the Department may not fully eliminate revenue-draining activities, a strategic marketing goal.</p>

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

**Scoring Range: 50% - 65%**

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

Item Reference	Strengths
4.2a(1)	The Department makes needed data and information available to employees through the Active Strategy Enterprise (ASE) system, the Department and County Intranet and Internet sites, and other communication mechanisms that include: Operations Manuals, e-mail, employee newsletters, employee orientation, quarterly supervisor and staff meetings, bulletin boards, the electronic library, and a shared information folder, "Parks Tree." Through ASE, staff can access scorecards that provide a comprehensive up-to-date understanding of overall performance. The Intranet allows employees to access Department information, program applications, performance data, procedures, policies, and reports. Emails inform employees what data are available and how to access the information from the various methods. "Blast" emails are used to communicate time-sensitive data or information with the potential to impact employees across the Department. The availability and accessibility of data and information is well deployed across the Department.
4.2a(1)	The Department makes needed data accessible to its suppliers, partners, collaborators, stakeholders, and customers through various mechanisms that include: face-to-face meetings, e-mail, and the Internet and Intranet, which are rapidly evolving as integral communication mechanisms. For example, a website was initiated for vendors to inquire about the status of their accounts. Also, Facility Managers interact and collaborate with program partners and vendors on a continuous basis and review partners through monthly program evaluations and annual compliance reviews. In addition, stakeholders, such as the public, have access to communications, documents, and meetings as governed by the Sunshine Statutes.
4.2a(2)	The Department ensures hardware and software are reliable, secure, and user-friendly by following the directives of the County's Enterprise Technology Services Division that provide for daily differential back-up, full back-up every six months, and one-year retention for all critical file servers and production databases. Non-critical servers are scheduled for a differential back-up once a week, a full back-up every six months, and one-year retention. The IT Manager and Assistant Director of Administration meet on a bi-monthly basis to discuss the status of IT projects. Three systems are currently in use: the Project Tracking Management System used to track construction related work; INFOR, a work order and asset

Item Reference	Strengths
	management system; and the Recreation Management System (RMS) that is being implemented in phases. From lessons learned with other systems, the Department instituted an RMS Committee that meets every Thursday to discuss implementation issues.
4.2a(3)	The Department ensures the continued availability of hardware and software systems and data and information in the event of an emergency with clearly identified procedures managed by the IT section and the Enterprise Technology Service Department. All applications are hosted by the County's ETSD with e-mail alerts of any impending problems or system changes. The IT section is very active in the retention schedules for file servers with a priority for production servers. Daily differential back-ups are retained for two months, weekly differential back-ups are retained for six months, and every month a full back-up that is kept for one year is performed. On a daily basis, databases are backed-up and the data are retained for 45 days. The Department updates the Phone Tree on an annual basis and the Employee Hotline on an as needed basis with information recorded in English and Spanish. When computer systems are down, automated functions will revert to manual operations until such time that automated systems are restored. Debrief meetings are held after planned testing events.
4.2a(4)	The Department keeps data and information availability mechanisms, including software and hardware systems, current with its business needs and directions and with technological changes in its operating environment through various methods. The IT section conducts annual evaluations of all hardware and software systems. For example, the Recreation Management System (RMS) or point-of-sale and management solution is a technology improvement that centralizes information and enhances cash-management operations among all the associated facilities. The Department expects to better serve the customers and increase revenues with the implementation of RMS, which will support its ability to keep up with both business needs and technology, as technology is critical to the delivery of services.
Item Reference	Opportunities For Improvement
4.2b(1)	The Department does not systematically ensure the accuracy, integrity, and reliability of its data and information. For example, employees at a golf course were incompletely and/or inaccurately entering customer information into the golf database. Specifically, customers could not be sorted by zip code to determine if certain groups were more likely to use the facility on particular days of the week or at certain times of the day. This prevented management from being able to track customer habits, such as frequency of use and prevented the analysis of patterns, which may have been used to target marketing efforts. Without an effective

Item Reference	Opportunities For Improvement
	<p>process that assures the integrity of data and information at all levels, the Department may not have the information it needs to make fact-based decisions and to build public trust and confidence, a key element of the core values of Accountability and Integrity, and provide Outstanding Customer Service.</p>
4.2b(2)	<p>The Department does not have a systematic process to rapidly identify, share, and implement best practices. For example, the Department utilizes numerous mechanisms for sharing information and encourages suggestions and feedback from its workforce; however, there is not a systematic process to manage and organize workforce knowledge in a manner that provides timely access to internal best practices. For example, maintenance employees were repeatedly picking up trash cans and trash, blown over due to winds. The solution from one maintenance employee was to put a gallon of water in the bottom of each trash can to prevent rework and eliminate the additional cost of replacing trash liners, but this idea was not captured and shared across all maintenance employees. The lack of a systematic process may affect the Department's ability to encourage best practices, a strategic goal.</p>

## 5.0 Workforce Focus

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

### 5.1 Workforce Engagement

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
5.1a(2)	<p>The Department fosters a culture conducive to high performance and a motivated workforce to accomplish cooperation and effective communication, skill sharing, information flow, and two-way communication through cross-functional committees, frequent management and staff meetings, and various communication methods. An example of a cross-functional committee is the Safety Committee, which consists of employees from the different business environments and provides an opportunity to share information and discuss relevant safety issues at least three times a year. Weekly Director meetings encourage cooperation among senior and mid-management levels, monthly all-employee meetings communicate Departmental information and expectations, and quarterly supervisor meetings disseminate information and provide a forum for sharing with front-line supervisors. Additional information sharing and communication methods include e-mail blasts, the electronic Parks Library, and the proposed internal PRIDE Blog. Individual goal setting is a key step in the Employee and Management Performance Evaluation processes and employees demonstrate empowerment and initiative through decision-making activities, such as Park Managers and supervisors selecting their seasonal staff and providing input and ideas for creativity in program selection. These methods are integrated with the Department's strategic objectives and align with its core value of Enthusiastic Attitude and Teamwork.</p>
5.1a(3)	<p>The Department's workforce performance management system supports high performance work and workforce engagement, considers compensation, reward, recognition, and incentive practices, and reinforces a customer and business focus and achievement of action plans through various methods. High-performance work and workforce engagement are supported through the annual Employee and Management Performance Evaluation process. The Employee Recognition Program highlights an</p>

Item Reference	Strengths
	<p>employee and a supervisor of the quarter, who are nominated by their peers and judged anonymously by a panel of peers. Incentive practices include the Employee Suggestion Program, which financially rewards employees who submit ideas that are later implemented. The Marina Gain Sharing program is an example of an incentive practice within the Department. Marina employees may receive financial incentives and/or bonuses when Business Plan criteria and/or certain goals are met. To reinforce a customer and business focus and ensure achievement of action plans, performance measures are linked to Department outcomes using the Active Strategy Enterprise system with division and section balanced scorecards and Strategy Maps, which weight each goal's importance through a percentage. Results of those performance measures are quantified to show progress on initiatives for the Department and its employees.</p>
5.1b(1)	<p>The workforce development and learning system addresses workforce needs and desires for learning and development, organizational performance improvement, the transfer of knowledge from departing or retiring workers, and the reinforcement of new knowledge and skills through a variety of opportunities that include education, training, mentoring, and work-related experiences. A comprehensive Annual Training Plan addresses workforce and Departmental training needs and categorizes training as: mandated and/or required by the County and Department; high-risk that includes safety and equipment training; and strategic, which includes training needs based on knowledge, skills, and attitudes necessary to achieve the Department's mission and vision. An additional method for promoting workforce development is the Tuition Reimbursement Program. The transfer of knowledge from departing or retiring workers is addressed through the PRIDE Sterling Leadership Program and the Department's analysis of critical positions and finding suitable replacements within the Department for those identified positions. The reinforcement of new knowledge and skills is promoted through the Job Explorer Program where employees can sign up to work a day in a business environment outside of their own. Professional and personal development opportunities are available and designed for all levels of employees and supervisors, and training aligns with the goals and needs of the Department.</p>
5.1b(2)	<p>In addition to the workforce development opportunities, the Department addresses leader development opportunities that cover personal leadership attributes such as mentoring and coaching, development of organizational knowledge, ethics, and the aspects of strategic planning through the PRIDE Sterling Leadership Program (SLP) and various other methods. The PRIDE SLP pairs those individuals interested in leader development with members of senior and mid-management and involves those individuals in ongoing initiatives for the Department. Other methods of leadership development outlined in the Annual Training Plan include: classroom-style leadership training, the Park Manager Training program,</p>

Item Reference	Strengths
	<p>the Recreation Leadership Program training, new supervisor training, the Supervisor Certification Program, the Florida International University Academy for Strategic Management, and the Senior Management Development Book Club. Leadership opportunities align with the Department's strategic objectives and address its human resource challenge of succession planning.</p>
5.1b(4)	<p>The Department manages and addresses effective career progression for the workforce through several methods. Career progression opportunities for the workforce include: the Landscape Managers Program to further develop landscapers on the service level; on-site collaboration with Barry University that provides an expedited bachelor's degree; and the Job Explorer program which provides employees with the chance to experience other business environments outside of their own. Also, the Park Manager Training program provides an opportunity for staff that are not necessarily in manager roles to experience a managerial level of training, and a Mentoring Training event matches employees to mentors. The Tuition Reimbursement program and various training courses offered by the County are also available to all employees. These methods align with and address the Department's core value of Professional Development.</p>
5.1b(4)	<p>Effective succession planning for management and leadership positions is accomplished through the PRIDE Sterling Leadership Program (SLP) and the analysis of critical positions within the Department. PRIDE SLP was promoted and offered to all staff and over fifty employees applied to participate in a year-long succession planning program that pairs twelve staff with a member of senior or mid-management. Participants gain exposure to and are actively involved in the five Departmental initiatives: Open Space Master Plan, Sterling Application and National Accreditation processes, Fundraising, Recreation Plan, and the General Obligation Bond. In addition to PRIDE SLP, the Department's critical positions have been identified through an analysis method based on positions that may be vacated within eighteen months, and potential replacements with the required skill set for these positions have been, and continue to be, identified. For example, the Department became aware of a critical position in Finance that would be vacated. A potential replacement was found, and the current Finance Manager was able to train the replacement Finance Manager for almost a year. An effective succession plan supports the Department's objective to enhance employee mentoring and ensures organizational sustainability.</p>
5.1c(1)	<p>The Department assesses workforce satisfaction and engagement through an annual Employee Survey, which addresses areas of importance to employees, workforce satisfaction, and workforce engagement. For example, a question to determine workforce engagement asks the employee to rate his or her level of agreement with the statement, "Employees are highly motivated to see Parks succeed." Another measure</p>

Item Reference	Strengths
	<p>for workforce engagement includes employee satisfaction ratings regarding morale. Data from these surveys are segmented by divisions, and action plans are developed to address any low areas. The Department's attention to workforce satisfaction and engagement aligns with the key workforce requirement and expectation of a positive work environment.</p>
Item Reference	Opportunities For Improvement
5.1a(1)	<p>The Department does not systematically determine the key factors that drive workforce engagement and satisfaction or specify key factors for the different workforce groups and segments. For example, the Employee Satisfaction Survey asks employees to rate the level of importance for a number of factors such as: personal recognition, professional work environment, pay, opportunities for advancement, and clear and professional communication; however, employees were not involved in determining or giving input to the key factors on the survey. Without a systematic process to ensure the comprehensive identification of the key drivers of workforce engagement and satisfaction that address all workforce groups, the Department may not be able to fully capitalize on its PRIDE culture.</p>
5.1b(3)	<p>The Department does not have a systematic process for evaluating the effectiveness of its workforce and leader development and learning systems. Surveys are conducted at the end of training classes, and some evaluation has occurred in the other areas; however, the Department does not have a higher level defined process to evaluate the effects of training and development on workforce productivity, leadership skills, and other areas. Without a systematic method for evaluating the effectiveness of workforce and leader training, development, and learning systems in all areas, the Department may not be able to maximize the use of resources, or enhance employee training, which is a strategic plan outcome.</p>
5.1c(2)	<p>The Department does not systematically relate workforce-related results to their impact on other key business results reported in Category 7 to identify opportunities for improvement in both workforce engagement and business results. For example, the Department correlates improved customer satisfaction scores with the increased focus on customer service through training and establishment of customer service standards, but it does not address how employee satisfaction and engagement results impact other business results. Without knowing how these and other factors may potentially be affecting other business results, the Department may not be fully supporting its financial strategic goals to; Maintain and Grow Profitability, Grow Total Revenues, and Meet Budget Targets.</p>

## 5.2 Workforce Environment

Scoring Range: 70% - 85%

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

Item Reference	Strengths
5.2a(1)	<p>The Department assesses its workforce capability and capacity needs, skills, competencies, and staffing levels using several methods. Utilization reports provide a detailed analysis that compares current employees and classifications versus capacity needs and skills across all divisions. This analysis led to a reclassification of many positions within the Department. For example, a few Park Attendant positions at the zoo were recently reclassified as Horticulture Specialists in order to better utilize those who have the technical skills for this particular position. The assessment and analysis of current positions has also helped the Department determine future staffing needs. For example, the director of human resource has recently evaluated the capacity of the Volunteer Coordinator and determined that an additional position needs to be added to share in the responsibilities. The Department's assessment of workforce capability and capacity needs helps maximize its current human resources and meet budget targets.</p>
5.2a(2)	<p>The Department recruits, hires, places, and retains employees through various methods. Recruiting mechanisms include participation in job fairs, postings of job announcements in professional journals, and word of mouth direct referrals from employees. The Department also has its own publication, <i>Parklife</i> magazine, in which it can actively recruit employees and volunteers. The hiring of employees has been streamlined due to the creation of the EJobs online application process that allows applicants to complete applications electronically and post to all available jobs. The Human Resources division then forwards the application to the appropriate hiring manager for consideration. The number of days involved in the overall hiring process has been reduced from 60 to 45 as a result of the EJobs online application process. Employees are retained through benefit package offers equal to 40-50% of the base salary, extensive training and development, and promotion within the Department. The Department's process for recruiting, hiring, placing, and retaining employees supports its core values of Inclusiveness and Accessibility, and Stewardship so it can continue to provide Outstanding Customer Service.</p>
5.2a(2)	<p>The Department ensures that its workforce represents the diverse ideas, cultures, and thinking of its hiring community by taking advantage of vast historical and cultural knowledge and experiences. Emphasis is placed on recruiting employees who have specialty skills in areas where the Department wants to expand its area of expertise. For example, the Planning and Development division recruited for a position based on the</p>

Item Reference	Strengths
	person's level of expertise in urban planning in order to better facilitate the Department's Open Space Master Plan. Another example refers to the resident artist program at Deering Estate. This program brings in resident artists to provide a link between cultural events at the Deering Estate and the arts community. Effectively incorporating the diverse ideas, cultures, and thinking of its workforce allows the Department to meet and exceed its strategic goal to Remain Committed Stewards.
5.2a(3)	The Department manages and organizes its workforce to accomplish the work of the organization, reinforce a customer and business focus, meet performance expectations, and achieve agility to address changing business needs through various methods. The Department considers the business environments and their respective job functions when organizing its workforce. A customer and business focus is ensured through the Department's commitment to its PRIDE program. For example, when an employee in the background work area of human resources receives a request for a background check, he knows that getting that background check done in a timely manner has a direct impact on delivering excellence to internal customers. The Department uses its Active Strategy Enterprise scorecards and those of each division to compare progress on performance measures and ensure performance expectations are being met. Achieving agility is accomplished through a more lean and innovative approach to staffing. For example, every service area previously had its own roving crew; however, now a roving crew is servicing several facilities and regions. The Department's method for managing and organizing its workforce aligns with its strategic goal to Promote Organizational Excellence.
5.2a(4)	The Department prepares its workforce for changing capability and capacity needs and prevention of and reaction to workforce reductions through various methods. The Department's utilization of part-time employees and volunteers helps the Department meet budget targets. The role of volunteers is crucial to maintaining and growing partnerships and human resource personnel are currently building a volunteer database to establish electronic communication with potential volunteers and enhance methods of recruiting. Training is also used to prepare the workforce for changing capability and capacity needs. For example, maintenance employees are trained in all positions so they can rapidly shift personnel, equipment, and/or supplies across facilities and regions to meet operational needs. An example for the prevention of workforce reductions pertains to the skilled craft segmentation of the workforce. Recent reductions in operating budgets that could have resulted in the layoff of plumbers, electricians, and carpenters, were offset by shifting those employees to work on projects under one million dollars, which would ordinarily be outsourced. The Department's ability to adapt to changing workforce capability and capacity needs and prevent workforce reductions maximizes its current use of human resources and helps meet budget targets.

Item Reference	Strengths
5.2b(1)	<p>The Department promotes workplace health, safety, and security through various methods. Examples of health in the workplace include employee access to a fitness center provided by the County and an employee 'Biggest Loser' program offered to promote healthy eating and weight loss. The Annual Training Plan's mandated and high-risk categories include safety related training respective to certain business environments, and all staff are provided with an Emergency Operations Manual. The Safety Committee ensures a focus on workplace safety by providing a forum for sharing safety related issues among managers of various business environments. It is then the responsibility of each manager to disseminate safety information to his or her respective staffs. For example, one marina manager discusses relevant safety issues at all staff meetings and holds a 'Safety Stand Down' two days every year where all safety related issues and procedures are discussed and reinforced. The Safety Officer's continuous presence and contact with all business environments and his close relationship with the security division ensures overall security in the workplace, a key workforce requirement and expectation.</p>
5.2b(2)	<p>The Department supports the workforce through a comprehensive benefits package and numerous services. All full-time employees are eligible to receive a benefits package equal to 40%-50% of the base salary. This benefits package includes: the pension plan via membership in the Florida Retirement System, social security, health insurance, life insurance, long-term disability leave, the Employee Assistance Program, accrued leave time for vacation and sick leave, the wellness program, tuition reimbursement and other educational opportunities, and various employee discounts. The Department extended a specific benefit to marina employees with the creation and execution of a Memorandum of Understanding allowing them to participate in a gain-sharing program. With the exception of this gain-sharing program, the County mandates the package, and the Department's Benefits Coordinator ensures its availability to all employees.</p>

Item Reference	Opportunities For Improvement
5.2b(1)	<p>The Department does not determine improvement goals for each of the workplace health, safety, and security factors. For example, employee injury ratios are reported as a key measure and other performance measures exist for the various business environments; however, improvement goals for workplace, health, safety, and security factors have not been set. The Claims Activity report categorizes measures of these workplace factors, but without consistent and prompt reporting out of this information, the Department is unable to track trends and prevent safety issues from reoccurring. Without improvement goals for each workplace factor, and timely reporting of safety issues that have occurred across all workplace environments, the Department may not meet its key workforce requirement and expectation of providing a safe work environment.</p>

## 6.0 Process Management

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

### 6.1 Work Systems Design

**Scoring Range: 70% - 85%**

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

Item Reference	Strengths
6.1a(1)	The Department's core competencies relate to its mission of creating outstanding recreational, natural, and cultural experiences to enrich and enhance the community for this and future generations. For example, the core competency of the protection of natural areas allows the Department to ensure open space for present and future recreational sites. The ability to develop and maintain facilities and to create recreation and specialty programming allows the Department to meet the needs of present and future park patrons.
6.1a(2)	The Department designs and innovates its overall work systems through a business environment structure that includes Enterprise, Recreation, Cultural, Historical, Zoological, Natural, and Support. The design of these systems is intended to provide a systems perspective across programs and locations, facilitate communication and sharing across the organization, improve interaction and efficiency between the business environments, and capitalize on relationships and partnerships with the diverse customer groups, program partners, suppliers, and vendors. Divisions work within and across business environments to ensure the successful design and implementation of projects that meet the needs of the community. For example, the long-range Open Space Master Plan utilizes the integration of all business environments in order to provide a comprehensive, seamless system of parks. The Department also determines the use of external resources based on factors that include cost and how services are delivered.
6.1b(1)	The Department's key work processes align with its core competencies and contribute to delivering customer value, profitability, departmental success, and sustainability by individually and collectively supporting the Department's vision of being a national model for park and recreation systems. For example, the Capital Development Planning process drives implementation of the Open Space Master Plan, a long-range plan that

Item Reference	Strengths
	<p>encompasses the vision for a sustainable, regional system of parks. Customer value, including equity, accessibility, beauty, seamlessness, and the park's potential to serve as the economic engine for the surrounding communities are considered in this key process. Support processes such as the New Hire Process support the vision by quickly and efficiently processing newly hired employees so they may bring the value of their knowledge and skills to the Department as rapidly as possible. In addition, the Workforce Training and Development Process ensures new employees receive instruction on ways to support the Department's vision and mission. For example, all workforce members - full-time, part-time, seasonal, and volunteers - receive customer service training in order to support the Department's commitment to "Delivering Excellence Every Day." Individually, each of these key processes supports a piece of the Department's vision and collectively forms an integrated system, which allows the Department to move forward in achieving this vision.</p>
6.1b(2)	<p>The Department determines key work process requirements through review and implementation of federal, state, and local regulations and mandates, and by incorporating input from the County, internal customers, and external customers. County and internal customer requirements are determined through committee meetings and needs surveys. External customer requirements are determined through surveying present and potential users, and meeting with Community-Based Organizations and other partners such as foundations, educational institutions, and environmental, historical, and natural societies. Attention is paid to changing key requirements. For example, the state ratio for after-school programming is one adult to twenty-five children. During a Recreation Committee meeting, a concern was raised that a special needs child was enrolled in one of the after-school programs. The state ratio was considered to be insufficient to allow staff to maintain quality of programming, so a request was made to decrease the ratio for this particular program. Supporting documentation was provided, and the ratio was lowered to ensure needs and requirements were met.</p>
6.1b(3)	<p>The Department designs and innovates its work processes to meet key requirements through a specific design model which is based on the principles inherent in the Open Space Master Plan. For example, the Department recently implemented this design model to redevelop an existing park. Steps of the process include: mapping of the park and areas within a specified distance to determine what amenities are currently available; researching comparable parks to seek out best practices; gathering community input on requirements through public meetings; evaluating accessibility to and within the park; determining an esthetically and environmentally appropriate design; and contracting for construction. All phases of the design model incorporate the Department's long-term vision for a livable, sustainable community. Consideration is given not only to the basic necessities, but also to the principles of beauty, multiple benefits, and sustainability. The Capital Projects management plan</p>

Item Reference	Strengths
6.1c	<p>incorporates measures to track the on-going cycle time and costs of each project. If a project falls more than six months behind schedule, a recovery plan must be prepared. This plan may include contacting County personnel to expedite permits or providing incentives to contractors to get back on schedule. Division chiefs review these processes and procedures to identify areas targeted for efficiency improvements such as the cycle time for building playgrounds.</p> <p>The Department ensures work system and workplace preparedness for disasters or emergencies through its Emergency Operations Manual, Continuity of Operations Plan (COOP), and addresses prevention, management, and continuity of operations through planning and debriefings. The COOP is formulated to minimize the impact a County-wide emergency would have on daily operations and outlines policies and procedures to be followed during any disaster or emergency event. This information is shared with all employees during their initial employee orientation and again during their specific worksite orientation. Many sites have additional emergency actions, based upon the location. For example, all marinas distribute emergency instruction manuals to all boating customers. Refinements and improvements to the plans are made when necessary. For example, after a hurricane, it was determined that employees deployed to park sites to assess damage did not have the necessary resources available. To meet this need Emergency Assessment Kits were developed. These kits include: aerial photos of the park, a list of park assets, bug spray, cameras for documentation of damage, water, and the forms required for reporting back to the Department.</p>

Item Reference	Opportunities For Improvement
6.1b(3)	<p>The Department's methodology to design and innovate its work processes to meet all key requirements is not fully deployed. For example, although the Planning and Development office has refined and implemented a design model for developing parks based upon the Open Space Master Plan, there are no other specific design models in use in other business environments. The Recreation Program Plan design model, one of five priority initiatives, is still in development and has not yet been deployed. Other areas of the Department, such as Administration, do not have a systematic model for developing new processes. Without the consistent use of design models to guide the development of new processes, the Department may miss opportunities to foster and support innovative, dynamic, and creative solutions, programs, and projects that may place the Department as a leader in the profession, key elements of its core values of Creativity and Innovation.</p>

## 6.2 Work Process Management and Improvement

Scoring Range: 30% - 45%

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

Item Reference	Strengths
6.2a(1)	<p>The Department implements work processes through approaches based on the program, service, project, or system and ensures the day-to-day operations meet key process requirements through monitoring. For example, new processes are entered into Active Strategy Enterprise (ASE) as initiatives, are implemented on a trial basis, and appropriate measures are determined. Once the process has completed the trial phase, it is upgraded to a current process in ASE. From this point, daily performance indicators are collected from all facilities and divisions and are tracked monthly or quarterly through the ASE balanced scorecard. In some instances, new processes, programs, or services may be temporarily outsourced to determine return on investment or viability, such as "Safari Cycle" rentals at the zoo. The Performance Review Office conducts audits to confirm that procedures are being followed and to determine if processes are working. If problems are identified, a work group reviews the process, updates it, and communicates changes, as needed. Key work process performance measures are reflected in each division, section, and business environment ASE scorecard and align with the Department's strategic objectives. Other examples of monitoring include Secret Shopper and Sparkle Tours, which focus on customer service requirements and expectations. In areas where a program, service, project, or system implementation may have a financial impact, the Department develops a business case model, such as the Recreation Management System implementation, or a Cost Benefit Analysis such as leasing versus buying maintenance equipment for the golf courses and cherry pickers for tree-trimming.</p>
6.2a(1)	<p>The Department uses customer, supplier, partner, and collaborator input in managing work processes through its partnerships and collaboration with Community-Based Organizations, special groups such as: the Yacht Association, the Zoological Society of Florida, foundations, educational institutions, and environmental, historical, and natural societies. Additional input is obtained during community meetings and from the Park Advisory Board. For example, customer input indicated a desire for greater visibility of park security staff during the daytime. A change in shift hours was implemented so that fewer staff were in place at parks at night, and more were on duty during the day. Park patrons have commented directly to staff that they appreciate the additional presence. Another benefit is that security staff members now arrive before children are released from school, so officers are present as children arrive for the Department's after</p>

Item Reference	Strengths
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school programs. In addition, there has been no increase in crime at night as a result of the change in scheduling.

Item Reference	Opportunities For Improvement
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| 6.2a(2) | There is no systematic process in place to prevent service errors and rework. For example, the Department utilizes various methods to minimize errors and rework such as supervisor monitoring, spot checks, and employee double checks; however, these are more representative of reacting to problems and not a proactive preventive approach. The lack of a systematic process to monitor processes, identify deviations from expected performance, and prevent errors and rework at the earliest point possible, may hinder the Department's ability to encourage continuous improvement to maintain a competitive advantage based on excellence, a key principle of the PRIDE initiative.  |
| 6.2b    | The Department does not have a systematic approach to improve work processes to achieve better performance, reduce variability, and improve products and services. For example, although the Finance and Human Resources areas have made improvements, such as the Accounts Payable Process and the Summer Hire Process through its use of process mapping, there is no systematic approach to improve internal processes across the divisions and sections. Lack of a systematic improvement process may limit the Department's ability to address further budget reductions by maximizing resources, both personnel and financial.  |
| 6.2b    | The Department does not have a systematic approach for sharing improvements and lessons learned across the divisions, sections, or business environments. For example, although some process improvements are shared through manager and supervisor meetings, there is no systematic method to ensure lessons learned are deployed to all employees within or across the business environments. For example, in one maintenance area, personnel discovered a more efficient way to move picnic tables located at park facilities that resulted in less time and manpower required to move the tables, but this innovation was not shared with other park facilities, resulting in wasted time and manpower. Without a systematic way to share learning at all levels, the Department may not be able to leverage improvements to their highest potential and may jeopardize its vision of being a nationally recognized, innovative, and professional park and recreation system. |

## 7.0 Results

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

### 7.1 Product and Service Outcomes

**Scoring Range: 50% - 65%**

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

Item Reference	Strengths
7.1a	<p>Program and service results show favorable performance levels, including:</p> <ul style="list-style-type: none"> <li>○ <i>MDPR Program Registrants</i> (Figure 7.1-1) “Teens” increased from 116 in FY 06-07 to 453 in FY 07-08 and “Seniors”, which despite a drop from 310 in FY 05-06 to 195 in FY 06-07, increased to 654 in FY 07-08.</li> <li>○ Beneficial trends for the four-year period from FY 04-05 to FY 07-08 include <i>Summer Camp Registrations</i> (Figure 7.1-2) which increases from 10,486 to 11,251 and <i>Fit-2-Play Participants</i> (Figure 7.6-3) increases from 9,500 to 11,217. In addition, the Department's “Fit 2 Play - Fun 4 Life” summer camp program received National Park and Recreation Association recognition in February 2007 for the ability to advance health and livability of its communities.</li> <li>○ <i>Metrozoo Attendance</i> (Figure 7.1-9) shows beneficial trends for the five-year period from FY 03-04 to FY 07-08 from 459,404 to 605,509. In addition, for the first quarter of FY 08-09, the zoo is currently exceeding the previous year by 33% with the recent opening of its Amazon and Beyond attraction.</li> <li>○ Attendance results with favorable trends for the three-year period from FY 05-06 to FY 07-08 include <i>Deering Estate Attendance</i> (Figure 7.1-10) from 27,289 to 48,167; <i>Fruit and Spice Attendance</i> (Figure 7.1-11) from 31,529 to 37,738; and <i>Special Event Attendance</i> (Figure 7.3-12) from 23,000 to 57,000.</li> </ul>
7.1a	<p>Results for usage and occupancy rates, indicators of diverse programs, a key customer requirement, and in support of the goal to Maintain &amp; Grow Customers, are favorable.</p> <ul style="list-style-type: none"> <li>○ The number of rounds played shown in <i>Golf Course Usage</i> (Figure 7.1-4) for the five-year period from FY 03-04 to FY 07-08 show an overall favorable trend from 255,502 to 264,331. The Department experienced a decrease of .08% in the number of rounds played in FY</li> </ul>

Item Reference	Strengths
	<p>07-08, but compares favorably to the National Golf Foundation that shows golf rounds were down nationally by 1.8%.</p> <ul style="list-style-type: none"> <li>○ <i>Marina Usage Rates</i> (Figure 7.1-5) for the four-year period from FY 04-05 to FY 07-08 show sustained high levels at or above 100%. Usage that exceeds 100% is due to renting slips on a transient basis when annual permittees are out of the marina.</li> <li>○ <i>Camp Ground Occupancy</i> show favorable trends from 38,171 in FY 05-06 to 41,332 in FY 07-08.</li> </ul>
7.1a	<p>Results for the Department's key customer requirement of attractive and safe parks are favorable. <i>Sparkle Tour Results</i> (Figure 7.1-6) show sustained or improving performance levels and exceed the goal to achieve a score, on a scale of one to five, of 2.80 or better for the two-year period from FY 06-07 to FY 07-08. These results include <i>Arts</i> sustained at 3.23; <i>Marinas</i> from 3.08 to 3.23; <i>Region 1</i> from 2.90 to 2.98; <i>Region 2</i> sustained at 2.85; and <i>Region 3</i> from 2.96 to 3.05. The Department recently implemented Sparkle Tours for its golf courses with Crandon Golf Course showing a score of 4.03 in September 2008.</p>
7.1a	<p>Results for the Department's quality of customer service, a key customer requirement are favorable.</p> <ul style="list-style-type: none"> <li>○ <i>Deering Estate Secret Shopper Scores</i> (Figure 7.2-12) for the four-year period from FY 03-04 to FY 07-08 show beneficial trends sustained high performance at 100% that exceed the statewide average for Florida Attractions Association members in all three areas - Cleanliness, Hospitality, and Truth in Advertising. In addition, the overall scores for FY 05-06 and FY 06-07 at 100% exceed the comparison of 91.2% and 93%, respectively, and the FY 07-08 overall score at 98% exceeds the comparison at 94.9%.</li> <li>○ <i>Metrozoo Secret Shopper Scores</i> (Figure 7.2-10) for FY 06-07, FY 07-08, and January 2009 that show sustained performance levels, on a scale of one to five, at or above 3.0, which represents "Above Average and Exceeded Expectations" including: <i>Facility Personnel</i> at 2.67; 3.17; and 3.0; <i>Facility Conditions</i> at 2.83; 3.33, and 3.0; <i>Exhibits and Attractions</i> at 3.50; 3.67, and 3.0; <i>Food Service</i> at 2.17; 2.83, and 3.0; <i>Retail Service</i> at 2.67; 2.83, and 3.0; <i>Entertainment Value for Time Spent</i> at 3.17; 3.67, and 3.0; and <i>Rides</i> for FY 07-08 and January 2009 at 2.83 and 3.0.</li> <li>○ Metrozoo was rated among the top ten zoos in the U.S. by <i>Travel &amp; Leisure</i> magazine; voted "number 1 for family fun in Miami" by the Best of Citysearch and <i>South Florida Parenting Magazine</i>; and rated a top attraction for travelers with children by Zagat Survey®.</li> </ul>
7.1a	<p>Golf secret shopper results for the quality of customer service, a key customer requirement for three of five of the Department's golf courses - Crandon, Country Club of Miami, and Greynolds for the one-year period of FY 07-08 show, on a scale of one to five, show favorable performance</p>

Item Reference	Strengths
	levels for three of five as shown in <i>Golf Secret Shopper Scores</i> (Figure 7.2-11), with the Overall Quality of Greens and Fairways at 4.50 and the Overall Quality of Sand Traps, Pro Shop, Concessions, and Overall Experience on Golf Course at 4.0.
Item Reference	Opportunities For Improvement
7.1a	Some program and service results show an adverse trend for the three-year period from FY 05-06 to FY 07-08. Results for <i>MDPR Program Registrants</i> (Figure 7.1-1) "After School/Sports Development" show an unfavorable decrease in the number of registrants from 4,377 to 3,749; "Leisure Access" from 610 to 416; and <i>Eco Adventures Total Number of Participants</i> (Figure 7.1-7) from 36,215 to 30,578. Results that compare the registration rate from year to year and show unfavorable trends include the <i>% Increase in Summer Camp Registrations</i> (Figure 7.1-3) from 8% for FY 04-05 to FY 07-08, 7% for FY 05-06 to FY 07-08, to -4% for FY 06-07 to FY 07-08. The registration rate for <i>Fit-2-Play % Increase in Participants</i> (Figure 7.6-4) show unfavorable trends, from 12% for FY 04-05 to FY 05-06, 3% for FY 05-06 to FY 06-07, to 1% for FY 06-07 to FY 07-08.
7.1a	Program and service results that show unfavorable performance levels include Sparkle Tour Results – Golf conducted in October 2008 with average scores of 2.53 for Greynolds; 2.88 for Palmetto; and 2.91 for Briar Bay. Results for the two-year period from FY 06-07 to FY 07-08 for <i>Sparkle Tour Results: Region 4</i> (Figure 7.1-6) show, on a scale of one to five, a decrease in score from 2.90 to 2.71, which is below the goal of 2.80 or better. Results for <i>Grounds Maintenance Sparkle Tour Scores</i> , although improving from 2.43 in FY 05-06 to 3.04 in FY 06-07, show a decrease to 2.83 in FY 07-08.
7.1a	Comparisons to competitors and benchmarks are not reported for most areas of participation in program and service performance.

## 7.2 Customer-Focused Outcomes

Scoring Range: 50% - 65%

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

Item Reference	Strengths
7.2a(1)	Customer satisfaction results for the <i>Metrozoo and Deering Estate Customer Survey Results</i> (Figure 7.2-1) show positive performance levels and favorable trends for the two-year period from FY 06-07 to FY 07-08 and the first quarter of FY 08-09. On a scale of one to five, Metrozoo results show Overall Condition sustained above 4.5, Overall Experience improving from 4.32 to 4.53; and Value of Price Paid sustained at 4.4. Results for the Deering Estate show Overall Condition improving from 3.83 to 5.0; Overall Experience improving from 4.0 to 4.43; and Value of Price Paid improving from 3.67 to 4.33. In addition, results show favorable trends for <i>Staff Professionalism/Courtesy</i> (Figure 7.2-2) of the Metrozoo from 4.63 to 4.75; and the Deering Estate from 4.50 to 5.0 for the same time period.
7.2a(1)	Customer satisfaction results for <i>Staff Professionalism/Courtesy</i> (Figure 7.2-2) show favorable performance levels. For the two-year period from FY 06-07 to FY 07-08, areas that demonstrate sustained performance include, on a scale of one to five, Fruit and Spice from 4.95 to 4.92 and Marinas from 4.43 to 4.53 with Boat Ramps at 4.55 for one survey. Aquatics show a drop from 4.85 to 4.75; however, current performance is still at a high level on a five point scale. Areas that show performance levels at or above 4.75 for one survey include: Natural Areas Management (NAM), Crandon Tennis, and Field Rental at 5.0; Facility Rental at 4.97; Picnic Shelter at 4.95; and Seniors and EcoAdventures at 4.93. In addition, Campgrounds has shown an overall improvement from 4.71 in FY 06-07 to 4.83 in the first quarter FY 08-09.
7.2a(1)	Customer satisfaction results for participants in the Department's summer camp programs show favorable performance levels for the two-year period from FY 06-07 to FY 07-08 as shown in <i>Summer Camp Satisfaction</i> (Figures 7.2-3 through 7.2-5). The survey is rated on a scale of one to five with five being the highest level of satisfaction. Results for Arts have remained high for Juniors and show an increase in satisfaction from 4.47 to 4.63, on a scale of one to five, for Shorties. Results for Recreation have remained consistent for Juniors at 4.49 to 4.52 and Shorties at 4.59 to 4.58. Parent overall satisfaction results show excellent performance levels of all programs of 4.5 or higher, with both Leisure Access and EcoAdventures currently at 4.80.

Item Reference	Strengths
7.2a(1)	<p>Customer satisfaction results shown in <i>Customer Satisfaction Survey Overall Experience</i> (Figure 7.2-6) show positive performance levels and a favorable trend for the two-year period from FY 06-07 to FY 07-08 and the first quarter FY 08-09 for the Overall Department improving from 4.45 to 4.71, on a scale of one to five. Marinas show improving performance from 4.12 in FY 06-07 to 4.24 in FY 07-08 and Boat Ramps at 4.53 for one survey. Fruit and Spice results show levels sustained above 4.75 for both FY 06-07 and FY 07-08. Areas that show excellent performance levels for one survey at or above 4.75 include Natural Areas Management (NAM) at 5.0; Facility Rental at 4.98; Seniors and Crandon Tennis at 4.95; EcoAdventures at 4.87; and Field Rental and Picnic Shelter at 4.75.</p>
7.2a(1)	<p>Comparisons from the International City/Council Management Association (ICMA) Center for Performance Management for the <i>Rankings of Citizen Ratings</i> (Figures 7.2-7 through 7.2-9 and 7.4-12) for the three-year period from FY 04-05 to FY 06-07 show favorable performance to similar parks and recreation jurisdictions that are (ICMA) members.</p> <ul style="list-style-type: none"> <li>○ <i>Appearance</i> (Figure 7.2-7) shows the Department was first in FY 04-05 and FY 05-06 and third in FY 06-07 as compared to the City of Coral Springs, which is second in FY 06-07; Palm Coast, FL at number 17, 25, and 30, respectively; and the City of Gainesville at 24 in FY 05-06.</li> <li>○ <i>Quality</i> (Figure 7.2-8) shows the Department was third in FY 04-05 and FY 05-06 and second in FY 06-07 as compared to the City of Coral Springs, which is number one for all three years; Palm Coast, FL at number 21, 23, and 32, respectively; and the City of Gainesville at number 19 in FY05-06.</li> <li>○ <i>Overall Satisfaction</i> (Figure 7.2-9) shows the Department was third in FY 04-05, seventh in FY 05-06, and third in FY 06-07 as compared to Palm Coast, FL at number 23 in FY 04-05 and 25 in FY 05-06 and FY 06-07, and the City of Gainesville at number 22 in FY 05-06.</li> <li>○ <i>Safety of Park and Recreation Facilities</i> (Figure 7.4-12) shows the Department was first in FY 04-05 and FY 05-06 and second in FY 06-07 as compared to Palm Coast, FL at number 4, 5 and 6, respectively, and the City of Gainesville at number 16 in FY 05-06.</li> <li>○ <i>Rankings of Citizen Ratings of the Range of Parks and Recreation Activities</i> show the Department was fourth in FY 04-05, sixth in FY 05-06, and third in FY 06-07 as compared to the City of Coral Springs ranked first in FY 04-05 and second in both FY 05-06 and FY 06-07; Palm Coast, FL at number 18, 22, and 27, respectively; and the City of Gainesville at number 19 in FY 05-06.</li> </ul>
7.2a(1)	<p>Customer satisfaction results from the ETC DirectionFinder community survey show favorable performance levels for the two survey periods of 2005 and 2008. Overall satisfaction scores for "satisfied" and "very satisfied" show improvement from 52.33% in 2005 to 55% in 2008. Additional satisfaction results show improvements in the quality of park grounds maintenance from 61% to 67%; quality of park facilities</p>

Item Reference	Strengths
7.2a(2)	<p data-bbox="451 254 1443 485">maintenance from 57% to 62%; quality of County park system from 59% to 64%; quality of park programs from 48% to 50%; availability of green space from 49% to 53%; and availability of park programs from 46% to 47%. In addition, park programs and park maintenance are 8% higher in satisfaction levels than the U.S. average maintained by ETC Institute's DirectionFinder® database for communities with more than 350,000 residents.</p> <p data-bbox="451 537 1443 1073">Customer loyalty and referral results show positive performance levels and favorable trends for the two-year period from FY 06-07 to FY 07-08 and the first quarter FY 08-09 as shown in <i>“Would you recommend this program/park to friends, family, or co-workers?”</i> (Figure 7.2-13) for the Metrozoo from 4.54 to 4.66, on a scale of one to five. Results that show favorable performance levels or sustained performance for FY 06-07 and FY 07-08 include: Fruit and Spice at 4.90 and 4.82, and Marinas at 4.44 and 4.46 with Boat Ramps at 4.57 for one survey. Areas that show excellent performance levels for one survey at or above 4.75 include: Facility Rental and Picnic Shelter at 5.0, Seniors at 4.93, and EcoAdventures at 4.81. In addition, results for <i>Customer Survey (Recommendation) for Golf</i> show performance levels at 100% and 97% for the two-year period from FY 06-07 to FY 07-08 and Metrozoo quarterly results for FY 06-07 to FY 07-08 show that during the last four quarters over half of the visitors were repeat visitors at 56%, 60%, 70%, and 65%, respectively.</p>
Item Reference	Opportunities For Improvement
7.2a(1)	<p data-bbox="451 1213 1443 1308">Some customer satisfaction results show adverse performance levels for the two-year period from FY 06-07 to FY 07-08, on a scale of one to five. Results that show a decrease in performance levels include:</p> <ul data-bbox="475 1318 1443 1749" style="list-style-type: none"> <li data-bbox="475 1318 1443 1444">○ <i>Summer Camp Satisfaction</i> (Figures 7.2-3 and 7.2-4) for Shortie satisfaction with Leisure Access from 4.49 to 4.38 and EcoAdventures from 4.58 to 4.20; and Junior satisfaction with EcoAdventures from 5.0 to 4.50.</li> <li data-bbox="475 1455 1443 1612">○ <i>Customer Satisfaction Survey Overall Experience</i> (Figure 7.2-6) results that show a decrease in performance levels for the same time period include Aquatics from 4.79 to 4.50, Golf from 4.06 to 3.77, and, Campgrounds from 4.81 in FY 07-08 to 4.55 in the first quarter FY 08-09.</li> <li data-bbox="475 1623 1443 1749">○ <i>Golf Staff Professionalism/Courtesy</i> shows a decrease in satisfaction with the Etiquette of Maintenance Crew from 4.02 to 3.82 and satisfaction with the Performance of Pro-Shop Attendants relatively flat at 4.13 and 4.15.</li> </ul>
7.2a(1)	<p data-bbox="451 1797 1443 1896">The Department does not provide levels, trends, or comparisons for customer dissatisfaction results such as customer complaints or response time, other than “Buck Slip” complaints.</p>

Item Reference	Opportunities For Improvement
7.2a(1)	The Department does not provide comparisons for some key measures of customer satisfaction, such as comparisons to customer satisfaction of competitors, similar organizations, or national benchmarks for the Metrozoo, Deering Estate, and Summer Camp Satisfaction. In addition, the Department does not provide levels, trends, or comparisons for customer satisfaction with Special Events, which attracted over 57,000 people in FY 07-08.
7.2a(2)	Some customer loyalty and referral results show adverse performance levels for the two-year period from FY 06-07 to FY 07-08. Results that show a decrease in performance levels, on a scale of one to five, shown in <i>"Would you recommend this program/park to friends, family, or co-workers?"</i> (Figure 7.2-13) include Aquatics from 4.90 to 4.75, Campgrounds from 4.91 to 4.65, and Deering Estate from 4.76 to 4.43. In addition, results for the Natural Areas Management (NAM) for the FY 07-08 survey show performance at 3.0, which is significantly below all other areas within the Department.

### 7.3 Financial and Market Outcomes

Scoring Range: 70% - 85%

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

Item Reference	Strengths
7.3a(1)	<p>The Department's results for financial performance that support its strategy to increase self-sustainability are favorable.</p> <ul style="list-style-type: none"> <li>○ The five-year period from FY 03-04 to FY 07-08 that demonstrate sustained beneficial trends include the overall Department's <i>Expense Recovery Ratio</i> (Figure 7.3-2) from 34.72% to 36.72%.</li> <li>○ Cost recovery ratio results for the revenue generating enterprises that demonstrate sustained performance levels or beneficial trends for the three-year period from FY 05-06 to FY 07-08 include <i>Golf Cost Recovery Ratio</i> (Figure 7.3-3) from 89.23% to 92.25%; <i>Metrozoo Cost Recovery Ratio</i> (Figure 7.3-4) from 36% to 46%; <i>Deering Estate Cost Recovery Ratio</i> (Figure 7.3-6) from 25% to 26%; <i>Marinas MOU Cost Recovery Ratio</i> from 104% to 127%; and <i>Operations Cost Recovery Ratio</i> from 59% to 65%.</li> <li>○ <i>Variance of Proprietary Revenue to Prior Year</i> (Figure 7.3-7) from October 2007 to September 2008 show a low of minus 9% in October 2007 to a high of 19% in December 2007 with a current performance level of 6% and 10 of 12 data points at or above the goal of 5%.</li> <li>○ Another financial result provided on site that supports the goal to Grow Total Revenues and demonstrate beneficial trends sustained over the five-year period from FY 03-04 to FY 07-08 is <i>Parking Revenues</i>, which increased from \$2,510,445 to \$3,565,188.</li> </ul>
7.3a(1)	<p>Financial Comparison data from the Local Government Services Report - Florida Benchmarking Consortium show that for the two-year period from FY 05-06 to FY 06-07 the Departments results are favorable.</p> <ul style="list-style-type: none"> <li>○ <i>Percent operational budget supported by user fees</i> (Figure 7.3-10) at 35.70% and 36.30% compares favorably with the City of Miami Beach at 10% and 8.69% and Broward County at 21.10% and 26.80%.</li> <li>○ <i>Operating Expenditures per Capita</i> (Figure 7.3-11) at \$22.48 and \$25.99 for the same time period compares favorably to the City of Coral Springs at \$77 and \$79.17 and the City of Miami Beach at \$214 and \$242.26.</li> <li>○ <i>Maintenance cost per acre</i> (Figure 7.4-13) at \$5.21 and \$1.08 compares very favorably with costs for the City of Coral Springs at \$13.42 and \$7.94, the City of Miami Beach at \$14.50 and \$16.38, and Broward County at \$10.53 and \$2.95.</li> </ul>
7.3a(1)	<p>Financial performance results that support the goal to Grow Total Revenues demonstrate favorable trends. The <i>Value of Grants</i></p>

Item Reference	Strengths
	<p><i>Administered</i> (dollars in thousands) (Figure 7.3-5) shows beneficial trends sustained over time for the amount of grants received from \$15,295 in the fourth quarter FY 04-05 to \$23,035 in the fourth quarter FY 07-08. Fundraising contributions for FY 07-08 totaled \$637,300 and \$181,514 through the second quarter FY 08-09. Contributions received totaled \$81,220 for the fourth quarter of FY 05-06, \$481,443 for FY 06-07, and \$204,500 through the third quarter FY 07-08.</p>
7.3a(1)	<p>Comparison data from the ICMA Center for Performance Management for the three-year period from FY 04-05 to FY 06-07 show that the Golf Division is competitive with other municipalities and counties in the State of Florida based on the <i>Net Parks and Recreation Revenues per Capita-Golf</i> (Figure 7.3-8). Results show the Department's performance at \$0.62, \$0.75, and \$0.37 compares favorably to Pinellas County at \$0.07, \$0.01, and \$0.15, and the City of Gainesville at \$0.45 and minus \$0.86, respectively. Additionally, <i>Golf Revenues as a Percentage of Total Earned Revenue from All Parks and Recreation Activities</i> (Figure 7.3-9) at 30.50%; 34.10%, and 32.70% for the same time period compares favorably to Pinellas County at 34.10%, 32.40%, and 29.10%.</p>
7.3a(1)	<p>Financial results shown in <i>Capital Budget Summary</i> (Figure 7.6-1) provide a summary of the use of capital dollars for a 10-year, \$109 million Safe Neighborhood Parks general obligation bond, a 15-year, \$418 million Building Better Communities general obligation bond, the Quality Neighborhood Improvements Program Bond, Park Open-Space and Park Improvement Impact Fees, and grants that include Federal Highway Administration funds for greenways. <i>MDPR Capital Program Expenditures</i> results show the Department's actual expenditures for capital projects in dollars per million of \$33.1, \$33.5, \$37.6, \$57.6 and \$68.1 for the five-year period from FY 03-04 to FY 07-08 and projections of \$81,000,000, \$56,000,000, and \$58,000,000 for FY 08-09 through FY 11-12.</p>
Item Reference	Opportunities For Improvement
7.3a(1)	<p>Some financial results demonstrate adverse trends in cost recovery ratios for the three-year period from FY 05-06 to FY 07-08. Results for <i>Marinas Non-MOU Cost Recovery Ratio</i> decreased from 139% to 92%; <i>Arts Recovery Ratio</i> decreased from 31% to 26%; and <i>Recreation Cost Recovery Ratio</i> decreased from 25% in FY 06-07 to 23% in FY 07-08.</p>
7.3a(1)	<p>Comparison data from the Local Government Services Report - Florida Benchmarking Consortium show that the Department's <i>Percent operational budget supported by user fees</i> (Figure 7.3-10) for the two-year period from FY 05-06 and FY 06-07 is 35.70% and 36.30%. Although fourth within the participating organizations, the rate is below the City of Coral Springs, rated second at 41% and 60%. In addition, although both the Department</p>

Item Reference	Opportunities For Improvement
	and Broward County experienced increases in <i>Operating Expenditures per Capita</i> (Figure 7.3-11), Broward County's increase from \$19.92 to \$21.09 (\$1.17) is less than the Department's increase from \$22.48 to \$25.99 (\$3.51).
7.3a(1)	Comparison data from the ICMA Center for Performance Management for FY 04-05 and FY 05-06 show that <i>Golf Revenues as a Percentage of Total Earned Revenue from All Parks and Recreation Activities</i> (Figure 7.3-9) at 30.50% and 34.10% was below the City of Gainesville at 81% and 64.90%, respectively. Data for the City of Gainesville for FY 06-07 was not available from the ICMA.

## 7.4 Workforce-Focused Outcomes

Scoring Range: 50% - 65%

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

Item Reference	Strengths
7.4a(1)	Overall Department workforce engagement and satisfaction results (Figures 7.4-1 through 7.4-4) for the two-year period from FY 06-07 to FY 07-08 show favorable or sustained performance levels, on a scale of one to five, for satisfaction including Employee Morale at 4.35 and 4.34, Team Spirit at 4.02 and 4.01 and Supervisor Professionalism at 4.38 and 4.29. Additional results show favorable or sustained performance levels for agreement including Employees are Highly Motivated to see Parks Succeed at 3.97 and 3.95, Clear Job Responsibilities at 4.43 and 4.32, and Immediate Supervisor as a Positive Motivator at 4.36 and 4.25. The overall Department's result for Employee Satisfaction with Position is sustained above 4.0, where 4.0 represents "satisfied" and 5.0 represents "very satisfied." Segmented results show that 17 of 33 divisions and sections are at 4.0 and above. Results for the Department as a Place to Work show that 18 of 33 divisions and sections are at 4.0 and above, where 4.0 represents "good" and 5.0 represents "excellent."
7.4a(1)	Results for measures of workforce engagement include the number of sick leave hours, which has remained consistent for the last two years as shown in <i>MDPR Sick Leave Usage (Hours)</i> at 67,350 and 67,561, as well as the <i>Average Number of Sick Days used Per Employee</i> , which has remained at 33 days for the same time period. <i>Turnover and Retention Analysis</i> shows favorable results for FY 06-07 and FY 07-08 at 94% and 96%, respectively.
7.4a(1)	Results for workforce and leader development include: <ul style="list-style-type: none"> <li>○ <i>Number of Training Hours Completed</i> (Figure 7.4-8) shows improving trends from 7,653 in FY 05-06 to 11,421 in FY 07-08 and <i>Number of Training Classes Offered</i> (Figure 7.4-9), which increased from 92 in FY 05-06 to 171 in FY 07-08.</li> <li>○ <i>Human Resource Training Overall Satisfaction</i> (Figure 7.4-7) for FY 07-08 and the first quarter of FY 08-09 shows that all classes are rated at or above 4.0, which represents a satisfaction level of "very good." Satisfaction levels for Leadership – Leisure Access and Park Manager Leadership are both approaching 5.0, which represents "outstanding."</li> <li>○ <i>Percent of Seasonal MDPR Employees who are trained in Service Excellence/Customer Service and Above and Beyond Customer Service Training-Golf</i> are consistently at 100% for FY 06-07 and FY 07-08.</li> </ul>

Item Reference	Strengths
7.4a(2)	<p>Results for workforce staffing levels include:</p> <ul style="list-style-type: none"> <li>○ <i>Maintenance FTEs per Active and Passive Acres</i> (Figure 7.5-3) that show the percentage of FTEs to total acres has been sustained at 5.48% in FY 04-05, 5.79% in FY 05-06, and 5.46% in FY 06-07.</li> <li>○ <i>Number of Volunteers</i> for FY 05-06 to FY 07-08 increased from 7,356 to 8,516.</li> <li>○ Local Government Services Report - Florida Benchmarking Consortium for the Number of Volunteer Hours (in thousands) (Figure 7.4-10) in FY 05-06 at 156.63 and FY 06-07 at 237.38 compare favorably to the City of Coral Springs at 12.02 and 15.15 and Broward County at 14.35 and 17.93.</li> </ul>
Item Reference	Opportunities For Improvement
7.4a(1)	<p>The Department's workforce engagement and satisfaction employee survey results show the average of all divisions and sections dropped from 4.08 in FY 06-07 to 4.00, on a scale of one to five, in FY 07-08.</p> <ul style="list-style-type: none"> <li>○ Place to Work decreased from 4.15 in FY 06-07 to 3.99 in FY 07-08 and segmented results show that 6 of 33 divisions and sections are at 3.0 or below, where 3.0 represents "fair" and 4 of 33 divisions and sections are at 3.0 or below for Employee Satisfaction with Position, where 3.0 represents "somewhat satisfied."</li> <li>○ The two lowest areas in the FY 07-08 survey are Opportunities for Advancement at 3.64 and Employee Recognition at 3.86. For example, <i>Employee Recognition: Employee of the Quarter Nominations</i> show that the total numbers of employees nominated were 18 from June 2006 to August 2007 and 21 from October 2007 to January 2009 has been flat from an employee population of over 1200. The total number of supervisors nominated decreased from 19 to 12 during the same time period.</li> </ul>
7.4a(1)	<p>The Department did not report results for the effectiveness of its leadership development programs such as PRIDE SLP, Supervisor Certification Program, Parks Supervision, Park Manager Training, and the FIU Academy for Strategic Management Program.</p>
7.4a(3)	<p>Results for some workplace health and safety, including the number of employee injuries, the ratio of injuries to employees, and worker compensation claims, are unfavorable. Although the ratio From FY 03-04 to FY 07-08 as shown in the <i>Ratio of Employee Injuries to All Employees</i> has remained consistent at 9%, 10%, 6%, 7%, and 8%, it is significantly above the U.S. Bureau of Labor Statistics ratios for the Leisure and Hospitality industry from 2004 to 2007 at 4.7%, 4.7%, 4.6%, and 4.5%, respectively. In addition, results for <i>Worker Compensation Total Claims Amount</i>, although showing a decrease from \$2,679,417 in FY 05-06 to \$673,215 in FY 06-07, it shows an increase to \$891,362 in FY 07-08.</p>

Item Reference	Opportunities For Improvement
7.4a(1,2,3)	Comparisons not reported for some key workforce measures, such as workforce engagement and satisfaction results from employee surveys, workforce training hours, sick leave usage, and turnover and retention.

## 7.5 Process Effectiveness Outcomes

Scoring Range: 50% - 65%

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

Item Reference	Strengths
7.5a(1)	<p>Results for the operational performance of the Department's work systems include Community-Based Organization evaluations and results of the Performance Review Office internal audits.</p> <ul style="list-style-type: none"> <li>○ <i>Percent of Programming Partners in Compliance</i> (Figure 7.6-7) for the two-year period from FY 06-07 to FY 07-08 show favorable performance levels at 95% and 92%.</li> <li>○ <i>MDPR Performance Audit Summary</i> for the three-year period from FY 05-06 to FY 07-08 show the total number of audits with no action required remains consistent at 107, 109, and 100, and audits that required a response improved from 32 in FY 06-07 to 30 in FY 07-08.</li> </ul>
7.5a(2)	<p>Some results for the operational performance of the Department's key work processes show favorable performance levels or beneficial trends.</p> <ul style="list-style-type: none"> <li>○ The Capital Development Planning work process <i>Percent of Baseline Projects with Schedule</i> for the two-year period from FY 06-07 to FY 07-08 show improving performance levels from 73% to 80%.</li> <li>○ <i>Percent of Life Cycle Projects Completed</i> (Figure 7.5-1) for the three-year period from FY 05-06 to FY 07-08 show favorable performance levels of 100%, 127%, and 112%.</li> <li>○ Construction and maintenance division's routine, programmed, and lifecycle maintenance for the entire park system show the number of cycles per year remains consistent for the last two years as shown in <i>MDPR Maintenance Cycles</i> (Figure 7.5-2).</li> </ul>
7.5a(2)	<p>Some operational performance results that contribute to improvement in organizational effectiveness for support work processes within the Administration Division show favorable performance levels or trends.</p> <ul style="list-style-type: none"> <li>○ Information Technology results include <i>Computer Trouble Tickets Closed within 48 Hours</i> and show consistent results for the percent of tickets closed within the required time period for the four-month period from 82.75% in October 2008 to 81.13% in January 2009 with the overall year-to-date percentage as of January 2009 at 79%. The actual of 69.50% in November 2008 was due to one area, Citizen Park's Support, which has been consistently lower than all other areas.</li> <li>○ <i>Percentage of MDPR Grant Applications Awarded</i> increase from 66% for the third quarter FY 07-08 to a high of 100% for the first quarter FY 08-09.</li> </ul>

Item Reference	Strengths
	<ul style="list-style-type: none"> <li>○ <i>Percentage of MDPR Contract Revenue Collected on Time</i> shows improving levels and a favorable trend for three consecutive quarters from 82.15% in the third quarter FY 07-08 to 89% in the first quarter FY 08-09.</li> <li>○ <i>MDPR-Percentage of Consultant/Construction Payments processed within 5 business days</i> shows favorable performance levels of 96%, 96%, and 93% for three consecutive quarters from the fourth quarter FY 07-08 through the second quarter FY 08-09.</li> <li>○ <i>MDPR-Percentage of valid invoices processed for payment within 30 days</i> show levels consistently at or above 80%, the Department's goal, for eight quarters from FY 06-07 through FY 07-08.</li> <li>○ <i>MDPR-Number of Business Days to publish Departmental Financial Reports</i> show sustained levels of 5 days for five quarters from the third quarter FY 06-07 to the fourth quarter FY 07-08, which is significantly better than the first and second quarters in FY 06-07 at 22 and 16 days, respectively.</li> <li>○ Human Resource results include the percentage of new hires trained within 120 days, which is consistently at 100%. Cost savings through the use of volunteers are shown in <i>Volunteer Hour Savings</i> (Figure 7.5-4) for the three-year period from FY 05-06 to FY 07-08. There is an overall increase in savings from \$1,555,902 to \$2,014,855, although savings are somewhat down from \$2,259,343 in FY 06-07.</li> <li>○ <i>Strategic Business Planning and Performance Review Results</i> (Figure 7.4-11) from FY 05-06 to FY 07-08 shows the number of Business Planning Sessions Held has remained relatively consistent from 11 to 15, the number of people trained in ASE is 45, 44, and 24. The number of Monthly Review Action Plans Submitted increased from 118 to 264.</li> </ul>
7.5a(2)	<p>Administration Division internal customer survey results for key support processes for the years 2006 and 2008 demonstrate favorable performance levels, on a scale of one to five, in all areas as shown in <i>Administration Survey from Internal Customers</i>. Divisions and sections that show significant improvement include Management and Budget from 3.96 to 4.31; Finance from 3.98 to 4.32; Business Planning from 3.74 to 4.12; and Assistant Director of Administration from 3.98 to 4.23. Results for Human Resources show sustained performance levels of 4.17 and 4.16.</p>
Item Reference	Opportunities For Improvement
7.5a(2)	<p>Some results for operational performance of the Department's key work processes show unfavorable performance levels or adverse trends.</p> <ul style="list-style-type: none"> <li>○ Although results for <i>MDPR-Percentage of Journal Entries processed by General Accounting Unit prior to fiscal month rollover</i> show overall improvement from a low of 59% during the first quarter FY 07-08 to 93% for the fourth quarter FY 07-08, some quarters show fluctuating performance levels such as 99% in the second quarter FY 07-08 to 75%</li> </ul>

Item Reference	Opportunities For Improvement
	<p>in the third quarter FY 07-08. Although the current performance level for <i>MDPR-Percentage of patron refunds processed within 7 days business day</i> is at 100%, quarterly results for seven quarters show an unfavorable trend from 100% in the second quarter FY 06-07 to 93% in the third quarter FY 07-08.</p> <ul style="list-style-type: none"> <li>○ Results for the three-year period from FY 05-06 to FY 07-08 for Capital Projects include the <i>Percentage of Baseline Capital Projects on Schedule</i> (Figure 7.6-6) and show unfavorable levels from a high of 96% in FY 05-06 to 59% in FY 06-07 and 80% in FY 07-08.</li> <li>○ <i>MDPR Performance Audit Summary</i> results show an increase in the number of audits that required procedural corrections from 35 in FY 06-07 to 63 in FY 07-08.</li> </ul>
7.5a(2)	<p>Appropriate comparisons to local, regional, or national benchmarks within and outside of the Parks and Recreation industry are not reported for some key support processes such as Information Technology, Finance, and Human Resources.</p>
7.5a(1,2)	<p>The Department does not report results for measures of operational performance to demonstrate productivity, efficiencies, or cost savings gained through job reclassifications, work layout improvements, or work system and work process improvements, such as the Accounts Receivables and Payable Processes, the decentralization of Procurement, and the Summer Hire Process. In addition, the Department did not report results for measures of efficiencies realized from the implementation the Recreation Management System or the effectiveness of marketing strategies including advertising and communication.</p>

## 7.6 Leadership Outcomes

Scoring Range: 70% - 85%

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

Item Reference	Strengths
7.6a(1,5)	Results that demonstrate accomplishment of the Department's strategy goal to Remain Committed Stewards and support its mission to enrich and enhance its communities that show sustained trends include the Open Space Level of Service (LOS). The adopted LOS standard is 2.75 acres per 1,000 Unincorporated Municipal Service Area (UMSA) residents and serves as a minimum level of service required as a condition for approval of development orders. For the five-year period from FY 03-04 to FY 07-08 the Department demonstrates beneficial trends sustained over time at 2.95, 3.00, 3.06, 3.03 and 4.12 acres per 1,000 UMSA residents, respectively.
7.6a(1)	Progress relative to accomplishment of strategies and action plans is tracked as Initiatives within Active Strategy Enterprise. Initiatives that are at or above 90% completion and on target include the Recreation Plan, Green Team Conservation Plan, Tree Canopy Replacement Project, Adopt-a-Park Program, and the PRIDE Program implementation. The Department completed its initiative for the development of the Open Space Master Plan in 2008, which received the 2009 Southeast Florida Library Information Network Innovation Award and the 2008 Urban Environment League Orchid Honor Award.
7.6a(1)	Results that support the Department's goal to Maintain and Grow Customers and its strategy to Redesign and Expand its Website include the <i>Number of Website Visitors</i> for the three-year period from FY 05-06 to FY 07-08 and year-to-date FY 08-09. The number of visitors dropped from 517,627 in FY 06-07 to 415,771 in FY 07-08 due to a change in the counting methodology to only count unique visits rather than multiple hits. Current year-to-date results for FY 08-09 show the number of visitors at 391,270 exceeding the goal of 292,000 and is on target to exceed the previous year.
7.6a(1)	Results for the accomplishment of the Department's strategic priorities to conserve and sustain recreational, natural, cultural, and historical resources show beneficial trends sustained over time. <ul style="list-style-type: none"> <li>o <i>Park Acreage</i> (Figure 7.6-5) for the six-year period from FY 02-03 to FY 07-08 shows increases in the number of acres from 9,129 to 13,241.</li> <li>o <i>Metrozoo Animal Count</i> (Figure 7.6-2) results over five-years from</li> </ul>

Item Reference	Strengths
	<p>2003 to 2007 show the total number of animals on zoo grounds increasing from 1,530 to 2,674 and the total number of species consistently exceeding 300 during the same time period.</p> <ul style="list-style-type: none"> <li>○ <i>Natural Areas Management (NAM) Exotic Plant Control Maintenance</i> (Figure 7.1-8) for the six-year period from FY 02-03 to FY 07-08 show the number of acres maintained has been sustained over time from 1,926 to 1,879.</li> </ul>
7.6a(2,3)	<p>Key measures of breaches of ethical behavior include <i>MDPR Percentage of Incidents involving breaches of ethics and public trust</i> for the three-year period from FY 05-06 to FY 07-08. Results show a decline in the number of breaches of ethics and public trust, versus the yearly total of all incidents of discipline throughout the Department, from 61% in 2006, 59% in 2007, to 50% in 2008. Results for the <i>Number of Incidents Tracked by the Inspector General</i> from the County's Office of Inspector General oversight audits for the three-year period from FY 05-06 to FY 07-08 show favorable performance levels with zero incidents during the three years. The Department's performance compares favorably to Aviation, Seaport, and Fire, which are comparable departments within the County government.</p>
7.6a(4)	<p>Key indicators of regulatory and legal compliance include accreditations of the overall Department, Metrozoo, and Marinas.</p> <ul style="list-style-type: none"> <li>○ The Department is a three-time winner of the National Gold Medal for excellence in park and recreation administration, received Accreditation by the Commission for Accreditation of Park and Recreation Agencies in 1995, and awarded re-accreditation in 2005.</li> <li>○ The Metrozoo has received accreditation through the Association of Zoos and Aquariums since 1984.</li> <li>○ Three of the Department's marinas, Pelican Harbor, Black Point, and Homestead Bayfront were awarded "Clean Certifications" from the Florida Department of Environmental Protection in 2007.</li> </ul>
7.6a(5)	<p>Results that support the Department's goal to Maintain and Grow Partnerships and support its mission to enrich and enhance its communities include the number of community organization partnerships. For the three-year period, from FY 05-06 to FY 07-08, performance levels for <i>MDPR Community Based Organization Registrations</i> show an overall increase in performance levels from 17,369 to 19,946.</p>
Item Reference	Opportunities For Improvement
7.6a(2)	<p>Results for indicators of ethical behavior that show unfavorable performance levels or adverse trends include <i>MDPR Incidents of Discipline</i> with performance levels increasing from 44 to 50 for the three-year period from 2006 to 2008.</p>

Item Reference	Opportunities For Improvement
7.6a(1-5)	Appropriate comparisons to best-in-class local, regional, or national competitors, similar organizations, or benchmarks within and outside of the parks and recreation industry are not reported for some key leadership and social responsibility measures or indicators such as the Open Space Level of Service (LOS) compared to the standard, use of programming partnerships, accreditation, breaches of ethical behavior, incidents of discipline, and website usage.