



JUSTICE ADMINISTRATIVE
COMMISSION



Strategic Planning Updates

Leadership, Results, and Performance
Excellence

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Justice Administrative Commission
May 10, 2024

Forget strategic planning, let's talk about gelato?



Presentation Overview

- JAC's strategic plan structure
- JAC's organizational development with results
- JAC's strategic planning process with results
- Strategic focus on JROs with results
- SWOT analysis with results
- Open discussion and questions

“Performance excellence requires strong Leadership and is demonstrated through Results.”
-The Sterling Council



JAC's Strategic Plan Structure

- **JAC's Vision:** To be the model of exemplary state government.
- **JAC's Mission:** To support the entities we serve and Florida's judicial system with fiscal controls, best practices, and exemplary service.
- **JAC's Core Values:** We take great pride in exemplary service, adaptability, honesty, integrity, and diversity, as well as respectful and ethical conduct.
- **JAC's Core Competencies:** Administrative Service, Communication and Collaboration, Prompt-Payment, Fiscal Accountability, and Continuous Improvement and Innovation.

Note: A copy of JAC's tri-fold brochure formatted strategic plan is provided in the materials.



JAC's Strategic Plan Structure

- Priority One: Provide exemplary service
 - Two goals with four objectives
- Priority Two: Cultivate engaged employees
 - Three goals with six objectives
- Priority Three: Continue improving
 - Two goal with five objectives

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JAC's Strategic Plan Structure

1. PROVIDE EXEMPLARY SERVICES

Based on our vision, mission, core competencies, and core values, JAC has established our top strategic priority to **provide exemplary administrative services** to both the 49 Judicial-Related Offices (JROs) we serve and to contracted court-



appointed counsel and due process vendors. To help us achieve this priority, we have developed the following customer-centric strategic goals and objectives:

Goal 1.1: Accurately and efficiently process transactions for the 49 JROs we administratively serve

- Objective 1.1.1: Reduce defects in JRO transactions
- Objective 1.1.2: Process JRO transactions in a timely manner

Goal 1.2: Review court-appointed counsel and due process vendor invoices for compliance with contractual and statutory requirements, as well as the Department of Financial Services' rules and regulations

- Objective 1.2.1: Reduce defects in court-appointed counsel and due process vendor transactions
- Objective 1.2.2: Process court-appointed counsel and due process vendor transactions in a timely manner

2. CULTIVATE ENGAGED EMPLOYEES

Providing exemplary service requires a dedicated and well-trained staff. JAC is invested in **cultivating our employees** by establishing a positive improvement culture and providing professional training opportunities. This represents our second strategic priority and is supported by the following strategic goals and objectives:

Goal 2.1: Foster a positive improvement culture at JAC

- Objective 2.1.1: Apply servant leadership principles as a foundation for creating an environment for success
- Objective 2.1.2: Encourage staff engagement with a focus on those actions necessary to achieve our vision

Goal 2.2: Provide professional training and engagement opportunities for both JAC and JRO staff

- Objective 2.2.1: Increase the number of JAC staff with Lean Six Sigma certification
- Objective 2.2.2: Develop new ways JAC staff can learn, engage, and use Lean Six Sigma concepts and tools
- Objective 2.2.3: Provide JAC sponsored training opportunities to JRO staff

Goal 2.3: Continue to make working at JAC fun for staff

- Objective 2.3.1: 😊



3. CONTINUE IMPROVING

Experiences with the Certified Public Manager Program, Lean Six Sigma, Governor's Sterling Award, responding to Covid-19, and others have taught us the value of **continuous process improvement**. Measuring performance and monitoring results is a hallmark of an organization striving to be exemplary. This represents our third strategic priority and is supported by the following strategic goals and objectives:



Goal 3.1: Utilize Lean Six Sigma concepts and tools for continuous process improvement

- Objective 3.1.1: Monitor strategic plan measures, Green Belt and Black Belt project results, and other performance indicators
- Objective 3.1.2: Encourage the organic development of improvement projects or other process improvements

Goal 3.2: Address necessary strategic improvements

- Objective 3.2.1: Develop IT Disaster Recovery Plan including improvements in cybersecurity
- Objective 3.2.2: Assess vital processes related to human resources
- Objective 3.2.3: Analyze the Governor's Sterling Award criteria for integration into our operations and processes

For more information about JAC, please visit us online at www.justiceadmin.org or on Facebook at www.facebook.com/JusticeAdministrativeCommission.

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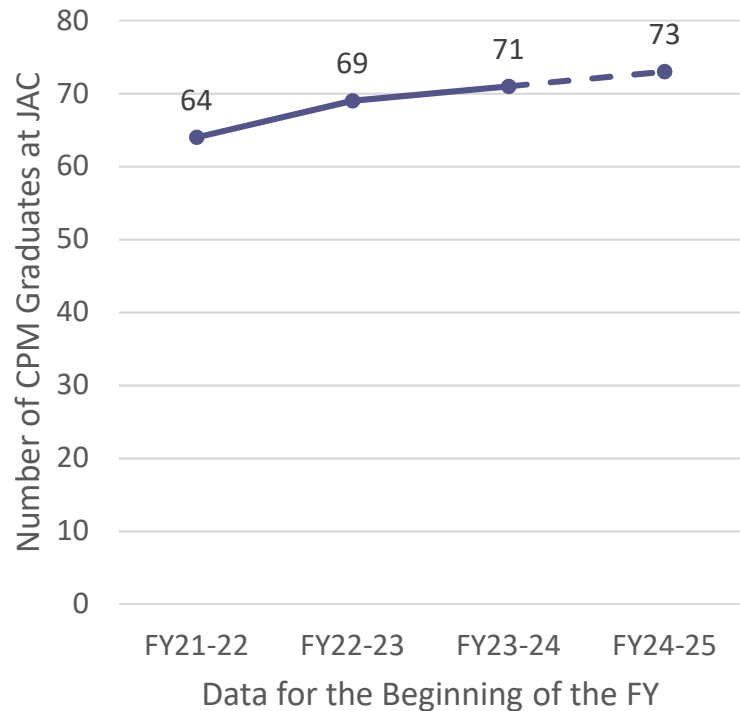
Organizational Development

JAC Vision: To be the model of exemplary state government.

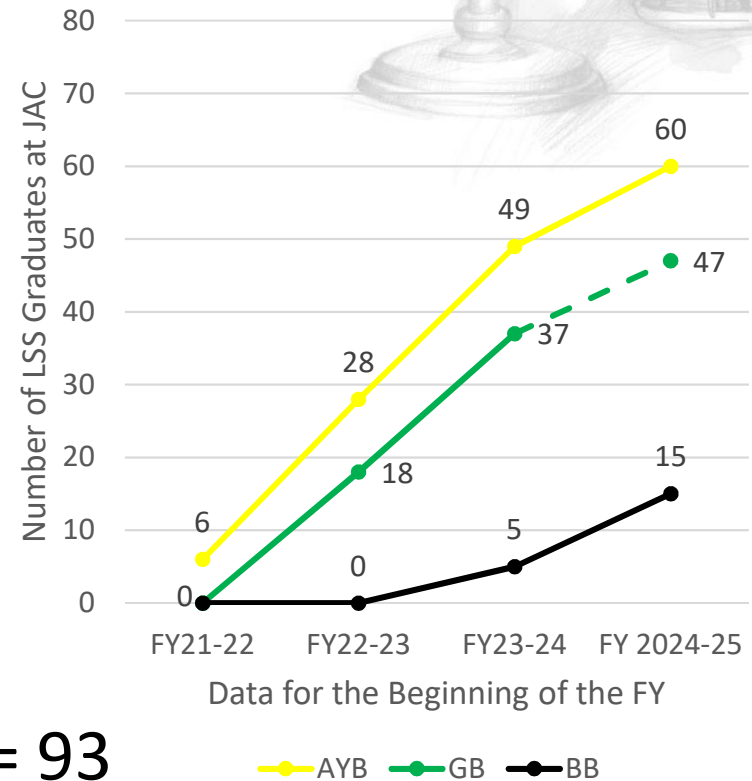


Results for JAC

Certified Public Manager (CPM) Graduates at JAC



Lean Six Sigma (LSS) Graduates at JAC



N = 93

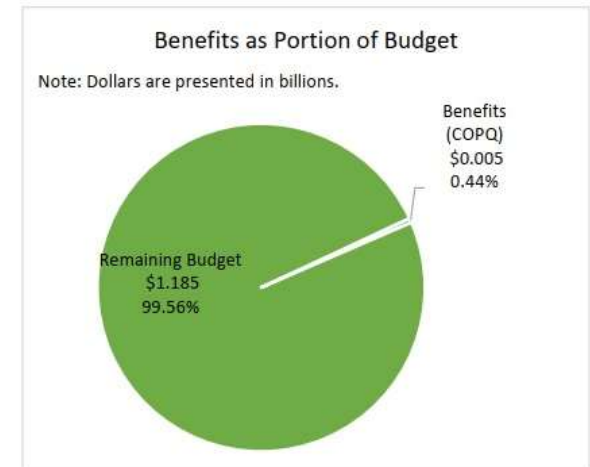
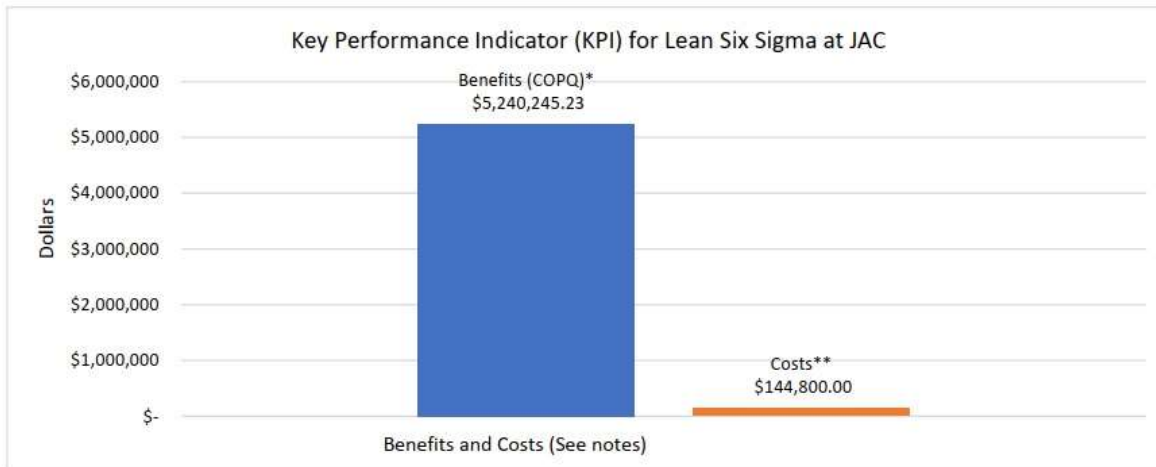
Note: Additionally, two JAC staff are currently Sterling Examiners with an additional three Sterling Examiners to be added in the Fall. Dotted lines on the above charts indicates students currently in training with graduation pending.



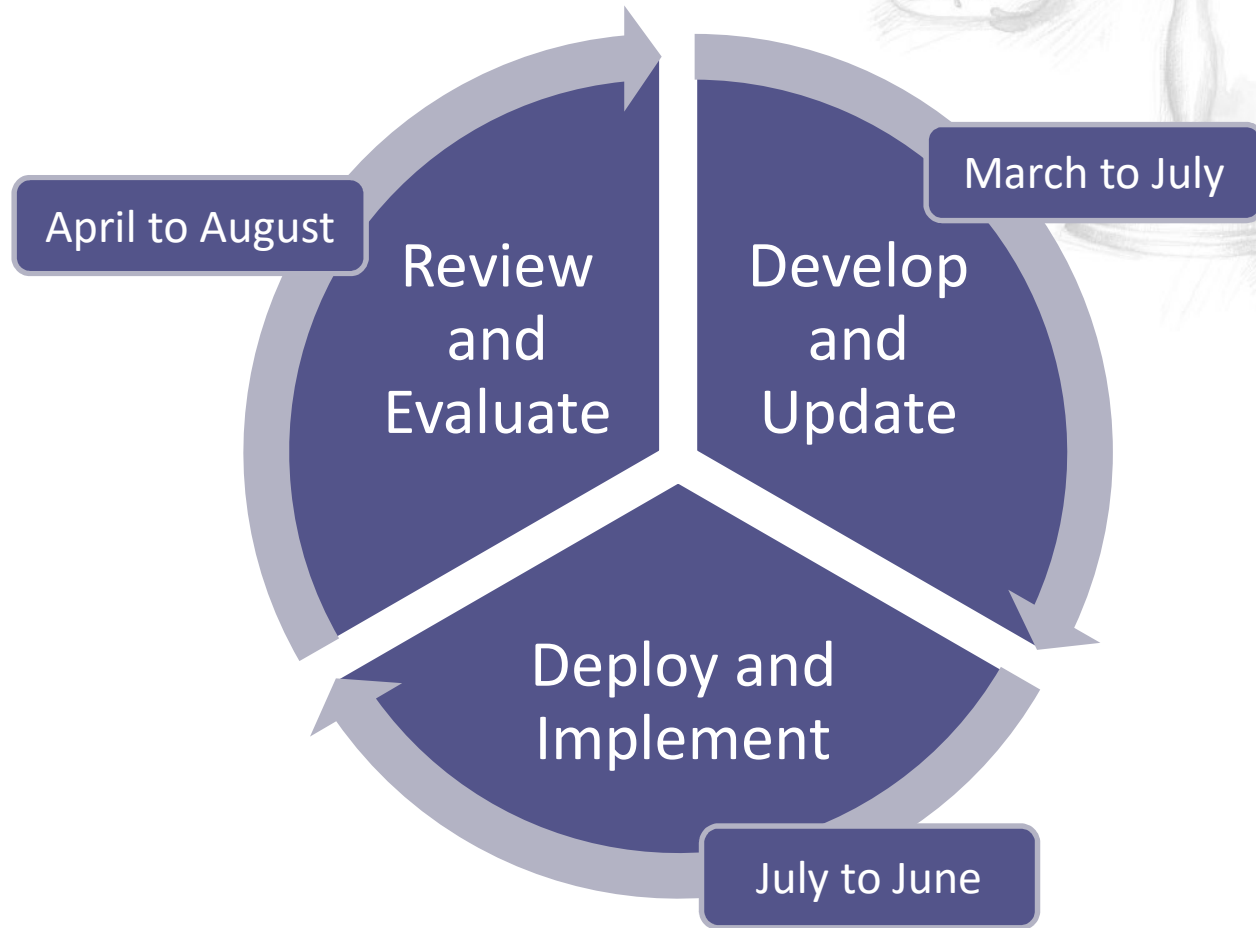
Results for JAC

Lean Six Sigma (LSS) Key Performance Indicator (KPI) Dashboard

Six Sigma Level and Date	Team Leader	Team Name	Unit Impacted	Benefits (COPQ)*	Notes Regarding Benefits (COPQ)	Costs**	ROI
Green Belt Spring 2022	Alicia Davis	J.A.S.O.N. and D.	Court Appointed	\$ 37,911.59	Estimated	\$ 34,550.00	
Green Belt Spring 2022	Tim Tice	Error Eliminators	Accounting	\$ 63,000.00	Actual based on documented results***		
Green Belt Spring 2022	Cris Martinez	Legal Beagles	Legal	\$ 31,924.44	Actual based on documented results***		
Black Belt Fall 2022	Greg Cowan	Budgeteers	Budget	\$ 4,203,884.27	Estimated COPQ at target	\$ 49,400.00	
Green Belt Spring 2023	Dina Kamen	The Travel Agents	Accounting	\$ 12,987.00	Estimated		
Green Belt Spring 2023	Ebony Porter	The Improvers	Court Appointed	\$ 9,262.00	Estimated		
Green Belt Spring 2023	Nona McCall	The EFT's	Finance	\$ 364,700.00	Estimated		
Green Belt Spring 2023	Kristin Lambert	Smooth Operators	Court Appointed	\$ 78,735.29	Estimated, likely higher		
Black Belt Fall 2023	Andy Snuggs	Par 5	HR	\$ 116,928.42	Estimated	\$ 60,850.00	
Black Belt Fall 2023	Abram Dale	The Geek Squad	IT	\$ 117,933.03	Estimated COPQ at target		
Green Belt Spring 2024	Yuliya Boiko, Stephanie Faust	Rejectors	Court Appointed	\$ 139,246.00	Estimated COPQ at goal		
Green Belt Spring 2024	Tracy Kessler, Paige Copeland	Team Waste Not	Court Appointed	\$ 63,733.19	Estimated COPQ at goal		
Total COPQ (Achieved and/or Estimated)				\$ 5,240,245.23			\$ 144,800.00



Annual Strategic Planning Process



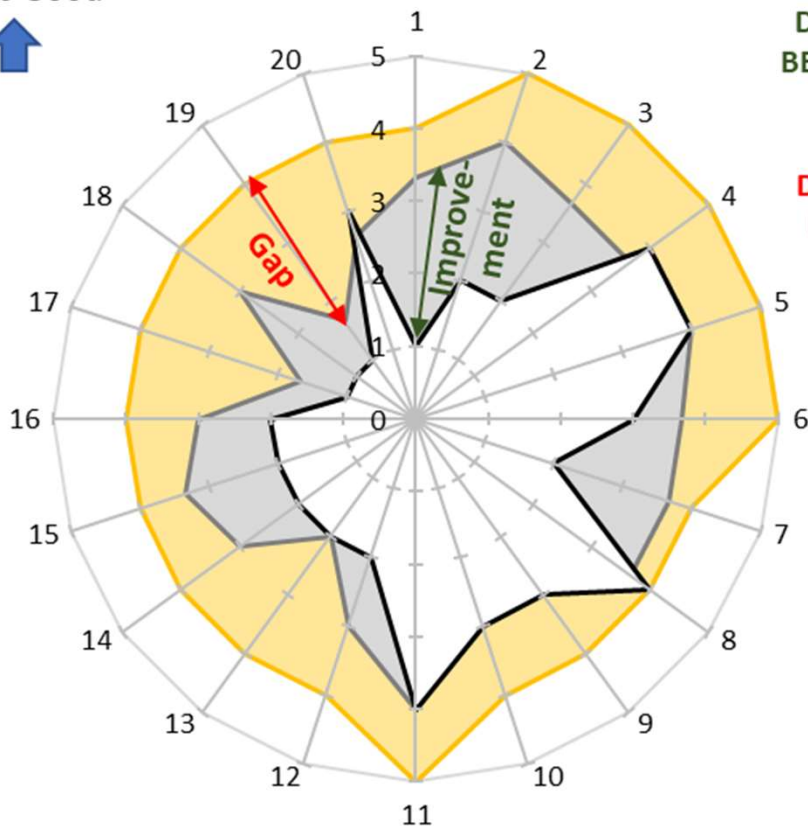
Note: The annual process used at JAC is a variation on the 20 element PDCA process developed and taught by ets, inc. We have graded our strategic planning efforts the last two years using the 20 elements.



Results for JAC

Strategic Planning Process Ratings with Improvement and Gap Analysis

Up is Good



Distance from BB Team Scores August 2022 to Aggregate BB Team Scores August 2023 is the one-year improvement. Total one-year improvement is 14.67 points.

Distance from Aggregate BB Team Scores August 2023 to FY 2023-24 Goal Scores is the remaining fiscal year (FY) gap. Total remaining FY gap is 23.33 points.

- FY 2023-24 Cycle Goal Scores
- Aggregate BB Team Scores August 2023
- BB Team Scores August 2022

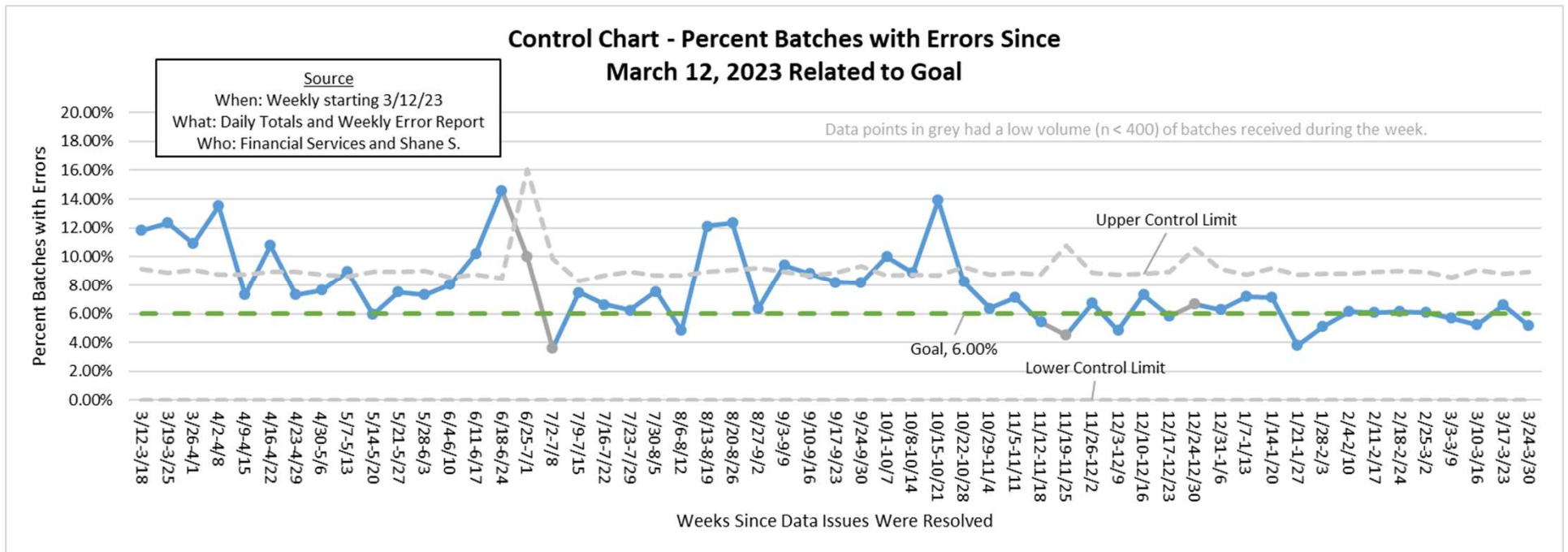
Note: BB refers to Black Belt teams. JAC currently has three BB teams. One team completed training in January 2023. Two additional teams complete training in December 2023. Scores here reflect ratings by all three BB teams.

Strategic Focus on JROs

- Priority One: Provide exemplary service
 - Goal 1.1: Accurately and efficiently process transactions for the 49 JROs we administratively serve
 - Objective 1.1.1: Reduce defects in JRO transactions
 - Objective 1.1.2: Process JRO transactions in a timely manner

Results for JROs

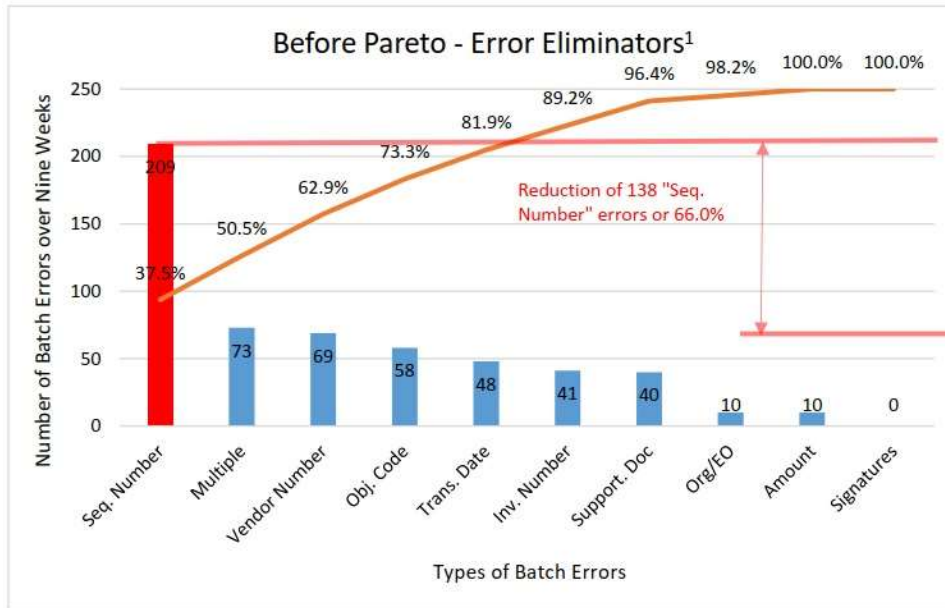
Documented Results in Accounting



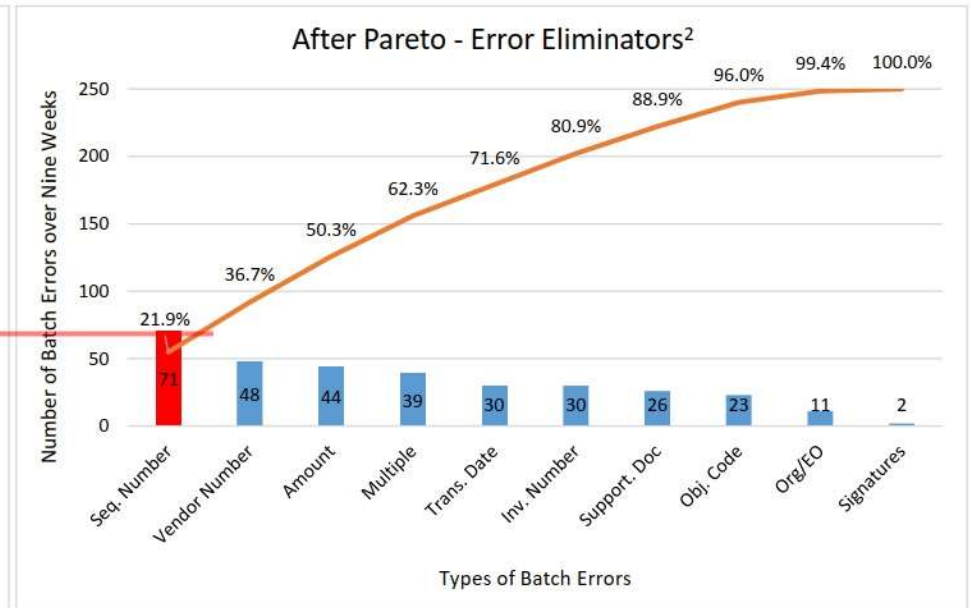
Note: See detailed notes in The Error Eliminators' Six Sigma project files and more details in the accounting weekly dashboards.

Results for JROs

Documented Results in Accounting



1. The "Before" Pareto is based on nine weeks of data from 3/12/2023 to 5/13/2023.

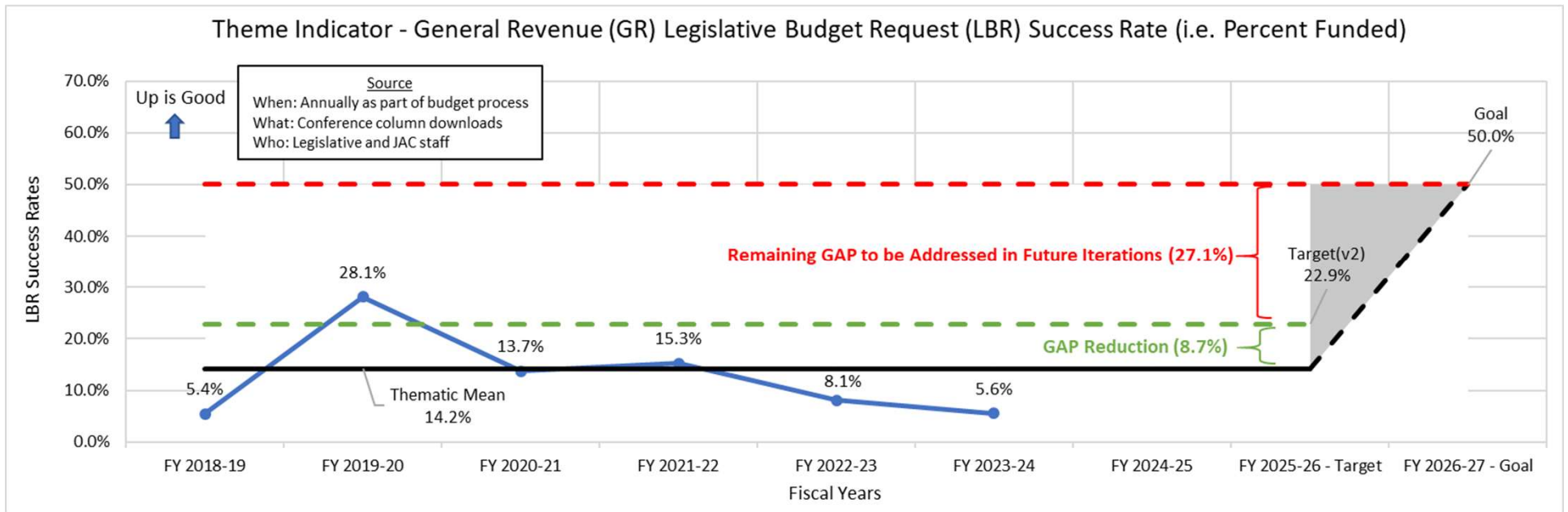


2. The "After" Pareto is based on the latest nine weeks of data and will be updated weekly. (1/28/2024 to 3/30/2024)

Note: See detailed notes in The Error Eliminators' Six Sigma project files and more details in the accounting weekly dashboards.

Results for JROs

Potential Results in Budget



Note: See detailed notes in The Budgeteers' Six Sigma project files. GR LBRs in this analysis do not include pay package issues.

Strategic Focus on JROs

- Priority Two: Cultivate engaged employees
 - Goal 2.2: Provide professional training and engagement opportunities for both JAC and JRO staff
 - Objective 2.2.3: Provide JAC sponsored training opportunities to JRO staff



Results for JROs



- Training session at JAC
- Training session at your office
- Remote training sessions (Year-end and others)
- LexisNexis training (CLE on AI and others)
- Training materials online
- PALM training onsite and remote
- Others

Note: Quantitative results are not currently tracked for this strategic objective. Results are presented here as a qualitative list.

Strategic Focus on JROs

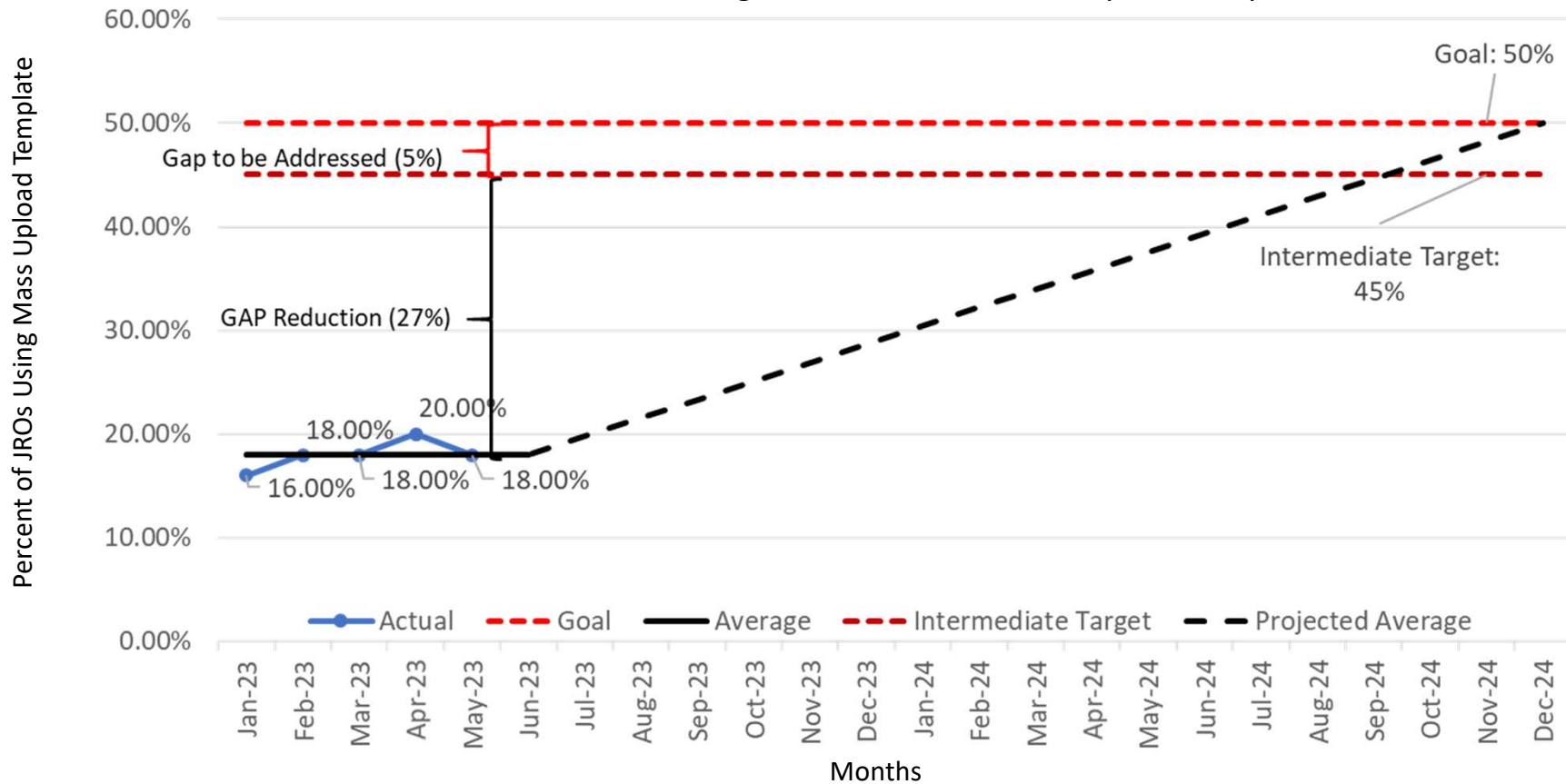
- Priority Three: Continue improving
 - Goal 3.2: Address necessary strategic improvements
 - Objective 3.2.2: Assess vital processes related to human resources



Results for JROs

Potential Results in Human Resources

Theme Indicator – Increasing JRO Utilization of Mass Upload Template



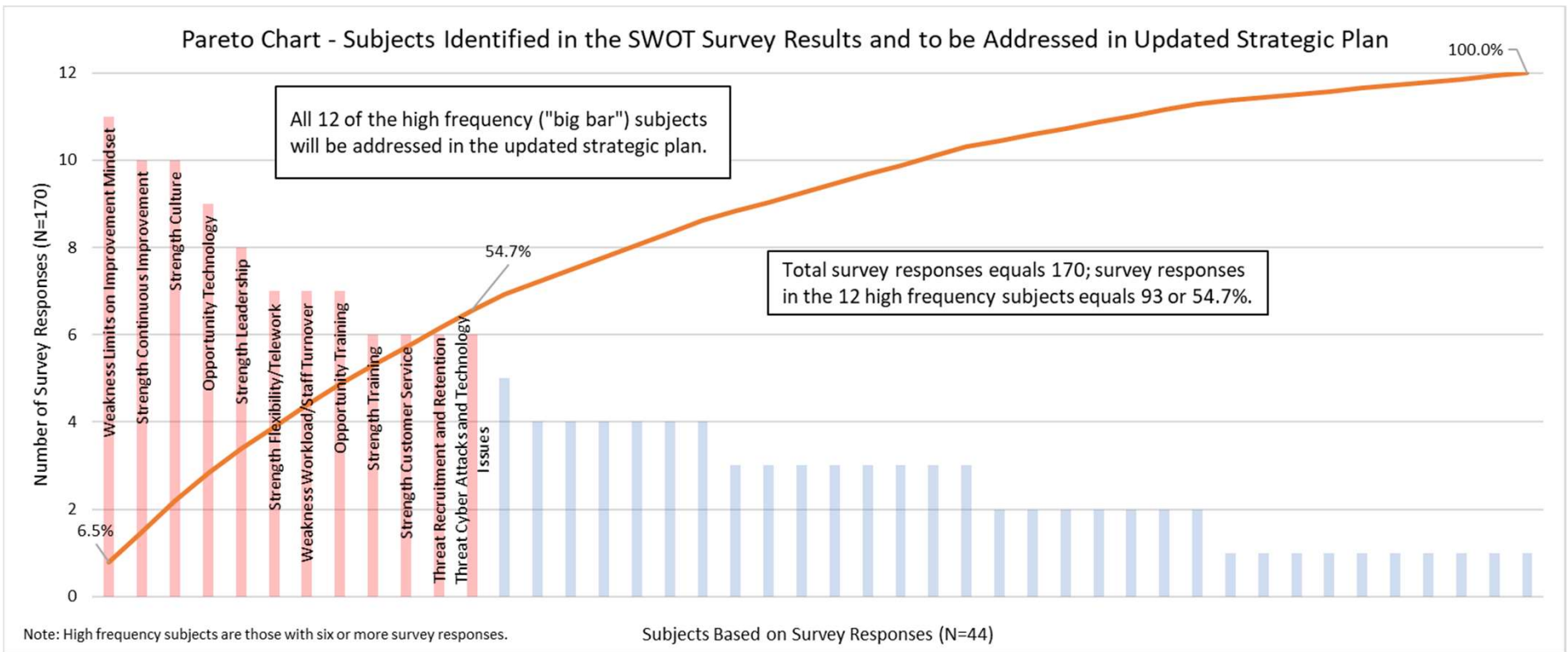
SWOT Analysis

- Strengths
 - Internal characteristics or things we do well that are unique, special, highly valued, and positive relative to our agency.
- Weaknesses
 - Internal challenges that JAC faces or limitations to achieving our Vision

SWOT Analysis

- Opportunities
 - External technologies, policy changes, legislation, budgetary issues, social trends, etc., we could take advantage of to improve JAC.
- Threats
 - External technologies, policy changes, legislation, budgetary issues, social trends, etc., that could negatively impact JAC.

2023 SWOT Analysis Results



2023 SWOT Analysis Results

Strength Subjects	Code	Frequency	Strategic Alignment	Weakness Subjects	Code	Frequency	Strategic Alignment
Continuous Improvement	6	10	Priority 3	Limits on Improvement Mindset	3	11	Objective 2.2.2 (New)
Culture	4	10	Goal 2.1 and Goal 2.3	Workload/Staff Turnover	6	7	Objective 3.2.2 (New)
Leadership	1	8	Goal 2.1	Communications	1	4	
Flexibility/Telework	9	7	Goal 2.1	Morale	2	4	
Training	2	6	Goal 2.2	Statutory Issues/Constraints	8	4	
Customer Service	3	6	Priority 1	Technology	4	3	
Workforce	5	5		Salaries	5	2	
No Stovepipes	8	3		Limited Advancement Opportunities	9	2	
Technology	10	3		Training Implementation	11	2	
Timeliness	7	1		Decision Making	7	1	
				Obscurity	10	1	
Totals		59				41	

Opportunity Subjects	Code	Frequency	Strategic Alignment	Threat Subjects	Code	Frequency	Strategic Alignment
Technology	1	9	Objective 3.2.1 (New)	Recruitment and Retention	3	6	Objective 3.2.2 (New)
Training	2	7	Goal 2.2	Cyber Attacks and Technology Issues	1	6	Objective 3.2.1 (New)
Continuous Improvement	8	4		Budget Issues	11	4	
College Outreach	3	3		Policy Changes	12	4	
Funding and Salaries	4	3		Operational Changes	6	3	
PALM/BOMS/CCIS	7	3		Salaries	2	2	
Soft Skills	9	3		Privatization	13	2	
Increase CA Rates	6	2		Training	4	1	
Personnel	10	2		Decline in CA Attorneys and Vendors	5	1	
Policy	5	1		Building Security	7	1	
				Judicial Decisions	8	1	
				PALM	9	1	
				Social Trends	10	1	
		37				33	

2024 SWOT Analysis Underway

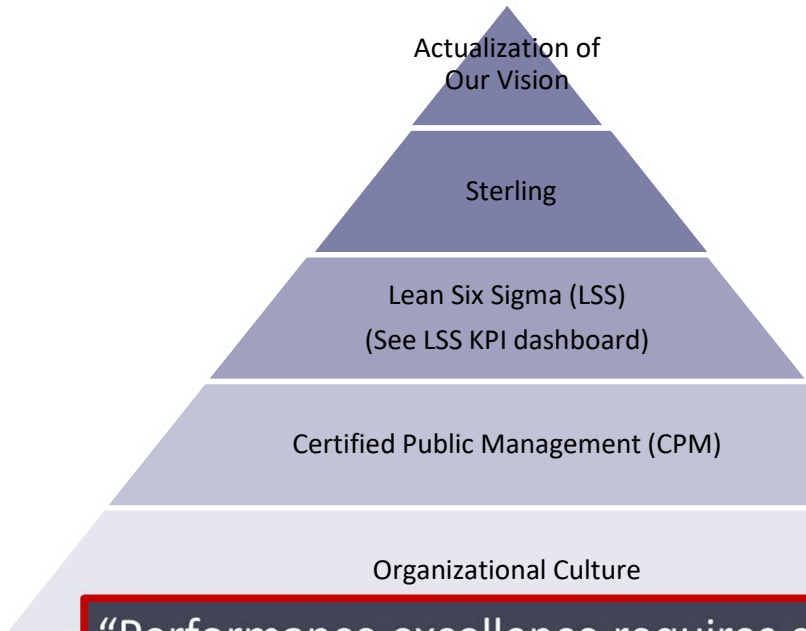
- Provide your input into JAC's 2024 SWOT analysis at...



<https://www.surveymonkey.com/r/W3N7XL6>

“I didn’t come to stay. I came to make a difference.”

The Sterling Council established by Governor Lawton Chiles in 1992



“Performance excellence requires strong Leadership and is demonstrated through Results.”
-The Sterling Council

“State agencies shall implement...modern management principles...to continuously improve the quality of services; and to satisfy the expectations of the public.” – s. 110.235(1), F.S.





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Questions?

And don't forget the gelato!! 😊

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Charting Our Course



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JAC LEADERSHIP

OUR COMMISSIONERS



Honorable Diamond R. Litty
Commission Chair
Public Defender
19th Judicial Circuit



Honorable Kathleen A. Smith
Public Defender
20th Judicial Circuit



Honorable Brian Haas
State Attorney
10th Judicial Circuit



Honorable Jack Campbell
State Attorney
2nd Judicial Circuit

Justice Administrative Commission

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Alton L. "Rip" Colvin, Jr.
Executive Director

Ana Cristina Martinez
General Counsel

JUSTICE ADMINISTRATIVE COMMISSION



LONG-RANGE STRATEGIC PLAN

Providing Exemplary Service

2024-2029

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