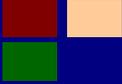




Managing for Results Annual Report Fiscal Year 2006

*Increasing Accountability, Improving Performance,
Achieving Results*





ACKNOWLEDGEMENTS



BOARD OF SUPERVISORS

Don Stapley, Chairman, District 2
Fulton Brock, District 1
Andrew Kunasek, District 3
Max Wilson, District 4
Mary Rose Wilcox, District 5

COUNTY MANAGER

David R. Smith

DEPUTY COUNTY MANAGER

Sandra L. Wilson

DEPUTY BUDGET DIRECTORS

Chris Bradley
Brian Hushek

BUDGET ADMINISTRATOR

Lee Ann Bohn

MANAGING FOR RESULTS TEAM

Thomas Brandt, MFR Coordinator
Kirk Jaeger, MFR Analyst
Janet Woolum, MFR Analyst

OFFICE OF MANAGEMENT AND BUDGET

MANAGING FOR RESULTS

301 W. Jefferson Street, Suite 1070

Phoenix, AZ 85003-2143

Phone: (602) 506-7280

Fax: (602) 506-3063

www.maricopa.gov/mfr

August 2006

Message from Sandi Wilson, Deputy County Manager

Almost two years ago, we undertook a review of Managing for Results (MFR) to identify the program's strengths and areas for opportunity. Established in 2000, the MFR program had – by 2004 – completed several cycles of County departments planning, delivering, and reporting results, which included fully applying activity-based costing practices to the budget process.

The review of MFR confirmed that the County had built a solid foundation of planning and budgeting as a result of MFR. Departments had established strategic goals, defined operational plans, and were tracking performance measures. The review also pinpointed specific enhancements that could increase the effectiveness and usefulness of MFR and that could transform MFR into an integral part of the County's performance management culture.

To that end, we recommended – and the County Manager approved – the establishment of an MFR team that would provide dedicated resources and attention to ensuring its long-term success through additional training, guidance, consulting services, and collaborative efforts with departments. I'm pleased to report, now that the MFR team has been operational for over year, that our investment has been paying off.

The MFR team – Tom, Kirk, and Janet — has brought to Maricopa County experience and expertise from their prior roles in managing for results type positions at the Federal and State level that has added new energy, enthusiasm, and creativity to the MFR Program. In one year's time, the team has made great strides in advancing MFR in the County. Some highlights include working with the Board of Supervisors and County leadership to develop a new, comprehensive strategic plan, chartering a process improvement initiative at the request of the County Manager, instituting new reporting and accomplishments reports, delivering new training and MFR tools, and expanding partnerships with departmental strategic coordinators.

This report provides a brief summary of many of the MFR accomplishments realized in the past year that align with the Countywide goal, “By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budget initiatives.” I look forward to the continued strengthening and successes of the MFR program and extend my thanks to the department leadership, strategic coordinators, budget liaisons, and OMB staff for their efforts in helping the County plan, measure, report, and improve performance in order to deliver outstanding results for Maricopa County residents.

We will continue to evolve the MFR process in the future to meet the business needs of County departments, and will continually have an eye on becoming more accountable to citizens of Maricopa County.

Sincerely,



Sandi Wilson

Maricopa County is meeting the challenges of rapid population growth and increasing demand for services with a careful allocation of funding to meet public service needs. The County must plan ahead to make the best possible business decisions concerning future use of limited resources. Good decisions produce results that make a difference in people's lives and give taxpayers the most value for their money. As Michael Lawson writes in *Why Performance Matters*,

“A high-quality, service-driven local government can provide key elements that will permit communities to thrive in the 21st century by being places where people will want to live and places where businesses will want to expand. The actions of and services provided by local government can be the determining factor in whether a community will be or remain vibrant and prosper, or whether it will lose its vitality and gradually decline. Thus, local government performance really does matter.”

Strategic planning is one mechanism used by Maricopa County to continually provide high-quality services and to ensure that the most critical needs of the community are being met. After an extensive review of best practices in the field of performance management and performance-based budgeting, the County recommended, and the Board of Supervisors adopted, a policy establishing a management framework called *Managing for Results* (MFR) that integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments, agencies, and special districts. The ideas behind MFR are basic:

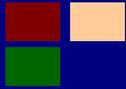
- ▶ identify the priorities the County is trying to address on behalf of its citizens;
- ▶ develop an overall plan for addressing those priorities;
- ▶ come up with policies, programs, and services that align to those priority areas;
- ▶ organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and
- ▶ develop and track costs and performance data that allow the County to gauge its progress in reaching its goals and objectives.

MFR is clearly meant to get elected officials, department directors, program managers, and front-line workers thinking about achieving results for customers as the reason for providing services. Regardless of organization size, structure, or policy area, every County department can apply the principles of MFR to improve performance and demonstrate how effectively and efficiently they are delivering their programs and services.

Managing for Results in Maricopa County has been designed to provide a common framework and direction under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process. The MFR Team works with departments to fully integrate each element of the cycle so they can translate their missions into effective and efficient programs and services. A benchmark of MFR success is management and staff commitment to using MFR principles and practices and linking results-based thinking to decision making, day-to-day operations, business systems, and to the ‘bigger picture;’ and aligning communication and accountability with results.

This annual report briefly outlines MFR accomplishments achieved in FY2006 and shows the impact MFR is having on progress toward achieving the County's strategic priorities and goals.





Implementing Managing for Results in Maricopa County requires a team effort that includes department directors, program managers, strategic coordinators, and budget liaisons working together with the Managing for Results Team and budget analysts at the Office of Management and Budget to increase accountability, improve performance, and achieve results.

The MFR Team at OMB provides Managing for Results training and consulting services to County departments in four primary areas:

- ▶ Planning—developing and refining strategic and operational plans and goals
- ▶ Performance Measurement—developing, refining, and tracking performance measures that are useful to management
- ▶ Performance Reporting—developing methods for internally and externally reporting performance results
- ▶ Performance Improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in process improvement projects

The MFR Team also plays a role in facilitating the development of the Board of Supervisors' five-year strategic plan. Among the strategic priorities established by the Board of Supervisors in the 2005-2010 County Strategic Plan is one that relates directly to the MFR program. The "Citizen Satisfaction" strategic priority, "Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County," includes a supporting goal:

"By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives."

This goal was translated into key objectives for the MFR program to achieve over the course of the next two years.

MFR Key Objectives:

1. By July 1, 2006, build accountability for performance by implementing an enhanced reporting process that regularly communicates key performance results both internally and externally.
2. By December 31, 2006, ensure that each Department has a current strategic plan aligned with the Board of Supervisors Strategic Priorities, a data-supported set of managing-for-results and budgeting-for-results performance measures, and a process for regularly reviewing and improving organizational performance.
3. By July 2007, increase the level of employee awareness and understanding about the overall purpose and structure of Managing for Results, as measured by the Employee Satisfaction Survey, from the 2004 score of 55% to 75%.
4. By Fiscal Year 2007/2008 (July 1, 2007), have in place a new or significantly improved Managing for Results database that is used as an integral and effective performance-management tool.

MFR Team:

Thomas Brandt, MFR Coordinator, 602-506-2204, brandtt@mail.maricopa.gov

Kirk Jaeger, MFR Analyst, 602-506-7104, jaegerk@mail.maricopa.gov

Janet Woolum, MFR Analyst, 602-506-7103, woolumj@mail.maricopa.gov



SUMMARY FY2006 HIGHLIGHTS

- ▶ Implemented a Comprehensive County Plan Communication Strategy
- ▶ Produced first Bi-Annual County Strategic Plan Progress Report
- ▶ Introduced Strategic MFR Quarterly Review Pilot Project
- ▶ Launched MFR Branding Effort with New Logo and Materials
- ▶ Completed Strategic Coordinators Assessment
- ▶ Implemented Revised Countywide Administrative Services and Information Technology Programs
- ▶ Delivered Nearly 20 MFR-Related Courses for County Employees
- ▶ Championed the Countywide Process Improvement Initiative
- ▶ Established the Process Improvement Steering Committee



FY2007 PLANNED ACTIVITIES AND AREAS OF FOCUS

- ▶ Work with Departments to Improve Program Key Result Measures
- ▶ Design and Launch Key Result Measures Report
- ▶ Provide Assistance with Departmental Strategic Plan Updates
- ▶ Publish Enhanced MFR Resource Guide
- ▶ Launch Newly Designed and Enhanced MFR Web Sites
- ▶ Produce and Distribute Annual Community Indicators Report
- ▶ Expand Quarterly MFR Strategic Review Program
- ▶ Launch New "Leading MFR" Newsletter
- ▶ Continuous Process Improvement
- ▶ Provide Assistance with Arizona State Quality Award Applications
- ▶ Develop Advanced MFR Courses
- ▶ Launch MFR Certification Program



In June 2005, the Board of Supervisors completed an update to the five-year County Strategic Plan and identified a new set of strategic priorities and goals. The MFR Team works to ensure that the County Plan is implemented, that progress toward achieving goals is tracked, and department strategic plans are aligned to the updated County's strategic priorities and goals.

COUNTY STRATEGIC PLAN

The Board of Supervisors completed an update to the County Strategic Plan and identified a new set of strategic priorities and goals. In FY06, great progress was made in aligning department plans to the County plan.

FY06 Results:

- Identified lead and co-lead departments for each priority in the 2005-2010 County Strategic Plan. Those departments also incorporated those goals and objectives into their own departmental strategic plans.
- Detailed Action Plans Developed and Implemented for County Strategic Plan: Facilitated development of detailed action plans for implementing the Board's priorities and goals.
- County Plan Communication Strategy Implemented: Developed and implemented a comprehensive County Plan communication strategy that utilized employee quotes about how they contribute to the County priorities. The strategy included brochures (more than 3,000 distributed), small posters for all departments, and large mission/visions/priorities poster boards for building lobbies and entrances, and utilization of the breeze-way MFR bulletin board.

► **SUCCESS :** *Working with departments to develop detailed action plans for addressing the goals and priorities and connecting employees to those goals ensures implementation of the County's Strategic Plan and progress toward achieving the Board of Supervisor's vision for the community.*



DEPARTMENTAL STRATEGIC PLANS

The MFR Team facilitates the process for updating department strategic plans by preparing and issuing guidance and instructions to help departments streamline the process, and provides consulting assistance to departments as they work to improve and refine their plans.

FY06 Results:

- In FY06, 85% of employees indicated they "understand their job relative to the County mission," which is up from 82% in FY05.
- Led Process for Updating Departmental Strategic Plans: More than 25 departments completed plan updates to align their plans with the Board priorities and to improve their performance measures.
- Completed overhauls of the Countywide Administrative Services and Information Technology Programs. Worked with central service departments and the IT governance working group to streamline, simplify, and clarify these programs. Performance measures were revised and reporting requirements of departments were streamlined with the elimination of Service-level PAS codes and the central reporting of Administrative measures.

► **SUCCESS:** *By working with departments to create focused strategic plans and leading efforts to streamline MFR processes, we are able to maximize our impact on achieving MFR Key Objective #2: "By December 31, 2006, ensure that each Department has a current strategic plan aligned with County Strategic Priorities and a data-supported set of managing-for-results and budgeting-for-results performance measures," and MFR Key Objective #4 to "have in place a new or significantly improved Managing for Results database that is used as an integral and effective performance-management tool."*



REPORTING RESULTS

The MFR Team works with County leadership and departments to improve communication and reporting of County and department progress toward achieving goals and objectives.

FY06 Results:

- **Bi-Annual County Plan Progress Report Completed:** Compiled and published a report of mid-year progress in achieving County strategic goals. More than 500 print copies of the mid-year County Plan Report were distributed to internal and external stakeholders.
- **New Community Indicators Report Produced:** The *2005 Community Indicators Report* summarized more than 30 community indicators aligned to the Board of Supervisor's seven strategic priorities. Indicators in the report represent broad interests and trends that provide a brief review of how the County is doing related to the issues that are important to citizens. Began work on a dashboard of indicators to be available on the County website making the information more accessible to citizens.
- **Strategic MFR Review Pilot Introduced:** An MFR Quarterly Strategic Review pilot was initiated with four departments—Animal Care & Control, Adult Probation, Human Services, and OMB. In the pilot program, departments prepare high-level quarterly reports with key results measures, budget analysis, and staffing indicators that focus on overall department performance. As a result of the success of the pilot, the program will be expanded to include an additional 5-10 departments in FY2007.
- **Increased Quarterly Reporting by Departments:** At the end of the first quarter FY06, nearly 20 departments did not have the MFR reporting completed; by the third quarter FY06, only a handful of departments did not meet the reporting requirements.
- **In FY 2006, the MFR team met with lead departments to review the indicators and identify any new or revised indicators that would better align with the strategic priorities.**

► **SUCCESS:** *By working to identify and prepare reporting mechanisms, we are contributing to the County's "Citizen Satisfaction" priority and strategic goal of "increasing accountability to the public for results-oriented government." Additionally, reporting results supports MFR Key Objective #1 to "build accountability for performance by implementing an enhanced reporting process that regularly communicates key performance results both internally and externally."*



The MFR Team works to increase awareness and educate management and staff about the benefits of MFR in the County and about Maricopa County’s approach to MFR to ensure a uniform framework is used to increase accountability, improve performance, and achieve results.

MFR “BRAND”

The MFR “brand” in Maricopa County stands for a comprehensive management system that leads to increasing accountability, improving performance, and achieving results. The MFR brand is intended to connect the programs, people, and principles that compose the system throughout the County.

FY06 Results:

- New MFR Logo: Created an MFR logo to help “brand” MFR with a common and memorable image. Incorporated logo into presentation templates and other materials to encourage a recognizable and consistent look for MFR in the County.



- ▶ **SUCCESS:** *Creating awareness through a strong branding effort supports MFR Key Objective #3 “to increase the level of employee awareness and understanding about the overall purpose and structure of Managing for Results.”*

EMPLOYEE OUTREACH

Critical to MFR success is employee awareness and understanding of the basic elements and principles of MFR. The MFR Team conducts a variety of outreach activities to educate employees—management and staff—about MFR.

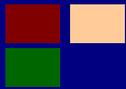
FY06 Results:

- In FY06, 62% of employees indicated that they understood the purpose and overall structure of Managing for Results; this is an increase from 57% in FY05.
- Delivered five MFR Overview classes to more than 100 employees from nearly two dozen County departments.
- Provided monthly MFR-related articles for the County’s *Newsline* employee newsletter. Article topics included process improvement update, mid-year accomplishments report, various community indicators, and the value of applying for the Arizona State Quality Awards.
- Provides regular MFR updates at monthly County Management Team meetings.

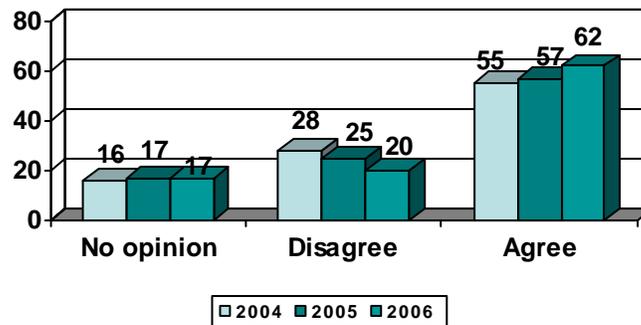


- Participated in the County’s celebration of National County Government Week with a display and information about the County Strategic Plan and the Managing for Results initiative. This first-time event gave the MFR Team an opportunity to meet with County employees and other citizens to discuss services the County provides.

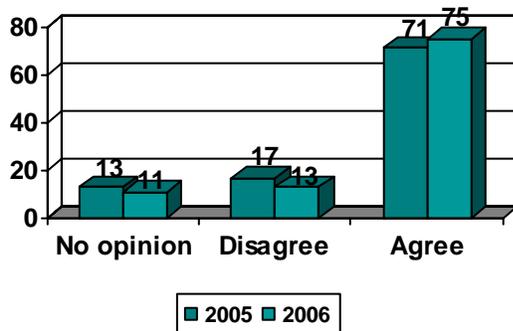
- ▶ **SUCCESS:** *Creating employees’ awareness of MFR in the County supports the County goal “to fully implement MFR,” and MFR Key Objective #3 “to increase the level of employee awareness and understanding about the overall purpose and structure of Managing for Results.”*



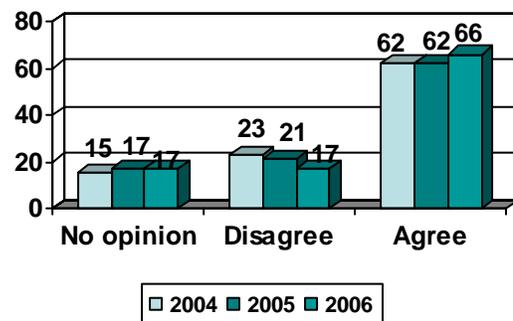
You understand the purpose and overall structure of Managing for Results?



You understand your job relative to the County Strategic Plan?



You have been briefed on the County MFR Program?



Source: Research & Reporting -- FY 2004, FY 2005, FY 2006 Employee Satisfaction Surveys, County-wide Results for Appointed Departments

EXTERNAL OUTREACH

Maricopa County has been recognized as being on the leading edge of incorporating MFR principles into its governance process. As a result, the MFR Team has become an important resource for public managers interested in implementing MFR systems in their local areas.

FY06 Results:

- Conference Presentations: In FY06, Tom Brandt, MFR Coordinator, spoke about the County’s MFR program at two Performance Institute conferences attended by public managers from around the County.
- MFR Information Sharing with Sonoma County, California; City of Rochester, New York; City/County Government for Nashville, Tennessee; Cumberland County, Pennsylvania; and City of Mobile, Alabama.

► **SUCCESS:** *Community partnerships and external outreach program supports the County’s “Regional Leadership” priority and strategic goal to “seek opportunities to build partnerships and relationships with area governments in order to create a fuller sense of community for all residents of Maricopa County.”*

LIAISON WITH DEPARTMENTAL STRATEGIC COORDINATORS

The MFR Team works closely with strategic coordinators throughout the County to advance MFR principles and to fully integrate the elements of MFR to improve department performance and achieve results.

FY06 Results:

- Completed Strategic Coordinator Assessment to better understand “official” and “unofficial” roles of the coordinators within departments. Information gathered from the survey of strategic coordinators became the foundation for enhancing training, consulting, outreach, and resource development.
- Held quarterly strategic coordinator meetings to discuss MFR issues, review various MFR-related expectations and requests of departments, and share “best practices” examples from departments.
- Published four quarterly strategic coordinator newsletters to keep departments informed of MFR-related activities throughout the County.

► **SUCCESS:** *Working collaboratively with department strategic coordinators creates an environment of trust and cooperation that enables us to contribute to the County’s goal “to fully implement Managing for Results and performance-based budgeting initiatives.”*

RECOGNITION PROGRAM

Annually, OMB presents Strategic Fitness awards to those departments that best adhere to and embody the principles of Managing for Results, and Fiscal Fitness Awards to departments that excel in budget preparation and exhibit fiscal prudence.

FY06 Results:

- Coordinated the FY05 Fiscal and Strategic Fitness Award process for OMB: In FY06, 10 departments received Strategic Fitness Awards and five received honorable mention. Thirteen departments received Fiscal Fitness Awards and two received honorable mention.

► **SUCCESS:** *Recognizing outstanding departments that best adhere to and embrace the principles of Managing for Results leads to further commitment to MFR by management and staff throughout the County, and contributes to supporting the County goal to “increase accountability to the public for results-oriented government.”*

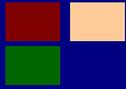
COMMUNITY PARTNERSHIPS

Community partnerships provide an important way for the MFR Team to leverage resources to expand training, development, and process improvement efforts

FY06 Results:

- Coordinated request from Arizona State University to identify County business process improvement projects that student teams from the Arizona State University W.P. Carey School of Business could assist with in the County. In FY 2006, student teams worked with the County on the Grants Compliance Unit, the Finance Collections Unit, and the Employee Suggestion Program, and provided reports of findings and recommendations on ways to improve the operations of all three programs.

► **SUCCESS:** *The partnership with the ASU Consulting team supports MFR Key Objective #2 “to ensure that each department has a process for regularly reviewing and improving organizational performance,” and supports the County’s “Regional Leadership” priority and strategic goal to “seek opportunities to build partnerships and relationships with area governments in order to create a fuller sense of community for all residents of Maricopa County.”*



Key to implementing Managing for Results countywide is ensuring that employees understand the basic principles of MFR and how applying these principles will benefit their organization and how individuals contribute to overall organizational success.

MFR PROFESSIONAL TRAINING AND WORKSHOPS

MFR professional training and workshops are designed to provide County employees at all levels with knowledge of the elements of strategic planning and performance measurement as well as provide them with enhanced skills in the practical application of the management techniques outlined in the MFR system.

FY06 Results:

- Revised and updated MFR presentation materials for the Supervisor 101 class, which is part of the leadership development program in the County.
- Developed and delivered five basic process improvement classes to approximately 130 participants.
- Developed and delivered four sessions of the “Updating Departmental Strategic Plans and Enhancing Key Results Measures” workshop designed to better prepare departments for the update process, to understand the key elements for producing a good strategic plan, and how to select key performance measures. Approximately 115 County employees attended the class.
- Identified MFR Certification Program curriculum and began working with Staff Development to establish an MFR Certification Program that will commence in CY2007.

► **SUCCESS:** *MFR professional training supports County strategic priorities “Quality Workforce” and “Customer Satisfaction” by increasing the skills and abilities of staff to incorporate MFR principles into strategic planning and day-to-day operations which leads to improving performance. Additionally, the training supports MFR Key Objective #1 “to increase the level of employee understanding about MFR.”*

CONSULTING SERVICES

MFR Team offers customized Consulting Services to provide support for the diverse needs of County departments. The MFR Team offers technical expertise in strategic planning, performance measures, and process improvement, as well as facilitation and evaluation assistance.

FY06 Results:

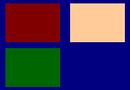
- Arranged Great Places to Work (GPTW) Seminar: At the request of the County Manager, the MFR Team arranged for consultants from the Great Places to Work Institute to speak to the Management Team about characteristics of great places to work. The MFR team coordinated focus groups with employees, managers, executives, and the GPTW consultants to determine Maricopa County’s strengths and areas of opportunity and then shared findings and recommendations from the focus groups with the Management Team.

► **SUCCESS:** *Consulting services support MFR Key Objective #1 to ‘increase the level of employee awareness and understanding about the overall purpose and structure of Managing for Results’, and County priority “Quality Workforce” to “implement a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.”*

Great Places to Work



- CREDIBILITY
- RESPECT
- CAMARADERIE
- FAIRNESS
- PRIDE



PROCESS IMPROVEMENT CONSULTING

Process improvement is a tool that departments use to ensure that they are performing well and achieving efficiencies and quality results. The MFR Team has championed a County Manager initiative for departments to undertake structured process improvements as a way of integrating process improvement into day-to-day business operations.

FY06 Results:

- Process Improvement Steering Committee (PISC) established: Facilitated the creation of the PISC in order to provide guidance and assistance to process improvement teams throughout the County.
 - By the end of FY06, more than 50 process improvement efforts were identified throughout the County. The PISC will be developing a reward and recognition component for implementation this fiscal year.
 - Process Improvement Facilitation Provided: Kirk Jaeger, MFR Analyst, provided facilitation assistance and direction to several departments, including, but not limited to, Employee Health Initiatives, the Medical Examiner, Equipment Services, and Planning and Development, Human Resources, and OMB. Included in these efforts is a project to redo how Personnel Action Forms (PAF) are handled.
 - Arizona State Quality Award Applications in Process: At the request of the County Manager, the MFR Team has been coordinating the 2006 Arizona Quality Award (AQA) application process for departments. The MFR Team provided information to departments about the AQA awards and encouraged them to apply. Nine departments will be submitting Showcase Award applications and the Library District will be submitting an application for the full quality award.
 - Two members of the MFR Team have been trained to be Arizona Quality Award (AQA) Examiners.
- ***SUCCESS:*** *By championing the process improvement effort, we are able to maximize our impact on MFR Key Objective #2 to “ensure each department has a process for regularly reviewing and improving organizational performance.”*

PROCESS IMPROVEMENT EFFORTS IDENTIFIED IN FY2006

Department(s) Involved	Process Improvement Effort
Animal Care & Control Licensing	Animal Licensing Renewal Process
Air Quality	Improving Customer Communications
Chief Information Officer	Desktop Refresh Program
Community Development	Improved Reporting
County Manager	Improve Employee Suggestion Program (W/ASU)
Employee Health Initiatives, CIO, Stadium District	Improve Benefits Open Enrollment Process
Environmental Services Health Division	Food Establishment Placard Award Program
Equipment Services	Increasing Preventative Maintenance Compliance
Finance	Developing A Grant Administration Unit (w/ASU)
Finance	E-Business Process Re-Engineering
Finance	Records Imaging And Retention
Flood Control District	Sand & Gravel Permitting
Flood Control District	Flooding Photo Retrieval Process
Human Resources, CIO, OMB	Leading Electronic Personnel Action Form (PAF) Process
Integrated Criminal Justice Information Systems (ICJIS), Clerk of the Court, County Attorney, Sheriff, Legal Defender, Office of Contract Counsel	Data Exchange Project Development And Deployment
Juvenile Probation	Juvenile Special Supervision
Juvenile Probation	Restoration, Rehabilitation And Reunification At The Community Level
Legal Advocate, Public Defender	Case Management System For Felony Case Processing
Legal Defender	Improving Team Dynamics Of Capital Case Teams
Legal Defender	Expediting Early Disposition Court Cases
Library District	Library District Commons, Information Services; Materials, Programs, and Outreach
Management & Budget	Position Management Form (PMF) Process
Medical Examiner	Timely Release Of DCs
Parks & Recreation	Customer And Market Focus, Communications, Alignment Of Goals
Parks & Recreation	Improve Cash-Handling Process
Planning & Development	Improve One-Stop Shop, Business Processes (w/Fm Solutions)
Planning & Development	SWOT P+ (Solutions w/Out Touching Permits Plus)
Public Fiduciary	Improve Estate Inventory Process
Risk Management	Heavy Equipment Training Process (Road Builder)
Transportation	Pavement Smoothness
Trial Courts	Court Access For Self-Represented Litigants
Trial Courts	Position Management Form Customer Requirements (People Mover Mavericks)

RESOURCE DEVELOPMENT

The MFR Team works with departments to develop resources that will provide guidance on understanding and applying Managing for Results principles, and will help streamline the effort to comply with current MFR reporting requirements.

FY06 Results:

- **New MFR Resource Guide Nearing Completion:** In FY06, the MFR Team completed a draft update of the MFR Resource Guide, which will be distributed in early FY07. A working group of strategic coordinators helped define desired improvements to the guide.
- **MFR Cycle Updated:** As a result of efforts to update the MFR Resource Guide, the MFR cycle was reviewed and a recommended update of the cycle will be launched in early FY07.
- **MFR Website Enhancements Underway:** In FY06, the MFR Team began work on making significant website enhancements to provide additional tools and information. Working with the CIO's office, new websites have been created with an updated look, have additional content and links to more information, are easier to navigate through, and will serve as a comprehensive resource site on MFR. The new sites will be launched in early FY07.
- **Tool for Improving MFR Data Quality Developed:** The MFR Team created a Key Results Summary form for departments to use that details the data collection, calculation, and reporting methodologies for performance measures. The form was developed to help departments improve the reliability and accuracy of their performance measurement data and will also help them meet Internal Audit certification requirements.
- **Created more than a dozen on-line tools for updating plans and performance measures to assist departments in meeting the requirements of MFR.**

► **SUCCESS:** *By creating additional resources for departments, the MFR Team is supporting MFR Key Objective #2 "to have a process for regularly reviewing and improving organizational performance."*



We're on the Web!

<http://www.maricopa.gov/mfr>

<http://ebc.maricopa.gov/mfr>



To obtain more information about Managing for Results in Maricopa County, contact the Maricopa County Office of Management and Budget, 602-506-7280, or visit the website:

www.maricopa.gov/mfr