

Maricopa County

“Through Managing for Results, the County is working to improve the effectiveness and efficiency of the services we provide, contributing to the quality of life in the community and making Maricopa County a better place to live and work.”

—David R. Smith,
County Manager



Managing for Results

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MANAGING FOR RESULTS IN MARICOPA COUNTY

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.

Strategic planning is one mechanism used by the County to continually provide high-quality services and to ensure that the most critical needs of the community are being met with measurable results. In 2000, the Board of Supervisors adopted a policy establishing a management framework, called *Managing for Results (MFR)*, which integrated planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. *Managing for Results* provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.



The Managing for Results management system allows all Maricopa County employees to say:

1. What we are doing today contributes to our strategic direction. (Every department has a strategic plan linked to their operational plan and each employee's performance plan.)
2. We know what we have done has been effective. (Performance measures are identified and managed by Activity, demonstrating the results produced.)
3. We know how much it costs to deliver our programs effectively and efficiently. (All human and financial resources are tied to the services delivered so we can tell how much they cost and how effectively and efficiently services are delivered.)

Background

By the mid-1990s, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. In 1998, after a review of best practices in the field of performance management and performance-based budgeting, the Office of Management and Budget (OMB) developed a proposal in which strategic planning, budgeting, and performance measures would be aligned in a unified process known as *Managing for Results (MFR)*. Maricopa County began implementing MFR by developing departmental strategic plans throughout the County that integrated planning with budgeting and performance measurement.

Today, Maricopa County has engaged in substantive planning and has experienced improved performance since launching the *Managing for Results* system. County departmental plans, and supporting strategies and budgets, focus County government on service needs and desired results; programs and activities address those needs; and performance measures gauge how effectively and efficiently County government is delivering those services.



MANAGING FOR RESULTS IN MARICOPA COUNTY

Managing for Results (MFR) System

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to taxpayers. MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with six modules that support the process:

Planning for Results. Strategic goals and operational plans are developed into overall department strategic plans that are aligned to the County's strategic priorities and goals, and are incorporated into employee performance plans. Each department plan includes key strategic management elements: strategic issues, a mission and vision statement, and strategic goals, which determine the strategic direction of the department. Operationally, departmental strategic plans are organized into three levels—programs, activities, and services—which determine how the department will deliver results.

Measuring for Results. Maricopa County uses a balanced and practical approach to performance measurement by using a Family of Measures that includes demand, output, efficiency, and result measures. The Family of Measures and other Key Result Measures, such as service quality and employee and customer satisfaction, taken as a whole, provide information on how effectively and efficiently departments are working toward achieving desired results and how well departments are performing.

Budgeting for Results. Maricopa County has a budget system that provides financial and performance information to help decision makers make informed business decisions to achieve results, and ensures that the budget is driven by Board policy and priorities, and by customer needs. The County uses the operational structure developed in the strategic plan to structure activity-based financial planning and reporting for each department, which allows the County to show that tax dollars are used to purchase results, not just fund services.

Delivering Results. Based on available resources established through the budgeting process, departments develop and implement actions plans to deliver services and collect data about their performance, including levels of customer and employee satisfaction. Program performance measures and budgets are monitored throughout the fiscal year. Regularly reviewing measurement data and other information ensures that program requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan.

Maricopa County Strategic Priorities

- Safe Communities
- Public Health
- Regional Leadership
- Sustainable Development
- Fiscal Strength
- Quality Workforce
- Citizen Satisfaction

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Analyzing and Reporting Results. Performance data are collected and analyzed to provide County decision makers with information about how well a department is providing services and achieving its goals. The County has put procedures in place to ensure that department performance information is sufficiently complete, accurate, valid, and consistent to provide assurance that reported data can be relied upon for decision-making. Reporting results provides accountability to taxpayers and provides an opportunity for departments to celebrate achievements and share best practices.

Evaluating and Improving Results. Overall evaluation of what the performance information is telling County and department leadership about the effectiveness and efficiency of programs and services leads to improving performance. Departments regularly compare organizational and individual performance against established goals and objectives and performance targets and then use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes.



Increasing Accountability, Improving Performance, Achieving Results

Strategic Planning

