



Award Winners!!

Arizona Quality Awards

The annual Arizona State Quality Awards Program, sponsored by the Arizona Quality Alliance, recognizes Arizona organizations for performance excellence. Five County departments were recognized with awards in 2005. **Parks & Recreation** won the *Pioneer Award for Quality*, which honors organizations that have established and deployed fundamental quality systems within their operations, attaining high levels of performance excellence in

process implementation. Four departments were honored with the *Showcase in Excellence Awards*, which recognize organizations for specific process excellence. This program allows organizations to focus on individual processes and build toward a complete quality implementation. Departments recognized with Showcase Awards include **Animal Care and Control** — Animal Licensing Process; **Adult Probation**— Managing Adult Sex Offenders in the Community Program; **McDOT**— Pavement Smoothness



Program; and **Legal Advocate**—Case Management System for Felony Case Processing

This is the first year that Maricopa County has submitted applications for the award so it is quite an accomplishment to have received 5 awards.

Congratulations to all the winners!!!

Strategic Fitness Awards

In addition to the Fiscal Fitness Awards, OMB presents Strategic Fitness Awards annually to those departments that best adhere to and embody the principles of Managing for Results. The awards recognize departments for their efforts in effectively carrying out the strategic management requirements of the County. Award winners are selected based on criteria related to completing/updating issues statements, aligning

department goals with Countywide strategic priorities, developing and reporting performance measure data, and reporting progress on strategic goals within reporting timeframes. Honorable mentions are given to departments that showed significant improvement from last year.

FY2004-2005 Strategic Fitness Award Winners

- Adult Probation
- Animal Care & Control
- Clerk of the Court
- Community Development

- Emergency Management
 - Finance
 - Juvenile Probation
 - Materials Management
 - Parks & Recreation
 - Stadium District
- Honorable Mention:**
- Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Defender
 - Sheriff

Fiscal Fitness Awards

Annually, OMB presents Fiscal Fitness Awards to

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Winter 2005

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Welcome new Strategic Coordinators!

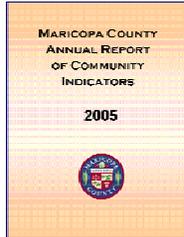
- Trace Terrin, Air Quality
- Gordon Jennings, Planning & Development
- Janet McNaughton, County Attorney
- WenShan Lin, Correctional Health

Evaluating Results

Community Indicators 2005

Community Indicators Report

The 2005 edition of the Maricopa County Community Indicators Report has been released. The report, prepared by the MFR Team, provides accountability to citizens by publishing information on how the County is doing in achieving its strategic goals and priorities based on a variety of community indicators. The indicators selected for inclusion represent broad interests and trends in Maricopa County, and in most cases, are comparable to similar counties throughout the



nation. The report is available on the MFR web site <http://www.maricopa.gov/mfr/>

Mid-Year Progress Report

The MFR Team also is in the process of compiling the first mid-year report on progress in implementing the Board of Supervisor’s 2005-2010 Strategic Plan. The mid-year report will include highlights of progress during the first six months of FY 2006 (July 1 – December 30, 2005) in implementing the strategic objectives. The report will also serve as David Smith’s performance report to the Board and may be made available on both the internal and external Maricopa web sites. The mid-year report will be available in February.



Decision Making

Process Improvement Update

Most departments have now identified a process improvement project for FY2006 or have sent personnel to training to help them select one. This process improvement class, Selecting a Key Process to Improve, will be offered again on January 18 from 9:00 a.m. until 12:00 p.m. in the Aspen/Birch Training Room. This class is designed to help teams select a process to improve that is important to their customers. It also contains information about flowcharting the “as-is” process and gathering data about the performance of the process as well as how to set up and operate process improvement teams. This class was also conducted on November 3, 2005 and December 7, 2005. An interesting metric is that of the 11 departments who applied for an Arizona Quality Award in 2005, and thus fulfilled their process improvement requirement for FY2006, 7 departments sent personnel to participate in this training, an

indication of their on-going commitment to process improvement.

One Countywide process improvement initiative currently underway is developing an automated solution for the current process of completing personnel actions, such as hiring an employee or making changes to an employee’s status. Currently, these personnel actions are accomplished using a Personnel Action Form (PAF). This process affects every Maricopa County department and each employee. The internal customers of this process said it was broken, and management listened. Human Resources management initiated this effort. Customers have been extremely cooperative in providing information that will allow a detailed Users’ Requirements document to be prepared that will guide the development of the automated solution. More details on this will be provided as milestones are achieved.

“Our receiving the recent Arizona State Quality Awards highlights not only the significant accomplishments of the [award-winning] departments, but also reinforces our commitment to making process improvement an integrated part of our management culture.”

—David Smith



Planning for Results

Tips on Developing Issue Statements



Developing Issue Statements is an important part of Planning for Results. Issue Statements summarize the issues and trends that will have a major impact on the department and its customers over the next two to five years. They are products of the Environmental Assessment, which is based on data-supported information and professional judgment that describes changes anticipated from

inside and outside the Department. Every Issue Statement should contain two parts: (1) a description of the major issues or trend; and (2) a description of its impact on the Department. These should not be statements of need or action statements.

Issue Statement key criteria:

- Does each Issue Statement contain two parts?
- Are the Issue Statements based on sound data and factual information and not on anecdotal information or

- hearsay?
- Do the Issue Statements clearly state the issue as a statement of fact, not as statements of action, need, solution or recommendation?
- Are the Issue Statements clearly stated without jargon so managers can talk about them with employees and the general public?

For more information on developing Issue Statements, and conducting Environmental Assessments, consult the MFR Resource Guide on the web.

**Definition:
Structurally
Balanced Budget
— A budget in
which all
recurring
expenditures are
fully supported by
recurring sources
of funding**

Budgeting for Results

FY 2006-07 Budget Development

Maricopa County is in the process of developing the FY 2006-07 budget. Budgeting for Results (BFR) is part of Maricopa County's overall Managing for Results efforts. This year, performance measurement data will be entered into a new BFR section of the budget

development system. OMB budget analysts have been working with departmental liaisons to ensure that the correct measurement information is reflected in the cube. The BFR measures cubes will then be populated by departments with performance data and targets

and used by OMB budget analysts to develop budget recommendations for FY 2007.

For more information about Budgeting for Results, consult the MFR Resource Guide and the OMB web site on the EBC.

Reporting Results

AGA Conference

The Association of Government Accountants (AGA) held its first National Performance Measurement Conference on November 14-15, 2005, in Portland, Oregon. The conference focused on service efforts and accomplishment reporting. Many notable

speakers led the sessions, including Robert Attmore, Chairman of the Governmental Accounting Standards Board (GASB), and Ted Greenwood, Program Director of the Alfred P. Sloan Foundation. Federal, state, and local officials shared their

experiences with reporting on performance measures. Reporting was viewed as a key link in the chain from strategic planning to public accountability and Managing for Results; many of the presentations can be found at <http://www.agacgfm.org/pmc/presentations.htm>



Countywide Strategic Plan Update

Work continues on the consolidated Countywide plan. The Corporate Review Team met on November 22, 2005, to review changes to the plan and to discuss next steps. Departments submitted a number of recommended strategic objectives that provide additional details about how the County's strategic goals will be achieved. The addition of many of these objectives to the plan establishes a comprehensive document that will serve as a high-level guide to what Maricopa County will strive to achieve over the next five years.

In the area of strategic performance measures, the MFR Team and the Corporate Review

Team agreed that the performance measures for the Countywide plan need additional refinement prior to finalization. Over the next several weeks, the MFR team will be working with departments to identify a limited set of outcome-oriented measurements related to the County priorities and goals. Focus group sessions may also be convened in the next several weeks with lead/co-lead departments to help identify and reach consensus on performance measures and targets that will form the basis for the 2006 Annual Report of Community Indicators.



Meet Janet Woolum, MFR Analyst

Janet Woolum, a new Managing for Results Analyst, joined OMB on October 24. Janet comes to Maricopa County from the State of Arizona, serving first as the Director of Research and Strategic Planning at the Arizona Office of Tourism and most recently as Research Director at the Arizona Department of Commerce. In those capacities, her responsibilities included overseeing departmental strategic plan development and implementation, developing valid and reliable performance measures, and tracking and reporting performance indicators to inform management decision-making and strategy development. While at the Office of Tourism, Janet oversaw the development of the 10-year

statewide tourism development strategic plan, which included facilitating information gathering sessions with citizens, government officials, and industry professionals, developing statewide goals, objectives and performance measures, and creating a system for tracking, analyzing, and reporting on statewide progress.



Janet earned her Master's degree in history from Arizona State University, and a dual bachelor's degree in history and social science from Boise State University, in Boise, Idaho.

About the MFR Team

Our Purpose: The purpose of the MFR Team is to help County Departments plan, measure, report and improve performance in order to deliver outstanding results for Maricopa County residents.

Key Area of Focus: Providing 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



“A simple definition of a learning organization is a group of people continually enhancing their capacity to create what they want to create.”

—Peter Senge

Other MFR News

Professional Development/ Training Opportunities

Performance Measurement Certification Class

Internal Audit is offering a class on the Performance Measure Certification process to help departments understand how to achieve a “passing” score on a performance measure audit. The class will focus on what the reviewers will be looking for as they review department performance measures. Open to all interested employees. Date: February 15, 2006; Location: Aspen/Birch Learning. Sign up today for course PDV355A .

AGA Managing for Results Conference

The AGA Managing for Results Conference is coming up – to be held in Washington D.C, February 2-3, 2006. Education sessions will provide technical training, emerging trend snapshots, leadership secrets, and lessons learned from accountability professionals, all of which are useful info and tools for strategic coordinators. For more info or to register, go to http://www.agacgfm.org/nlc_2006/index.htm on the web or contact the AGA at 800-242-7211 x322.

City and County Performance Summit

The 2006 City and County Performance Summit will be

held March 6-8, 2006 in Las Vegas, NV. Topics to be covered include: managing people for performance, collecting and reporting performance information, benchmarking and comparing performance, and measures that make a difference. For more info or to register, go to <http://www.cityandcounty.org/Performance/> or contact the Performance Institute at 703-894-0481.



Award Winners (cont.)

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departments that excel in budget preparation and exhibit fiscal prudence. Criteria used for the FY 2004-2005 Fiscal Fitness Awards include (1) departmental budgets are correctly budgeted by activity; (2) general contingency funds are not requested; (3) budget variances are favorable; (4) budget projections have been

submitted accurately and timely; (5) grant and indirect-cost budgeting is done properly; (6) agendas are complete and timely; and (7) budget submission is timely and complete.

FY2004-2005 Fiscal Fitness Award Winners

- Adult Probation
- Call Center
- Clerk of the Court
- Community Development
- Emergency Management

- Finance
- Legal Advocate
- Materials Management
- Parks & Recreation
- Recorder
- Risk Management
- Superintendent of Schools
- Transportation

Honorable Mention

- Animal Care & Control
- Juvenile Probation



Maricopa County



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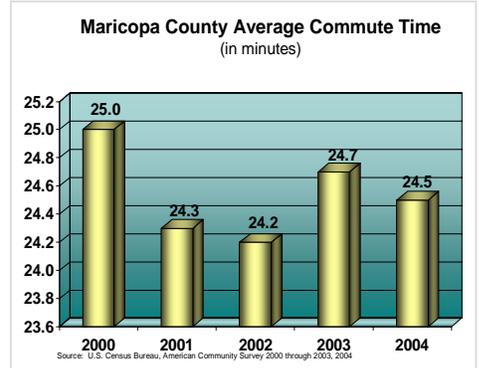
We're on the Web!

www.maricopa.gov/mfr

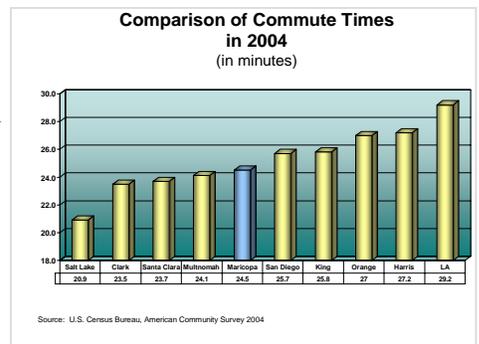
The Back Page Story

From the Community Indicators Report 2005:

The ability for citizens, their families and friends, their employers/business associates, and others, such as tourists, to access and move about the County is a major contributor to the livability of the area. The County has direct responsibility for some of the local transportation system, such as the roadways in unincorporated areas. It also is a key player in regional transportation planning which affects all who live and work in Maricopa County.



Average commute time in Maricopa County fell slightly in 2004 from 24.7 minutes to 24.5 minutes, a positive measure nonetheless given the County's growth in all directions. Among the benchmark counties, Maricopa County ranks sixth in commute times, with Los Angeles County (CA) recording the longest commute time at 29.2 minutes. Only Maricopa County, King County (WA), and Orange County (CA) saw declines in commute times in 2004.



MFR Calendar

FY 2006 Strategic Coordinators Meetings

Tuesday, January 24, 2006, 8:30am—12 noon

Tuesday, April 18, 2006, 8:30am—12 noon

Tuesday, July 18, 2006, 8:30am—12 noon

FY 2006 Quarterly Measures Reporting Schedule

The MFR Database will be open for quarterly reporting of performance measures data as follows:

2nd quarter MFR Data Entry: January 2, 2006 — February 10, 2006

3rd quarter MFR Data Entry: April 5, 2006 — May 12, 2006

4th quarter MFR Data Entry: July 5, 2006 — August 11, 2006

Countywide Strategic Plan Reporting

Mid-Year Progress Reports Due January 27th

Annual Progress Reports Due July 28th