



MFR Version 2.0 Coming Soon

Since its introduction in 2000 and 2001, the blueprint provided by the County's *Managing for Results* Program has evolved into a strong foundation for how the County budgets, plans, and reports results. Activity-based and performance-based budgets have been fully integrated into the County's budgeting process so that tax dollars are used to purchase results, not just fund services. An expanded County strategic plan, with specific goals and objectives, was adopted in 2005 to provide overall direction and focus on a key set of priorities. New annual and bi-annual performance reports and community indicators reports have been developed to strengthen and demonstrate accountability for results. All in all, in the half-decade or so since its inception, MFR has grown to become an integral management approach that is reflected throughout the County.

Over the last few months, the MFR team has been working to update the MFR websites and the MFR Resource Guide, coordinating an overhaul of the Countywide Administrative Services and Information Technology Programs, and enhancing MFR training. During that process, it became evident that the MFR Program needed some rethinking. Information gleaned from the strategic coordinator assessment, from quarterly meetings throughout the last year with coordinators, from a strategic coordinator working group, and from other feedback received during training and other venues, all pointed to a need to go beyond just updating MFR to actually revisiting and enhancing the MFR cycle.



(Continued on page 2)

Strategic Coordinators Assessment Follow-up

At the April meeting, we reviewed and discussed the findings from the strategic coordinators assessment. The purpose of the assessment was to initiate a discussion about the roles and responsibilities that strategic coordinators currently have in their departments. The assessment asked about the roles strategic coordinators already handled as well as the roles they believed they should handle. There will be additional follow-up at the next coordinators meeting and at an upcoming management team retreat.

Some of the topics that emerged from the April discussion emphasized the importance of engaging management team members in

playing a more active role in the strategic elements of MFR, advanced training for coordinators, and more outreach to program managers and front-line staff.

As a result of this initial discussion, the MFR Team is proactively addressing some of these issues. The team is developing a quarterly publication specifically for management team members on "Leading MFR." The MFR Team also is developing several new advanced MFR classes that will be the foundation for an MFR Certificate Program to be launched in early 2007, and is working on an MFR guide aimed at program managers and front-line staff. These also will be made available in early 2007.

Summer 2006

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Welcome new Strategic Coordinators!

Justin Frank, Assessor's Office

MFR Resource Guide and Website Updates

The MFR Team is revising the *MFR Resource Guide* and redesigning the MFR websites on both the EBC and the WWW. Both the guide and the websites will include more resources to fully implement every aspect of MFR at the County and the departmental level. A team of Strategic Coordinators has been advising the MFR Team on the revisions to ensure the information provided is useful, consistent, and easily accessible.

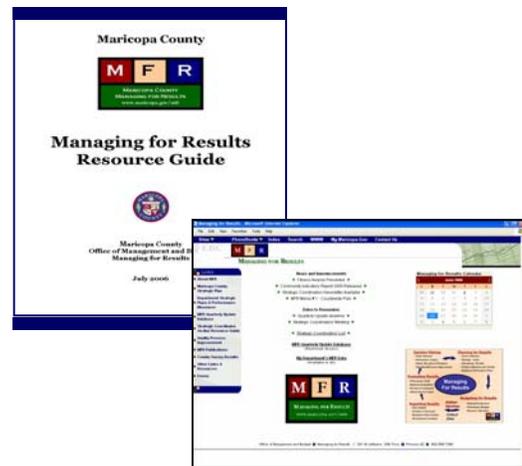
The original *Strategic Planning Resource Guide* was published in 2002. The primary focus in 2002 was to help departments develop their strategic plans and performance measures and identifying programs, activities, and services. The revised guide includes some of the same information, but the content has been expanded to incorporate the entire MFR cycle. New content in this update will include additional information on defining performance measures and proper data collection methodology to ensure valid and reliable measures and reported results; and tips and tools for analyzing, reporting, and using performance information for decision making. Other new features include a Table of Contents and comprehensive index for easy access to the information; examples and references; and numerous check lists and worksheets to help focus and streamline MFR activities.

The MFR EBC website to be being redesigned as a complimentary resource to the print guide. The EBC website will have a new look and have additional resources such as an MFR calendar; fill-in forms and check lists; quick links to additional tools and resources; and information tied to every element of the MFR Cycle so you can access information as you move through the entire MFR process. The website will be populated with the most up-to-date information on MFR

activities, policies, memos, training opportunities, County process improvement efforts, and links to external strategic planning publications and other resources.

The WWW site will be redesigned to focus on accountability to the public by providing information about the County Strategic Plan, the Managing for Results effort, and County and departmental progress toward achieving goals and objectives. It will include access to downloadable documents such as the *Community Indicators*, the *County's Annual Performance Report*, as well as direct access to departmental strategic plans.

The MFR Team expects to have the revised Resource Guide and the websites completed by late July or early August 2006.



MFR Version 2.0 (cont.)

(Continued from page 1)

To that end, a refreshed MFR cycle ("MFR Version 2.0") will be introduced at the Strategic Coordinators Meeting on July 18th. The enhanced version does not add additional elements to MFR. Rather, it extends the emphasis throughout the cycle from beginning to end, to ensure that the upfront stages of planning and budgeting are

complemented with equally solid attention to the latter stages of analysis, evaluation, and improvement. The enhanced cycle is intended to improve the flow of the cycle and clarify the key elements therein and will be reflected on the new website,

resource guide, and training materials slated to become available in July. We look forward to sharing the enhanced MFR cycle with you on July 18th!



Planning for Results

Updating Strategic Plans for FY2008

The first step in planning for FY2008 is to review and prepare updates to departmental strategic plans. Last year, a number of departments submitted updates to their plans to incorporate or align with goals in the Countywide plan. Departments that did not complete plan updates for FY2007 are encouraged to carefully review their current plans and determine whether an update is necessary for FY2008.

The MFR Team has been offering workshops on updating department strategic plans and enhancing key result measures. The classes have been very well received. Nearly 100 participants, including department directors,

program managers, strategic coordinators, budget liaisons, and OMB budget analysts have attended. Another class will be offered on July 18. Materials in the class include a number of tools and checklists that can be downloaded from the EBC website to use during the plan update process and to define or enhance key result measures and other performance information.

All plan submissions are due to OMB by September 29, 2006. OMB will review the proposed changes and finalize the updates with departments by November 3, 2006, so that the revised plan can form the basis of the budget submission that will be due in January 2007.

Budgeting for Results

IT and Admin Services Program Changes

In response to concerns and issues raised by departments about the complexity and lack of clarity of the IT and Administrative Services Program, OMB undertook a full overhaul of both programs. These changes should help improve the accuracy of the information being compiled and reported and should alleviate some of the reporting requirements previously required for both programs.

Administrative Services Program

For the Administrative Services Program, the Activities and Services and related performance measures were streamlined and simplified. One of the most significant changes to the requirements is the removal of Service-level PAS codes. In addition, the compilation and reporting of all performance data for this program will be done centrally by the respective administrative departments so individual departments will no longer need to collect and enter this data.

Information Technology Program

An IT Governance Working Group, comprising IT representatives from several County departments, convened to clarify and simplify the IT Program. The working group eliminated one Activity and made adjustments to improve the remaining Activities. In addition, the measurements for each Activity were carefully considered and refined to meet Budgeting for Results requirements. Additional results measures also were established to provide more complete performance information about each Activity. As with the Administrative Services Program, the allocation of costs to the IT Services Program will now be made only at the Activity PAS level and not at the Service level.

Guides that provide summary information about the performance measures established for the Admin Services and IT Programs are available on the MFR EBC website http://www.maricopa.gov/mfr/MFR_Memos.asp.

FY2006 4th Quarter Measures Reporting

The MFR Database will be open **July 5, 2006 – August 11, 2006** for reporting 4th quarter and year-end actual performance measure data.

During this period, departments should also enter progress reports for their goals and provide any explanatory comments about their performance measures.

The FY2007 MFR Database is expected to be available in early September to input approved FY07 plan changes.

Decision Making

Process Improvement Update

By Kirk Jaeger

Over the past year, the County has embarked on a coordinated effort to identify and undertake process improvements that will enhance the quality, efficiency, and effectiveness of the services provided by the County. Process improvement, one of the elements of the County's MFR Program, also aligns with the County's Strategic Plan, specifically the strategic priority and goals for increasing citizen satisfaction.

The Process Improvement Steering Committee, which formed this year to guide and assist teams working on process improvements, has been tracking efforts throughout the County. To date, more than 50 efforts have been identified in various County departments. Some examples of improvement efforts underway include:

Preventative Maintenance – In response to MFR performance measurement data, **Equipment Services** is trying to increase the percentage of County vehicles receiving timely maintenance in order to avoid more expensive repairs and shortened life of the County fleet.

Asset Inventory Management System – **Facilities Management** is pilot-testing an inventory management system to reuse modular furniture. It is estimated that this program will save over \$250,000 in Fiscal Year 2007.

Benefits Open Enrollment – A cross-functional team is working to further improve employee/customer satisfaction with the on-line Benefits Open Enrollment process. **Employee Health Initiatives (EHI)** and the **Office of the Chief Information Officer** are very involved in this effort as are personnel from other departments, including the **Sheriff's Office**, **Trial Courts**, and the **Stadium District**, to

bring a customer perspective to the effort. During the last Benefits Open Enrollment, the team gathered data from its customers in several ways, including an Open Enrollment Survey and customer phone calls. Currently, the team is analyzing this data to target specific areas for improvement.

The Open Enrollment effort began when EHI listened to feedback from their customers, but process improvement projects have been initiated in other ways. Some efforts began when departments analyzed their MFR data. Other efforts resulted from the very detailed feedback provided through the Arizona Quality Awards applications.

These process improvement efforts are not all structured alike: Some efforts involve formal process improvement teams, while other departments contract with outside consultants. Natural work groups also form teams to work on improving their work processes with the approval of their management. Additional teams may be ad hoc teams that are formed to address a specific problem very quickly. The common element of these efforts is that they rely on data collection and analysis, and data-driven decisions are made that must be based on facts, not opinions. Although some efforts are completely contained within a particular department, others are cross functional, including people from two or more departments such as the EHI effort noted above.

If you are interested in learning more about any of the process improvements underway, are aware of additional efforts not on this list, or are considering your own process improvement effort, please contact Kirk Jaeger at 506-7104 or by e-mail at jaegerk@mail.maricopa.gov.



"The significant problems we face cannot be solved at the same level of thinking we were at when we created them."

— Albert Einstein



MFR Checklists Added to the EBC

The MFR Team has created a number of tools and checklists to help when updating strategic plans, or defining or enhancing key result measures and other performance information.

The checklists can be downloaded from the MFR EBC website

Great Places to Work Initiative

As part of the action plan to achieve the strategic goals aligned to Strategic Priority 6 “Quality Workforce,” the County began to examine where it currently stands as a “best place to work.” The County contacted representatives from the Great Places to Work® Institute (GPTW), the organization that produces *Fortune Magazine’s* annual ranking of the “100 Best Places to Work,” to discuss steps Maricopa County can take to better understand how it fares as a best place to work in comparison to other organizations—public and private.

GPTW representatives visited the County in March to make a presentation to management team members. They provided insights into the core characteristics of a great place to work, which is one where you:

- ☺ **Trust** the people you work for,
- ☺ Have **pride** in what you do, and
- ☺ **Enjoy** the people you work with.

GPTW representatives conducted focus groups with management team members, employees, and first-level supervisors to learn more about employee perceptions of working for the County. They also did a brief review of recent employee survey data. The following is a summary of their findings and their recommendations:

Findings: Maricopa County employees appreciate the benefits and the flexible schedules offered by the organization and enjoy the camaraderie within their departments. However, feedback revealed concerns with fairness issues, feeling valued, and the credibility and trustworthiness of leaders. In part because of the nature of the County’s complex organizational structure, a lack of cohesion and consistency of management practices was perceived. Many people, therefore, are not working toward a common goal and do not feel supported by departments outside of their own.

Observation: Without trust, Maricopa County will not have the full support of an engaged and supportive workforce, and subsequently will not fully realize its stated mission and vision.

Recommendations: Gain commitment from stakeholders to embrace the principles of Great Places to Work; establish key performance indicators to measure program efficacy; and measure the level of trust, pride, and camaraderie across the organization.

The next step in the Great Places to Work effort is to correlate the findings from the focus groups with data from the most current County employee survey to identify key areas for improvement, which will be completed in the Fall of 2006.



Great Places to Work



- CREDIBILITY
- RESPECT
- CAMARADERIE
- FAIRNESS
- PRIDE

Community Indicators Report 2006

The MFR Team has begun work on the 2006 edition of the *Maricopa County Community Indicators Report*. The report 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. In the past few months, the MFR Team worked with lead and co-lead departments to enhance the indicators associated with the strategic priorities. Indicators selected for inclusion represent broad interests and trends in Maricopa County, and in most cases, are comparable to similar counties throughout the nation. Criteria for selecting the indicators are:

- Relevant*—addresses a County strategic priority or goal
- Consistent and Reliable*—information source provides high-quality data over a number of years
- Comparable*—data allows for comparisons and trend analysis over time
- Credible*—indicator is believable and comes from a trustworthy source
- Valid*—indicator is measuring what it is intended to measure

The *2006 Community Indicators Report* will be available in October. Previous reports are available on the MFR website <http://www.maricopa.gov/mfr/>

County Strategic Plan Annual Report

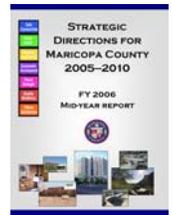


The MFR Team is compiling the first annual report on progress in implementing the Board of Supervisors' 2005-2010 Strategic Plan. The report will highlight and summarize a number of actions and efforts underway across the County that are helping to advance and achieve the Board's priorities. The mid-year progress report, issued in February, was very well received by the Board and the County Manager. Nearly 1,000 print copies were distributed. A copy of the Mid-Year Report is available at <http://www.maricopa.gov/mfr>.

For the annual report, departments have been asked to supplement key elements from the mid-year report with information on overall accomplishments and progress during FY2006. To compile the annual report, County

departments identified as lead or co-leads on strategic goals were asked to provide an update on progress toward achieving the goals during FY2006. Additionally, all departments were asked to provide details about partnerships and relationships with local area governments and Tribal Nations, and on their efforts to improve access to the services offered by the County.

The deadline for submitting information to be included in the report is July 28, 2006. Please submit information to Janet Woolum, MFR Analyst, 602-506-7103, woolumj@mail.maricopa.gov.



Annual Citizen Survey

Since 2000, the County has conducted an annual Citizen Satisfaction Survey to assess how its County residents perceive the quality of service delivered by County government.

Maricopa County Research and Reporting conducts the general population survey via telephone using random dialing from telephone subscriber lists. The study targets households in Maricopa County with at least one adult (age 18 or older) in residence who is a permanent resident of the County. The questionnaire is administered by Research and Reporting staff and has remained largely unchanged over time to provide comparative data for analysis. In addition to questions about the quality of general County government services, the survey contains

questions about selected services offered by a number of departments. The 2006 survey will begin July 5, 2006, and run through August 2006. Results will be available in September. Previous survey results can be found on the MFR website: <http://www.maricopa.gov/mfr/css.asp>

The level of satisfaction of County residents indicates how well the County is performing based on satisfying customer needs or expectations. Understanding the level of customer satisfaction is paramount to improving the quality of County services. Departments are encouraged to conduct their own customer surveys to supplement the citizen survey with more specific data to use in assessing the quality of services provided.

Research and Reporting conducts a number of surveys each year and are a great resource for designing quality surveys and also helping in analyzing survey results.

Strategic Priority 7: Customer Satisfaction

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.



Other MFR News

State Quality Award Applications

The Arizona Quality Awards, sponsored by the Arizona Quality Alliance, recognize Arizona organizations for performance excellence. Five County departments were recognized with awards in 2005. Several departments have indicated they plan to apply in 2006. Deadline to apply is July 14. To learn more about the Quality Awards, go to <http://www.arizona-excellence.com>

Innovations in American Government Award

Innovations in American Government, a program of the Ash Institute at the Harvard University Kennedy School of Government, strives to identify and celebrate outstanding examples of creative problem solving in the public sector. All units of government in the United States are eligible to apply. Applications are accepted throughout the year in all policy areas. Applications submitted on or before September 12th will be considered for the 2007 Innovation Awards. Applications

submitted after September 12th will be considered for the 2008 Innovations Award. Eligible programs must have been implemented 12 months prior to the date of submission and must be currently in operation. *Winners will be eligible to receive a grant of \$100,000.* For more information on the awards program, go to <http://www.ashinstitute.harvard.edu/Ash/>

Certificate in Public Performance Management at Rutgers University

The National Center for Public Productivity at Rutgers University offers an on-line certificate program focusing on citizen-driven performance measurement. The five-course program provides training on developing performance measurement systems culminating in a Professional Certificate in Public Performance Measurement. For more information go to: <http://www.ncpp.us>

Upcoming Conferences

AGA Second Annual National Performance Management Conference. October 30-31, 2006, Schaumburg, IL (just north of Chicago O'Hare Airport). Focuses on government performance reporting. http://www.agacgfm.org/pmc_2006/index.htm

Measuring and Reporting Performance Information in Government. July 24-27, 2006, Arlington, VA. Offered by The Performance Institute. <http://www.performanceweb.org/>

MFR Bookshelf

Below is a list of references and reports that provide additional information on a variety of MFR elements. All are available on the Internet [available as of June 30, 2006]:

Fairfax County, Virginia. (2005). *Fairfax County Measures Up: A Manual for Performance Measurement*. http://www.fairfaxcounty.gov/dmb/perf_measure.htm

Fairfax County, Virginia. (2005). *Manual for Data Collection for Performance Measurement*. http://www.fairfaxcounty.gov/dmb/perf_measure.htm

National Center for Public Productivity. *A Brief Guide for Performance Measurement in Local Government*. <http://www.andromeda.rutgers.edu/~ncpp/cdgp/teaching/brief-manual.html>

U.S. Government Accountability Office. (2005). *Managing for Results: Enhancing Agency Use of Performance Information for Management Decision Making*. <http://www.gao.gov/new.items/d05927.pdf>

The Urban Institute (2004). *Analyzing Outcome Information: Getting the Most from Data*. <http://www.urban.org/publications/310973.html>

The Urban Institute (2004). *Using Outcome Information: Making Data Pay Off*. <http://www.urban.org/publications/311040.html>





Maricopa County



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We're on the Web!

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

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

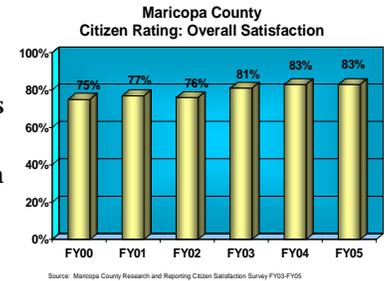
The Back Page Story

From the Community Indicators Report 2005:

Citizens want and deserve quality services from government for their tax dollars.

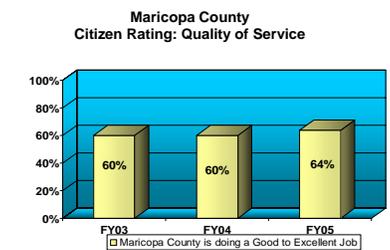
One of the strategic priorities of Maricopa County is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided, including effectiveness in telling the public about the services it provides.

The County's annual Citizen Satisfaction Survey (see p. 6) also asks "How satisfied are you with Maricopa County government?" In FY05, 83% of the respondents indicated they were satisfied with County government. This satisfaction rating has increased over previous fiscal years.



Source: Maricopa County Research and Reporting Citizen Satisfaction Survey FY03-FY05

To get more specific ratings on the quality of the services provided by the County, the Citizen Satisfaction Survey also asks "In general, how would you rate the job that Maricopa County is doing, would you say it is excellent, good, fair, poor or very poor?" A majority of respondents (64%) believe that Maricopa County is doing a good to excellent job, a slight improvement from FY04 (60%).



Source: Maricopa County Research and Reporting Citizen Satisfaction Survey FY03-FY05

MFR Calendar

FY 2007 Strategic Coordinators Meetings

Meetings will be held in the Aspen/Birch Training room, 3rd floor, Administration Building

Tuesday, July 18, 2006, 8:30am—11:30am

Tuesday, October 24, 2006, 8:30am—11:30am

Tuesday, January 23, 2007, 8:30am—11:30am

Tuesday, April 17, 2007, 8:30am—11:30am

FY 2007 Quarterly Measures Reporting Schedule

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

1st quarter MFR Data Entry: October 4, 2006 — November 10, 2006

2nd quarter MFR Data Entry: January 3, 2007 — February 9, 2007

3rd quarter MFR Data Entry: April 4, 2007 — May 11, 2007

4th quarter MFR Data Entry: July 3, 2007 — August 10, 2007

Countywide Strategic Plan Reporting

Annual Progress Reports Due: July 28th, 2006