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# Maricopa County



# Managing for Results Resource Guide



**Maricopa County  
Office of Management and Budget  
Managing for Results**

**July 2007**

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# Introduction

## About this Resource Guide

This guide has been developed to provide information about, and tools for, implementing *Managing for Results (MFR)* in Maricopa County. It is intended to provide guidance on how to create and/or update Strategic Business Plans, focus Strategic Goals on results, develop measures that give useful information for decision making, and integrate *Managing for Results* principles in all management processes to achieve maximum benefit and ensure continuous improvement so that departments achieve results for citizens of Maricopa County.

## How the Guide is Organized

The guide is divided into six parts covering the major aspects of *Managing for Results*. Each part is further divided into specific components so that you can go right to the subtopic you want.

Part I (Sections 1-3) – **Introducing *Managing for Results (MFR)***. This includes an overview of the *Managing for Results* system, a description of the County Plan, an introduction to the MFR Team, and a glossary of key terms you will need to know.

Part II (Sections 4-8) – **Planning for Results**. This includes elements of a Strategic Business plan including mission, vision, issue statements, goals, Programs/Activities/and Services, and performance measures, as well as how to conduct environmental assessments, update Issue Statements and Strategic Goals, and prepare employee performance plans. This includes guidelines for identifying performance measures, developing a data collection strategy, setting performance targets, and ensuring data collection methods adhere to recognized standards.

Part III (Section 9) – **Budgeting for Results**. This includes information about the Countywide budgeting process, and key components of Budgeting for Results.

Part IV (Sections 10-11) – **Delivering Results**. This includes implementing strategies, monitoring programs and budgets, and collecting data.

Part V (Sections 12-14) – **Analyzing and Reporting Results**. This includes information about effectively analyzing results and communicating results to staff and to external stakeholders.

Part VI (Sections 15-17) – **Evaluating and Improving Results**. This includes information on evaluating and using performance information to improve processes and results.

Appendices – Contain a variety and forms, checklists, worksheets, etc., to assist in MFR efforts. All documents in this *Resource Guide* can be photocopied and duplicated for widespread use without restriction.

## Conventions Used in the Guide

For the purposes of this guide, the term “department” refers to a governmental entity designated as an appointed or elected office, agency or department (including the Judicial Branch), or a Special District; and the term “citizen” refers to residents of Maricopa County.

## How to Use the Guide

This Resource Guide is both a guidebook and a reference book. If you are new to *Managing for Results*, you can read it cover to cover to get a sense of how *Managing for Results* is implemented in Maricopa County, or you can go directly to the information you want about a specific task or topic. More information, such as deadlines and updated directives, is available on the EBC, so you are advised to visit the MFR site, <http://ebc.maricopa.gov/mfr>, often for the most current information.

## Part I. Introducing Managing for Results (MFR)

### Section 1. Overview of MFR

In this section

- ✓ Managing for Results in Maricopa County
- ✓ County Strategic Plan
- ✓ Managing for Results Policy

### 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 value for their money.

The County is committed to continually providing high-quality services to its customers, and ensuring 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 integrates planning, budgeting, reporting, evaluating, and decision making for all Maricopa County departments and agencies. *Managing for Results* ensures the focus stays on the customer, provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

The *Managing for Results* management system is designed to allow all Maricopa County employees to be able to make the following three statements:

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, a demonstrating the results produced.)
3. *We know 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)*. In the summer and fall of 2000, Maricopa County began implementing MFR by developing departmental strategic business plans that integrated planning with budgeting and

performance measurement. The financial accounting system, which was enhanced to parallel the Programs, Activities, and Services (PAS) delineated within each department strategic business plan, became operational in Fiscal Year 2002.

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 real service needs and desired results; programs and activities address those needs; and performance measures gauge how effectively and efficiently County government is delivering results for its customers. Services throughout the County, at all levels, are continuously improving in ways not obvious or possible before, and customers' experiences are therefore better in measurable ways.

**Managing for Results (MFR)**

*Managing for Results* is a comprehensive and integrated management system that focuses on achieving results for the customer. *Managing for Results* means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, language) are focused on achieving results for the customer. *Managing for Results* makes it possible to make good business decisions based on performance and makes it possible for a department to demonstrate accountability for results.

MFR provides a common framework under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process with five components that support the process:



**Planning for Results**

A well-executed strategic business plan promotes common understanding of a department's overall direction and purpose so that individual employees can readily determine how their work, actions, and behavior support the strategic direction and overall success. In *Planning for Results*, current and future trends are examined in terms of how they may affect achieving results for customers. Strategic goals and operational plans focused on results for customers are developed into an overall department strategic plan that is aligned to the County's strategic priorities and goals.

Each department plan includes key strategic management elements: Issue Statements, a Vision Statement, a Mission Statement, and Strategic Goals, which determine the strategic direction of the department. Operationally, departmental strategic business plans are organized into three levels—Programs, Activities, and Services—which determine how the department will deliver results. Defining levels of operation in this manner makes it possible to demonstrate how each level contributes to results at higher levels, creating an aligned organization. Supervisors and managers are able to make day-to-day decisions about resource allocation and service improvements in ways that align with the next higher level of results. The following table depicts this alignment strategy beginning with the overall Countywide vision.

Exhibit 1.1 Strategic Business Plan Element Alignment
Maricopa County Vision
Maricopa County Mission
Maricopa County Strategic Priorities and Goals
Department Vision
Department Mission
Department Strategic Goals
Program
Program Purpose Statement
Key Result(s)
Activity
Activity Purpose Statement
Services that compose the Activity
Activity Performance Measures
Results
Outputs
Demand
Efficiency

One of the most powerful tools available in the *Managing for Results* system is an employee performance management program that makes it possible for employees to see how they contribute at operational, departmental, and County levels. It is through this process that department Strategic Business Plans are actually put into action throughout all levels of the organization. The MFR process strengthens the alignment of the County’s strategic goals with the department’s strategic goals, which in turn, directly links to the performance expectations of each employee. Employee performance ratings are based on the employee’s contributions to the department’s performance results.

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes results, output, demand, and efficiency measures. The Family of Measures and other Key Result Measures, such as service quality and employee and customer satisfaction, taken as a whole, provide the context for understanding how effectively and efficiently departments are working toward achieving desired results.

During the *Measuring for Results* process, benchmarks and targets are established, and data collection strategies are developed at the Activity level based on recognized data collection standards to ensure accurate and reliable performance information is collected.

### ***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 customer needs and that tax dollars are used to purchase results, not just fund services. The County uses the operational structure developed in the strategic business plan to structure financial planning and reporting for each department. The financial cost-accounting system parallels the Programs, Activities, and Services (PAS) delineated within each department's strategic plan. This allows departments to collect expenditure and revenue data associated with their PAS. Integrating *Budgeting for Results* with strategic planning is critical to creating an integrated management system where financial resources, policy, department operations, and County staff are all aligned to achieve results.

### ***Delivering Results***

Based on available resources established through the budgeting process, departments develop and implement action plans to deliver services and collect data about their performance, including customer and employee satisfaction. Program performance measures and budgets are monitored throughout the fiscal year, as is progress toward achieving goals. Reviewing measurement data and other information regularly 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.

### ***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 results. Performance information also is used by all levels of management and staff to identify problems in existing programs, to try to identify the root causes of problems, and/or to develop service improvement efforts. The County's Internal Audit Department has established procedures 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.

Maricopa County is accountable to its residents by communicating what it does or does not achieve. After data have been gathered and analyzed, departments communicate the results to both employees and the public. Countywide, departments report performance measure data and progress toward achieving goals via the *Managing for Results* online database, which is available to the public through the Maricopa County website. Public reporting of performance results help citizens understand how their tax money is being used to produce results.

### ***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 and delivering better results for customers. Departments regularly compare organizational and individual performance against established goals and objectives and performance targets, and use the information from this evaluation to determine the need for improvement and/or the need for program or policy changes. They also use organizational performance information to plan and budget, identify priorities, develop strategies, and make resource allocation and policy decisions to ensure that the most critical needs of the community are being met today and in the future.

## County Strategic Plan

The Countywide Strategic Plan is the overarching plan that guides the direction of County services based on priorities established by the Board of Supervisors. In 2001, the County implemented its first five-year plan under the *Managing for Results* system. During that five-year period, the County made great strides in addressing the priorities of the plan, including constructing two new adult detention facilities and two new juvenile detention facilities, developing the regional Human Services Campus, reducing the overall property tax rate from \$1.57 per \$100 of assessed value in 2001 to \$1.47 in 2005, purchasing Spur Cross Park to protect it from development, completing capital improvement projects for County facilities, roads and bridges, creating a regional trails master plan, and much, much more.

### County Strategic Plan Update Process

Maricopa County utilizes its *Managing for Results* principles to ensure successful updating and implementation of its Countywide strategic plan. Starting in December 2004, County departments conducted “environmental scans” with their customers, employees, advisory/community boards, and other interested stakeholders to identify issues and trends for consideration by the County strategic planning team (Corporate Review Team). The Corporate Review Team reviewed submissions from County departments and grouped them into similar categories for consideration by the Board of Supervisors and County Manager. In a subsequent two-day strategic planning session, the Board of Supervisors and County Manager reviewed and discussed the issues and identified areas where the County would need to focus its attention and resources over the next two to five years to ensure the successful, sound, and stable delivery of County services to a rapidly growing and changing community. From this meeting, a draft set of strategic priorities and goals was developed and shared with County departments for additional review and comment. The Board approved the 2005-2010 Strategic Plan on June 6, 2005.

### 2005-2010 Strategic Plan

The *2005-2010 Maricopa County Strategic Plan* contains the County’s mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve over the next five years. The new plan focuses on ensuring safe communities, promoting public health, providing regional leadership, encouraging sustainable development, enhancing the County’s fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction. Each priority area has several goals and specific measures to evaluate performance. These goals and measures are long-term in nature, targeting the year 2010 to achieve the Board of Supervisor’s vision for the community.

The County tracks progress toward achieving its strategic goals and priorities through the *Annual Report of Community Indicators* and the *Strategic Directions for Maricopa County Annual Report*.

A copy of the Countywide plan is available at <http://www.maricopa.gov/mfr>

## Managing for Results Policy

<b>Maricopa County Policies and Procedures</b>	<b>Subject: Managing for Results Policy</b>	<b>Number: B6001 Issue Date: 9/00</b>
<b>Approved: Andrew Kunasek</b>	<b>Initiating Department:</b> Office of Management and Budget	

### 1. PURPOSE

This policy establishes a framework that integrates planning, budgeting, reporting, evaluating and decision making for all Maricopa County departments and agencies. This framework is called Managing for Results; a management system that establishes the requirements to fulfill the County's Mission and Vision of accountability to its citizens.

This policy is promulgated as part of the annual County budget process under the authority of the Board of Supervisors.

### 2. DEFINITIONS

**Managing for Results System** – Managing for Results means that an entire organization, its management system, its employees and the organizational culture (beliefs, behavior and language) are focused on achieving results for the customer. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

**Strategic Plan** – A Strategic Plan sets forth the mission, strategic goals, performance measurements for a department, agency and the County. A Strategic Plan provides information to department/agency staff, county decision makers, the Board of Supervisors and the public about how the department/agency is organized to deliver results and what results the department/agency is accountable for achieving. It also provides the opportunity for all County employees to see how they contribute at all levels in the organization.

**Managing for Results Resource Guide** – This guide describes Maricopa County's strategic planning process, and how to develop and implement a plan. The Resource Guide is available to all County employees.

**Department/Agency** – This includes appointed departments, offices, elected departments, special districts and the judicial branch.

### 3. GENERAL POLICY

All Maricopa County departments/agencies will participate in the Maricopa County Managing for Results system and shall comply with this policy.

### 4. GENERAL REQUIREMENTS

#### A. Planning for Results

1. Each department/agency will develop and submit to the Office of Management and Budget a department/agency strategic plan as part of the budget process.
2. All strategic plans will be developed and presented to the Office of Management and Budget in required format as outlined in the Managing for Results Resource Guide. All strategic plans will be submitted according to the annual budget calendar.

3. All managers will work with assigned employees to establish performance plans that align with department/agency strategic plans. Performance plans will be developed in accordance with Performance Management policy #A1802.
  4. The County Administrative Officer will develop and present to the Board of Supervisors a Countywide strategic plan, which contains strategic priorities and key result measures.
- B. Budgeting for Results
1. The Office of Management and Budget and the Department of Finance will develop and maintain a financial structure aligned with the Managing for Results system.
  2. The Board of Supervisors directs the Office of Management and Budget to review department/agency strategic plans and performance measures as a basis for making funding recommendations.
- C. Reporting Results
1. Departments/Agencies will report quarterly to the Office of Management and Budget on their family of measures for budget and planning purposes according to the annual budget calendar.
  2. The Office of Management and Budget will prepare and distribute a summary of measures.
- D. Evaluating Results
1. Internal Audit will review and report on strategic plans and performance measures.
- E. Decision Making and Accountability
1. The Board of Supervisors directs all Management to use performance information to manage activities effectively and efficiently.
  2. Management will consider performance information in making policy and program decisions.

## Section 2. Managing for Results Team

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In this section

- ✓ OMB Team
  - ✓ Department MFR Teams
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Implementing *Managing for Results* in Maricopa County requires a team effort that includes department directors, activity leaders, department MFR strategists, MFR data analysts, and budget liaisons working together with OMB deputy directors, OMB budget analysts, and MFR facilitators to increase accountability, improve performance, and achieve results.

### OMB Team

The OMB Team works with County departments to plan, measure, budget, report, and improve performance in order to achieve results for Maricopa County customers.

### OMB Budget Analysts

OMB Budget Analysts work with departments to develop and maintain budgets to ensure that budgeted revenues and expenditures are in line with the department Strategic Business Plan, that resources are used efficiently, demands for mandated services are met, and results are maintained or improved. OMB Analysts provide advice and recommendations to the departments as they develop their Strategic Business Plans. This consultation may include, but not be limited to, issues of alignment to Board priorities, whether that plan provides adequate information with which to make budgetary decisions, and recommendations on Program/Activity/Services structures that will best serve the budgeting process. OMB Budget Analysts also use the Strategic Business Plan as a way to understand the department's business and business environment, and to conduct reviews in areas such as connecting the level of funding to a level of performance, cost-benefit analysis, efficiency trend analysis, results trend analysis, demand-output gap analysis, and return on investment.

### OMB MFR Facilitators

OMB MFR Facilitators provide consultation and assistance in articulating and implementing the County's approved MFR methodology. This includes, but is not limited to, working with OMB Analysts and County departments to conduct technical reviews of Strategic Business Plans to ensure plans adhere to the MFR methodology, facilitating department Strategic Business Plan updates, and refining performance measures to ensure that measures follow MFR methodology and that data collection efforts are clearly defined and documented leading to valid and reliable performance information. OMB MFR Facilitators assist all departments in building their internal capacity for MFR through communication and training, and support and assist in the use of the MFR business intelligence system.

### Department MFR Teams

Department Directors play a critical role in implementing *Managing for Results*, by leading the *Managing for Results* efforts, requiring the entire staff to embrace results-based thinking, and communicating departmental successes brought about by utilizing the MFR framework.

**MFR Strategists**

Each department has an assigned staff member who serves as the department's MFR Strategist. Generally, MFR Strategists are members of the department's executive team and have a direct reporting relationship with the department director. MFR Strategists are responsible for coordinating all aspects of the *Managing for Results* system in their own departments to ensure that data are collected, turned into information within the department, and that the information is used for making both operational and strategic decisions. MFR Strategists serve as resources in their departments for MFR matters and as liaisons between their departments and OMB Staff.

**Activity Leaders**

Activity Leaders, generally, are individuals who hold supervisory/management positions within the department and are most closely involved in the day-to-day operations of a Service/Activity identified in the department's Strategic Business Plan. Each Activity Leader serves in a leadership role in the delivery of the Services within their Activity, oversees the development of meaningful Activity performance measures, and ensures proper data collection procedures are in place. Activity Leaders analyze and report information on the performance of Services and Activities, and use that information to develop strategies, plan and budget, and make resource allocation decisions to affect improved results in the future.

## Section 3. Key Terms and Definitions

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In this section

✓ Key Terms and Definitions

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**Accountability** – County government is willing and able to tell taxpayers what they are getting for their money in terms of results for customers, and why or why not those results are being achieved.

**Activity** – A set of Services with a common purpose or result that produces Outputs and Results for customers. Activities become the “building blocks” of Maricopa County’s performance-based budget in Budgeting for Results.

**Activity Leader** – Employee designated to serve in a leadership role in coordinating the accomplishment of the Services within an Activity and providing reporting information on the Performance Measures.

**Activity Purpose Statements** – Clear, concise, and results-oriented statements that bring together the name, Services delivered to, and the intended benefit for the customer. They provide the context for developing the Family of Measures.

**Alignment** – Achievement of results at one level of the organization contributes to the achievement of results at the next higher level.

**Baseline** – Initial collection of data or established level of previous or current performance that could be used to set improvement goals and provide a comparison for assessing future progress.

**Benchmarking** – The systematic comparison of performance with other organizations in order to identify best practices that are appropriate to adopt or adapt in order to achieve more efficient and/or effective performance. From this process a benchmark for comparison can be established.

**Benchmarks** – A standard or target by which an organization measures its performance.

**Best Practice** – Superior performance within an area, regardless of industry, leadership, management, or operational approaches; methods that lead to exceptional performance. A relative term that usually indicates innovative business practices that have been identified during a particular benchmarking study as contributing to improved performance.

**Budgeting for Results** – A budget process where budget decisions are based on or informed by performance information that describes the cost or efficiency of producing an Activity and the results achieved for customers. This is accomplished by structuring the accounting and budgeting systems according to the PAS structure of departments' strategic business plans.

**Continuous Improvement** – Ongoing, incremental, and measurable steps taken to enhance service delivery by improving effectiveness and/or efficiency.

**Customer** – Those who receive the direct benefit of the Activity or Service and for whom the Activity/Service exists, including both those external to the department and those internal to the department (e.g., employees who receive services from an internal IT/ administration group).

**Demand Measure** – A measure of the number of total units of service or product requested/required/demanded by the customer.

**Department** – When used in this *Resource Guide*, the term “department” refers to a governmental entity designated as an appointed or elected office, agency or department (including the Judicial Branch), or a Special District.

**Efficiency Measure** – A measure of the average unit cost/expenditure of an Activity Result or Output.

**Employee Performance Management** – The practice of writing employee performance plans, providing coaching and counseling, and conducting employee appraisals in a way that measures performance in terms of results that align with Activity results.

**Employee Performance Planning** – Process of setting employee goals and objectives according to job descriptions and expected results in the department’s strategic business plan.

**Environmental Assessment** – A systematic analysis and evaluation of external data and factors that will affect the organization and its customers in the future.

**Family of Measures** – The Family of Measures refers to the four categories of Performance Measures used to measure the performance of an Activity. They include Results, Output, Demand, and Efficiency measures. The reason they are referred to as a Family is that they are developed and used in relationship to one another. They tell this story for each Activity: "We will produce this Result for this customer by producing this Output(s), against this Demand for those Outputs (Services), at this cost (Efficiency)."

**Forecasts** – Relay the actual performance level expected, i.e., the attainable goal.

**Gap Analysis** – Identification and analysis of the magnitude of the difference between the desired and the current state.

**Goals, Strategic** – Articulate in terms of customer experiences, the results—in measurable terms—that would be evident in the next two to five years if the department successfully responded to the situations expressed in the Issue Statements.

**Issue Statements** – Summarize the issues and trends that potentially will have a major impact on customers served by the department over the next two to five years. Issue Statements describe how a trend is increasing, decreasing, or continuing, and if the status quo continues unabated how it is projected to impact customers and the department.

**Key Result Measure** – Summarize the results of the Activities within the Program and often link back to Strategic Goals as an indicator of progress toward their achievement. A set of Key Result Measures, contained within each Program, comprised one Result measure from each Activity within the Program to provide a more complete picture of the impact the Programs have on customers.

**Managing for Results** – *Managing for Results (MFR)* is a comprehensive and integrated management system using well-established management principles that focus on achieving results for the customer. Managing for Results means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, and language) are focused on achieving results for the customer. Managing for Results makes it possible to make good business decisions based on performance and makes it possible for a department to demonstrate accountability for results.

**Mandate** – A constitutional, statutory, or court-ordered requirement from Federal or State entities that requires the organization to provide a Service or perform a particular Activity.

**MFR Business Intelligence System** – The County’s online database that contains department strategic business plans, performance measures and targets, and reported results.

**MFR Strategist** – A department employee who coordinates, implements, and manages all aspects of the *Managing for Results* system and reports for the assigned department.

**Mid-Year Forecasts** – Used to project fiscal year-end results based on performance through the first half of the fiscal year.

**Mission Statement** – A clear, concise statement of purpose for the entire department, who the customers are, and the results the department will achieve for those customers.

**Output Measure** – A measure of the number of units of service produced or delivered to the customer and/or number of customers receiving products/services; expressed as a number.

**Performance Measurement** – A method of measuring the progress of a Program or Activity in achieving the results that customers expect. Maricopa County uses a Family of Measures that include Results, Output, Demand, and Efficiency measures.

**Process Improvement** – The structured, data-driven process of improving processes so that services are improved and customer experiences are changed for the better. It involves collecting and analyzing data about current processes; identifying standards, benchmarks, and targets for improved processes; using data to make a decision about which new process to implement; and a planned implementation that tracks and measures the performance of the new process.

**Program** – A set of Activities that have a common purpose or result. A Program is a higher level management view of a collection of Activities.

**Result Measure** – A measure of the impact or benefit the customer experiences as a consequence of receiving the services of the Activity; expressed as a percent or rate.

**Services** – Services are the deliverables or products that the customer receives. Services are expressed as nouns, not verbs, thus are defined in terms of what the customer gets from the department rather than in terms of what the department “does” for the customer.

**Stakeholder** – Any person or group with a vested interest in or with expectations of performance from a department or Activity.

**Strategic Business Plan** – A Strategic Business Plan sets forth the purpose, strategic goals, operational structure, and performance expectations for an organization. The Strategic Business Plan provides information to department staff, County decision makers, the Board of Supervisors, and the public about how the department is organized to deliver results and what results the department is accountable for achieving. The Plan provides the opportunity for all department staff to see how they contribute at all levels in the organization.

**Trend** – In data analysis, a trend refers to the documented recurrence over time of a measurable event or circumstance that is increasing, decreasing, or even staying the same. Generally, for annual tracking of County performance measures, data points over three years can constitute a trend.

**Values Statement** – Describes those collectively held concepts, attitudes, and beliefs that are most important to the department.

**Vision Statement** – Describes what the department wants to be and what the future would look like if the department achieved its Strategic Goals and fulfilled its Mission.

## Part II. Planning for Results

### Section 4. Overview of Elements in Planning for Results

In this section

- ✓ Mission Statements
- ✓ Vision Statements
- ✓ Values Statements
- ✓ Environmental Assessments
- ✓ Issue Statements
- ✓ Strategic Goals

The Strategic Business Plan sets forth the mission, vision, issues and strategic goals, operational structure, and performance expectations for County departments. The Strategic Business Plan provides information to department staff, County decision makers, the Board of Supervisors, and the public about how the department is organized to deliver results and what results the department is accountable for achieving.

#### Mission Statements

The Mission Statement is the cornerstone of the Strategic Business Plan and provides the basis for aligning Strategic Goals, Programs, Activities, and Services, and it provides the context for decision making at all levels in the organization. The department's Mission Statement is a clear, concise statement of purpose for the entire department. It creates clarity and corporate identity for external stakeholders. The words and intent in the Mission Statement communicate results and direction, and express the organization's commitment to delivering results for the customers. For employees, the Mission Statement provides a common sense of purpose and identity for all staff and every work unit.



The Mission Statement is part of the organization's identity, is all encompassing, and rarely changes.

Mission Statements should be relatively stable over time, and change only in cases of (1) change in priorities, structure, or role of organization; or (2) new leadership.

In the development of the Strategic Business Plan, the Mission Statement articulates the purpose for the entire department, who the customers are, and the results the department expects to achieve for its customer. When writing a Mission Statement, consider the following:

- Who are we?
- What do we do?
- For whom do we do it?
- What results are we trying to achieve?
- Why are public resources devoted to the effort?

The Mission Statement should focus on broad, yet distinct, results that customers will experience because they receive services from the department. It should answer the fundamental question of "why" the organization exists. The Mission Statement includes:

- The name of the department
- A general description of services provided

- The customers who receive the services
- The intended benefits to the customer

**Mission Statement Template.** Mission Statements should be succinct and results oriented. Use the following *Managing for Results* template to formulate the Mission Statement:

**Department Mission Statement:**

❶ The Mission of the \_\_\_\_\_(Department Name)\_\_\_\_\_

❷ is to provide/produce \_\_\_\_\_(summary of products/services)\_\_\_\_\_

❸ to/for \_\_\_\_\_(specific customers or customer group)\_\_\_\_\_

❹ so they can \_\_\_\_(results/benefits experienced by customer(s))\_\_.

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**Well-Written Mission Statements**

The Mission of the (department name) is

- To provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment needed to perform their jobs.
- To provide assistance and adult pretrial and probation services to neighborhoods, courts, offenders, and victims so they can experience safety and well-being.

**Poorly Written Mission Statements**

- To administer federal grants that provide job training assistance so individuals can obtain and retain jobs. [refers to routine operations]
- To implement a recycling program that will improve the environment in Maricopa County [refers to routine operations]



**Check Mission Statement against Key Criteria**

- Does the Mission Statement communicate effectively and clearly the purpose and scope of the department?
- Is the Mission Statement broad enough so that all staff in the organization can see how they contribute?
- Is the customer clearly identified within the Mission? Are customers human entities, not things?
- Does the Mission clearly state the results or benefits the customer receives?

A Mission Statement Check Sheet is available in Appendix C.2.

## Vision Statements

A Vision Statement describes where the department wants to be and describes what the future would look like if the department achieved its Strategic Goals and fulfilled its Mission. A good Vision Statement is one that will inspire and challenge, and also be meaningful so employees will be able to relate their job to the Vision.

Departments may choose to adopt the Maricopa County Vision Statement, but can create their own distinct Vision Statement provided it is consistent with the County’s vision statement.

Great visions are conceived through a partnership between top management and all levels of the organization—in other words, those who will be implementing the Vision. A great Vision Statement is:

- Brief and memorable.
- Inspiring and challenging.
- Descriptive of the ideal.
- Appealing to employees, customers, and stakeholders.
- Descriptive of future service levels.
- Idealistic, standing above the commonplace.
- Enduring.

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**Examples of Well-Written Vision Statements from Maricopa County departments:**

**Public Defense Services:** To deliver America’s promise of justice for all

**Human Services:** All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life

**Juvenile Probation:** Maricopa County is a place where juveniles who come into contact with the Department become responsible citizens, victims of juvenile crime experience justice, and the public feels safer



**Check Vision Statement against Key Criteria**

- Does the Vision Statement provide a clear picture of the department’s ideal future?
- Is the Vision Statement inspiring and challenging?
- Is the Vision Statement brief enough to be memorable?

A Vision and Values Statement Check Sheet is available in Appendix C.3.

## Values Statements

Values and beliefs guide the decisions of organizational life. Values Statements are those concepts, attitudes, and beliefs that are most important to the department. Collectively held values define an organization’s culture and help to distinguish some choices, goals, or hopes for the future as being more appropriate than others. Publishing a Values Statement is a good idea, but living it day-to-day is really what counts. In many cases, an organization’s strength is not so much in its strategy or even in its products, but rather in the way it behaves.

The County Manager for Maricopa County has communicated the following Values Statement:

***“Serving our Community with Pride, Integrity, and Respect”***

Departments are encouraged to develop their own Values Statement that expresses concepts, attitudes, and beliefs that are most important to the organization and align to the MFR values of delivering results, focusing on the customer, and the importance of accountability to the public.

Generally, these can be expressed in three ways:

- **People:** The way employees and customers are treated.
- **Processes:** The way the department is managed, decisions are made, and products and services are provided.
- **Performance:** The expectations concerning the department’s responsibilities and the quality of its products and services.

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**Examples of Values Statements that express the values of the department in distinctive ways:**

**Employees:** We care about each other, encourage growth, and recognize accomplishments.

**Customers:** Our first priority is to achieve results for our customers.

**Quality:** We do the right things right the first time.

**Integrity:** We are committed to the highest standards of ethical behavior.

**Accountability:** We are accountable to the public in everything we do.

**Leadership:** Leaders are inspiring and lead by example. Leadership exists at all levels.



### Check Values Statement against Key Criteria

- Can department employees incorporate the Values into their everyday jobs?
- Do the Values align with the department’s Mission Statement?
- Is the Values Statement concise, in plain language, and easy to remember (and recite)?
- Will the Values Statement provide a useful frame of reference in talking with employees and external customers/stakeholders and in organizing the department’s operations?

A Vision and Values Statement Check Sheet is available in Appendix C.3.

## Environmental Assessments

Departments must anticipate and perceive what is ahead for their customers so they can effectively influence the future. An Environmental Assessment is a systematic analysis and evaluation of internal conditions and external data and factors that will affect the organization and its customers in the future. Departments assess the issues and trends facing the department and its customers and determine what needs to be done to stay ahead of the issues/trends. The assessments should be based on data-supported information from a variety of sources and professional judgment that describes changes anticipated from inside and outside the department. The Environmental Assessment provides information and perspective and gives context for the development of Issue Statements and Strategic Goals.

### Conducting the Environmental Assessment

Departments are encouraged to use established tools and techniques in conducting the Environmental Assessment. Below is a list of factors and sources to consider. (See also Appendix B, Environmental Assessment Factors, for more guidance on factors to consider when conducting an Environmental Assessment.)

- ◆ Consider what is happening in the service area, statewide and nationally, that will affect the department. Consider the **PESTs**:
  - **Politics**
  - **Economy**
  - **Social/Demographics**
  - **Technology**
- ◆ Review County indicators published in the annual *Maricopa County Community Indicators Report*.
- ◆ Consider trends described by others in the same line of business (trade journals, professional associations, conference, etc.) and the potential impact such trends could have on the department and its customers.
- ◆ Review existing department performance information.
- ◆ Consider feedback received from audits conducted on the department. How will the department respond to any identified weaknesses?
- ◆ Consider annual economic and demographic forecasts prepared for the County (available on the OMB website).
- ◆ Consider issues and reports from other County departments that might affect your department and your customers in the future.
- ◆ Consider results from customer/citizen surveys and/or analyses of anticipated service demands.

**Don't Panic**

Resources are available to support assessment efforts. OMB has information on demographics and revenue forecasts and fiscal assumptions on the EBC website. The Census Bureau's American Community Survey has population estimates and demographic information ([www.census.gov](http://www.census.gov)), and the Arizona Department of Economic Security has labor market and other economic information at [www.workforce.az.gov](http://www.workforce.az.gov). Links to this information and more are available on the MFR EBC website.

Synthesize the information generated from the Environmental Assessment research and discussion. Identify and document emerging issues and trends that will have a major impact on the department and its customers over the next two to five years.

## Issue Statements

An Issue Statement is a statement of fact that summarizes a major issue and/or trend uncovered during the Environmental Assessment that potentially will have a major impact on the department and its customers over the next two to five years. The Issue Statement describes what is, or what will happen, but does not imply solutions, requests for resources, or goals. The purpose of the Issue Statement is to provide a powerful picture of the most critical and dramatic changes and issues facing the department and how those issues will affect the department's customers.

### Issue Statements

- Issue Statements contain two parts:
  - (1) a fact-based description of the major issue or trend and its direction (i.e., increasing, decreasing), and
  - (2) a description of its impact on the customers served by the department and how the trend, assuming it continues unabated, will impact customers over the next two to five years.
- Issue Statements are written as a statement of fact, not as a statement of need or an action statement or solution. Make sure "request for more money" is not implied.
- No more than six to eight statements should be written.
- Statements should include, in parentheses, the data and data source, if available, to document the trend.

Issue Statements that are internally focused, i.e., dealing with issues such as staffing, workspace, resources, etc., should include a linkage to the impact this issue has on the department's ability to meet the service delivery needs or perception of customers. For example:

*"Staffing shortages (12% vacancy rate in FY06) and increasing turnover rates (from 9% in FY05 to 14% in FY06) in the permits processing service are limiting our ability to meet goals of timeliness and quality for our customers and if they continue, will likely increase permit turnaround time from current performance of 10 business days to more than 20 business days or more by FY08."*

### EXAMPLES

#### Well-Written Issue Statements

- The rate of childhood immunizations in Maricopa County (75.8% in FY05) continues to be lower than the national average (77.9% in FY05) and is not keeping pace with goals set in *Healthy People 2010*, which puts more children at risk for developing dangerous childhood diseases.
- The nationwide shortage of health care personnel puts the department in direct competition with the private sector to employ qualified staff, thus increasing the difficulty to recruit and retain quality clinical personnel which will impact ability to continue to deliver high standards of care.
- Increasing utility rates (average increase of 3% per year for previous 3 years) and demand will impact the County's ability to reduce utility cost per square foot in County buildings.

#### Poorly Written Issue Statement

- Increased demand for governmental services (internal and external) through technology results in a need for our department to provide services that meet customer expectations. [*statement is too vague and does not provide specific description of impact on the department or the customer*]

**Check Issue Statements against Key Criteria**

- Are there no more than eight Issue Statements so that they can be easily communicated?
- Does each Issue Statement contain two parts? A description of the major issue/trend and its direction, and its impact on the department and its customers?
- Are the Issue Statements based upon sound data and factual information and/or professional observation and not on anecdotal information or hearsay?
- Do the Issue Statements clearly state the issues as statements of fact and not as statements of action, need, solution, or recommendation?
- Are the Issue Statements clearly stated without jargon so managers can easily talk about them with employees and the general public?

An Issue Statements Check Sheet is available in Appendix C.1.

## Strategic Goals

Strategic Goals articulate in terms of customer experiences, the results (in measurable terms) that would be evident in the next two to five years if the department successfully responded to the situations expressed in the Issue Statements.

Strategic Goals should:

- Be future-oriented and reflect changes that indicate “how much, by when”
- Be stated as results, not strategies or tasks.
- Be aligned to a County strategic priority or goal, and describe how the department intends to respond to situations expressed in one or more of the Issue Statements.
- Be departmental in scope. Departmental-level Strategic Goals serve to connect the results planned at the operational level to the strategic issues facing the department and its customers as reflected in one or more Issue Statement(s).
- Lead to the development of operational elements that go beyond business as usual. Strategic Goals, expressed as results, guide the development of the rest of the Strategic Plan.
- Describe the real intent of the Department. Ensure that the Strategic Goal statements can be understood by decision makers outside of the department.

### Exhibit 4.1 SMART Goals

**Specific:** Strategic Goals should reflect specific accomplishments that are desired, not ways to accomplish them. Goals should generate specific strategies and be detailed enough to understand and to give clear direction to others.

**Measurable:** Strategic Goals must be measurable to determine when they have been accomplished. A method for measuring progress toward a goal must be in place before work actually begins.

**Aggressive but Attainable:** If goals are to be standards for achievement, they should be challenging, but should not demand the impossible.

**Results-oriented:** Strategic Goals should specify a result, not a strategy or task.

**Time-bound:** Specify a reasonable time frame for meeting goals, from a few months to a few years.

### Components of Strategic Goals

Strategic Goals should include the following three components:

1. specific date by which the goal is to be accomplished—should be two to five years in the future
2. measurable result (e.g., percentage or rate)—should be quantifiable and indicate the actual percentage or rate to be achieved. For example: rather than stating the goal as “*increase by 10% the number of children receiving immunizations,*” the goal should be stated: “*80% or more of children will receive immunizations.*”
3. a narrative description of what will change that will benefit the customer

❶ By \_(date)\_, ❷ \_(percentage)\_ ❸ \_\_\_\_\_(narrative) \_\_\_\_\_

For example: By June 30, 2010, 80% or more of children in Maricopa County will have a full complement of immunizations before they reach age 24 months.

### Strategic Goals vs. Operational Tasks

It is important to note that operational tasks or strategies are often mistaken for Strategic Goals. Strategic Goals describe the end state that the customer experiences. Operational tasks or strategies are specific actions that are taken through Programs, Activities, and Services, to achieve the goals.

**Task:** *“By June 30, 2010, open an additional clinic on the Westside to increase by 10% the number of children who receive a full complement of immunizations by the age of 24 months.”*

**IS NOT THE SAME AS**

**Strategic Goal:** *“By June 30, 2010, 80% or more of children in Maricopa County will have a full complement of immunizations before they reach the age of 24 months.”*

The first example is one task or strategy that may contribute to achieving the overall benefit or result that the customer will experience, which is stated in the second example: the Strategic Goal. There may be other tasks or strategies that also will contribute to achieving the goal. By stating goals as results, the department will not be limited by the number of tasks or strategies that can be implemented to ensure that the overall result for the customer is achieved.

### Well-Written Strategic Goals

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- By January 2009, 90% or more of our customers will be able to obtain their permits within two days of submitting their application so they can begin their construction projects in a more timely manner, rather than waiting four days currently.
- By June 30, 2010, 80% or more of children in Maricopa County will have a full complement of immunizations before they reach the age of 24 months.
- By the end of FY2009, 90% or more of cases will be completed within 45 days so families can experience timely administration of justice rather than waiting more than 90 days currently.

### Poorly Written Strategic Goals

- To continue to serve our customers [no reference to result or time frame]
- To administer an educational and certification program to County service officers [refers to routine operation or task]

Progress toward achieving goals is reported during each quarterly reporting period (see p. 54). Goals should be reviewed during the Strategic Business Plan Update period (see p. 43) to ensure they are consistent with current issues, organizational priorities, needs, changing environment, etc.



### Check Strategic Goals against Key Criteria

- Is the Strategic Goal measurable?
- How will the Department know it has achieved the Strategic Goal?
- Is the Strategic Goal results oriented and focused on the future?
- Is there a clear relationship between the Strategic Goal and one or more Issue Statements?
- Does accomplishment of Strategic Goal seem to represent significant change and/or effort on the part of the Department?
- Is the Strategic Goal reasonably achieved through one or more Activities?
- Taken together, do all of the Strategic Goals provide a way to evaluate the Department as a whole?
- Is there a specific time frame for achieving the Strategic Goal?
- Is the Strategic Goal written as a result, not a strategy or task?

A Strategic Goals Check Sheet is available in Appendix C.4.

## Section 5. Programs, Activities, Services

In this section

- ✓ Services
- ✓ Activities
- ✓ Activity Purpose Statements
- ✓ Programs
- ✓ Program Purpose Statements
- ✓ Key Result Measures

### Services

Services are the completed deliverables or products that the customer receives. Services may be tangible in nature, as in a product provided, or intangible, as in a service provided. They are distinct from processes in that they represent deliverables to the customer and explain how budget dollars are being used to deliver results. Services are described as nouns, not verbs, and should be countable. They describe what the customer receives, not what the department does or how the department produces the deliverable.

A well-defined service:

- has an internal or external customer who received the service
- is measurable as a count of something (Services are Outputs that, when measured, are described as “# of \_(Service units)\_ delivered.”)
- represents an “end product” or “delivered service,” rather than an action
- is expressed as a noun, without verbs or qualifiers
- should provide a clear, understandable picture of deliverables provided to the customer

Consider the following: If the department were selling its Services on the open market and wanted to produce a brochure for marketing purposes, what would the department list that would tell people, quickly and succinctly, what tangible or intangible products they could buy from the department?

<b>Exhibit 5.1 Customer-Focused Services</b>	
<b>What the Department Does</b>	<b>What the Customer Receives</b>
Reviews and processes permits	<b>Permits</b>
Conducts training	<b>Training sessions</b>
Photocopies documents	<b>Printed materials</b>
Conducts nature tours	<b>Nature tours</b>
Presentations on child safety	<b>Child safety presentations</b>
Repairs and maintains roads	<b>Road improvements/repairs</b>

A Services Inventory is a compilation of completed services or products that customers receive from the department. Compiling an Inventory of Services allows departments to:

- Identify important Outputs the department wants to monitor and manage.
- Create an accounting structure that permits departments to capture and monitor costs.
- Clarify for internal and external customers exactly what deliverables the department provides.
- Show employees how the Services they and their co-workers produce are related to results.
- Provide a linkage to individual and team accountability.

### Service Inventory Components

The Service Inventory should include the following components:

1. Service Name—name should reflect the product being received by the customer.
2. A brief description of the Service provided
3. An output measure that describes what product/service will be provided to the customer (for more information on output measures, go to p. 35)
4. Mandate information—if service is mandated, provide a cite of legal reference (e.g., A.R.S. § 11-291)



#### Check Services Inventory against Key Criteria

- Does the list include all Services and products provided by the department to internal or external customers?
- Does each Service represent the deliverable that is provided to the customer at the point of contact?
- Does each Service represent the deliverable the customer receives, rather than a task the department performs?
- Are all the Services expressed as nouns?
- Is each Service quantifiable? Can the department count the number of Service units produced?
- Does each Service have a unique title in each Activity? (i.e., Strategic Planning Consultations, or Budget Consultations, not just Consultations)
- Does the listing permit the department to strategically identify cost information needed to make day-to-day decisions?
- Does the compilation of Services identify important outputs the department wants to monitor and manage?
- Will this compilation of Services help the department to develop performance information that can be used to manage the department?
- Are Services delivered by vendors included?

A Service Inventory Worksheet and example is available in Appendix D.

## Activities

Activities are a set of Services with a common purpose that produces Outputs and Results for customers. Activities may include Services delivered to the public or to internal customers. Activities are managed at the service delivery level and form the “building blocks” of the Strategic Business Plan. Defining Activities in a manner that supports results-oriented management ensures that the department and its employees understand why they are doing what they are doing in terms of benefits to clearly identified customers.

An Activity comprises:

- A set of Services with a common purpose or result;
- An Activity Purpose Statement; and
- A Family of Measures.

Activities provide a context, through the Activity Purpose Statement and Family of Measures, for making better business decisions. The structure of Activities in the Strategic Business Plan provides the organizational structure for the budget, ensuring that stakeholders have the performance information—at the operational level—to make resource allocation and other decisions during the budget process.

Activities are developed to:

- Ensure that the department is clear about who the customer is and the intended benefit;
- Provide the structure for the budget;
- Create accountability through the “Family of Measures;”
- Provide a results orientation for communicating with employees about the services they provide and their contribution to achieving results; and
- Provide the direct linkage to executive, team, and employee performance plans and evaluations.

Activities are a set of services grouped by *common purpose*, or *result*. Grouping the Services to form a distinct Activity so that Activity Purpose Statements and performance measures can be developed specifically for those results is one way to focus on achieving results. Similarly, some Services are crosscutting and are provided through several work units. If the department wants employees to prioritize efforts to focus on those results in a different way than in the past, then changing the traditional groupings to form an Activity can create that kind of emphasis



### Check Activity Groupings against Key Criteria

- Will this arrangement of Services into Activities provide the Board of Supervisors the kind of information needed to make policy decisions on behalf of the public?
- Will the arrangement of Services into Activities provide County administration the kind of information required to make sound resource allocation decisions?
- Given the Activity grouping, can a budget be organized and costs be allocated meaningfully at this level?
- Will the grouping of Services into Activities provide the performance information needed to manage?
- Does this group stand on its own, or is it a subset of another group?

## Activity Purpose Statements

Activity Purpose Statements are clear, concise, and results-oriented statements that bring together the name, Services delivered to, and the intended benefit for the customer. Activity Purpose Statements create an orientation toward results for managing budgets and operations and are fundamental to the department's Strategic Business Plan. As such, they should be written so that all stakeholders can clearly understand the department's Activities and Services.

The following *Managing for Results* template is used to develop Activity Purpose Statements:

<b>Activity Purpose Statement</b>	
<b>❶</b>	The purpose of the _____(Name)_____Activity
<b>❷</b>	is to provide _____(summary of services provided)_____
<b>❸</b>	to _____(specific customer or customer group)_____
<b>❹</b>	so they can _(results/benefits experienced by customer(s))_.

1. **Activity Name.** The Activity name should have meaning not only to the employees involved in the Activity, but also to customers and decision-makers, and should accurately reflect what it is. Avoid technical jargon and acronyms.

2. **Services.** Services should be summarized in clear, succinct language. Use nouns and avoid unnecessary adjectives or qualifiers (e.g., *High-Quality Training*). Avoid technical jargon and acronyms. Think in terms of deliverables, rather than processes.

3. **Customers.** Customers are those who receive the direct benefit of the Activity, and for whom the Activity exists. Generalizations, such as the residents of Maricopa County, should be avoided unless this Activity truly serves, as the direct customer, anyone who lives in Maricopa County. Customers may be internal or external to the department, but avoid listing as the customer regulatory agencies with whom the department interacts. Generally, regulatory agencies are partners in delivering results to customers by providing oversight that certain actions or behaviors are implemented; they are not the customer that experiences the direct benefit of the service. It is critical to be clear and specific about who receives the direct benefit of the service. For example:

Assessor: citizens who pay property tax

County Call Center: individuals with questions or complaints

Elections: citizens eligible to vote, citizens who voted

Equipment Services: Maricopa County employees or departments

Animal Care & Control: pet owners, kennel operators

Adult Probation: adults on probation, victims of crime

Medical Examiner: families of decedents, law enforcement agencies

4. **Results.** Results are the benefits experienced by the customer as a consequence of receiving the Services, and are stated as the desired impact on the customer: what will improve, increase, or decrease because of this Activity. In determining the intended results for the customer consider the following:

- Effectiveness: the degree to which services provided enable the customer to experience a level of health and/or safety, or the ability to conduct or conclude further business in a timely manner, etc.
- Quality: the degree to which services are delivered to customers' expectations, or specified professional standards are met
- Timeliness: the degree to which services are delivered within high-quality time frames
- Accuracy: the degree to which services are delivered accurately, such as accuracy of assistance provided, information disseminated, or data entered

Example:

### Activity Purpose Statement

- ① The purpose of the Job Training Activity
- ② is to provide job training and coaching services
- ③ to individuals with disabilities
- ④ so they can obtain and retain employment for six months or longer.

Note: The “results/benefits” portion of the template language leads directly to development of the Result performance measure (see p. 35). If the Result performance measure does not emerge easily from the “results/benefit” portion of the Activity Purpose Statement, the Activity Purpose Statement should be reevaluated.

Overall, the Activity Purpose Statement should express clearly, succinctly, and powerfully what the Activity delivers, to whom, and why. It should make clear to external stakeholders why this Activity should exist, why there should be investments made in this Activity, and what the department is really after in terms of the result.

## Programs

A Program is a set of Activities with a *common purpose* that produces results for customers. Programs are described in clear, results-oriented terms in a Program Purpose Statement; are aligned with the department's Mission and Goals; provide a higher level management view of a collection of Activities; represent the level at which broad policy and budgetary decisions are made; and encompass all of the department's operations.

Programs are formulated to:

- Communicate to the Board of Supervisors and the public in a concise, accessible manner what results the community can expect from the department;
- Provide the arena within which budgetary and legislative decision-making is focused;
- Ensure that business decisions are based upon results; and
- Provide a vehicle for thinking strategically about the Programs in which the department needs to engage so that it can achieve its Mission.

Activities are grouped by common purpose or result to formulate a Program:

- Each Program is arranged around a common purpose
- The common purpose is expressed as results experienced by the customer, rather than a process
- All of the department's operations are included within the Programs
- The configuration of Activities and Programs move the department toward achieving its Strategic Goals

## Program Purpose Statements

Program Purpose Statements are clear, concise, and results-oriented statements that bring together the name, Activities and Services provided to, and the intended benefit for the customer.

The following *Managing for Results* template is used to develop the Program Purpose Statement:

<b>Program Purpose Statement</b>	
<b>①</b>	The purpose of the _____(Name)_____ Program
<b>②</b>	is to provide ____ (summary of services provided)_____
<b>③</b>	to _____(specific customer or customer group)_____
<b>④</b>	so they can _(results/benefits experienced by customer(s))_____.

1. Program Name. The Program Name should have meaning, not only to the employees involved in the Activities included within the Program, but also to customers and decision makers. Avoid technical jargon and acronyms.

2. Services. Services are summarized from all services included in the Program.
3. Customer. Customers are those who receive the direct benefit of the Program.
4. Results. The results are written from the perspective of the customer and summarize results from the Purpose Statements of all the Activities contained within it into one comprehensive result expressed as the benefit the customer will experience as a consequence of having received the services delivered.

Example:

### Program Purpose Statement

- ❶ The purpose of the Workforce Development Program
- ❷ is to provide career guidance and development and skills training services
- ❸ to job seekers, youth, and incumbent workforce
- ❹ so they can gain a competitive edge through employment opportunities.



#### Check Program Purpose Statement against Key Criteria

- Does each Program Purpose Statement describe the Program in terms similar to what the general public uses (i.e., no jargon, no acronyms, etc.)?
- Is there only one (or possibly two) key customer(s) identified?
- Is the Service described in the Program Purpose Statement a summary, not a listing, of the services provided through the Activities grouped together in the Program?
- Can a reader, outside of the department, easily understand the planned benefit that the department is seeking to deliver?
- Is the planned benefit stated in terms of results?

## Key Result Measures

Program performance measures are a set of key Result performance measures for the Activities within that Program. Incorporating Key Result Measures from Activities into their associated Programs further ensures alignment of these portions of the Strategic Business Plan, and provides a more complete picture of the impact the Programs have on customers.

Key Result Measures for each Program should encompass or represent all of the results for all component Activities and should link back to Strategic Goals as an indicator of progress toward their achievement.

Key Result Measures for each Program comprise at least one Result Measure from each of the Activities within the Program so that a set of result measures is created that relates to the results portion of the Program Purpose Statement.



### Check Key Result Measure against Key Criteria

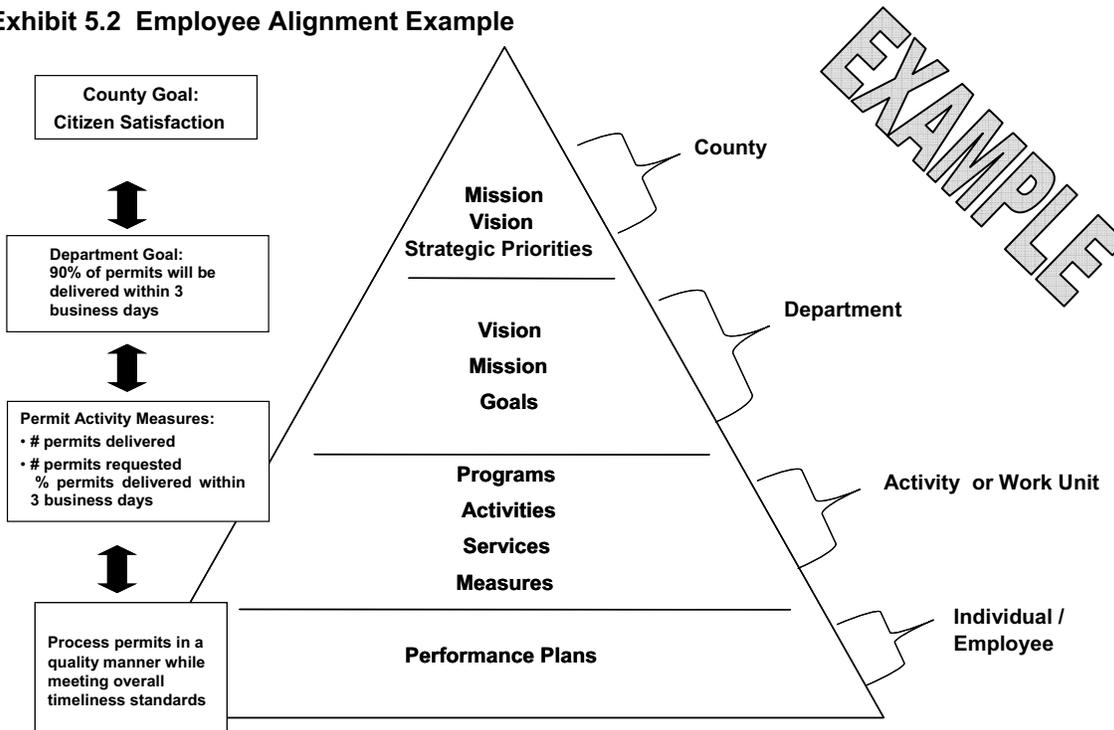
- Does the set of Key Result Measures include at least one result measure from each of the Activities within the Program?
- Does the set of Key Result Measures relate to the benefit/result stated in the Program Purpose Statement?
- Does the set of Key Result Measures tell the public how well the Program (and department) is performing?
- Does the set of Key Result Measures provide an indicator of progress toward achieving a Strategic Goal?

### Employee Performance Plans

One of the most powerful tools available in the *Managing for Results* system is an employee performance management program that makes it possible for employees to see how they contribute at operational, departmental, and County levels. This integration makes it possible for departments to implement Strategic Business Plans and achieve results contained with them. The MFR process strengthens the alignment of the County’s strategic goals with the department’s strategic goals, which in turn, directly links to the performance expectations of each employee. Employee performance ratings are based on the employee’s contributions to the department’s performance results.

- Performance plans are established based on Programs, Activities, and Services, identified in the department Strategic Business Plan.
- Success is measured by employee contribution to Activity results and department goals.
- Employee performance plans provide the linkage between County and department strategic goals and individual performance goals.
- Employee goals should demonstrate how the employee’s work contributes to Activity and Program results.

**Exhibit 5.2 Employee Alignment Example**



## Section 6. Performance Measures

In this section

- ✓ Activity Family of Measures
- ✓ Performance Measure Data Collection Standards

Maricopa County uses performance measures to produce better results and provide the greatest return on investment. Performance measures generate the information that managers need to produce these results and determine the degree to which the results are being achieved. Performance measures quantify the output, efficiency, service quality, and result of a department's processes, products, and services. The Board of Supervisors, Elected Officials, Department Directors, the Office of Management and Budget, and other County decision-makers rely on performance measurement data to make informed resource allocation recommendations and decisions. The challenge to managers is not just to capture and report performance data, but rather to use the information to manage for results.

Managers can use performance information to make the best decisions about how to maximize the alignment of people, resources, and systems in order to achieve results. They also use performance information to initiate service improvement efforts. Employees use performance information in their day-to-day decision-making about how they go about doing their jobs. In departments that are managing for results, performance and the delivery of results to customers become the focus of every employee.

### Exhibit 6.1 Characteristics of Good Performance Measures

- **Relevant** – logically and directly related to the department and the Activity
- **Understandable** – communicated in a clear manner with no jargon or acronyms
- **Consistent** – used uniformly in the planning, budgeting, accounting, and reporting systems
- **Comparable** – provide a clear frame of reference for assessing performance over time to demonstrate performance trends
- **Timely** – available to users before the information loses its value in assessing accountability and making decisions
- **Reliable** – derived from systems that produce controlled and verifiable data; inputs cannot be easily manipulated
- **Valid** – measures what it is intended to measure

## Activity Family of Measures

Maricopa County has chosen a balanced and practical approach to performance measurement by using a Family of Measures that includes Results, Output, Demand, and Efficiency measures. These four categories of measures must be developed for each Activity and should be viewed at a holistic level. The Family of Measures, taken as a whole, should provide the context for understanding how a particular Output relates to the Demand being experienced, Results achieved, and the Efficiency with which the Output or Result is produced. In other words, a single measure cannot tell the whole story. By designing a congruent Family of Measures, departments are able to understand the interrelationships between results, output, demand, and efficiency. Below is a description of the Family of Measures.

Each Activity shall have at least one measure of each category (result, output, demand, and efficiency, but there is no limit on the number of measures a department can collect internally. Departments should collect as much data as they need to inform decisions and to determine how well they are achieving results, but should take care to not have so many measures that the focus becomes diluted.

### **Result Measures**

*Definition:* A measure of the impact or benefit the customer experiences as a consequence of receiving the Services of the Activity; expressed as a percentage or rate.

*Description:* The Activity Result measure is a restatement of the intended benefits as written in the results line of the Activity Purpose Statement (see p. 28). It should describe the benefit being measured as opposed to describing “how much” of something will be delivered in percentage terms (e.g., “% increase in # of training classes delivered” is not the benefit experienced by the customer).

*Example:*

Activity Purpose Statement: The purpose of the Job Training Activity is to provide job training services to individuals with disabilities so they can obtain and retain employment for six months or longer.

Result Measure:

% of individuals with disabilities obtaining and retaining employment for 6 months or longer

*Key Criteria:*

- Do the measures provide valuable information for the department, stakeholders, and decision makers?
- Does this measure the benefit or impact, not the process?
- Does the Result measure align with the stated result in the Activity Purpose Statement?

### **Output Measures**

*Definition:* The number of units of Service produced or delivered to the customer and/or number of customers receiving products/services; expressed as a number.

*Description:* As part of a Family of Measures for an Activity, the Output should reflect a key Service that either (1) most directly contributes to the results, or (2) represents the largest share of the workload/budget. The measure should reflect what happens when the service/product is delivered to the customer at the point of contact, and it should correspond to a Demand measure. For “persons served” types of outputs, an Output that counts the number of people served is useful, but should not be the only Output measure identified. The focus should stay on what the customer receives.

*Example:*

Activity Purpose Statement: The purpose of the Job Training Activity is to provide job training services to individuals with disabilities so they can obtain and retain employment for six months or longer.

**Activity List of Services:**

- Job Training Classroom Sessions
- Job Training Counseling Sessions
- Job Training Information Packets

**Output Measure:**

- # of job training classroom sessions delivered
- # of individuals with disabilities provided job training services

**Key Criteria:**

- Does the Output clearly describe what happens when service providers deliver their service/product to the customer?
- Does the Output have the most direct impact on achieving the result of the Activity?
- Does the Output measure align with the customer and the Activity Purpose?
- Does the Output correspond to one of the Services?

**Demand Measures**

**Definition:** The number of total units of Service requested/required/demanded by the customer; expressed as a number.

**Description:** As part of a Family of Measures for an Activity, the Demand Measure should reflect a key Service that either (1) most directly contributes to the results, or (2) represents the largest share of the workload/budget. The Demand should correspond to the Output. However, more universal measures of demand, e.g., total # of individuals who are eligible for services or who should be requesting services, also are useful. These should be included for Activities where creating more demand through outreach services is a goal, but they should not be the only Demand measure.

**Example:**

**Activity Purpose Statement:** The purpose of the Job Training Activity is to provide job training services to individuals with disabilities so they can obtain and retain employment for six months or longer.

**Demand Measures:**

- # of job training classroom sessions requested by the customer
- # of individuals with disabilities requesting job training services

**Key Criteria:**

- Does the Demand Measure clearly describe what the customer is requesting?
- Does the Demand Measure correspond to the Output Measures developed for the Activity and use the same language as the Output?
- Does the Demand Measure align with the customer and the Activity Purpose?

**Efficiency Measures**

**Definition:** The average unit cost/expenditure per Activity Result or Output; expressed as a dollar cost.

**Description:** Calculated in budget and financial systems by dividing total costs by total Result or Output for a given period.

**Example:**

**Activity Purpose Statement:** The purpose of the Job Training Activity is to provide job training services to individuals with disabilities so they can obtain and retain employment for six months or longer.

**Efficiency Measure:**  $\frac{\$ \text{ cost/expenditure per job training classroom session delivered (Output)}}{\$ \text{ cost/expenditure per individual with disabilities obtaining and retaining employment for 6 months or longer (Result)}}$

**Key Criteria:**

- Does the Efficiency Measure determine the cost/expenditure per Result or Output?
- Does the Efficiency Measure correspond or relate to the Result or Output measures for this Activity?
- Does the Efficiency Measure align with the Activity Purpose?

<b>Exhibit 6.2 Sample Performance Measures</b>		
<b>Measure</b>	<b>Definition</b>	<b>Examples</b>
<b>Result</b>	The impact or benefit the customer experiences as a consequence of receiving the Services of the Activity. Expressed as a percentage (%) or rate	% individuals with disabilities obtaining and retaining employment for 6 months or longer % residential building inspections provided within 3 days of application % purchase order customers receiving requested goods within 30 days
<b>Output</b>	The number of units of service or product delivered to customers and/or number of customers receiving product/services. Expressed as a number (#)	# job training classroom sessions delivered # individuals with disabilities provided job training sessions # building inspections provided # purchase orders provided
<b>Demand</b>	The number of total units of service or product requested/required/demanded by customers. Expressed as a number (#)	# of job training classroom sessions requested by customers # of individuals with disabilities requesting job training # of building inspections applications submitted by customers # purchase orders submitted by customers
<b>Efficiency</b>	The average unit cost/ expenditure per Output or Result. Expressed as a dollar (\$) cost	\$ cost per job training classroom session delivered (Output) \$ cost per building inspection provided (Output) \$ cost per individual with disabilities obtaining and retaining employment for 6 months or longer (Result)

**Examples: “From Purpose Statements to Result Measures”**

**Activity Purpose Statement:** The purpose of the Job Training Activity is to provide job training services to individuals with disabilities so they can obtain and retain employment for six months or longer.

**Results statement:**

...so they can obtain and retain employment for six months or longer

**Family of Measures**

*Result:*

% of individuals with disabilities obtaining and retaining employment for 6 months or longer

*Output:*

# of job training classroom sessions delivered  
# of individuals with disabilities provided job training services

*Demand:*

# of job training classroom sessions requested by the customer  
# of individuals with disabilities requesting job training services

*Efficiency:*

\$ cost/expenditure per job training classroom session delivered  
\$ cost/expenditure per individual with disabilities trained  
\$ cost/expenditure per individual with disabilities obtaining and retaining employment for 6 months or longer

**Activity Purpose Statement:** The purpose of the Building Inspection Activity is to provide residential building inspection services to homeowners so they can quickly complete desired construction projects that are within code.

**Results statement:**

...so they can quickly complete desired construction projects that are within code

**Family of Measures**

Result:

% of residential building inspections provided within 3 days of application

Output:

# of building inspections provided

Demand:

# of building inspection applications submitted by homeowners

Efficiency:

\$ cost/expenditure per building inspection provided

\$ cost/expenditure per building inspection provided within 3 days of application

## Performance Measure Data Collection Standards

The success and value of using performance measurement depends on the complete and accurate gathering and analysis of performance data based on recognized data collection standards. This includes ensuring that data collection sources, methods, and calculations are thoroughly documented and are consistent with the measure's definition. This will help to ensure validity, reliability, and usefulness of the measure and reported results.

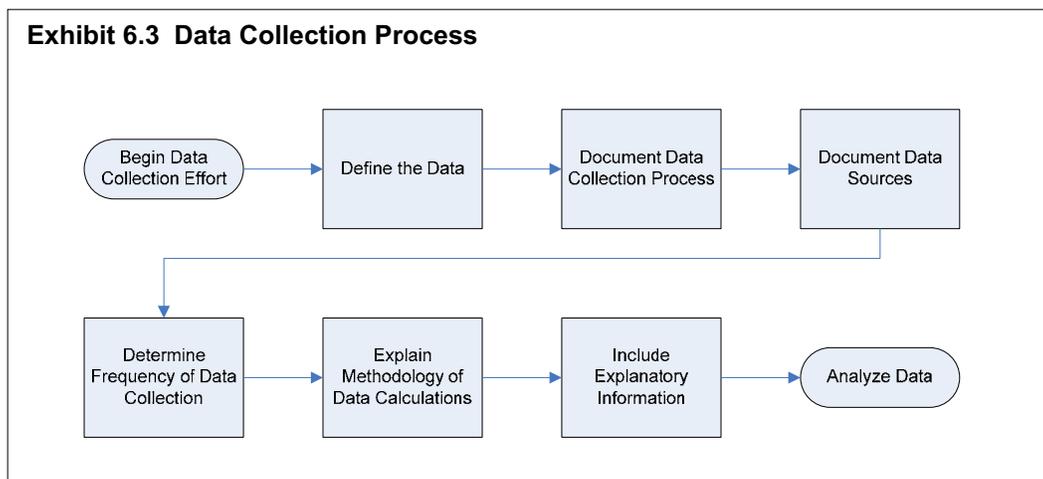
Three basic questions to ask before determining performance measure data collection:

1. What do I want to know?
2. What would give me the answer?
3. How do I get the information to get the answer?

The nature of the performance measure should always determine the data collection method. For example, Activities operating in a "production" environment, where outputs and results are easily observed, lend themselves to the use of quantitative data collection. Activity Leaders seeking information about client-oriented Activities and Services will sometimes need to rely more on qualitative data. Most often, a combination of both is used.

### Data Collection Strategy

To ensure the collection of valid, accurate, reliable, and timely data, the department should first develop a data collection strategy. Failure to implement a data collection strategy and process, such as the one described in Exhibit 6.3, can result in unreliable data.



Steps involved in the performance measure data collection strategy include:

- *Define the data:* specific data definitions must be developed, identifying any specific attributes that clearly explain what is being reported. For example: if participation in "youth programs" is being measured, the data definition should clearly define how old the "youth" are (e.g., ages 5 to 15). It is critical that definitions are clear and consistent.
- *Document the process:* At a minimum, an outline should be developed that identifies in detail how the data are collected. Some data collection tools include:
  - Log sheets
  - Automated Tracking Systems

- Electronic Counters
  - Employee Timekeeping Systems
  - Customer Surveys
  - Employee Satisfaction Surveys
  - Complaint Tracking Systems
- *Document data sources:* Whether the data are obtained from manual logs, check sheets, computer databases, surveys, or focus groups, it is critical to maintain a detailed record of the source. This step is important to ensure consistency and also to ensure the same data continue to be collected in cases of staff changes due to turnover and/or reassignment of duties.
  - *Frequency of data collection:* A key consideration is how often data will be collected. The more frequently data are reviewed, the greater the opportunity to improve current processes and make course corrections, if and when necessary. Data collection frequency should be consistent over time to allow for comparisons.
  - *Data calculation:* The design should describe in detail how the raw data are collected and transformed into usable information for reporting. For derived data, include the original source(s) and mathematical equations, e.g., cost per vaccination is the calculation of the total cost of providing the vaccination (source: financial system) divided by the total number of vaccinations administered annually (source: department tracking system).
  - *Explanatory factors:* Any contextual or procedural information should be recorded as an explanatory factor. Assumptions and externalities should be included in the explanatory factors, as well as any factors that might affect the organization's control over the Activity results.

To assist departments in defining and reporting performance measures, a Performance Measure Summary Form has been developed as a tool to record all pertinent information about a performance measure (Appendix E). A form should be completed for each measure.

## Section 7. Performance Targets

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In this section

- ✓ Setting Performance Targets
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### Setting Performance Targets

Performance targets represent the commitments that departments make about the level of results they aspire to achieve, and creates a standard of success for the department and its employees. Targets, therefore, should involve some increment of improvement over the existing level of performance. They help to bring the purpose for undertaking the Activity or Services into sharper focus, and the setting of targets is the main method by which performance measurement data can alert Activity Leaders, department directors, and County leadership to the need to investigate or make interventions if expected performance is not being achieved. Without targets, performance information is more difficult to appraise.

Performance Targets should:

- Relate to the overall Activity/Service result to be experienced by the customer
- Encourage improved performance
- Provide early problem identification and detection
- Be achievable and yet challenging

Targets are set annually during the Strategic Business Plan development/update process. Departments establish a performance target and an “acceptable variance range” (good, fair, poor) for each performance measure identified in the Strategic Business Plan. This information, entered into the MFR business intelligence system, makes it possible to track progress toward achieving goals and results.

- **Results Targets:** what the department aspires to achieve for the customer during the budget period
- **Output Targets:** the number of units of service/product the department aspires to deliver during the budget period
- **Demand Targets:** the forecasted number of units of service/product the department expects to be requested during the budget period
- **Efficiency Targets:** the cost/expenditures per unit of service/product the department aspires to achieve during the budget period

Exhibit 7.3 includes some factors to consider when setting performance targets.

### Exhibit 7.3 Setting Performance Targets

- *What is the performance baseline?* It is difficult if not impossible to establish a reasonable performance target without some idea of the starting point. The performance baseline is the value of the performance measure at the beginning of the planning period.
- *What are customer expectations?* While targets should be set on an objective basis of what can be accomplished given certain conditions and resources, it is useful to get input from customers regarding what they want, need, and expect from department Activities.
- *What do the research findings reveal?* Reviewing industry literature, especially research and evaluation findings, may help in choosing realistic targets.
- *What is being accomplished elsewhere with similar Activities or with service delivery partners?* Valuable information can be gleaned by surveying service delivery partners who are knowledgeable about the local situation (or similar settings) and about reasonable expectations for results that can be achieved.
- *What performance targets are mandated by law or are identified as area-of-practice national standards?* Review legal mandates or consider recognized national standards as noted by industry organizations.

### Benchmarks

One way of setting targets is to look at what is being done by someone else that has a reputation for high performance in the particular business or Activity area. Targets may be set to reflect this “best in business” experience, provided, of course, that consideration is given to the comparability of county conditions, resource availabilities, and other factors likely to influence the performance levels that can be achieved.

## Section 8. Strategic Business Plan Updates

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In this section

- ✓ Strategic Business Plan Updates
  - ✓ Communicating the Strategic Business Plan
- 

### Strategic Business Plan Updates

After analysis, evaluation, and reporting is complete, departments continue the MFR cycle by reviewing their Strategic Business Plans to ensure that all elements continue to fully and accurately represent the services they provide and to make decisions on if and where changes may need to be made. Plans also are reviewed to ensure that Issues Statements continue to have an impact on the department and the customer, and if Strategic Goals have been achieved.

Generally, this review takes place August-October in preparation for the upcoming fiscal year budget request. Departments submit any proposed changes to their plans for OMB review and approval during this time frame. OMB Staff review the submissions for completeness and accuracy, for alignment with the County Strategic Plan; and to confirm that each element of the plan meets established MFR criteria. If OMB and the department cannot reach consensus on the proposed plan changes, the proposal is referred to the Corporate Review Team (CRT), which reviews the requests and issues a determination.

When reviewing the Strategic Business Plan, the following elements should be considered:

1. Mission Statement—does the Mission Statement continue to communicate effectively and clearly the primary purpose and scope of your entire department?
2. Issue Statements—are the issues still current and continue to have an impact on the customers served by the department? Have any new issues emerged since the previous update that is now having an impact on the customers served by the department?
3. Strategic Goals—are the goals still current, or do they need to be revised with new timeframes and/or targets? Has the department developed new goals to address new issues that have emerged?
4. Service Listings—is the listing of Services still current? Does the listing of Services provide a clear, understandable picture of key deliverables provided to its customers? Do Services need to be added/deleted?
5. Activity Purpose Statements—does the Activity Purpose Statement continue to communicate effectively and clearly a summary of the Activities and Services and the benefit the customer will experience as a consequence of having received the services?
6. Family of Measures—do the measures continue to be meaningful and tied to the Services delivered and the Result line in the Activity Purpose Statement?
7. Performance Targets—are the Performance Targets still current or do they need to be revised based on evaluation of performance against previous targets?

A worksheet for the Department Strategic Plan Checkup is available in Appendix F.

## Communicating the Strategic Business Plan

Successful implementation of the Strategic Business Plan depends on effective communication of the elements of the plan, including performance measures and targets. Communication should begin immediately and continue throughout plan implementation. Internally, the Strategic Business Plan should be developed in a way that involves all organizational levels. Activity Leaders and staff need to have a clear understanding of the plan and their roles in it. A plan has little value if it is not widely understood and accepted. It must form the basis for daily action throughout the organization. Staff who are familiar with the plan will better understand the measures used to track progress and the impact their individual performance has on achieving positive results.

Consider the following ideas to communicate the plan:

- Talk about the plan at staff meetings; make performance information a regular agenda item at all management and staff meetings
- Distribute copies of the full plan to Activity Leaders and supervisors.
- Prepare a condensed brochure version of the plan to share with all employees.
- Display the Mission Statement and Strategic Goals in a prominent location.
- Recognize progress on the plan's goals and objectives at staff meetings, in newsletters, and at other organizational events.

## Part III. Budgeting for Results

### Section 9. Budgeting for Results

- In this section
- ✓ Budgeting for Results

### Budgeting for Results

Budgeting for Results is the next major phase of the Managing for Results process, which started with *Planning for Results*. In *Planning for Results* the County and individual departments, through the strategic business planning process, define the broad purposes of the organization, identify strategic issues, and establish multi-year Strategic Goals. Departments then inventory the Services they provide to their customers and group them into meaningful Activities based on the *results* experienced by customers. Performance measures are defined for each Activity following a “Family of Measures” approach that balances results, output, demand, and efficiency. Once they have defined performance measures for each Activity, departments set targets for each measure for the upcoming fiscal year.



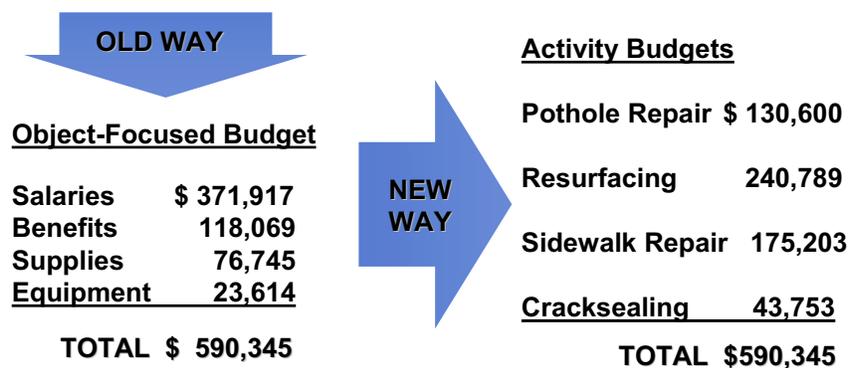
*Budgeting for Results* is the stage in the Managing for Results cycle in which resources are allocated to achieve results, and the performance targets set in Strategic Business Plans are reconciled with funding levels. Budgeting for Results is an integral part of the entire Managing for Results cycle. In order to have a meaningful impact, Strategic Business Plans must be followed by a concrete process of identifying and applying the resources needed to realize results identified in the plans.

The later stages in the cycle are dependent on Budgeting for Results as well. The resource allocations and annual performance expectations that are developed from Budgeting for Results fundamentally are necessary to *Delivering, Analyzing and Reporting* and ultimately *Evaluating*

and Improving Results. Budgets with performance levels set the baseline for reporting progress, and serve as the framework for future process improvement efforts.

By relating *resources used to deliver services to results to be achieved*, budgeting takes on a new focus. Instead of the traditional focus on *funding costs*, the new process focuses on *purchasing results*. To achieve this realignment of the budget to Activities and results, Budgeting for Results organizes the budget differently from traditional budget processes by classifying expenditures and revenues according to Activities and Services. This allows the County to make one of the three basic statements in the beginning of this *Resource Guide*: *We know what it costs to deliver our services*.

**Exhibit 9.1 Activity-Focused Budgeting**



**Fiscal Planning at all Levels**

Budgeting for Results in Maricopa County addresses budgeting and fiscal planning both at an organization-wide level and at an Activity level. For governments, budgets are both plans for, and controls over, expenditures and use of resources. Budgets set forth the amount of money that is available for, required for, or assigned to a particular purpose. At a certain level, government budgets are legal documents that grant authority to spend the public’s funds. Nonetheless, government budgets also should be plans that set forth the projected financial position of the organization on estimates of expenditures and revenue as well as articulate strategic priorities and expected results.

Maricopa County’s Budgeting for Results follows the “best practices” in government budgeting and financial planning. In 1998, the National Advisory Council on State and Local Budgeting (NACSLB) adopted *Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting* (see <http://www.gfoa.org/services/nacslb/>). The *Recommended Practices* were organized into a set of four broad principles, each of which was broken down into specific elements, which in turn included a set of recommended practices. The four major principles were as follows:

- I. Establish Broad Goals to Guide Government Decision Making
- II. Develop Approaches to Achieve Goals
- III. Develop a Budget with Approaches to Achieve Goals
- IV. Evaluate Performance and Make Adjustments

Managing for Results clearly align with these principles. At the highest levels, the Budgeting for Results process in Maricopa County is aimed at the following broad financial goals:

- *Structural balance*: Ongoing expenditures are supported by ongoing revenues.
- *Conservative estimation of revenues and expenditures*: A preference for under-estimation of revenues and over-estimation of costs minimizes the risk of fiscal shortfalls.
- *Sustainability*: Expenditure commitments made in the present can be supported indefinitely with existing revenues based on realistic and conservative forecasts.
- *Maximization of non-tax revenues*: Fees, charges, grants and other revenue should recover the *full cost* (direct and indirect) of County Activities, thereby reducing the dependence on tax-based revenue.
- *Flexibility with accountability*: The legal requirements of the budget are set at a high level, thereby allowing departments the flexibility to respond quickly to changing needs.
- *Funding based on performance and results*: Limited resources are allocated to the “highest and best use” in relation to results. By intelligently addressing community needs in relation to crime, public health, and other strategic priority areas set out by the Board of Supervisors’ Countywide Strategic Plan, future demand for County service can be minimized.
- *Build and appropriately use reserves*: Sustainable, structurally balanced budgets that are based on conservative estimates and forecasts and effectively address community needs lead to financial surpluses. These surpluses can then be used to make investments in infrastructure and technology that further improve the results and efficiency of County services. Furthermore, these investments can be made while minimizing issuance of debt, which also reduces the County’s operating expenditures over the long term.

By adhering to the above Budgeting for Results principles, Managing for Results can achieve what is in effect a “virtuous cycle” that results in *sustainable lower tax rates* and a *healthier and safer community*.

These higher-order results are built upon Budgeting for Results at the micro level, namely the process of budgeting and managing individual Activities and Services. Budgeting for Results by Activity allows departments the ability to gauge whether or not the Services within each Activity are fully recovering their costs from the revenue they generate, and thus to set revenue rates that realize the goal of maximizing non-tax revenues. Along with revenues and costs, Service demands are forecast conservatively, contributing to both sustainability and reduction in financial risk. Budgeting by Activity with a clear connection to performance allows departments to better use their flexibility by giving them better information on changing needs and costs, while establishing accountability to elected policy-makers. By clearly presenting how expenditure levels relate to performance, the process also builds accountability with the public so that they can be assured that the public resources entrusted to the County are being used to good purpose and maximal result.

The Budgeting for Results model at the Activity level (Exhibit 9.2) is built around the Family of Measures. Departments develop budgets for each Activity with the goal of meeting or exceeding the performance targets established in their strategic business plans. The budget for each Activity is developed to produce a level of Results by delivering a specified level of output. Output meets forecasted Demand for services at an estimated cost per output. The level of output is factored with cost and revenue drivers to estimate total expenditures and revenues. Improvement in results and efficiency can be addressed by adjusting the allocation of resources between Activities as well as within the budget for an individual Activity. The model also supports analyzing the level of cost recovery from fees or other Activity revenues.

The Budgeting for Results model is the basic building-block that departments use to develop their funding requests. The model provides a standardized approach with consistent concepts and terminology that are used throughout the County.

**Exhibit 9.2 Budgeting for Results Model**

Activity: The purpose of the <u>Building Inspection Activity</u> is to provide residential building inspection services to homeowners so they can quickly complete desired construction projects that are within code.					
		Prior Year Actual	Current Budget	Projected Actual	Next Year Request
Results	<i>% of residential building inspections provided within 3 days of application</i>	75%	76%	80%	81%
Output	<i># of building inspections provided</i>	12,610	13,460	12,157	13,460
Demand	<i># of building inspection applications submitted by homeowners</i>	12,787	13,460	13,595	14,071
Efficiency	<i>Cost per building inspection provided</i>	\$130.88	\$139.33	\$136.39	\$180.13
Expenditures		\$1,650,397	\$1,875,382	\$1,658,093	\$2,242,550
Revenue		\$1,765,400	\$1,884,400	\$1,701,980	\$1,884,400

## Part IV. Delivering Results

### Section 10. Deliver Services

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In this section

- ✓ Monitoring Activities and Budgets
  - ✓ Making Mid-Year Forecasts
- 

#### Monitoring Activities and Budgets

It is important to review measurement data and other information throughout the year to ensure that Activity requirements are being met, that service delivery is operating effectively, and that budget revenues and expenditures are in line with the department plan. Monitoring activities and budgets:

- Involves ensuring that business operations are effective and efficient
- Focuses on the effective daily planning, scheduling, use and control of staff and department resources
- Includes utilizing business intelligence systems and other functions to meet service expectations

#### Making Mid-Year Forecasts

Mid-Year Forecast: The mid-year forecast figures are determined by reviewing each measure's anticipated full-year results, comparing it against year-to-date performance, and estimating the year-end performance level based on year-to-date actuals and any other factors likely to affect performance for the remaining six months of the fiscal year. This information is used to (1) help inform budget discussions during the budget development process, and (2) to project year-end results based on performance through the first half of the year.

Explanation: As part of the planning and budgeting processes, departments submit anticipated targets for each Activity family of measures. At mid-year, data are carefully analyzed and reviewed to determine whether the anticipated target(s) will be met. The mid-year forecast can suggest one of three end results: (1) that an Activity is on track to meet the full-year target, (2) is falling short of the originally anticipated target, or (3) is ahead of the target. This information can then be used by management to make operational changes or adjustments as necessary based on the mid-year forecast.

Steps to determine the mid-year forecast include:

1. Review the anticipated year-end forecast for each measure.
2. Analyze mid-year performance to-date in comparison to prior-year performance and the year-end forecast:
  - a. How does mid-year performance compare to prior year results for the same time period and to the expected year-end result?
  - b. Are there new or different factors that influenced results during the first six-months (e.g., change in resources, increased or decreased demand, change in supply or availability of the service, etc.)?

- c. Are those factors likely to continue to affect performance for the remaining six months of the year?
3. Using available data and analysis, determine the mid-year forecast.
4. Take operational actions, as appropriate, to address the mid-year forecast.

## Section 11. Collect Data

In this section

- ✓ Customer Data

Performance data are collected and analyzed to provide County decision makers with information about how well a department is delivering services, achieving its goals, and the extent to which customers are experiencing intended results. A comprehensive data collection strategy (see p. 39) for each performance measure should be determined before Strategic Business Plan implementation to ensure accurate and reliable information is gathered and reported. Data collection takes place in timely increments based on the frequency outlined in the collection strategy.

### Customer Data

Customers base their opinions of departments on both the result of service provided and the experience of receiving the service. A number of service quality characteristics can be tracked that often correlate to improving the customer experience. (See Exhibit 11.1.)

#### Exhibit 11.1 Service Quality Characteristics

##### Typical Service Quality Characteristics to Track

- Timeliness with which the service is provided
- Accessibility and convenience of the service
- Convenience of location
- Convenience of hours of operation
- Staff availability when the customer needs the service (whether by phone or in person)
- Accuracy of the assistance, such as in processing customer requests for service
- Courteousness with which the service is delivered
- Adequacy of information disseminated to potential users about what the service is and how to obtain it
- Condition and safety of agency facilities used by customers

### Conducting Customer Surveys

Various means to assess the customer experience are available, including complaint logs and direct surveying of customers. Surveying is a means of gathering information about a particular population through two options: either questioning each member of the population or by sampling some of its members, usually through a system of standardized questions and conducted by mail, telephone, personal interview, or via the Internet. Exhibit 11.2 provides examples of information that can be obtained from customer surveys.

**Exhibit 11.2 Customer Survey Information****Information Obtainable from Customer Surveys**

1. Customer condition and attitudes before and after receiving services, as well as the results of those services.
2. Customer action or behavior after receiving program services.
3. Overall satisfaction with a service.
4. Ratings of specific service quality characteristics.
5. Extent of service use.
6. Extent of awareness of services.
7. Reasons for dissatisfaction with, or for not using, services.
8. Suggestions for improving services.
9. Demographic information on customers.

Each year, Maricopa County Research and Reporting conducts a general citizen satisfaction survey that provides general feedback on select County services. Results of the survey are available on the MFR website at <http://www.maricopa.gov/mfr/css.asp>. Contact Research and Reporting for assistance in interpreting the results of the general survey, and/or if you are considering conducting a department-level customer satisfaction survey.

## Part V. Analyzing and Reporting Results

### Section 12. Validate and Record Performance Information

In this section

- ✓ Validate Performance Information
- ✓ Record Performance Information

Data analysis in performance measurement is the process of converting raw data into performance information and knowledge. Data have been collected and reported so that informed assumptions and generalizations can be made about what happened. For a department to choose the most effective strategies and make significant improvements in achieving results, analyzing the data is critical to understanding what is driving current results.

#### Validate Performance Information

County leaders, department directors and Activity Leaders, budget analysts, and other decision makers rely upon valid and reliable performance information to make informed decisions. Before analysis begins, validation of reported performance information should take place to ensure it is accurate and reliable. Reliability is determined by the ability of someone, when given the same set of information, to replicate the data that has been reported. To ensure that the data reported are reliable:

- Clearly define what information has been collected,
- Have written data collection procedures in place, including calculation methodology (see pp. 39-40),
- Cross-check data entry for accuracy and completeness, and
- Develop a calendar for regular self-assessments and reliability checks on all performance measures.

#### Performance Measures Assessment

A quality assessment of performance data is a process that departments can use to ascertain if the performance data that they report are reliable and if sufficient control systems are in place over the collection, analysis, and reporting of that data. The purpose of a self-assessment is to:

- Determine if your department is accurately reporting performance and operational data
- Determine whether your department has sufficient control systems in place over the collection, analysis, and reporting of performance measurement data
- Determine the extent to which management and other stakeholders can rely on performance data when making budgetary decisions or evaluating specific activities
- To help increase the extent to which performance measurement data are being generated from departmental systems that have adequate internal controls

The department self-assessment should be conducted by someone who has not been involved in any part of the data collection process or system maintenance.

**Step 1.** Select a measure to review. Suggested criteria:

- Patterns of unexpected performance (either up or down)

- Concerns raised by the department's budget office, OMB, or other sources external to the department
- Concern or interest by the Board of Supervisors or senior management about an Activity being measured

**Step 2.** Review measure definition and other documentation or data relevant to the measure. Determine if the measure definition is clear, specific, and not open to interpretation; if the calculation method is consistent with the measure's definition; and if the measure name accurately describes what it is measuring.

**Step 3.** Determine if the number reported can be replicated. Gather summary documentation for the measure including all spreadsheets and manual calculation sheets and use this information to replicate the number reported. Determine if the number is within a tolerable range (e.g., plus or minus three percent). If the number is not within the target, investigate the reasons for the discrepancy.

**Step 4.** Collect information on the process used to generate performance data. Identify and document the event(s) that begin the process of collecting data for the measure, how the measure is calculated and where the data are stored. Develop a high-level process flow chart using the information gathered.

**Step 5.** Determine whether adequate controls over performance measure data exist to ensure consistent reporting of valid, accurate, and reliable information. Using the flowchart mentioned in Step 4, determine whether necessary controls exist at each key point in the data flow.

## Record Performance Information

Departments report performance information via the *Managing for Results* business intelligence system. This process provides an efficient and timely vehicle to ensure that progress toward achieving goals is tracked, that reporting of performance data is complete, that targets are being met, and so that anyone who is interested can easily and quickly view the performance of an Activity.

OMB Budget Analysts review departments' performance information on a regular basis for completeness and reasonableness. Analysts also check departments' strategic goals to ensure meaningful progress updates have been entered. Through the web-based reporting, performance data can be viewed on an individual department basis. Each department's Strategic Business Plan with performance information can be viewed at <http://www.maricopa.gov/mfr>.

## Section 13. Analyze Data

---

In this section

- ✓ Data Analysis Techniques
  - ✓ Analyzing Customer Surveys
- 

Data are collected and analyzed to get answers and to provide County decision makers with information about how well a department is achieving its goals and results for customers. Performance measurement data that have been analyzed can be used to drive improvements in an organization's processes and to help successfully translate strategy into results.

### Data Analysis Techniques

**Descriptive Analysis** – Performance information quantifies and describes the current status of an Activity or Service, and can show how the Activity or level of service delivery and the result that customers experience have evolved over time. Descriptive analysis involves charting historical results to analyze changes over time.

**Comparative Analysis** – Comparisons help provide the context in which managers can begin to interpret results data. Some types of comparisons include:

- Comparing recent results with those from previous reporting periods
- Comparing results to targets
- Comparing results by customer or service characteristics
- Comparing results against benchmarks

**Disaggregating Analysis** – When analyzing results, it is important to consider that the overall results may disguise underlying problems that may be occurring with specific customer groups or service areas. These problems can be identified by disaggregating customer information or service characteristic.

- If the customer base is individuals, it can be divided into groups based on similar demographic characteristics, such as age, gender, race/ethnicity, income, education, etc.
- If the customer base is businesses, it can be divided by industry type, size, or location
- For various internal service characteristics, they can be divided by amount of service provided, location/office/facility at which the service was provided, program/training content, or the particular staff providing the service

**Causality Analysis** – Causality analysis can help identify the factors that may have contributed to or caused the results. Understanding the relationship between a result and its root causes can lead to specific action to improve performance. Causality analysis is done through statistical regression analysis, developing fishbone diagrams, or with business process flow charts.

<b>Exhibit 13.1 Sample Comparative Analysis</b>			
<b>Job Training Activity</b>			
	FY2004	FY2005	FY2006
% of individuals with disabilities obtaining and retaining employment for six months or longer	50%	60%	62%
# of individuals with disabilities provided job training sessions	200	250	250
# of individuals with disabilities requesting job training sessions	300	325	350
\$ expenditure per individual with disabilities provided job training sessions	\$1,000	\$1,200	\$1,300
\$ expenditure per individual with disabilities obtaining and retaining employment for six months or longer	\$2,000	\$1,800	\$1,750
Results: The department increased the percentage of individuals with disabilities who obtained and retained employment for six months or longer from 50% in FY2004 to 60% in FY2005 and up to 62% in FY2006.	The number of individuals requesting training sessions continues to increase, but the number of participants who receive the training remained the same between FY05 and FY06. Expenditure per individual provided the job training increased by has increased 30% since FY2004. However, the FY2005 cost per result decreased from FY2004. Although cost/expenditure per individual trained is increasing, it is important to note that the results also are improving, and that the cost per result is decreasing.		
<b>Based on this information, what questions would you ask?</b>			

### Analyzing Customer Surveys

Customer survey data can provide organizations with data and information that can be used to identify areas of opportunity for improving service delivery to customers, enhancing results, and achieving organizational goals. In reviewing survey data, keep in mind the following questions:

*What is the current situation? What does the data tell you about...*

- Current customer satisfaction?
- Areas of high satisfaction, low satisfaction?
- Trends – how have responses changed over time?
- Similarities/Contradictions – do the survey data support or contradict internal operational data on factors such as quality, accuracy, timeliness, etc.?

*What factors may be contributing to the current situation?*

*What is the desired situation?*

- What levels of satisfaction are you seeking across the components measured in the survey?

*What is the size and nature of the gap between current and desired situation?*

- Is there a gap (and, if so, how big is it) between the current and desired situation?
- What forces are pushing in the direction of the desired state, and what forces are blocking progress?

In answering these and similar questions, a diagnosis is developed that should lead to the identification of problems or opportunities with the following elements:

- a clear picture of the desired state
- a clear understanding of what is happening now
- an assessment of the gap (problem or opportunity)
- an awareness of what factors are moving you forward and what factors are blocking progress

When utilizing survey data, it is important to keep in mind that survey results reflect one dimension of information about an Activity or Service. The identification of actions and solutions should be done in conjunction with, and in consideration of, analyses utilizing additional dimensions of operational, financial, and diagnostic performance data. At this point, an organization can undertake a more formalized problem-solving or process-improvement approach to ensure that problems and opportunities have been well-defined and carefully considered before moving on to the identification and implementation of potential solutions.

The Survey Data Interpretation Worksheet is available in Appendix G.

## Section 14. Communicate Results

In this section

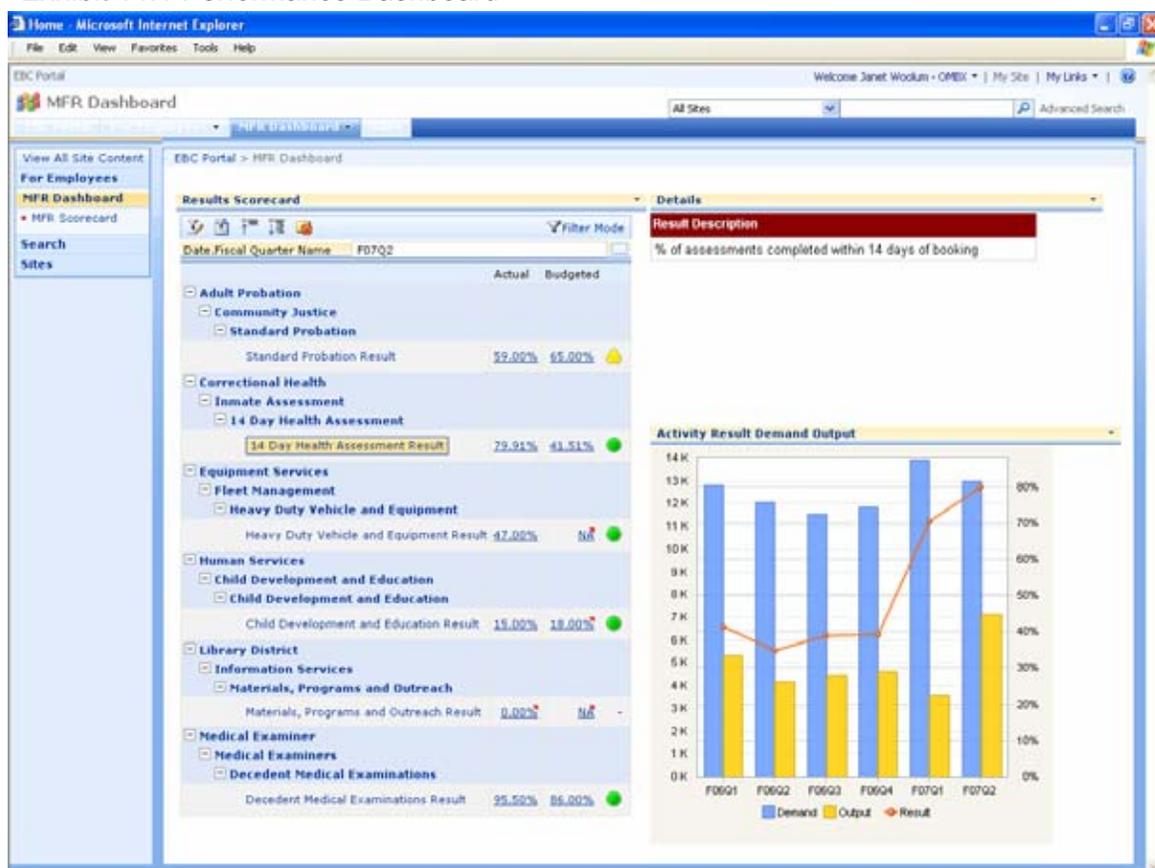
- ✓ Presenting the Results

Presentation is critical in making the performance information useful. Once goals have been established and data have been gathered and analyzed to determine whether goals have been met, departments should communicate that information to both employees and the public. Department Strategic Business Plans, including performance information, are made public through the County website, but departments also can take steps to disseminate additional information to their stakeholders and employees that is more accessible and engaging. Regular, ongoing communication of success is vital to maintaining relationships and generating awareness and support for department programs.

### Dashboards

Dashboards are visual representations of data and should display critical indicator—gauges, so to speak—of performance. Like gauges on a dashboard, the data should be constantly illuminated or at least accessible, if possible. Dashboards should be available for each Activity and be visible to both those who deliver services and collect the data and to those who supervise and manage the delivery of services.

Exhibit 14.1 Performance Dashboard



## Part VI. Evaluating and Improving Results

### Section 15. Using Performance Information

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In this section

- ✓ Uses for Performance Information
  - ✓ Evaluating Performance against Targets
- 

The full benefit of collecting performance information is realized only when individuals actually use it to manage. There are a number of uses for performance information. Departments can use Activity performance information to develop strategies, plan and budget, identify priorities, and make resource allocation decisions to effect results in the future. Managers can also use performance information to reward individuals or organizations who meet or exceed expectations. Finally, managers can use performance information to identify more effective approaches to Activity implementation and share those approaches more widely across the department.

#### Uses for Performance Information

##### ***Detecting What is Working and What Isn't***

1. Identify areas that need attention
2. Identify client groups that need attention
3. Identify service procedures and policies that need improvement
4. Identify possible improvements in service delivery

##### ***Motivating Staff and Celebrating Success***

5. Communicate Activity results
6. Hold regular Activity reviews
7. Identify training and technical assistance needs
8. Recognize staff for contributing to positive results

##### ***Other Internal Uses***

9. Identify successful practices
10. Test Activities changes or new Activities
11. Help planning and budgeting

##### ***Reporting to Others***

12. Inform board members or advisory groups
13. Report to the community

### Evaluating Performance against Targets

Departments regularly compare organizational performance against established targets and benchmarks to determine the need for improvement and/or need for program or policy change.

Exhibit 15.1 provides an example of comparing performance against targets to determine if improvement is needed or further analysis is required.

<b>Exhibit 15.1 Sample Comparison of Actual to Targets</b>				
<b>Sample Comparison of Actuals to Targets: Job Training</b>				
	FY2006 Target	FY2006 Actual	Difference between Target and Actual	Notes
% of individuals with disabilities obtaining and retaining employment for 6 months or longer	65%	62%	-3% pts	Target was to increase obtaining/retaining jobs by 4% from previous year
# of individuals with disabilities provided job training sessions	300	300	-0-	Target was to increase output by 50 from previous year
# of individuals with disabilities requesting job training sessions	400	425	+25	Forecast was that demand would increase by 100
\$ expenditure per individual with disabilities provided job training services	\$1,000	\$1,200	-\$200	Targeted to reduce the amount per individual trained by \$100
<p>For this Activity, the department met its targeted output, but did not achieve its target of increasing the percentage of individuals obtaining and retaining employment for 6 months or longer. Additionally, the cost per individual training was considerably higher than targeted. This suggests a need to investigate what contributed to the higher-than-forecasted cost per individual trained, and why the group of individuals served did not achieve anticipated results. Does the training program need to be evaluated? What is the make-up of the client group? Has it changed over time? Was the training program more effective for a particular segment of the client group? Did a particular resource (facilities, materials, staffing) contribute to the increase in costs? Why did the department miss its results, efficiency, and cost targets? Were the targets realistic?</p>				

## Section 16. Evaluating Programs and Processes

In this section

- ✓ Structured Process Improvement
- ✓ Program Evaluation

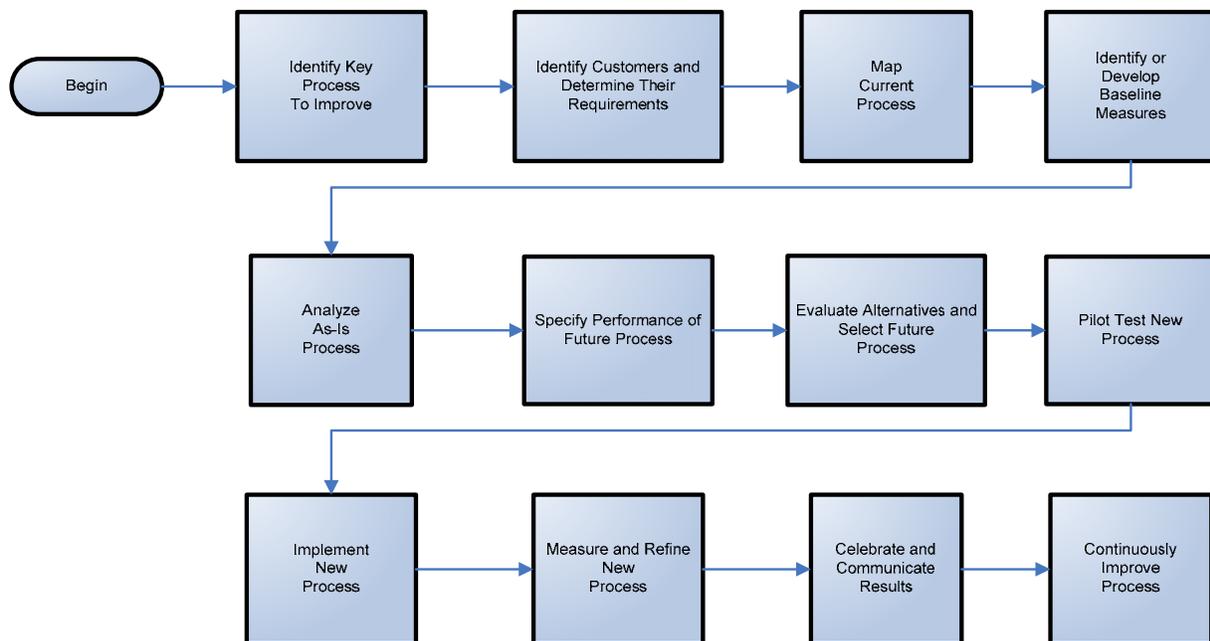
Overall evaluation of what the performance information is telling County and department leadership about the effectiveness and efficiency of programs leads to improving performance. Evaluating programs and processes should be conducted in a structured environment to ensure consistency and focus.

### Structured Process Improvement

Structured process improvement is a tool that departments can use to ensure that they are performing well and achieving efficiencies and quality results. When departments have MFR data that show a process important to customers is not performing acceptably, they have a responsibility to improve that process. This will increase citizen satisfaction and/or employee satisfaction, depending on whether the process serves external customers, internal customers, or both. Improving customer and employee satisfaction is consistent with Maricopa County’s Strategic Plan, and with the County Manager’s process improvement initiative.

Several systematic methods exist that departments can use to help identify, select, and improve processes. These process-improvement models emphasize that processes should be selected based on data, and that a systematic methodology, such as the model below, should be followed to improve the project and to measure the results.

**Exhibit 16.1 Process Improvement Model**



Classes on process improvement are offered on a regular basis. Check the EBC online training calendar for a schedule of upcoming classes.

## Program Evaluation

Formal program evaluations are carried out to determine whether a program is accomplishing its goals or not. It identifies program weaknesses and strengths and the areas of the program that might need revision. Effective program evaluation can:

- Account for what has been accomplished through the budgeted funds
- Promote learning about which strategies work and which don't
- Provide feedback to inform decision-making at all levels: unit, department, County leadership
- Contribute to the body of knowledge about a program or service
- Assess the cost-effectiveness of different strategies
- Position high-quality programs for future funding opportunities
- Increase the effectiveness of project and program management
- Contribute to policy development

## Section 17. Employee Evaluations

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In this section  
✓ Employee Evaluations

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### Employee Evaluations

Maricopa County depends on its employees to carry out its mission and return value to the taxpayer by getting results. Employees need to know how they contribute to meeting organizational goals through their performance on the job. The Performance Management Process is an important vehicle to promote and fully implement *Managing for Results*. (See also, Employee Performance Plans, p. 33)

The Performance Management Cycle involves:

- appropriate planning with the employee to meet the mission and strategic goals of the work unit;
- identifying results, expectations of performance and the related measures of success;
- monitoring progress and providing constructive feedback;
- coaching and counseling to keep individual performance on track;
- and reviewing, recognizing, and rewarding performance results.

For more information about Employee Performance Plans and evaluating employee performance, visit the Performance Management section on the Management Resource Center on the EBC website.



## Appendices

### Appendix A

MFR Elements Examples

### Appendix B

Environmental Assessment Factors

### Appendix C

Forms and Check Sheets:

1. Issue Statements Check Sheet
2. Mission Statement Check Sheet
3. Vision and Value Statements Check Sheet
4. Strategic Goals Check Sheet

### Appendix D

Service Inventory Worksheet and Example

### Appendix E

Performance Measure Summary Form

### Appendix F

Department Strategic Plan Checkup Sheet

### Appendix G

Survey Data Interpretation Worksheet

## APPENDIX A

**MFR Elements Examples****Issue Statements**

- Staffing shortages (12% vacancy rate in FY06) and increasing turnover rates (from 9% in FY05 to 14% in FY06) in the permits processing function are limiting our ability to meet goals of timeliness and quality for our customers and if they continue, will likely increase permit turnaround time from current performance of 10 business days to more than 20 business days or more by FY08.
- Increasing utility rates (3 percent per year for each of the three previous years) and demand will impact the County's ability to reduce utility cost per square foot.
- The nationwide shortage of health care personnel puts the department in direct competition with the private sector to employ qualified staff, thus increasing the difficulty to recruit and retain quality clinical personnel potentially compromising patient care.

**Mission Statements**

The Mission of the (department name) is...

- To provide vehicle, equipment, and fuel services to employees and departments of Maricopa County so they can have the transportation and equipment needed to perform their jobs.
- To provide recreational and educational opportunities while protecting park resources for residents and visitors so that they can enjoy a safe and meaningful outdoor experience.
- To provide assistance and adult pretrial and probation services to neighborhoods, courts, offenders, and victims so they can experience safety and well-being.

**Vision Statements**

**Public Defense Services:** To deliver America's promise of justice for all

**Human Services:** All Maricopa County residents will have opportunities to achieve economic self-sufficiency and enjoy a high quality of life

**Juvenile Probation:** Maricopa County is a place where juveniles who come into contact with the Department become responsible citizens, victims of juvenile crime experience justice, and the public feels safer.

**Strategic Goals**

- By January 2009, at least 90% of our customers will be able to obtain their permits within two days of submitting their application so they can begin their construction projects in a more timely manner, rather than waiting four days currently.
- By June 30, 2010, 80% or more of children in Maricopa County will have a full complement of immunizations before they reach the age of 24 months.
- By the end of FY2009, at least 90% of cases will be completed within 45 days so families can experience timely administration of justice rather than waiting more than 90 days currently.

## APPENDIX B

## Environmental Assessment Factors

### 1. Demographics, focus on customers

- Characteristics (age, education, geographic, special needs, impact on state's economic, political, cultural climate, etc.)
- Trends and their impact (population shifts, emerging demographic characteristics, etc.)

### 2. Economic Variables

- Unemployment rate, interest rate, etc.
- Extent to which customers and service populations are affected by economic conditions
- Expected future economic conditions and impact on department and service populations
- State and County fiscal forecast and revenue estimates
- Department response to changing economic conditions

### 3. Impact of "Other" Government Statutes and Regulations

- Key legislation, key events, etc.
- Current government activities (identification of relevant government entities, relationship to State entities, impact on operations, etc.)
- Anticipated impact of future government actions on department and its customers (agency-specific federal mandates; court cases, federal budget, general mandates, i.e., Americans with Disabilities Act, etc.)

### 4. Other Legal Issues

- Impact of anticipated State statutory changes
- Impact of current and outstanding court cases
- Impact of County government requirements

### 5. Technological Developments

- Impact of technology on current department operations (product/services in the marketplace, telecommunications, etc.)
- Impact of anticipated technological advances

### 6. Public Policy Issues

- Current events

APPENDIX C.1

### Issue Statements Check Sheet

**Issue Statement:** summarizes the issues and trends that will have an impact on the department and its customers

For each Issue Statement, indicate if the statement meets the key criteria.

Issue Statement Check					
<b>Department:</b>	<b>Issue Number:</b>				
	<b>Key Criteria:</b>	#1	#2	#3	#4
Does the Issue Statement contain a description of the major issue or trend?					
Does it contain a description of its impact on the department or its customers?					
Does the Issue Statement clearly state the issue as a statement of fact not a statement of need or a recommended action/solution?					
Is the issue clearly stated without jargon?					
Is the Issue Statement based on sound data and factual information not anecdotal information or hearsay?					

APPENDIX C.2

### Mission Statement Check Sheet

**Mission:** a brief, concise statement of purpose of a department

Indicate if the Mission Statement meets the key criteria.

Department Mission Statement Check		
<b>Department:</b>		
Key Criteria:	Yes	No
Is it clearly aligned with the County mission?		
Does it clearly state what business you are in?		
Is the mission statement written in the correct format?		
Is it broad enough that all staff in the organization can see how they contribute?		
Is the mission rarely changing?		
Is the rationale for the department's existence clear? Does it articulate the ultimate end results you want?		
Will it make sense to average citizens if they see it on your office wall or on your website?		
Is it obvious why we spend public dollars on such an effort?		

APPENDIX C.3

### Vision and Values Check Sheet

**Vision:** a compelling, conceptual image of the desired result

Indicate if the Vision Statement meets the key criteria.

Vision Statement Check		
<b>Department:</b>		
Key Criteria:	Yes	No
Does the vision statement provide a clear picture of the organization's ideal future?		
Is the vision statement inspiring and challenging?		
Is the vision statement brief enough to be memorable?		

**Values:** the core principles and philosophies that describe how a department conducts itself in achieving its mission

Indicate if the Values Statement meets the key criteria.

Values Statement Check		
<b>Department:</b>		
Key Criteria:	Yes	No
Can the values act as a foundation for the mission and vision?		
Are values included that can be embraced by every employee in the organization?		
Do the values promote employee excellence?		
Do the values clarify expectations for quality performance?		

## Strategic Goals Check Sheet

**Strategic Goal:** the desired end results, generally after two to five years

For each Strategic Goal, indicate if goal meets the key criteria.

Strategic Goals Check					
<b>Department:</b>	<b>Strategic Goal Number:</b>				
<b>Key Criteria:</b>	#1	#2	#3	#4	#5
Is the department strategic goal aligned to a Countywide strategic priority or goal?					
Does the strategic goal support the department mission?					
Is it consistent with legislative authority/regulations?					
Is the strategic goal stated as a result not as a strategy or task?					
Does the strategic goal reflect a strategic direction?					
Is there a clear relationship between the strategic goal and one or more Issue Statement?					
Can the strategic goal be achieved through one or more of the department's Activities?					
Does the strategic goal represent a desired result for the customer that can be quantified?					
Is the strategic goal challenging, but still realistic and achievable, and represent a significant achievement for the department?					
Is there a specific time frame for achieving the strategic goal?					
Is the strategic goal viewed by management and employees as important to achieve?					
Is the strategic goal important to policy makers and customers?					
Will someone unfamiliar with the department understand what the strategic goal means?					



PUBLIC HEALTH DEPARTMENT

SERVICE INVENTORY FORM

Service	Description	Output	Mandated?	
			No	Yes. If "Yes", Cite Mandate
Immunization Training Classes	Classes are provided by community health nurses. Includes developing curriculum and course content, preparing course materials and demonstration models, facilitating registration, and delivering courses	- # of training sessions provided		ARS § 36-673
Childhood Immunizations	Provide immunizations to children at seven sites throughout the county.	- # of immunizations provided		ARS § 36-671-674; AZ Admin Code R9-6-703
Adult Travel Immunizations	Immunizations against a number of diseases are provided to walk-in clients (adults) at the clinic. One immunization is travel-specific; all others are for travel or general health protection.	- # of immunizations provided	X	
Adult Travel Immunization Consultations	Consultations are provided to clients in determining which immunizations to provide, and clients are charged a fee for both the consultation and any immunizations subsequently provided	- # of consultations provided	X	

## APPENDIX E

## Performance Measure Summary Form

In Maricopa County's *Managing for Results* system, each department identifies a family of measures for each Activity in the department's Strategic Business Plan. After the measures have been identified, departments should establish an operational description of the measure, and determine data requirements, data collection sources, methods, and calculation that are consistent with the measure's definition. This will help to ensure validity of the measure and the reliability of the performance information reported.

This Summary Form will assist departments in ensuring data collection and reporting are consistent with the MFR methodology. The form should be completed for each performance measure in the Strategic Business Plan. Using the Summary Form ensures that a detailed history of each performance measure description and data collection strategy can always be accessed by department staff. Additionally, with the summary forms on file, questions regarding any aspect of the data can be answered quickly and consistently.

### Instructions for Completing the Performance Measure Summary Form

1. **Department Name**
2. **Activity:** as it appears in the Strategic Business Plan
3. **Name of Activity Leader:** the person directly responsible for the Activity/Services
4. **Type:** Identify the type of measure as defined in the MFR Activity Family of Measures
5. **Performance Measure Description:** the description (or name) of each performance measure
6. **Definition of Measure and Key Terms:** describe what is actually being measured. Avoid technical jargon and vague descriptors. For example:
  - Instead of using *accurately*: state the acceptable level of error
  - Instead of using *timely*: state the turnaround time you are aiming for
  - Instead of using *eligible*: state the criteria for eligibility
  - For terms such as *youth*: explain the ages included
7. **Rationale for Use:** explain how this particular performance measure relates to Activity Purpose Statement and/or Activity or Service result to be achieved
8. **Frequency:** indicate how often the data is collected (i.e., specify monthly, quarterly, annually, or some other time period)
9. **How Data are Collected/Computed:** describe in detail how the raw data are collected and transformed into usable information for reporting. For derived data, include the original source(s) and mathematical equations.
10. **Data Collection Source(s):** provide a brief description of data source and provide the names of the specific reports, documents, or databases (avoid database acronyms—describe database owner and purpose in detail) from which the raw data for the performance measure is obtained. For *customer satisfaction*: explain what kind of survey instrument (phone, mail, internet) is used, what scale will be used, and who the target population is
11. **Data Collection Issues/Limitations:** discuss any challenges or issues that you face in collecting and reporting the data. This section also can be used for any other explanatory comments on the limitations of the data.
12. **Additional Information:** provide any additional information about the measure
13. **Date Last Updated:** indicate when Summary Form was previously updated and by whom



### Performance Measure Summary Form

(1) Department \_\_\_\_\_

(2) Activity: \_\_\_\_\_

(3) Activity Leader: \_\_\_\_\_

**Performance Measure**

(4) Type: \_\_\_ Result \_\_\_ Output \_\_\_ Demand \_\_\_ Efficiency

(5) Performance Measure Description

(6) Definition of Measure & Key Terms:

(7) Rationale for Use  
(result it measures):

(8) Frequency: Monthly \_\_\_\_\_ Quarterly \_\_\_\_\_ Yearly \_\_\_\_\_ Other \_\_\_\_\_

(9) How Data are Calculated/Computed:

(10) Data Collection Source(s):

(11) Data Collection Issues/Limitations:

(12) Additional Information:

(13) Date last updated: \_\_\_\_\_  
By \_\_\_\_\_



APPENDIX F

## Department Strategic Plan Checkup Sheet

<b>Department Mission Statement Check</b>		
	Yes	No
Does the Mission Statement continue to communicate effectively and clearly the primary purpose and scope of your entire department?		
<b>Issues Statements Checkup</b>		
Are the Issues still current and continue to have an impact on the customers served by the department?		
Are there new issues that have emerged since the previous update that are now having an impact on the customers served by the department?		
Are the Issue Statements written clearly and without jargon so that they can be understood by those outside the Department?		
<b>Strategic Goals Checkup</b>		
Are the Goals still current (with a timeframe of 2-5 years in the future), or do they need to be revised with new timeframes and/or targets?		
Are new goals identified to address any new issues that have emerged?		
Is there a clear relationship between each Goal and one or more Issue Statement?		
Taken together, do all of the Goals address the key priorities of the Department as a whole and provide a basis for evaluating it?		
<b>Services Listing</b>		
Is the listing of Services still current? Have Services been added/deleted?		
Does the listing of Services provide a clear, understandable picture of the key deliverables provide to the customer?		
<b>Activity Purpose Statements</b>		
Do the Activity Purpose Statements continue to communicate effectively and clearly the benefit the customer will experience as a results of having received the services?		
<b>Family of Measures</b>		
Do the measures continue to be meaningful and tied to the Services delivered and the Result line in the Activity Purpose Statements?		
Are Performance Targets still current, or do they need to be revised based on evaluation of performance against previous targets?		

APPENDIX G

### Survey Data Interpretation Worksheet

**Survey Highlights** (items or dimensions with highest scores, highest “compared to rest” scores, most improved from prior scores):

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

**Opportunities for Improvement** (items or dimensions with lowest scores, lowest “compared to rest” scores, least improved from prior scores):

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

**Themes from Written Comments to Explore (if available):**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

**Other Items to Probe:**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

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