



Gunnison County, CO

How MFR is Replicable and Scalable in All Sizes of Government

"Many performance management systems are extremely difficult to implement in small organizations because they require fiscal and human resources that simply aren't available. Managing Results has been excellent in its willingness to customize its approach to implementing MFR in a way that makes it possible to reap the benefits of this strategic, results-oriented management system within the resource and organizational constraints of a small jurisdiction."

-Matthew Birnie, County Manager, Gunnison County, Colorado

Results as written by Gunnison County

Managing for Results:

- Capital projects are weighted so that those that align with the BOCC County Strategic Plan are prioritized in the Capital Improvement Plan
- Focus has shifted from "what" we do to "what we do, why we do it, for whom, , with what desired result".
- Meaningful performance measures have been developed that help managers make quality decisions and allow policy makers and the public to gauge success in attaining the desired results



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Budgeting for Results:

- Section 8 voucher service for housing clients was thought to be cost neutral. BFR shows it's actually costing \$40,000/year.
- Provided structure to rebuild the chart of accounts. This has revolutionized our relevant reporting capabilities to easily access activity-specific cost detail, and uncovered previously hard to get at detail.
- Gave managers the unique opportunity to completely re-think their services and resource allocations. This has aligned the budget process to customer results. The entire climate is changing as evidenced by conversations in staff meetings and around desks throughout the County.
- Made it impossible to imagine going back to the way it was done previously.
- Provided an opportunity for increased pride in working for a governmental entity in this climate of skepticism toward government's value to citizens.

Project Description

Written by Managing Results, LLC (formerly Weidner, Inc.)

The Gunnison County Commissioners developed their county-wide Strategic Plan in January 2008. The County Manager, Assistant County Manager and County Attorney also participated in the planning process. Managing Results (MR) interviewed all six participants ahead of retreat to identify the Issues facing both the people and government of Gunnison County. Strategic Priorities and Strategic Results were identified by the Board.

Matthew Birnie, County Manager, then convened a meeting of department heads and deputies to develop strategies for implementing the Strategic Plan.

In the second half of 2008, individual departments began developing Strategic Business Plans through MR's facilitated process. MR and Gunnison worked together to develop a major innovation in MFR: an accelerated Strategic Business Plan process for small departments with 5 or fewer employees, making it possible to develop a full Strategic Business Plan in 1 or 2 days, depending on the department. This created major cost savings while accomplishing the County's goal for all departments to create Strategic Business Plans. All elected and Commissioner Departments completed Strategic Business Plans by the end of 2010, finishing with the Sheriff's Office plan in October.



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In early 2010, Gunnison purchased a license as the county Beta Site for MFR Live and began entering Strategic Business Plan elements, performance measures and performance data into MFR Live. The Beta relationship between Gunnison and MR has produced innovations and enhancements to MFR Live.

In the summer of 2010, Gunnison Co. designed their Budgeting for Results process and template in a facilitated session with MR. Gunnison's first ever performance based budget is an outstanding example of how to connect money and results for customers and align the budget to the Commissioner's Strategic Plan. The result is a best in class program structured, performance based budget in a small jurisdiction.

Also in the fall of 2010, Gunnison County asked MR to provide MFR Training for Managers, MR's highly rated 2-day course for managers on how to use performance information to manage and communicate. 50 managers, nearly 25% of Gunnison's workforce participated in the training.

In 2011, Gunnison Commissioners and Manager Birnie updated the County-wide Strategic Plan. Gunnison also began integrating individual performance with the performance measures in the Strategic Business Plans by using MFR People for Department Heads.

As a small County government with 200+ employees, Gunnison continues to innovate and implement MFR with the same level of success and sophistication as much larger, better resourced counties. They are proof that, with the right leadership, MFR is replicable and scalable for all sizes of governments.

In late 2011, the Association of Colorado County Administrators recognized the work of Gunnison County by giving Matthew Birnie the "Colorado County Administrator of the Year Award" at the winter gathering of the Colorado counties.

To date, MR has facilitated the BCC through four updates (2009,2011,2013, and 2015) of their County-wide Strategic Plan, to ensure that issues on the horizon are considered and new priorities have customer-focused strategic results attached to them so that success is defined and results are achievable.



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