



# Putting it All Together: Practical Approaches to Integrating Planning, Measurement, Budgeting, Management and Evaluation

GFOA Pre-Conference Seminar  
June 9, 2007  
Anaheim, CA

Tab 1

Introduction Presented by:

Anne Spray Kinney  
Government Finance Officers Association



## Introduction

- ❑ What to expect today
- ❑ Defining an integrated approach: aligning planning, budgeting, and management
- ❑ Purposes of performance measurement and management
- ❑ Trends and initiatives



## What to Expect Today – Practical Approaches from Experience

- ❑ **Strategic Planning**
  - Key steps in developing a plan and integrating performance measurement
- ❑ **Budgeting**
  - Establishing targets to budget for results
- ❑ **Performance Based Management**
  - Moving from performance reporting to performance management
- ❑ **Performance Evaluation**
  - Establishing a system of evaluation

Page 3

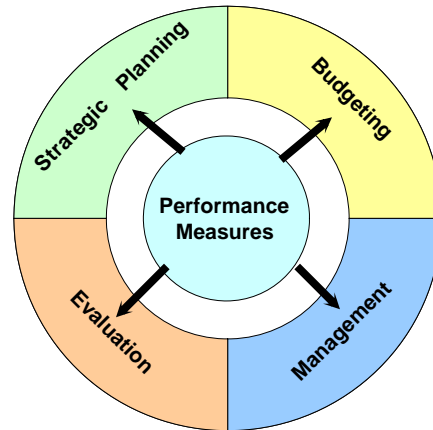


## What is an Integrated Approach?

- ❑ **First generation – developing measures and including them in the budget, not much else**
- ❑ **Second generation – refining measures, using data for decision making and aligning processes**
  - Planning
  - Budgeting
  - Management
  - Evaluation

Page 4

## Performance Measures Used Throughout an Integrated System

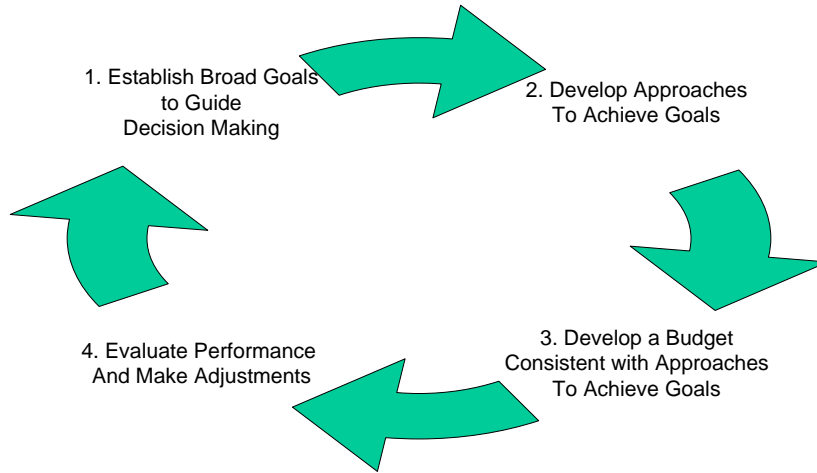


## Integration and Alignment Consistent with NACSLB Guidelines

- Budgeting the NACSLB way
  - The budget process goes beyond
    - Balancing revenues and expenditures one year at a time
    - Traditional line-item expenditure control
  - The budget also
    - Is strategic
    - Encompasses a multi-year financial perspective and strategies reflecting long-term goals
    - Provides flexibility to managers to be efficient and effective



## The Four NACSLB Principles



## Purposes of Performance Management



## Behn's 8 Purposes of Measurement\*

1. Evaluate: How well are we performing?
2. Control: How can we assure we're doing the right thing?
3. Budget: What should we spend money on?
4. Motivate: How can I get people to do what's necessary to improve performance?
5. Promote: How can I convince stakeholders that we're doing a good job?
6. Celebrate: What accomplishments are worth celebrating?
7. Learn: What works or doesn't work?
8. Improve: What should we do differently to improve?

\*Behn, Robert, "Why Measure Performance? Different Purposes Require Different Measures," *Public Administration Review*:63 (6), 2003.

Page 9



## Improvement as the overall purpose

- ❑ There are no "best" measures.
- ❑ Improvement is the mega-purpose:  
"Whenever public managers use performance measures to evaluate, control, budget, motivate, promote, celebrate, or learn, they do so only because these activities – they believe or hope – will help them to improve the performance of government." (Behn)

Page 10



## Purposes of PM: The Accountability-Learning Continuum

### Demonstrate:

- Effective stewardship of public funds
- Effective decision-making processes

### Demonstrate:

- Understand strategies that work locally
- Strategies applied effectively
- Potential for broader application



### Proven through:

- Consistent data
- Transparent processes
- Regular reporting

### Proven through:

- Qualitative and quantitative evaluation methods
- Diverse research tools



**Resulting in:**  
Improved Outcomes



## Accountability-Learning

Accountability

- What conditions do we intend to affect?
- What are we doing to address these conditions?
  - What are we spending?
  - What is being funded?
  - Who is being served? How many?
- What results are being achieved?
- What have we learned and how do we use that to improve? How can we apply lessons to other conditions, activities, results, implementation methods, ....

Learning



## Trends

- ❑ Growing interest in moving from performance measurement performance management
- ❑ Greater citizen involvement in setting standards and in what to measure versus simply producing reports
- ❑ Demand for more information on “what works” (implies growing need for evaluating results and sharing information)

Page 13



## GFOA Initiatives

- ❑ Performance Management Sourcebook
  - Database
  - Chapters on trends, technology, citizen involvement and case studies
- ❑ Interest in developing a national framework for performance management
- ❑ Tool development: logic models, practical evaluation techniques

Page 14