



## **Metro Nashville-Davidson County, TN** **Focusing on Results that Matter**

***Metro's Vision: To be "The best managed local government anywhere."***

*"Weidner's Managing For Results methodology helps governments get clear and stay focused on the results that matter. We hired Weidner for the senior government experience they bring, and because of their commitment to build Metro's own capacity to carry Results Matter forward."*

**— David Manning, Former Finance Director to Mayor Purcell,  
Metro Nashville-Davidson Co., TN**

### **Results as Written by Metro**

[Click here](#) for more information on Metro Nashville's MFR – Results Matter efforts.

**Children and Youth Budget Mapping** - Metro Nashville has recently agreed to take part in a nationwide project to tie resources to programs and services that prepare children and youth for a productive adult life. Through the data collected via departmental strategic business plans we already have a significant amount of data collected and reported regarding all aspects of children and youth. From Metro's Public Health Department to the Nashville Career Advancement Center to the Juvenile Court, we have ample information, including both performance measures and financial data, that will be useful in this effort.

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**Consistency** - By bringing Weidner Inc. on board at the very beginning of Metro Nashville's strategic management initiative, we were able to ensure that all 37 departments received the same information regarding how to create a strategic plan. This has ensured consistency among every department's plan. Consistency is an important component to strategic management initiatives because it affords the ultimate customer, the citizens, the benefit of becoming familiar with one standard plan format, instead of several different ones.

**Budget/Web** - As a result of Metro's strategic management initiative, we now have several years of data to report in a program-based/performance informed budget format. This method of budgeting, which ties program performance to program budgets, provides the needed information to make results based decisions. This performance data can not only be found in the GFOA awarded Recommended Budget Book, but it is also as part of our award winning Citizen's Guide to the Budget and the Citizen's Guide to Metro's Performance and can both be found at [www.nashville.gov](http://www.nashville.gov)

## **Project Description**

Written by Weidner, Inc.

In 2002, Metro Nashville Mayor Bill Purcell embarked upon a mission to make Metro Nashville Government “the best managed local government anywhere.” His first major government improvement focused on conducting performance audits in key departments that have high impact on the public. These audits were performed with exceptional results. In an additional effort to build accountability an focus on performance across the Metro Government, Mayor Purcell and Finance Director David Mannin hired Weidner, Inc. to help design, develop, and assist in implementing a comprehensive Managing for Results (MFR) effort across all agencies in Metro Government.

Weidner worked with Metro Nashville to develop an implementation plan for its Managing For Results effort – called “Results Matter” – that was focused on building Metro’s internal capacity. A keystone of the implementation was the training of Metro employees as “Black Belts” – volunteer facilitators of departmental Strategic Business Plans. This training helped to build the capacity of the Metro Nashville departments to understand and use their Strategic Business Plans. Through the use of these internal facilitators Metro was able to create most departmental Strategic Business Plans, saving the government more than \$1 million in potential consulting costs. Metro was then able to use Weidner, Inc. to work with larger, more complex departments in focused ways. In this way, all of the Mayoral departments and several elected officials created Strategic Business Plans for their organizations.



Metro used the structure of programs as developed in the departmental Strategic Business Plans to restructure the accounting and budgeting system. Selected performance measures included in the budget presentation create a program-structured, performance-informed budget that has received the highest level of recognition from the Government Finance Officers Association (GFOA). As an essential part of the annual operating budget process, all budget requests must be accompanied by a Results Narrative that speaks to the impact of proposed funding changes on performance – and specifically, on the results to be delivered to the customer. Establishing this relationship between resources, purpose and performance has changed the budget conversations at all levels, from staff to elected officials.

In an effort to provide information about the operating budget to the people of Nashville-Davidson County that is accessible and easy to understand, in 2003 Metro Nashville developed the [Citizens' Guide to the Metro Budget](#). This on-line application provides citizens information about how the budget is developed and engages them in a conversation with their elected officials as to how effectively the city is performing with the money they are provided in terms of hard results actually achieved. The site has welcomed tens of thousands of unique visitors each year.

Inspired by the success of the Citizens' Guide to the Metro Budget, Metro has also created a [Citizen's Guide to Metro's Performance](#). This site provides selected performance information for citizens as well as links to Metro's performance reports.

