



# STATE OF INDIANA

Michael R. Pence  
Governor

## GOVERNMENT EFFICIENCY & FINANCIAL PLANNING

Office of Management & Budget  
200 West Washington Street, Room 105  
Indianapolis, Indiana 46204

Kirke Willing  
Executive Director

February 11, 2015

Dear Director Atkins:

In accordance with Governor Pence's Executive Order 13-02, I am pleased to submit the report from the Program Assessment Comprehensive Evaluation (PACE) conducted by the Division of Government Efficiency and Financial Planning (GEFP). Over the course of the last four months GEFP has been reviewing the 496 program evaluation forms submitted by agencies as part of the budget development process. This report is the summary of the culmination of those reviews, the current state of affairs with regards to program performance-based budgeting, and includes both general and specific recommendations for improving the efficiency, transparency and effectiveness of government.

A number of recommendations, both comprehensive and agency level, have been made in this report for your consideration. Moreover, there are concluding statements that address the current operating environment with regards to agency readiness for program performance-based budgeting coupled with a recommended course of action.

The programs submitted by agencies for the PACE have created the foundation for creating a comprehensive program inventory. Pending Governor Pence's approval of these recommendations, GEFP stands ready to assist agencies with implementation and further evolving their programmatic management capacity.

I welcome any questions you have regarding this report and look forward to discussing it with you.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirke Willing".

Kirke Willing  
Executive Director, Government Efficiency and Financial Planning

February 11, 2015