The Public Strategies Group

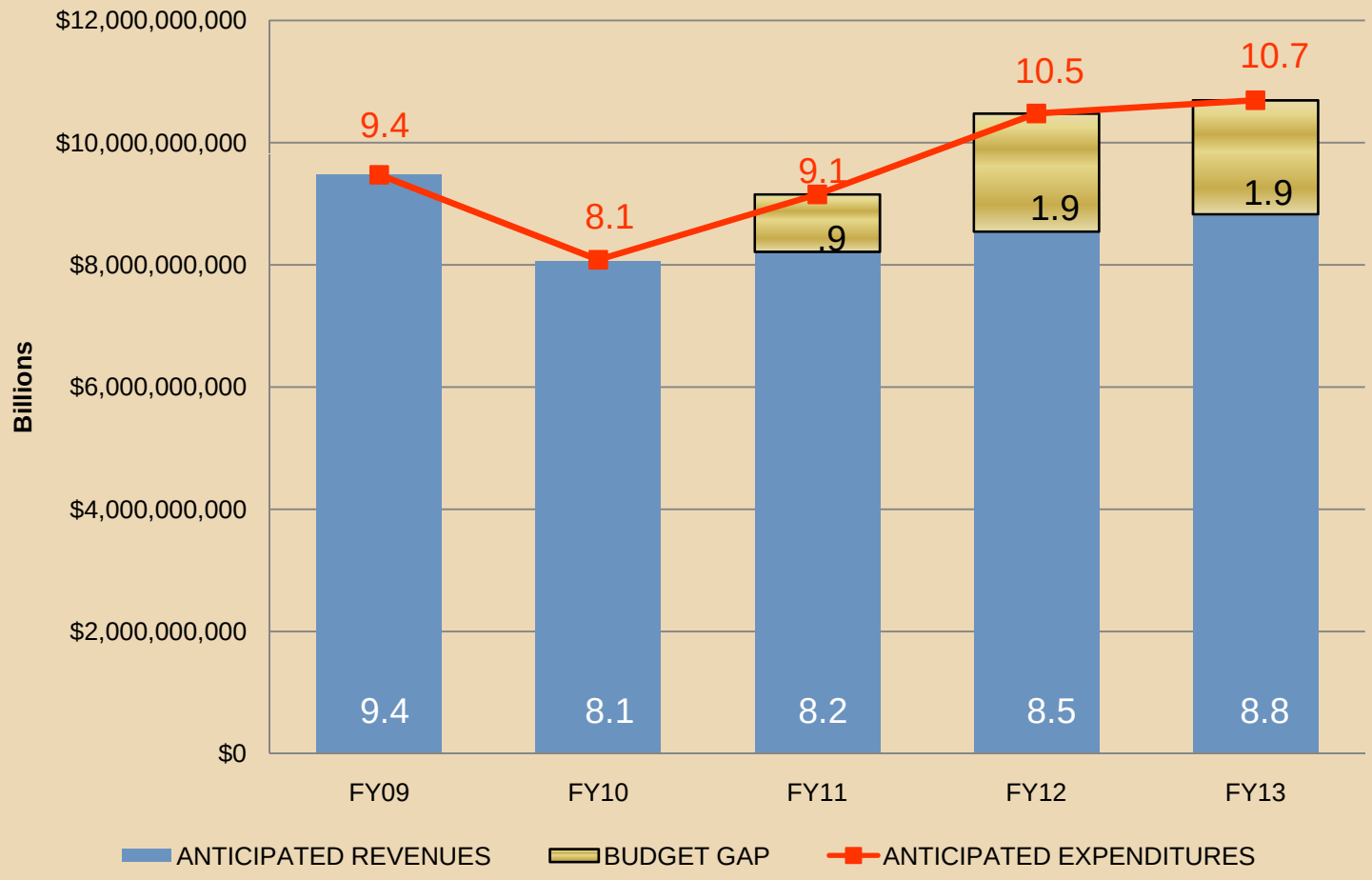
Getting More Bang for the Buck in Louisiana

Commissioner Angele Davis

Division of Administration

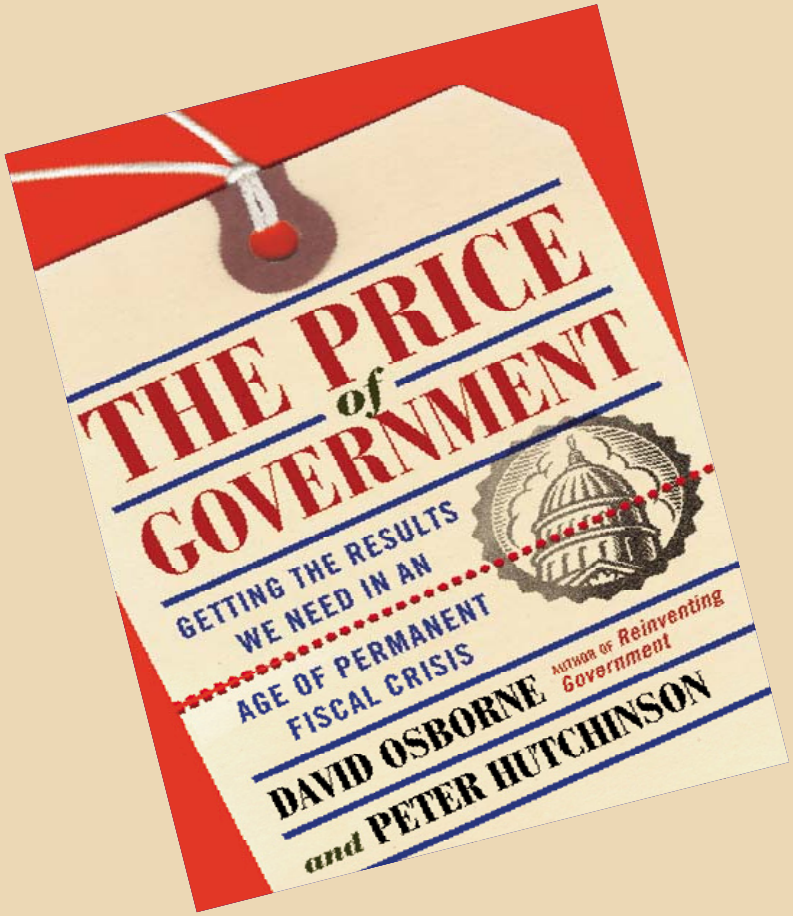
The Public Strategies Group

5-Year Budget Outlook



The Public Strategies Group

Getting More Bang for the Buck in Louisiana



David Osborne

Jim Chrisinger

The Public Strategies Group

www.psg.us

David@psg.us

Jim@psg.us

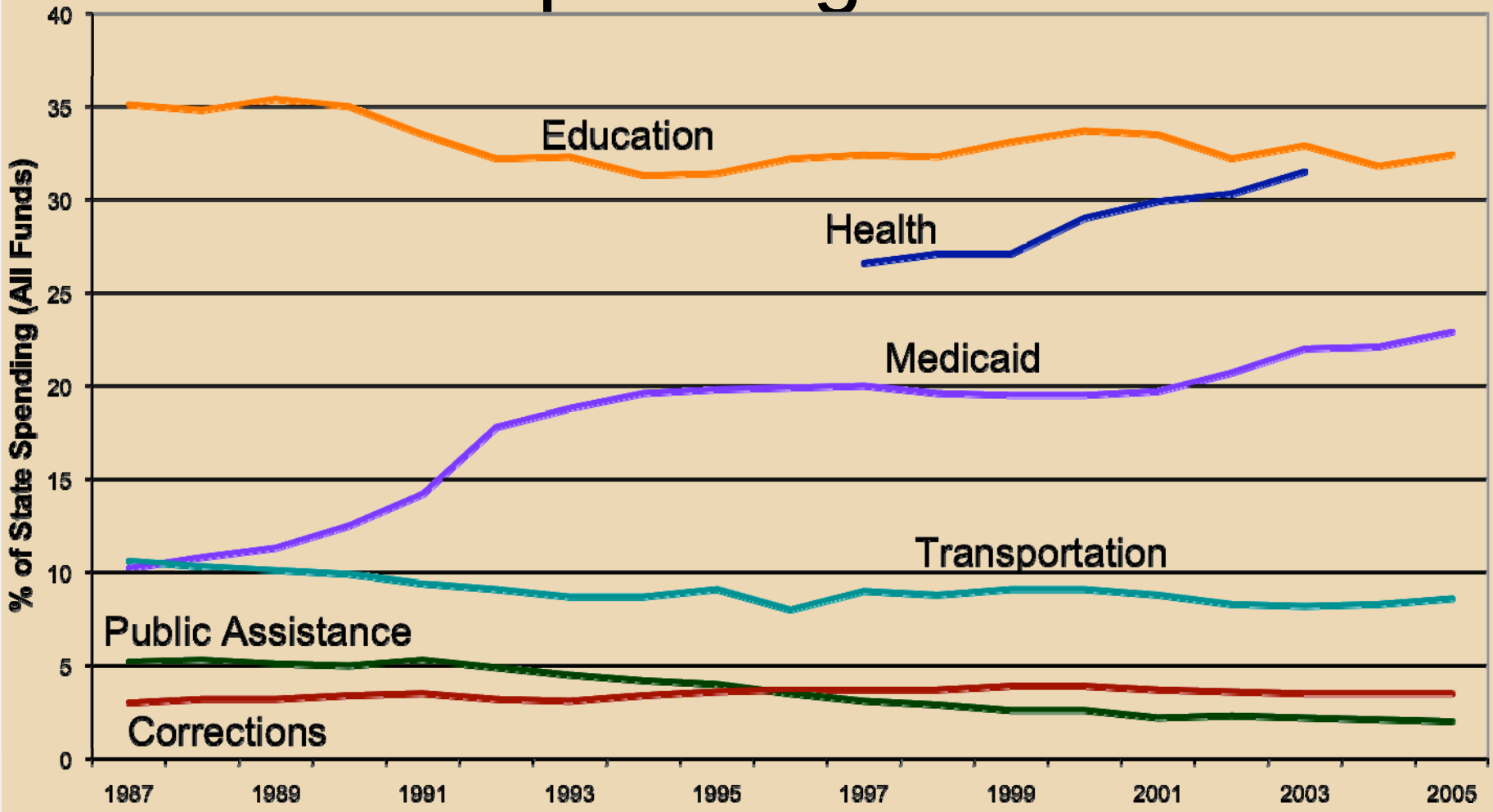
The Public Strategies Group

An Age of Permanent Fiscal Crisis

- Rising costs to educate, medicate, and incarcerate
- Aging population; aging infrastructure
- Antiquated revenue structures, built for a manufacturing economy, not the information age
- Global competition

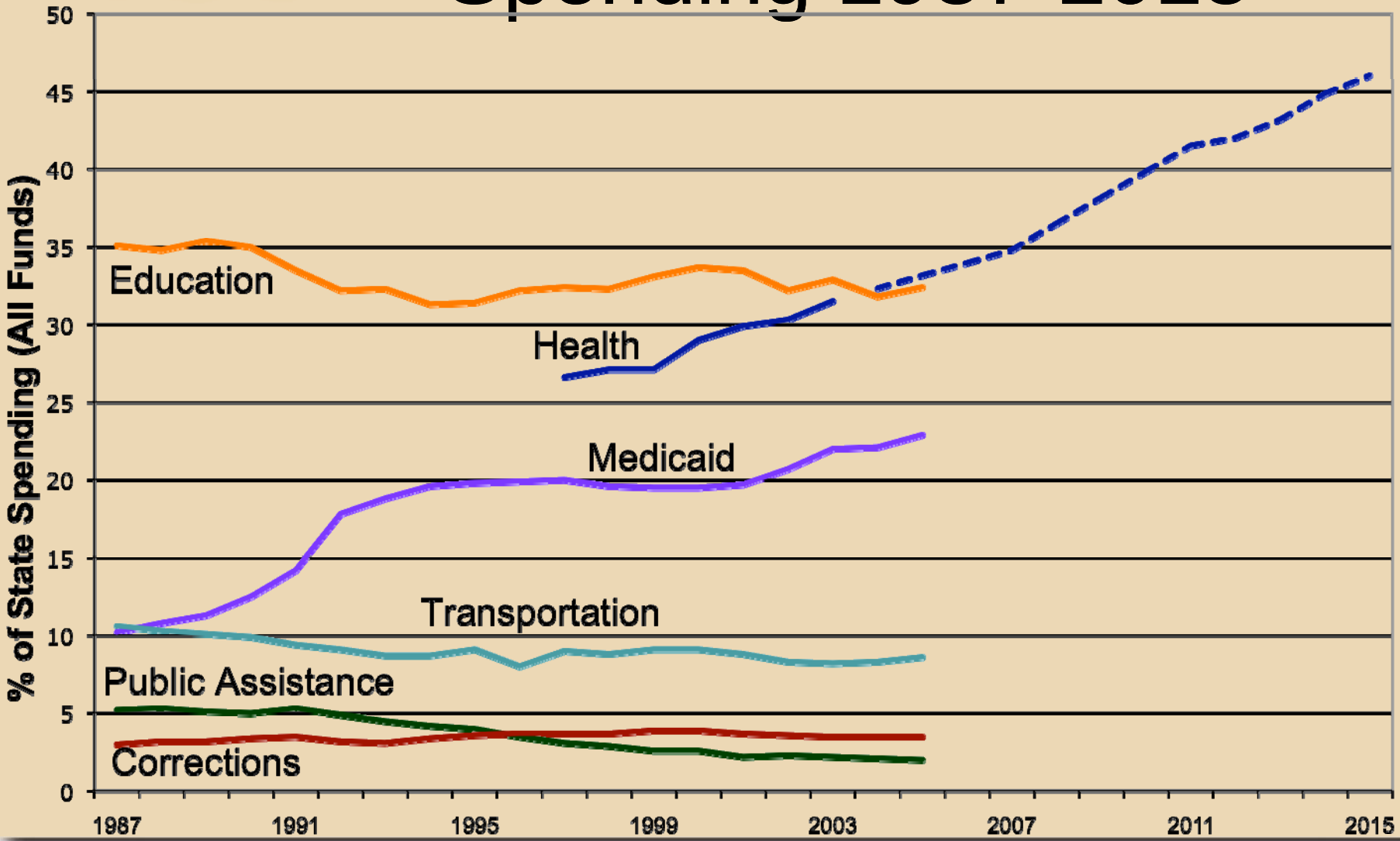
The Public Strategies Group

Distribution of State Spending 1987-2005



The Public Strategies Group

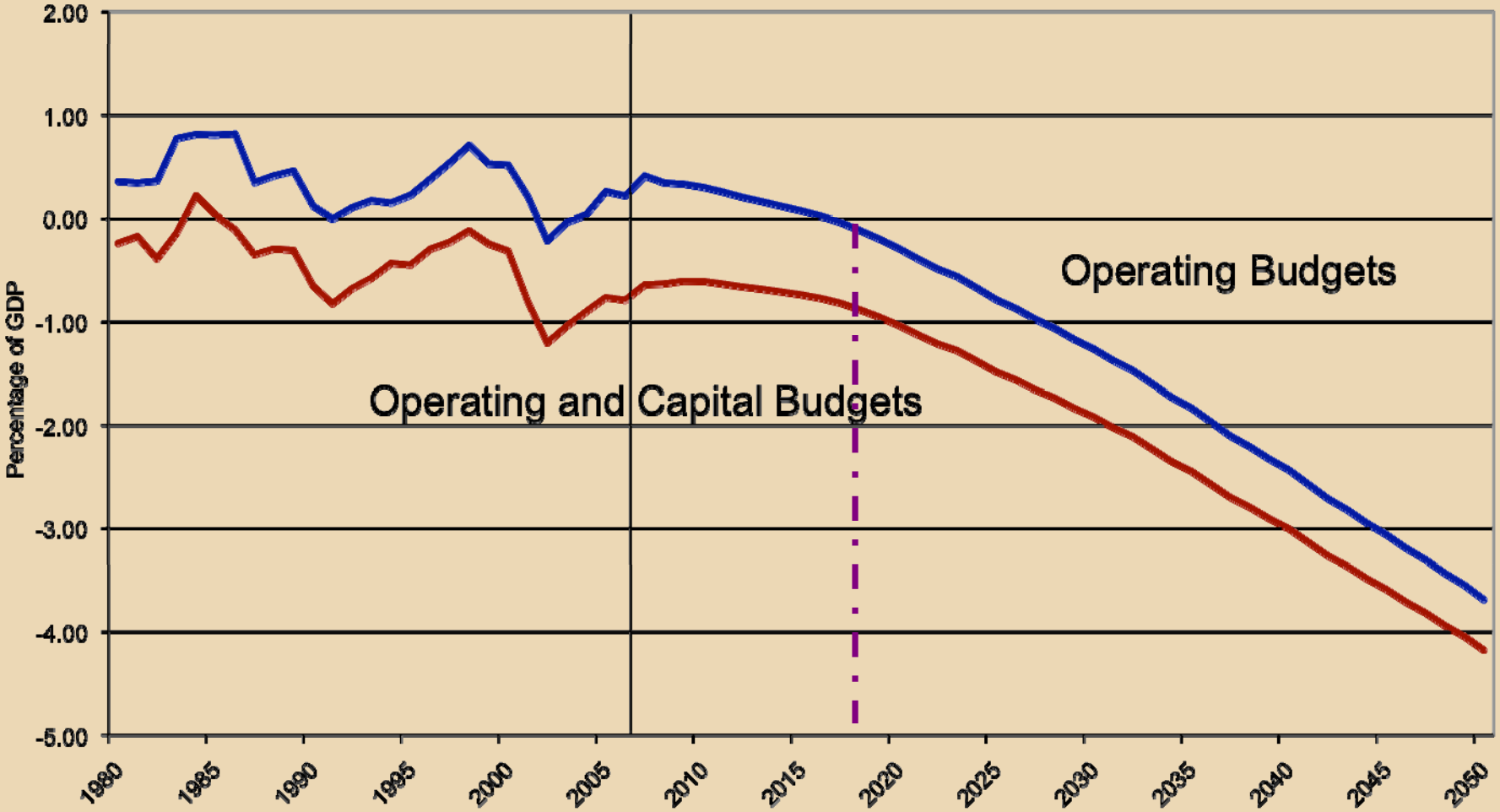
Distribution of State Spending 1987-2015



The Public Strategies Group

State and Local Government Surplus and Deficit 1980-2050

As a Percentage of GDP



Source: U.S. Government Accountability Office (GAO)

The Current Budget Game

Cost- Based Budgeting	
Starting Point	Last Year = BASE costs
Focus	Add/ Subtract costs re: BASE
Addition	Autopilot increases = new BASE Plus “needs”
Subtraction	“Cut” from new BASE
Submission	Justification for needs/costs -- plus a little extra

The Current Game (cont'd)

Incentives	Build up costs - make cuts hard
Analyst's job	Find hidden/ unnecessary costs
Elected's job	Choose to cut services, OR Raise taxes to cover costs GET BLAMED!
Focus of debate	What to cut What to tax
What drives decisions?	Avoiding pain before next election

The Public Strategies Group

Remember Albert Einstein's definition of insanity???

"Doing the same thing over and over again and expecting a different result."

© the Public Strategies Group - www.psg.us

A New Game: Outcome-Based Budgeting

The Public Strategies Group

States

- Washington
- Iowa
- South Carolina
- Michigan
- Louisiana Dept. of Culture, Recreation & Tourism

Counties

- Snohomish, WA
- Multnomah, Oregon
- Mesa County, CO
- Polk County, FL

Cities

- Azusa, CA
- Los Angeles, CA
- Spokane, WA
- Dallas, TX
- Ft. Collins, CO
- Northglenn, CO
- Redmond, WA
- Eugene, OR
- Tacoma Parks District

School Districts

- Jefferson County, CO

The Public Strategies Group

Outcome-Based Budgeting Asks Four Basic Questions

- How much revenue will we have: What price of government will we charge our citizens?
- What outcomes matter most to our citizens?
- How much should we spend to achieve each outcome?
- How can we BEST deliver each outcome that citizens expect?

A Marketplace of Choices

- Buyers and Sellers
- Statewide Outcome Goals and Allocations
- Results Teams and RFRs (like RFPs)
- Sellers' Offers
- Negotiations and Bargaining
- Prioritized lists of Offers

Organizing Teams/Roles

- Governor
- Leadership Team
- Results Teams
- Project Team
- Communications Team
- Technical Team

© the Public Strategies Group - www.psg.us

Governor

- Champions the process
- Advised by the Leadership Team
- Keeps legislature advised about status of process
- Proposes a budget to legislature based on the rankings and recommendations

© the Public Strategies Group - www.psg.us

Leadership Team

- Includes key budget decision makers; chaired by Commissioner Davis
- Sets parameters and guides the new budget process; busts barriers to achieve desired results
- Advises the Governor; holds “Tollgates” to review work in progress and provide feedback to Results Teams

© the Public Strategies Group - www.psg.us

The Public Strategies Group

Results Teams

- Results Teams are “Buying Agents” for citizens; they wear a citizen’s hat.
- They include ‘best and brightest’ strategic thinkers. Some have strong subject-matter expertise; others do not.
- Consider including a few members from outside state government.
- No “sellers” (e.g. department heads) allowed on the Results Team to whom they sell.
- Budget office participates on teams and provides staff support.

Project Team

- Chaired by Ray Stockstill. Consists of key Budget and other DOA staff and perhaps a few others
- Oversees and coordinates the day-to-day process and communications --- reviews materials, identifies and solves problems, etc.
- Meets weekly

© the Public Strategies Group - www.psg.us

Communications Team

- Organizes internal and external communications, including rumor control

Technical Team

- Integrates outcome-based budgeting with Louisiana's current technical and data systems; coordinates with ERP implementation

© the Public Strategies Group - www.psg.us

Let's get started: August

TIME	WHAT and WHO
• This week	• Orientation (PSG)
	• Name Leadership and Project Teams (Sec. Davis)
	• Project Planning (Sec. Davis, Project Team, and PSG)
• By Aug. 3	• Name Results Team Members (Leadership and Project Teams)
• Ongoing	• Coordinate with ERP process (Technical Team)

More August

TIME	WHAT and WHO
• Aug. 18-19	• Results Team Workshop (PSG and Project Team)
• Aug. 26	• Results Teams receive initial $$ allocations
• By Aug. 31	• Parameters for the process (Project Team, Leadership Team)
	• Finalize Outcome Goals (Leadership Team)
	• Templates for RFRs, Offers, Ranking Spreadsheets (Project and Technical Teams)

Louisiana's Draft Statewide Outcome Goals

- **Education:** I want increased academic achievement for all students, educational opportunities for all children, fewer children dropping out of school, and an educated workforce.

- **Economic Development:** I want Louisiana to retain, grow, and attract jobs with good pay, benefits, and advancement opportunities, in a diversified economy, with personal and corporate income growth and a strong and stable tax base, while protecting health and safety and wisely utilizing natural resources.

- **Transportation:** I want better, cleaner, safer and less congested roadways, and I want to get where I need to go efficiently, safely and reliably.

Louisiana's Draft Outcome Goals (2)

- **Hurricane Protection and Emergency Preparedness:** I want Louisiana to better prepare for, respond to and recover from the next emergency (hurricanes and all other hazards).

- **Public Safety:** I want people and families, including children, to feel safe at home, school, work and while traveling; I want less crime, including less drug abuse, and smarter, proactive policing; and I want New Orleans to be safe.

- **Social Services:** I want self-sufficient families and healthy and safe Louisianans, including families, children, elderly people, and veterans.

Louisiana's Draft Outcome Goals (3)

- **Health:** I want better health and affordable care, through reform of health care systems and financing systems and creation of a culture of personal responsibility for health.

- **Natural Resources:** I want a better environment and abundant natural resources available for our enjoyment, and I want to preserve Louisiana as a sportsman's paradise.

- **Transparent and Accountable Government:** I want a smaller, more cost-effective state government I can trust and be proud of.

Results Teams 101

- Include “best and brightest” strategic thinkers; no axes to grind
- Create a “Request for Results” that is a roadmap for the best use of state dollars to maximize results for the people of Louisiana
- Evaluate and rank Offers, provide feedback to department “Sellers”
- Negotiate better Offers, re-rank, and submit to the Leadership Team the best possible package of Offers for that Statewide Outcome Goal

© the Public Strategies Group - www.psg.us

Create a Request for Results

1. The Result
2. Indicators
3. Introduction/Summary of Cause-Effect Map
4. Purchasing Strategies
5. Notes/Practices/Supporting Evidence
6. Cause-Effect Map

The Public Strategies Group

What are Indicators?

How you can tell success from failure

Choosing Indicators

- Keep them limited - no more than 3!
- Must be quantifiable
- Available vs. “Coming Attractions”
  - What data are you already collecting that can be used for indicators?
  - Are you willing to invest in collecting data for new indicators?
- Can be a combination of measures

Example: Economic Growth

- Number of new and expanded businesses in advanced manufacturing, life sciences, and information solutions

  Data Sources: Secretary of State, business corporation filings; Dept. of Revenue, tax permits; Dept. of Workforce Development, payroll reports

- Per capita personal income compared to the national average

  Data Sources: Economic Analysis Bureau, U.S. Dept. of Commerce

- Percentage population growth, age 18-45

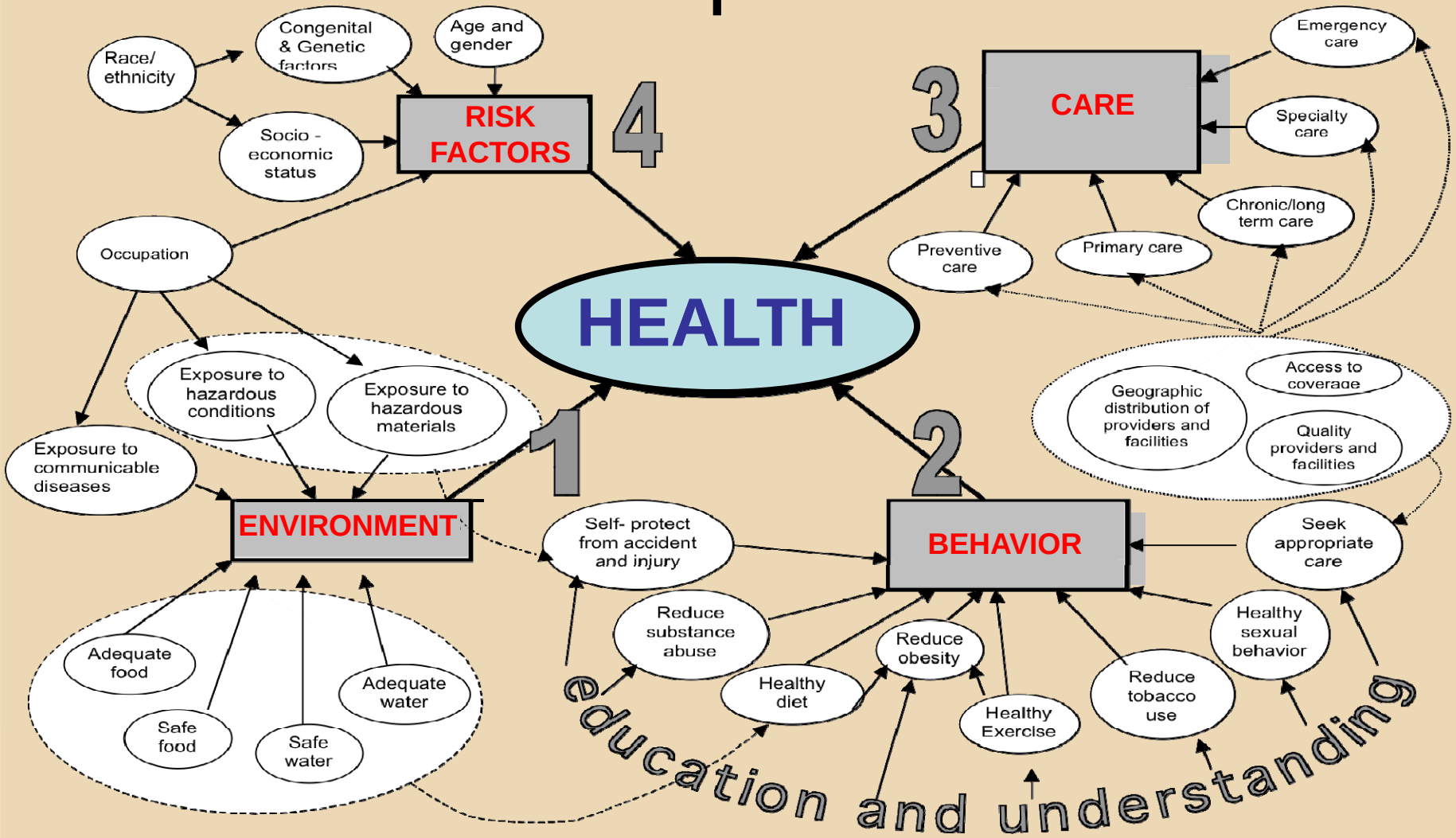
  Data Sources, Census Bureau, U.S. Dept of Commerce; Drivers' Licenses

More Results Teams

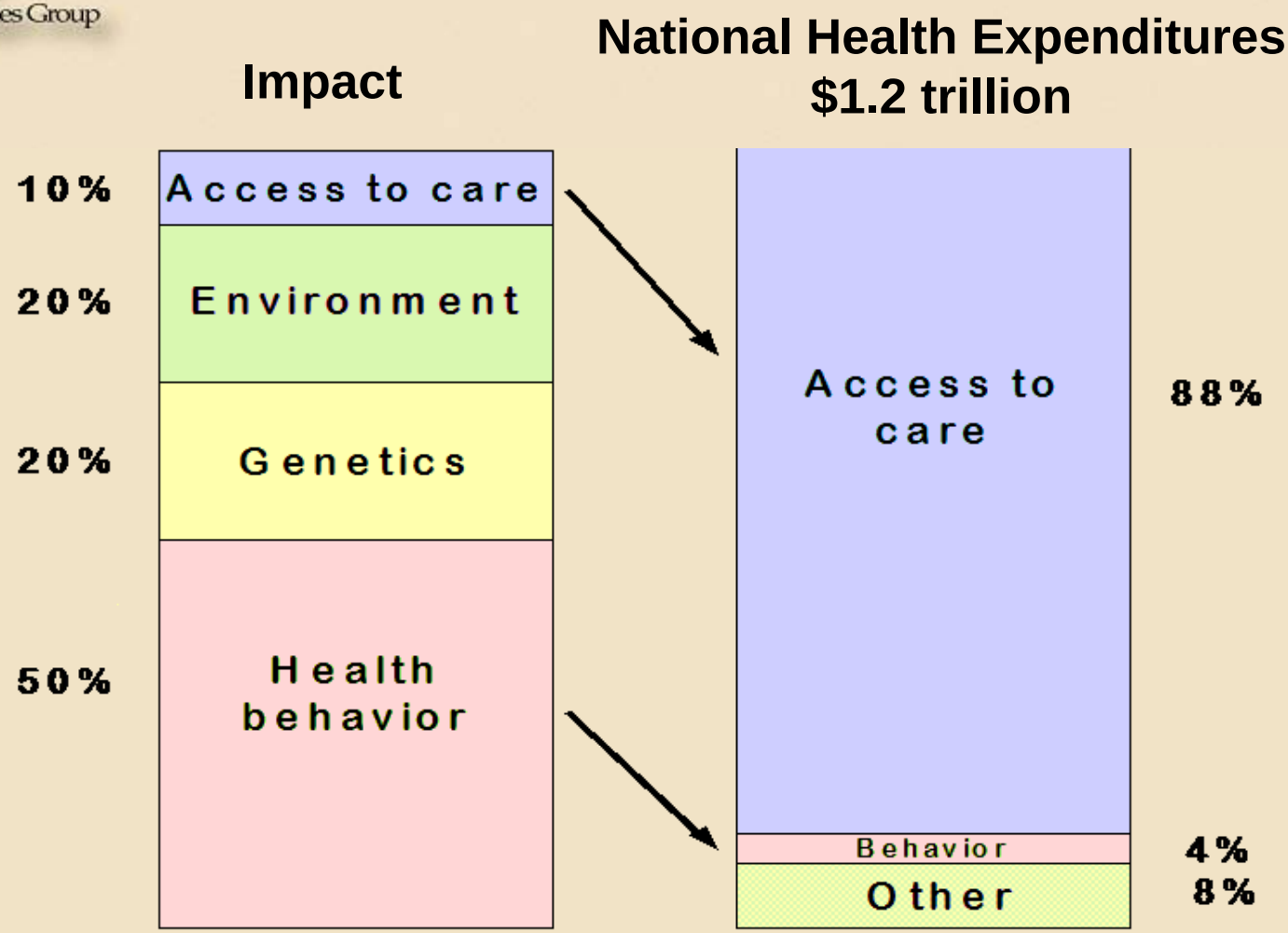
- Develop cause-and-effect map, based on research, explaining what causes the outcome:
  - A visual representation of the path to the result
  - Not limited to what state government does
  - A theory of causality based on proven or promising practice

© the Public Strategies Group - www.psg.us

Sample Cause-and-Effect Map for Health



Health Impact vs. Spending



Source: Centers for Disease Control and Prevention, University of California at San Francisco, Institute for the Future

Rethinking Your Strategies for Better Health

- Focus on changing lifestyle choices (smoking, drinking, diet, exercise, etc.).
- Focus on prevention: pre-natal care, immunizations, educating new parents, etc.
- Stop high-cost, repetitive cycles of care in emergency rooms.
- Electronic health records, to eliminate duplicate tests, increase quality and cut costs.

© the Public Strategies Group - www.psg.us

What We Have Learned Re: Cause and Effect Mapping

- **Changes the question**
  - From “How to contain/cut costs?” to “What leads to this result?”
- **Helps make complexity understandable**
  - Pictures speak a thousand words
  - Easy to see connections across results
  - Easy to see leverage spots (‘two-fers’)
- **Many formats for cause and effect maps work**

© the Public Strategies Group - www.psg.us

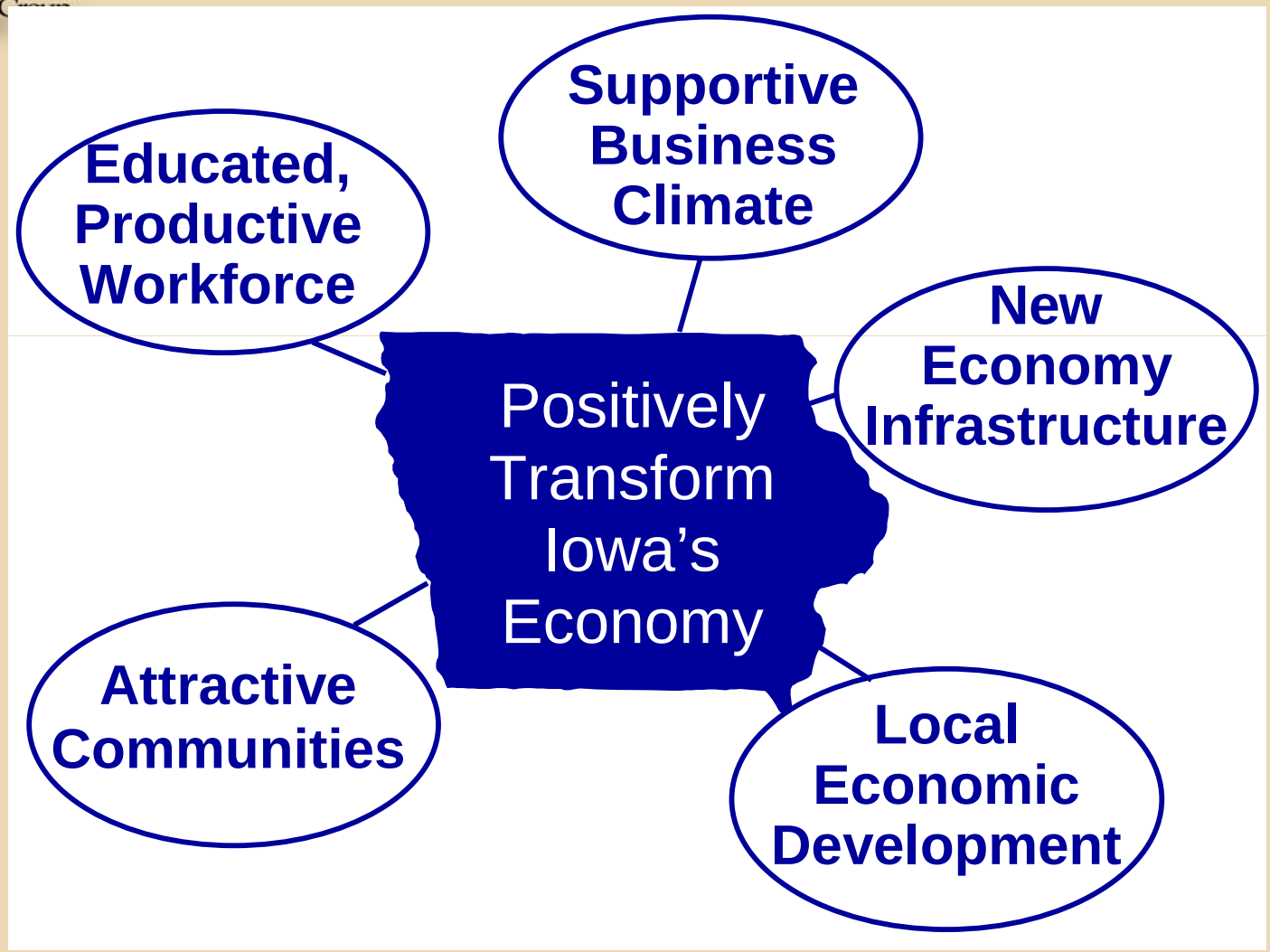
The Public Strategies Group

Sample Cause and Effect Maps

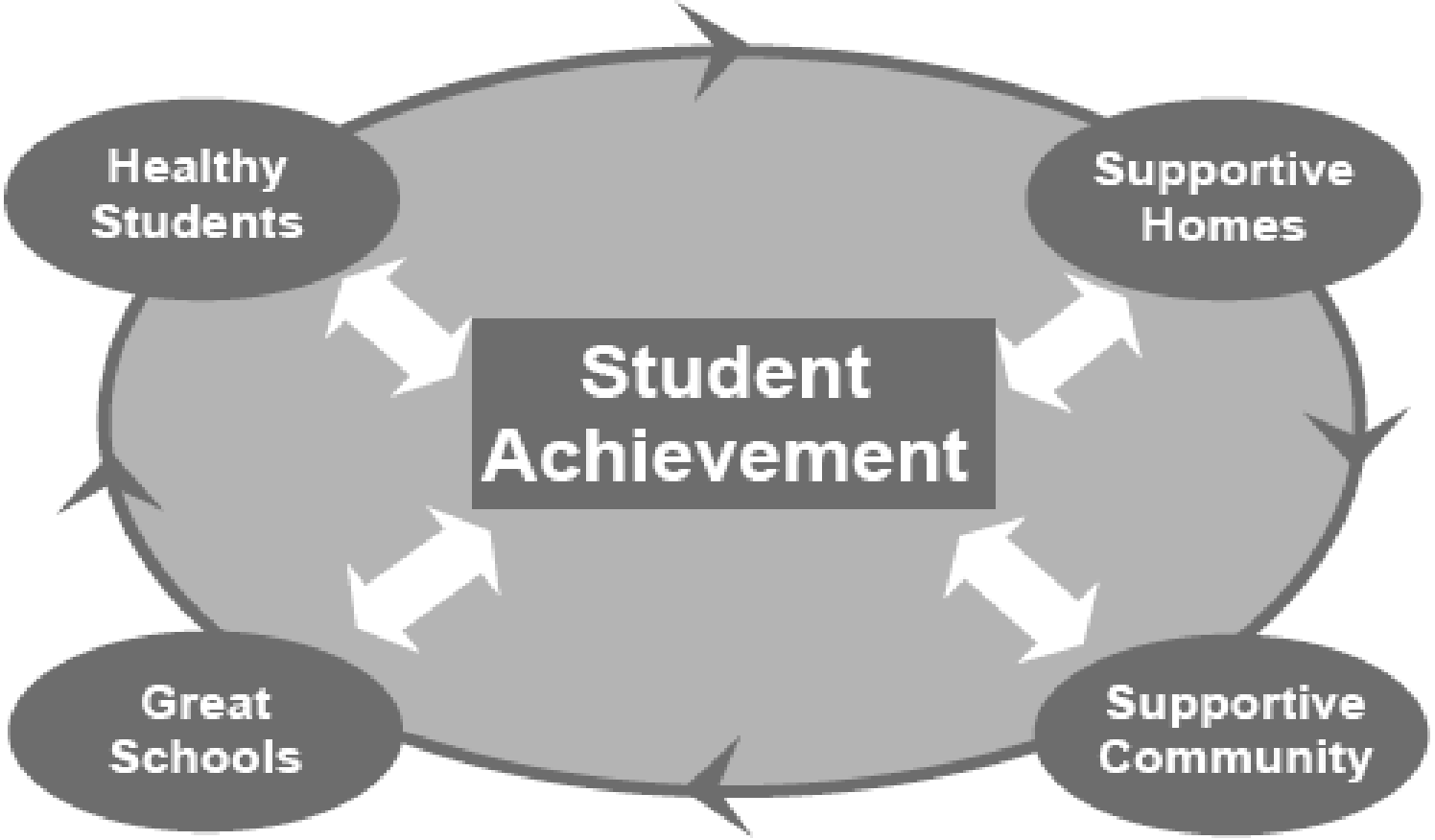
Simple, Complex, Fancy, and Plain

Transform Economy

(State of Iowa)



From Doorbell to School Bell
(Snohomish County, WA)



Neighborhood Quality
(Fort Collins, CO)

Police Protection
Traffic Calming
Fire Protection
Emergency 911
Sidewalks
Lighting

Close
Parks/Recreation/Cultural
Close Shopping /Services/Jobs
Close Open Space/Habitat
Trees/Vegetation
Schools/Libraries

Trails
Streets
Bike Lanes
Bus Routes
Connectivity

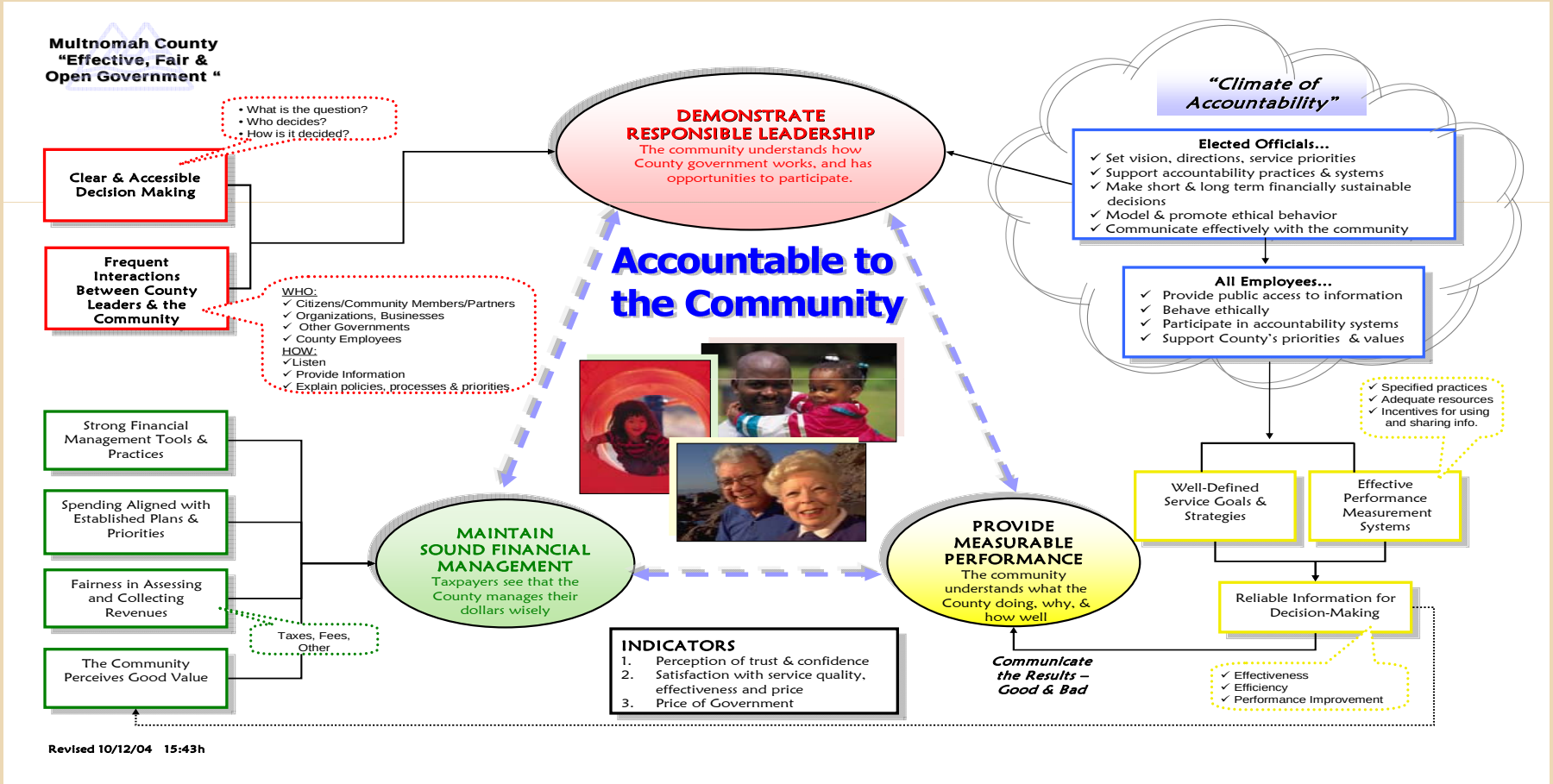
Quiet -1
Conflict Resolution -6
CSU Staff/Students-3
Collaboration/Outreach-4
Welcoming/Inclusive/Diverse-2
Informal Networks/ Neighborhood Org.-5

Parking -3
Utility Location-6
Clean & Maintained-1
Code Enforcement-2
Planned and Designed -5
Attractive Public Spaces

Sustainable
Rental Ratio
Building Standards
Affordable Housing
Mix of Housing
Occupancy Standards
Utilities

The Public Strategies Group

Accountable Government
(Multnomah County, OR)



Purchasing Plans:
Improve the Outcome at the Set Price

- Results Teams define their purchasing strategies: What matters most? What can state government contribute? What strategies should we fund?

- The “Requests for Results” specifies purchasing strategies, funds available for each, and desired results.

© the Public Strategies Group - www.psg.us

What We Have Learned Re: Purchasing Strategies

- Pay special attention to purchasing strategies --- they tend to be the weakest link, and they are critical.

- Maps lead to purchasing strategies --- where do we want to put our money for the best leverage?

- Some purchasing strategies may be used for all priorities (like “we want offers that show collaboration between different programs and/or departments,” etc.)

© the Public Strategies Group - www.psg.us

Sellers Make Offers

- Offers promise a specific level of performance at a specific price.
- They include proposed measures of performance.
- Offers assume no guarantee of funding based on historic levels.
- Offers are opportunities for departments to propose new, innovative practices.

© the Public Strategies Group - www.psg.us

Entering Your Offers

Stimulating Creative Offers

- Sellers will be provided with pro-active training to understand what they are being asked to do.
- When Sellers see their offers ranked low, they get serious about rethinking.
- Dialogue between Results Teams and Sellers can produce much better offers.

© the Public Strategies Group - www.psg.us

The Public Strategies Group

Writing Great Offers

- Align the Activity with the Outcome Goal
- Connect with customers
- What can you make happen, as well as what you can do yourself (sergeant vs conductor)
- Re-engineer, automate, streamline

What We Have Learned: Making Great Offers

- Leadership should indicate offers they want to see and assign responsibility for creating these offers

- Ask “Is this truly the best way to achieve this result?”

October

TIME	WHAT and WHO
• Oct. 5	• First draft offers due (Sellers)
• By Oct. 15	• Results Teams review initial draft offers, evaluate them, conduct initial rankings
• Oct. 15	• TOLLGATE II: Leadership Team reviews initial rankings with Results Teams; provides feedback
• Oct. 16	• Feedback to Sellers, including rankings (Results Teams)

The Public Strategies Group

Buyers Seek the Most Results for the Money

- Results Teams rank order offers
- Start buying from the top
- Draw a line when they run out of money
- Share the rankings and ask sellers to prepare better offers
- Discuss their feedback with sellers

The Pub

POG Voting

City of Spokane
www.spokanecity.org

POG Voting Home | Voting Results

Welcome cosdmziis\pog

Growth and Learning I want the opportunity to learn and grow. Examples: libraries, recreation programs, and cultural programs	Budget	Bids	
		Received	Expenditures
	$2,965,975.00	18	$3,640,618.00

Bid No.	Name	Department	Total Expenditures	Rank	Score	Votes Cast		
						H	M	L
243	Neighborhood Library Service	Library	$1,454,107.00	1	46	14	2	0
250	Downtown Library Service	Library	$1,115,040.00	2	45	13	3	0
386	Chase Youth Commission	Youth Department	$45,391.00	3	43	12	3	1
452	Aquatics	Parks and Recreation	$127,400.00	4	41	9	7	0
458	Other Recreation	Parks and Recreation	$55,300.00	5	40	9	6	1
465	Therapeutic Recreation	Parks and Recreation	$60,800.00	5	40	9	6	1
247	Outreach Library Service to Seniors	Library	$77,005.00	7	37	7	7	2
341	Increase Neighborhood Library Hours	Library	$108,426.00	8	35	7	5	4
462	Special Interest Classes	Parks and Recreation	$196,500.00	9	35	6	7	3
214	Strengthen Arts Community	Arts	$28,325.00	10	34	6	6	4
252	Increase Downtown Library Hours	Library	$77,071.00	11	32	7	2	7
395	Teen Advisory Council	Youth Department	$29,017.00	12	30	4	6	6
254	Preschool Outreach	Library	$12,292.00	13	29	3	7	6
403	Youth Empowerment Zones	Youth Department	$19,716.00	14	28	4	4	8
223	Visual Arts Program – Gallery, Collections, Promot...	Arts	$20,888.00	15	27	3	5	8
225	Find Art Campaign	Arts	$45,840.00	16	25	2	5	9
256	Improve Speed in Delivery of New Library Materials...	Library	$15,500.00	16	25	2	5	9
329	Joe Albi Stadium	Entertainment Facilities	$152,000.00	18	22	1	4	11

= Bids that received a high/low vote disparity

Example: Buying Learn and Grow Offers (City of Spokane)

QuickTime™ and a
TIFF (LZW) decompressor
are needed to see this picture.

What We Have Learned: Ranking Offers

- Web-based tools make ranking easier
- Opportunities for Team Leaders to meet is important
- Distinguish clearly between “thinning the soup” and “scaling offers”

Innovative Offers: Examples

- Iowa: Reinvented the Corrections Department, to drive down recidivism
- Washington State: Moved $45 million from ER care to drug and alcohol treatment under Medicaid
- Los Angeles: New method to repave streets, using cold slurry seal
- Fort Collins, Colorado: Dial-a-ride

What Sellers/Departments Can Do Right Now

- What offers will you want to make? Existing and new ways to make the outcomes happen.
- What can we do to increase the value of an offer? Lower cost, best practice, emerging practice, innovation, partners, customer focus, etc.
- Start your research now.

Government's Bottom Line

Results

---------- = Value

$$$

The Public Strategies Group

What About Mandates?

- Be sure there really is a mandate
- Mandates are rarely that specific: how much, who does it, how it’s done . . .
- You can propose a change in the mandate
- Citizen expectations are not based in mandates

Results Teams Move Toward Final Ranking

- Results teams do new ranking
- Have further dialogue with sellers where helpful, to get best final offers
- May ask sellers to scale offers
- Again, buy from the top and draw a line when they run out of money
- Results Teams chairs meet to review their purchasing decisions and make adjustments

November

TIME	WHAT and WHO
• Nov. 5	• Second draft offers due (Sellers)
• By Nov. 16	• Second rankings and recommendations (Results Teams)
• Nov. 17-20	• Leadership Team consults with Cabinet Secretaries on second rankings
• By Nov. 25	• TOLLGATE III: Leadership Team shares final feedback with Results Teams

December

TIME	WHAT and WHO
• Dec. 5	• Results Teams submit final rankings, rationale, and recommendations to Leadership Team
• By Dec. 15	• Final budget decisions; budget to the Governor (Leadership Team)
• Post-Dec. 15	• Feedback to Sellers (Results Teams)

Governor and Leadership Team Make Final Decisions, Governor Presents Budget

Adjustments are always necessary:

- For political reasons
- Because low-ranked programs are mandated
- Because the leadership wants to shift money from one Statewide Outcome Goal to another
- Or because the revenue projection changes

Early 2010

TIME	WHAT and WHO
• Jan. 12	• Finalize budget materials (Project Team)
• Feb. 6	• Budget to printer (Project Team)
• Feb. 12	• Present budget (Governor)
• March 29	• Regular Session

WA. Budget:
A Sample Page

Health Care Spending Plan

$3.7 billion GF-S and Health Services Account

Savings: $328 million

Key Purchases

- *Medicaid health care for 908,600 vulnerable children and adults.*
- *All current children's health programs*
- *Statewide public health programs to protect all citizens*
- *Public health programs to ensure the health of babies and the safety of food*
- *Basic Health Plan insurance for 81,000 low-income people*
- *Expanded financial help to community health clinics*

Examples of what's not purchased

- *Basic Health Plan coverage for 59,800 adults*
- *Health coverage for the medically indigent*
- *Optional Medicaid coverage for workers with disabilities*
- *Optional adult dental, vision, and hearing services*

State of Iowa - Purchasing Results Home - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://purchasingresults.iowa.gov/ Go

State of Iowa - Purchasing Results

Welcome!

Governor Tom Vilsack and Lt. Governor Sally Pederson have a better way to build their budget. This new process, Purchasing Results, achieves the most value for Iowans with the limited money available.

Bureaucratic budgeting starts with last year's budget and makes incremental adjustments. Not much improves that way. Good new ideas have trouble breaking through and mediocre old activities rarely go away. Purchasing Results turns bureaucratic budgeting on its head by subjecting all spending ideas, new and old, to negotiation and then prioritizing. The ones that add the most value are funded; the others are not.

Instead of bureaucratic line-items by department or program, the basic building blocks of Purchasing Results are:

1. "Requests for Results," statements by Buying Teams of what results we most what to achieve in a given policy area, with measures we can use to gauge our progress, and including advice on priorities and what strategies will best achieve the results, and
2. "Offers" by departments or groups of departments that respond to the Requests for Results by showing how they propose to produce what level of results for

Related Links

Purchasing Results Home Page

Overview of Purchasing Results

File Edit View Favorites Tools Help
Back Search Favorites
Address http://purchasingresults.iowa.gov/ Go

bureaucratic budgeting on its head by subjecting all spending ideas, new and old, to negotiation and then prioritizing. The ones that add the most value are funded; the others are not.

Results

Instead of bureaucratic line-items by department or program, the basic building blocks of Purchasing Results are:

1. "Requests for Results," statements by Buying Teams of what results we most what to achieve in a given policy area, with measures we can use to gauge our progress, and including advice on priorities and what strategies will best achieve the results, and
2. "Offers" by departments or groups of departments that respond to the Requests for Results by showing how they propose to produce what level of results for what price.

Purchasing Results more clearly shows Iowans the tough choices. On this website, you can see the choices that Governor Vilsack and Lt. Governor Pederson recommend for the next fiscal year. And you can try your hand at building the State's budget. This interactive website lets you make your own choices in each of seven policy areas. How would you Purchase Results for Iowans?

Result Area	# of Offers	Total Request ($)	Amount Available ($)
Education	46	$ 3,195,733,507	$ 3,203,427,916
Economic Development	21	$ 126,282,579	$ 125,842,579
Health and Human Services	47	$ 1,585,371,595	$ 1,577,862,989
Justice	28	$ 455,480,593	$ 447,162,060
Agriculture and Natural Resources	26	$ 99,170,936	$ 96,820,936
Administration and Regulation	66	$ 279,209,181	$ 276,906,628
Transportation, Infrastructure, and Capitals	67	$ 263,761,819	$ 177,305,251
Totals:	**301**	**$6,005,010,210**	**$5,905,328,359**

Internet

Edit View Favorites Tools Help

Back Search Favorites

http://purchasingresults.iowa.gov/detail.aspx?id=HHS Go

tate of Iowa - Purchasing Results

Welcome!

ere are the fiscal year 2007 purchasing choices for **Health and Human Services**. e Health and Human Services Buying Team began its work by telling the sellers tate departments or agencies) what they wanted to buy. They did this in a "Request Results" (see the links on the right side of this page). This document outlined the sults the Buying Team wanted to be achieved and gave sellers advice about priorities d the strategies that the Buying Team believes would be most productive in oducing the desired results. The "Strategy Map" shows the cause-and-effect lationships that turn our resources into results. Each Offer was submitted in response this Request for Results.

e prioritized list of Offers you see below reflect the Governor and Lt. Governor's commendation for how to best use the money available to achieve the best Health d Human Services results for Iowans. The Offers at the top of the list provide the ost value; the Offers at the bottom the least value. So we use the first dollars to rchase the highest-priority Offers, and so on. A line is drawn to show where the oney runs out.

ick on the "Fund" or "Not Fund" box for each Offer below to decide which ones you ould buy, or not buy. See the "Amount Remaining" box to know how much you have t as you make your choices. Please note that the dollar amounts here represent *all propriated funds*, not just State of Iowa General Fund dollars

Related Links

- Purchasing Results Home Page
- Overview of Purchasing Results
- Request for Results
- Strategy Map
- Back to Summary Page

Internet

Edit View Favorites Tools Help

Back Search Favorites

http://purchasingresults.iowa.gov/detail.aspx?id=HHS Go

Health and Human Services

Reset
Print

Budget	Funded	Remaining
$1,577,862,989	$1,577,862,989	$0

Offer Number		Offer Name	Total Price
Funded Priorities			
401_HHS_006	Fund	Offer 401_HHS_006 by Human Services State Child Health Insurance Program/Hawk-i	$20,377,584
401_HHS_007	Fund	Offer 401_HHS_007 by Human Services Child Care	$24,447,517
588_HHS_005	Fund	Offer 588_HHS_005 by Public Health, Dept of Healthy Children and Families	$2,171,190
401_HHS_003	Fund	Offer 401_HHS_003 by Human Services Medical Assistance and Medical Contracts	$885,401,770
588_HHS_015	Fund	Offer 588_HHS_015 by Public Health, Dept of Defeating Infectious Diseases	$1,140,887
401_HHS_009	Fund	Offer 401_HHS_009 by Human Services Child Welfare and Juvenile Justice Community Services	$106,707,806
401_HHS_005	Fund	Offer 401_HHS_005 by Human Services Health Insurance Premium Payment	$634,162
588_HHS_001	Fund	Offer 588_HHS_001 by Public Health, Dept of Addiction Free Iowa	$29,711,871
401_HHS_004	Fund	Offer 401_HHS_004 by Human Services IowaCare	$95,960,447
401_HHS_011	Fund	Offer 401_HHS_011 by Human Services Adoption	$35,314,072
401_HHS_002	Fund	Offer 401_HHS_002 by Human Services Child Support	$8,677,662

Internet

Edit View Favorites Tools Help

Back Search Favorites

http://purchasingresults.iowa.gov/detail.aspx?id=HHS Go

401_HHS_013	Fund	Offer 401_HHS_013 by Human Services Mental Health Institutes	$20,508,058
401_HHS_014	Fund	Offer 401_HHS_014 by Human Services Resource Centers	$23,302,660
401_HHS_017	Fund	Offer 401_HHS_017 by Human Services Improve Services to Family Investment Program Participants (FEDERALLY FUNDED)	
401_HHS_016	Fund	Offer 401_HHS_016 by Human Services Civil Commitment Unit for Sexual Offenders	$4,757,704
270_HHS_005	Fund	Offer 270_HHS_005 by Finance Authority Home and Community Based Services Rent Subsidy Program	$700,000
297_HHS_008	Fund	Offer 297_HHS_008 by Elder Affairs, Dept of Elder Affairs Special Projects	$39,082
Unfunded Priorities			
401_HHS_019	Not Fund	Offer 401_HHS_019 by Human Services Greater Self-sufficiency for Iowans with Disabilities	$600,000
270_HHS_006	Not Fund	Offer 270_HHS_006 by Finance Authority Home and Community Based Services Revolving Loan Program	$2,000,000
270_HHS_004	Not Fund	Offer 270_HHS_004 by Finance Authority Transitional Housing Revolving Loan	$1,400,000
270_HHS_007	Not Fund	Offer 270_HHS_007 by Finance Authority Senior Living Revolving Loan Program	$3,000,000
297_HHS_005	Not Fund	Offer 297_HHS_005 by Elder Affairs, Dept of Substitute Decision Maker	$395,517
671_HHS_002	Not Fund	Offer 671_HHS_002 by Veterans Affairs, Dept of Cemetery Development	$80,280
588_HHS_021	Not Fund	Offer 588_HHS_021 by Public Health, Dept of Department of Health DAS Billings	$32,809

Back to Top

Internet

The Public Strategies Group

The Bottom Line

- Balanced budget; close the gap
- Focus on the ‘keeps,’ not the cuts; invest in the Governor’s priorities
- Buy results, not costs
- Divest low-value spending
- Important investments go to the front of the queue
- General interest trumps special interests
- Continuous reform and improvement
- “Common Sense” communications

Success is Possible

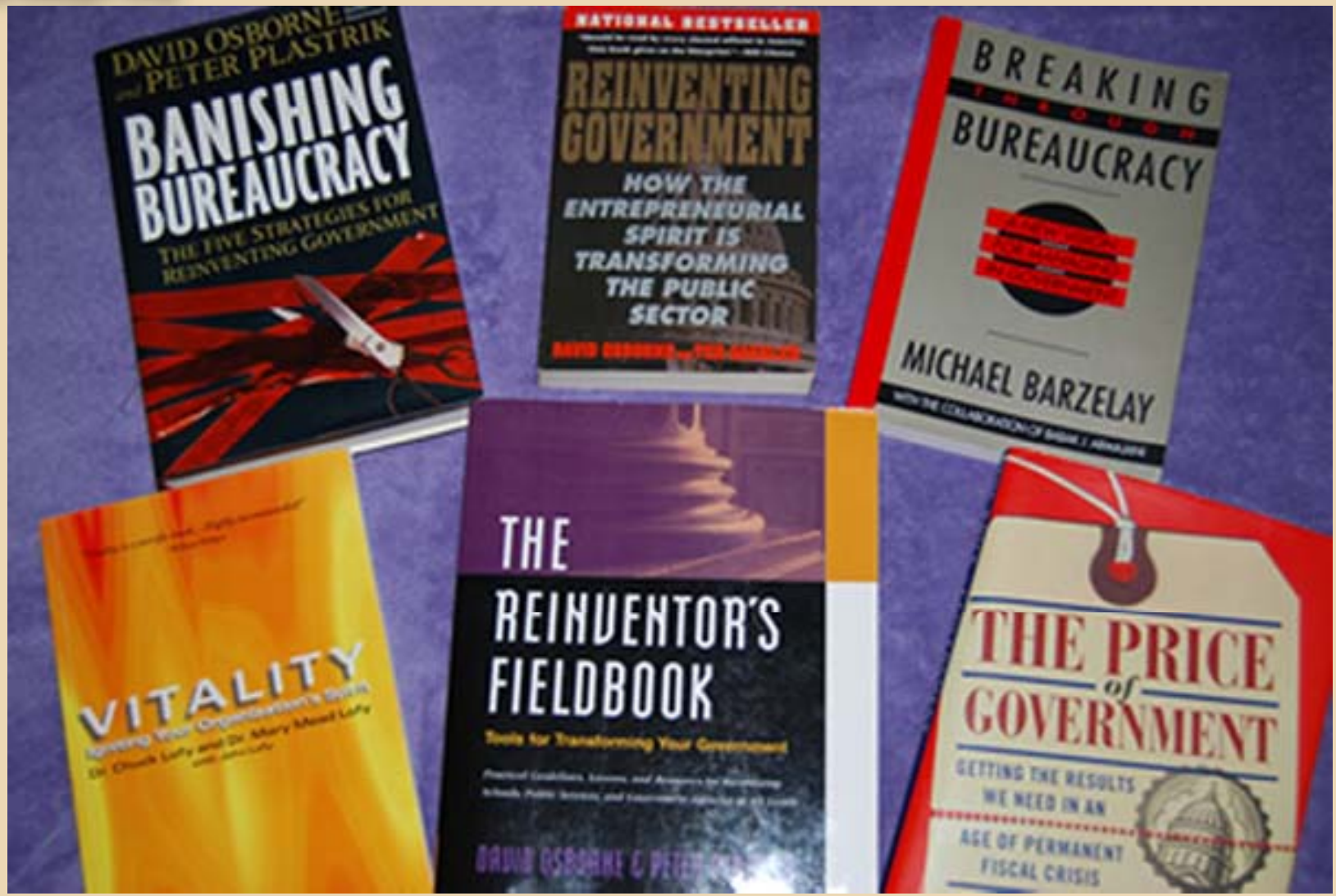
“The impossible task of cutting $2 billion from state spending has been made possible….

The usual, political way to handle a projected deficit is to take last year's budget and cut. It is like taking last year's family car and reducing its weight with a blowtorch and shears. But cutting $2 billion from this vehicle does not make it a compact; it makes it a wreck. What is wanted is a budget designed from the ground up.”

Seattle Times 11/18/02

The Public Strategies Group

There's More …



The Public Strategies Group

Other Resources

- City of Spokane (www.spokanecity.org/pog)
- Snohomish County (www.co.snohomish.wa.us)
- Multnomah County (http://www.co.multnomah.or.us)
- Washington State Office of Financial Management (http://www.ofm.wa.gov/budget/pog/)
- State of Iowa (http://www.resultsiowa.org/, http://www.dom.state.ia.us/reinvention/index.html and http://iowa.regov.org)
- Public Strategies Group: www.psg.us; 651-227-9774

The Public Strategies Group

Questions and Discussion