CHAMPAIGN COUNTY BOARD
COMMITTEE AGENDA

BUDGET PROCESS SPECIAL COMMITTEE
Brookens Administrative Center, Meeting Room 2
1776 E. Washington, Urbana
Thursday, February 2, 2006 – 4:30 p.m.

MEMBERS: Busey, Frerichs, Gross, Knott, McGinty, Tapley, Welch, Wysocki
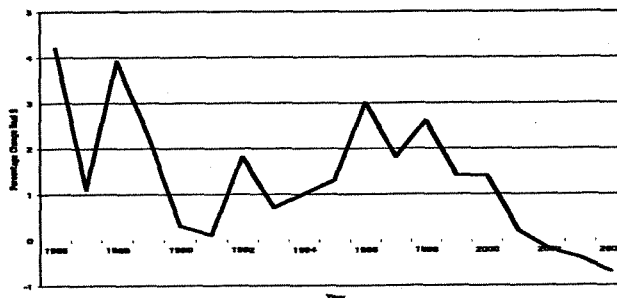
Government Finance Officers Association

Budgeting for Outcomes:
Getting the Results You Need in an Age
of Permanent Fiscal Crisis
Wednesday, January 25, 2006

Presenters:
David Osborne
Beverly Stein
The Public Strategies Group
www.psg.us
651- 227- 9774

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Local Government's Fiscal Crisis
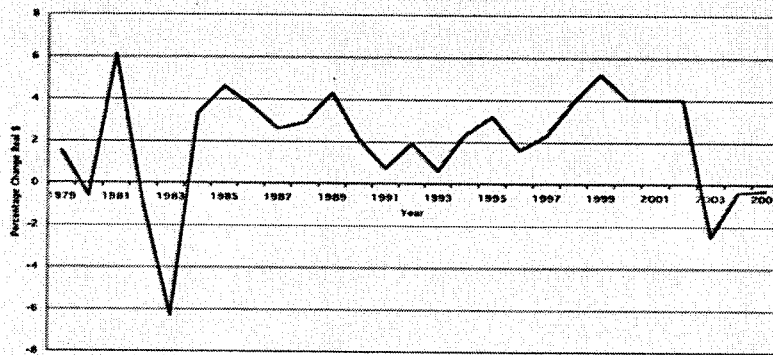
Percentage   Chan g e in Real   City   General   Fund   R e venue

Source: National League   of Cities,   A ugust   2004

2

State Government's Fiscal Crisis Percentage Change in General Fund, Real $

Source: NGA, NASBO April 2004

3

The Federal Fiscal Crisis Percentage of Gross Domestic Product
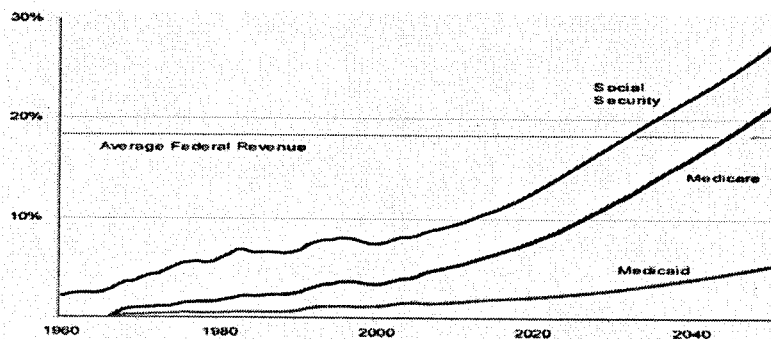
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The Federal Deficit

"To give you an idea how big the problem is, to close a projected $51 trillion fiscal gap, you'd have to have an immediate and permanent 78 percent hike in the federal income tax."

Laurence Kotlikoff
Economics Chairman,
Boston University

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The Fiscal Crisis
is Permanent

A "perfect storm:"

➤ A convergence of inexorable cost drivers:
  - 10% annual increase in health care costs

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Distribution of State and Local Spending
(1972-2002)
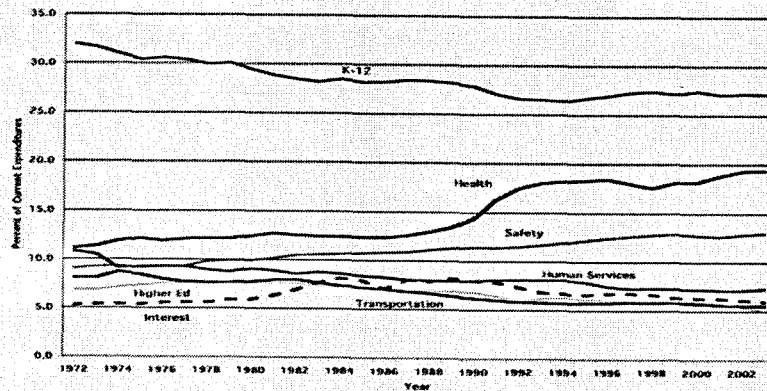

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The Fiscal Crisis is Permanent

A "perfect storm"

➤ A convergence of inexorable cost drivers:

- 10% annual increase in health care costs
- Pension (and Social Security) obligations as population ages
- Rising debt and debt service

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The Fiscal Crisis
is Permanent

Obsolete revenue systems:

- No sales tax on most services

- No sales tax on most Internet transactions

- Corporate tax revenues declining as global market moves profits offshore

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The Common Response:
Seven Deadly Deceptions

1. Rob Peter to Pay Paul
2. Use accounting tricks
3. Borrow to cover operating costs
4. Sell off assets
5. Make something up
6. Nickel and dime employees
7. Delay maintenance & replacement of assets

10

Unfortunately...

The seven deadly deceptions will come back to bite you, because:

> ➢ Using one-time money to balance next year's budget only postpones the reckoning...

> ➢ ...and sometimes creates even higher future costs.

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So Why Not Try Something New?

➢ Smarter Budgeting

➢ Smarter Sizing

➢ Smarter Spending

➢ Smarter Management

➢ Smarter Leadership

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The Goal:

Buy better results with less money

13

The Current Game
Cost- Based Budget

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

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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

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Remember Albert Einstein's definition of insanity????

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

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A New Game:
Budgeting for Outcomes

> **States**
> - Washington
> - Iowa
> - South Carolina
> - Michigan Legislature
> - Louisiana Dept. of Culture, Recreation & Tourism

> **School Districts**
> - Jefferson County, CO

> **Cities**
> - Azusa, CA
> - Los Angeles, CA
> - Spokane, WA
> - Dallas, TX
> - Fort Collins, CO

> **Counties**
> - Snohomish, WA
> - Multnomah, OR

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Budgeting for Outcomes
Asks Four Basic Questions

1. How much revenue will we have: What <u>price of government</u> will we charge our citizens?

2. What outcomes matter most to our citizens?

3. How much should we spend to achieve each outcome?

4. How can we BEST deliver each outcome that citizens expect?

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1. Set the Price of Government

The **Price of Government** =

$$\frac{\text{All Taxes + Fees + Charges}}{\text{All Personal Income}}$$

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Setting the Price of Government

➤ Look at the historical data: citizens have been telling you how much they are willing to spend for decades.

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U.S. Price of Government

1953 – 2003
Cents per Dollar of Personal Income

All Federal, State and Local
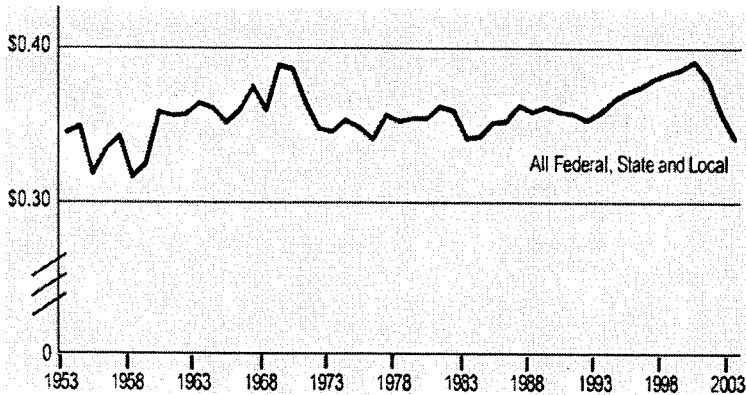
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Price of Government by Level
Cents per Dollar of
Personal Income

22

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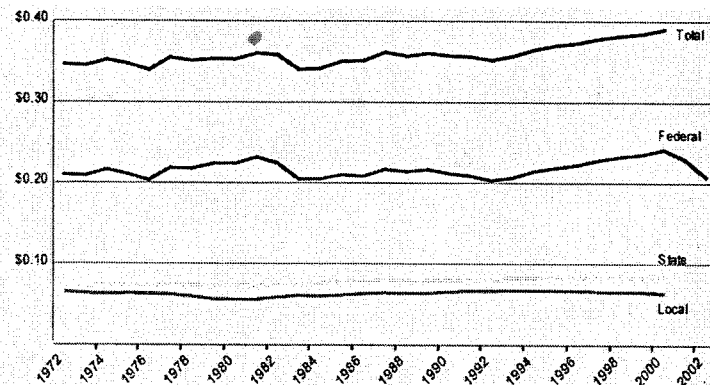
US State and Local
Price of Government
Cents per Dollar of Personal Income
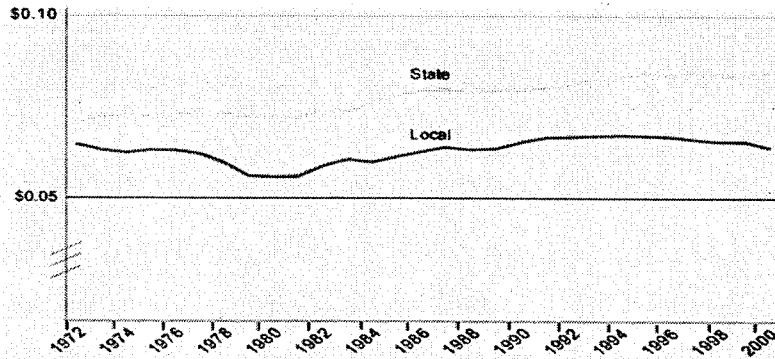
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California's State and Local
Price of Government
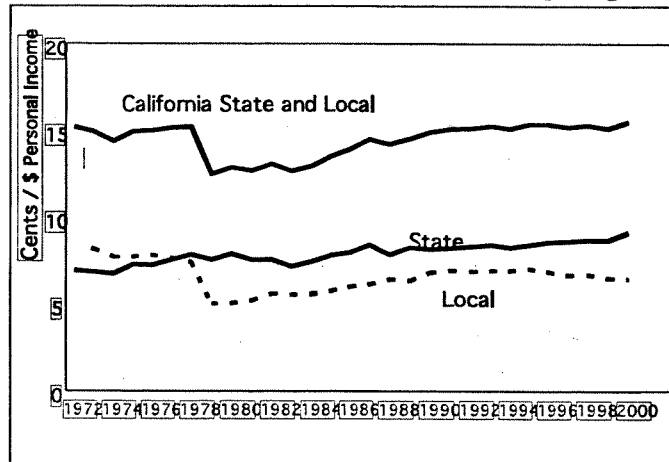
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Texas' State and Local Price of Government
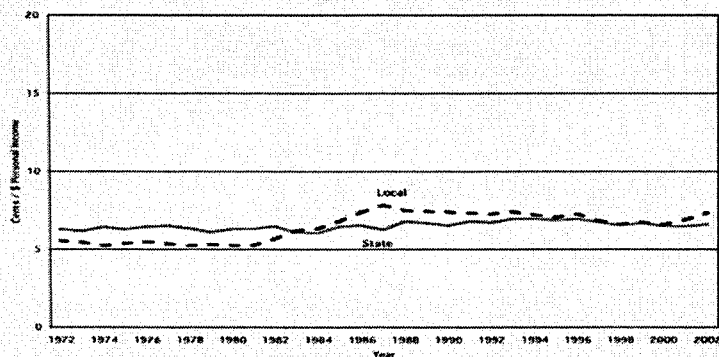
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Washington's State and Local Price of Government
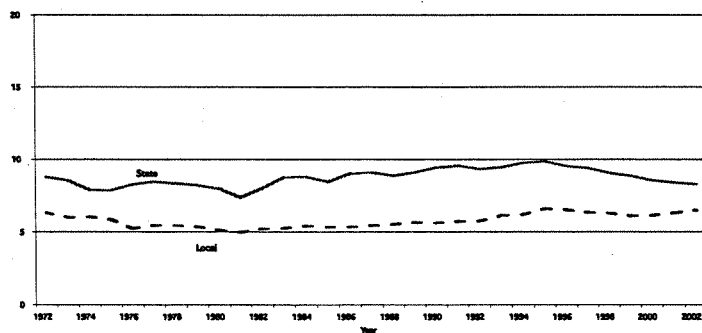
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Snohomish County, WA
Price of Government
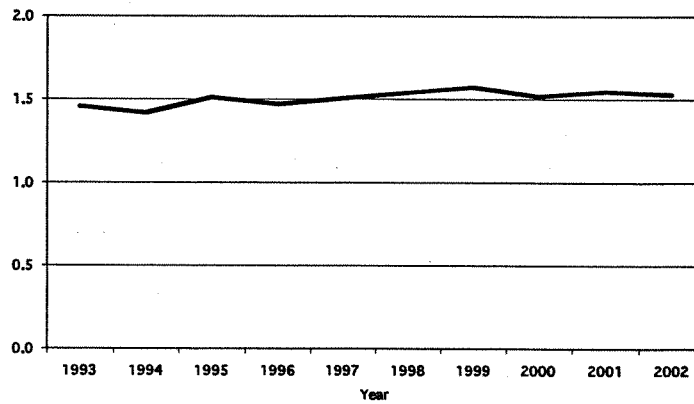
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2. Set the Priorities of Government

> Ask the citizens
  - Surveys
  - Focus groups
  - Internet surveys
  - Town meetings

> But elected leaders should make the final decisions

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Los Angeles' Priorities

1. Safer city: making LA the safest big city in America.
2. Livable neighborhoods: ensuring neighborhoods are good places to live.
3. Improved mobility: getting where we want to go safely and reliably.
4. Economic development: creating quality jobs, a competitive workforce, and enhancing LA's business climate.
5. Affordable housing: increasing the quality, quantity, and affordability of housing.
6. Efficient government: works better and costs less.

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Snohomish County, WA Priorities of Government

"I want..."

1. Reasonable and predictable travel times.
2. To feel safe where I live, work, and play.
3. Kids to pass state school achievement test.
4. To improve health and reduce vulnerability.
5. To live in a thriving community.
6. My community to be prepared for emergencies.
7. Effective, efficient, transparent government.

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3. Pricing the Priorities: Allocating the Funds

➢How much is each result worth?

Not: How much do they cost?

➢ It's a value judgment, not science. What is their relative value?

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4. Results Teams Create Requests for Results

➢ Results Teams are "Buying Agents" for citizens

➢ First task: Develop cause-and-effect map, explaining what causes the outcome

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Improve Health:
Washington State
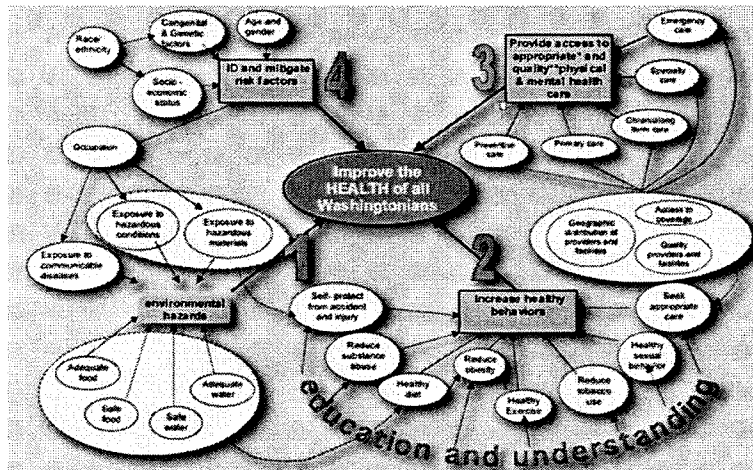
Purchasing Plans:
Improve the Outcome at a
Set Price

➤Results Teams define basic purchasing strategies:
What matters most?

➤Results Teams issue "Requests for Results"--
defining desired results, indicators to measure
progress, purchasing strategies, and funds available
for each.

➤Ideally, "sellers" would include departments, other
governments, non-profits, and for-profits.

5. Buyers Seek the Most Results for the Money

➤ Rank order offers

➤ Start buying from the top

➤ Draw a line when they run out of money

➤ Send results back to "sellers"--ask them to improve their offers

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After the Budget Passes, Buyers Negotiate Agreements/Contracts With Sellers

➤ Performance contracts with other government agencies, corporations, and non-profit organizations

➤Flexible Performance Agreements with own-government agencies

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BFO is a Key Step in Buying Better Results, but Just the First Step

➤ The **Core** Strategy: Strategic Planning, Budgeting for Outcomes, Flexible Performance Agreements, Permanent Results Teams

➤ The **Consequences** Strategy

➤ The **Customer** Strategy

➤ The **Control** Strategy

➤ The **Culture** Strategy

C x C x C x C x C = Transformation   37

The DNA of Public Organizations and Systems

➤Purpose
➤Incentives
➤Accountability
➤Power
➤Culture

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I: THE CORE STRATEGY:
Clarity of Direction, Purpose, & Role

Approaches:

> Clarity of direction: Improving your aim (BFO)

> Clarity of purpose: Clearing the decks (BFO & others)

> Clarity of role: Uncoupling steering and rowing (Flexible Performance Agreements)

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II: THE CONSEQUENCES STRATEGY:
Using Incentives to Create Consequences

Approaches:

> Performance management

> Enterprise management

> Managed competition

40

III: THE CUSTOMER STRATEGY:
Putting the Customer in the Driver's Seat

Approaches:

➢Customer choice

➢Competitive choice

➢Customer quality assurance

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IV: THE CONTROL STRATEGY:
Shifting Control Away from the Top and Center

Approaches:

➢ Organizational empowerment

➢ Employee empowerment

➢ Community empowerment

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An Example of Organizational Empowerment:
Charter Agencies

➢ Executive negotiates "Flexible Performance Agreements" with charter agency directors

➢ Agency agrees to produce specific results over 2-3 year time frame

➢ Agreement includes specific rewards and sanctions for performance

➢ Agreement specifies new flexibilities granted to charter agency

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Potential Flexibilities

Examples from Iowa:

➢ Freedom from FTE ceilings or other employment controls

➢ Authority to waive personnel rules and do what makes sense

➢ Authority to waive procurement rules and buy what makes sense

➢ Authority to waive Information Technology rules and buy the computers and software you want

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Potential Flexibilities (2)

➢Authority to keep half of this year's unspent money and spend it next year

➢Authority to keep and spend proceeds from lease or sale of capital assets

➢Authority to reprogram money between accounts

➢Authority to waive administrative rules

➢Access to $3 million Transformation Grant Fund

➢Protection for two years from across the board cuts

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Organizational Empowerment: Administrative System Reform

"We can defy gravity, but the paperwork is overwhelming."

Werner Von Braun

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V: THE CULTURE STRATEGY:
Changing Habits, Hearts, and Minds

Approaches:
- Changing habits: *Creating new experiences*
- Touching hearts: *Developing a new covenant*
- Winning minds: *Developing new mental models*
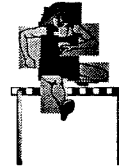
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Five Strategies to Reform Bureaucratic Governments

- Core
- Consequences
- Customer
- Control
- Culture

$C \times C \times C \times C \times C =$
Transformation
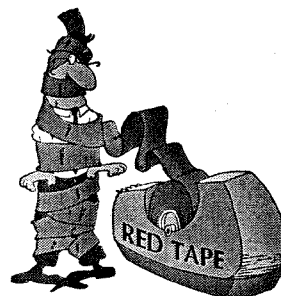
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Budgeting for Outcomes
Part II

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Organizing BFO Teams/Roles

➤ Guidance Team

➤ Results Teams

   ➤ Team Leaders

   ➤ Team Facilitators

➤ Staff Steering Team

➤ Coaches/consultants

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Guidance Team (Optional)

➢ People respected in community and trusted by elected leader

➢ Advises elected leader

➢ Assures legitimacy and integrity of process

➢ Meets three to four times during process

➢ You may choose to have your City Council or County Board play this role

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Results Teams

➢ Composition varies, but you want a combination of expertise and strategic thinking

➢ A few members from outside the organization can be helpful in getting "outside the box"

➢ Wear a "citizens hat"

➢ No "sellers" (eg. department heads, agency, or program directors) allowed

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Staff Steering Team

➤ Composition varies, but includes budget staff

➤ Oversees process and communications --- reviews materials, identifies problems, etc.

➤ Meets weekly

Coaches/Consultants

➤ Each Results Team has a coach

➤ Coaches do front end training of teams, then help them think outside the box

➤ Coaches help sellers develop creative offers

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What We Have Learned About Teams and Roles

➤ A variety of Results Team compositions work -- some places just use one Results Team

➤ For clarity, start by creating charters for each team

➤ Coaches are most important at the front end of Results Team work--forcing the teams "outside the box"--and training/helping the sellers

➤ The budget director's support is key

➤ It's useful to have facilitators without a stake

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Tracking the BFO Process
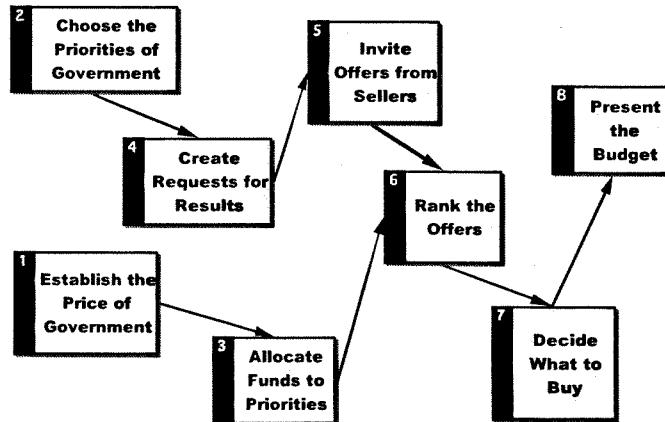
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1: Establish the Price of Government

➢ Remember, POG = ALL taxes, fees and charges paid by citizens for government services (all funds, not just the General Fund), divided by gross personal income for that jurisdiction.

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Finding Your Price

➢ The price is influenced both by:
  ➢ Revenue trends
  ➢ Economic trends

➢ State it as a percentage (or cents on the dollar of personal income): Eg., 4.2 cents on the dollar

➢ Our analysis suggests there is a historical "comfort level" price for each jurisdiction

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Where to Get Data for Local Government

➢ Population and personal income data:

  ▪ Bureau of Census does estimates of population between 10 year census data

  ▪ Bureau of Economic Analysis annually publishes estimates of counties' and metro areas' aggregate personal income

➢ Taxes, fees, and charges in budgets

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Spokane's Price of Government
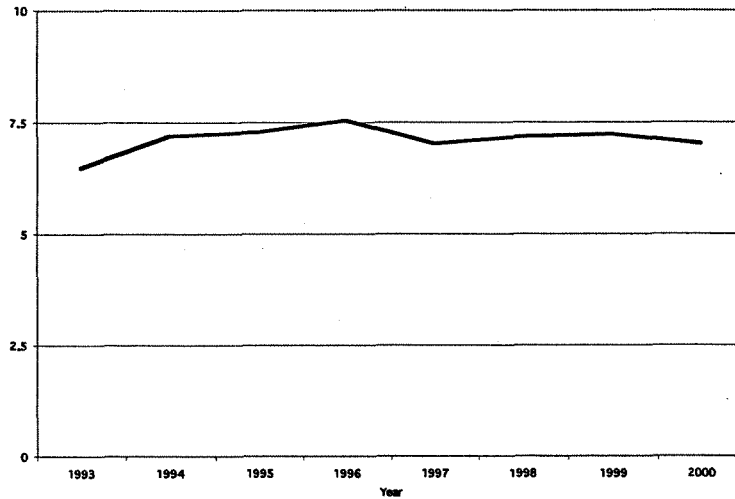
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What We Have Learned Establishing the Price

> Set the price so that it is <u>acceptable</u>, <u>adequate,</u> and <u>competitive.</u>

> Calculating the POG is problematic as you get to smaller units of government; often it's easier to just say how much is available to spend.

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What We Have Learned (2) - Establishing the Price

➢ Saying out loud at the start that there is a fixed revenue amount is often new to people, but it is critical to force programs to compete for fixed pots of money

➢ Including dedicated funds in the discussion is powerful but also problematic

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Tracking the BFO Process


```
[2] Choose the
    Priorities of
    Government

            [4] Create
                Requests for
                Results

[1] Establish the
    Price of
    Government

                    [3] Allocate
                        Funds to
                        Priorities

[5] Invite
    Offers from
    Sellers

                [6] Rank the
                    Offers

                            [8] Present
                                the
                                Budget

                    [7] Decide
                        What to
                        Buy
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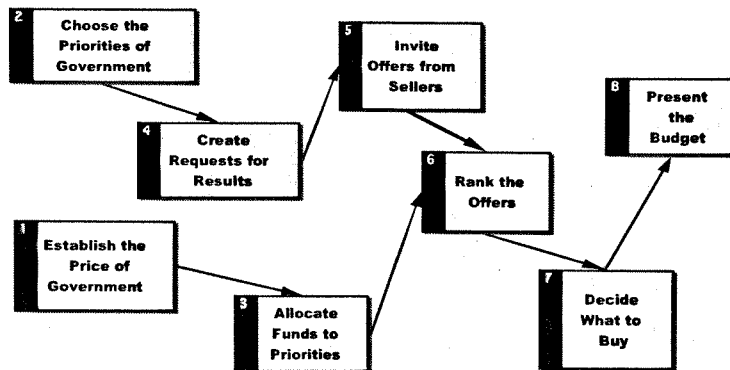
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2: Choose the Priorities of Government

➤ Identify the results that matter most to citizens; avoid naming activities, programs, or organizations

➤ Involve the citizens in the process if possible (surveys, focus groups, town meetings, the internet)

➤ Put them in language that is understandable and compelling to citizens - 10 words or less

➤ No more than 10 results in total

➤ Include specific indicators/measures of success - otherwise they are just good intentions

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A Good Example: Spokane's Priorities

"I want ..."

➤ The opportunity to learn and grow.

➤ The opportunity to lead a healthy life.

➤ Clean air, water, land with healthy parks.

➤ Strong, responsive leadership that gets results.

➤ To get where I want to go safe and on time.

➤ To reduce vulnerability of citizens at risk.

➤ To feel safe and secure.

➤ A healthy and growing economy.

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Interesting Questions About Choosing the Priorities

➤ Who should choose the priorities?

➤ What kind of data already exists about citizen priorities? Do you want to invest in gathering more input?

➤ Are there existing goals/results/measures that can or need to be incorporated?

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What We Have Learned Choosing the Priorities

➤ Create "pointers" to existing goals and indicators used by the organization.

➤ Decide how to handle internal services - as citizens presumably do not explicitly value them.

➤ Do not draft the priorities by committee -- assign the drafting to a person or very small sub-group.

➤ Get the language consistent across all priorities ("Improve..." Or "I want....").

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Tracking the BFO Process
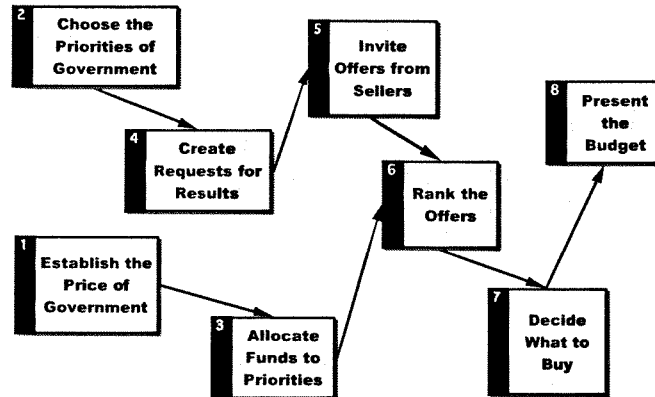
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3: Pricing the Priorities

➢ Staff Team does this; Guidance Team reviews and endorses it.

➢ The question is: How much is each result worth?

 ➢Not: How much do they cost?

➢ It's a value judgment, not science.

➢ Creating a dollar figure for each result is critical, because it creates a limited pot of money that programs must compete for.

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Each priority has a results team

What We Have Learned Pricing the Priorities

➢ You may have to force people through their resistance. They'll want last year's numbers. They'll object that there's no basis for the decision.

➢ Assure them that they can revisit and adjust the numbers later in the process.

➢ Get public input, but don't let the public make the decision. They don't know enough about how you spend your money.

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Pricing the Priorities: Spokane

Results I want...	Citizen's Price	Final Price
The opportunity to learn and grow	12%	2%
The opportunity to lead a healthy life	10%	18%
Clean air, water, land with healthy parks	11%	23%
Strong, responsive leadership that gets results	5%	12%
To get where I want to go safely and on time	20%	7%
To reduce vulnerability of citizens at risk	8%	2%
To feel safe and secure	20%	18%
A healthy and growing economy	10%	18%

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Tracking the BFO Process
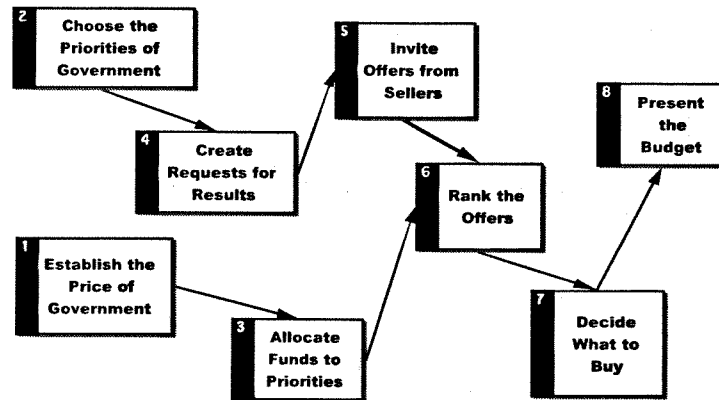
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4: Creating Requests for Results:

Requests for Results include:
1. *A cause and effect map*
2. Three concrete indicators
3. Purchasing strategies

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What is a Cause and Effect Map?

➢A visual representation of the path to the result

➢A theory of causality based on proven or promising practice

"Oh, you mean the things we know make a difference in the outcome!"

WA State Results Team Member

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How to Make A Cause and Effect Map

➢ Initiate a dialogue about what is known to cause or produce the result

➢ Use research and professional judgment - what works!

➢ Create a visual picture that makes connections obvious

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Example: Causal Factors

What are the causal factors that produce traffic congestion?

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Snohomish County
Mobility Team

Nonrecurring

Incidents
(crashes, disabled vehicles)

Other recurring

25%

40%

15%

5% 5%

Recurring

Poor signal timing   Other non-recurring
e.g. special events

Work Zones   Weather
(snow, ice, fog)
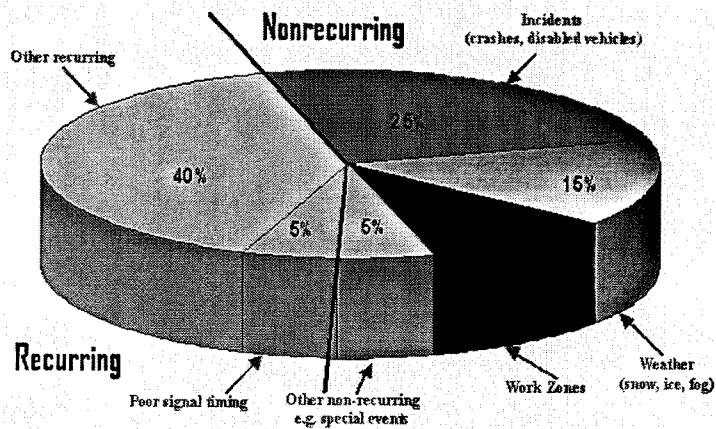
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Example: Causal Factors

What are the causal factors that
produce health?

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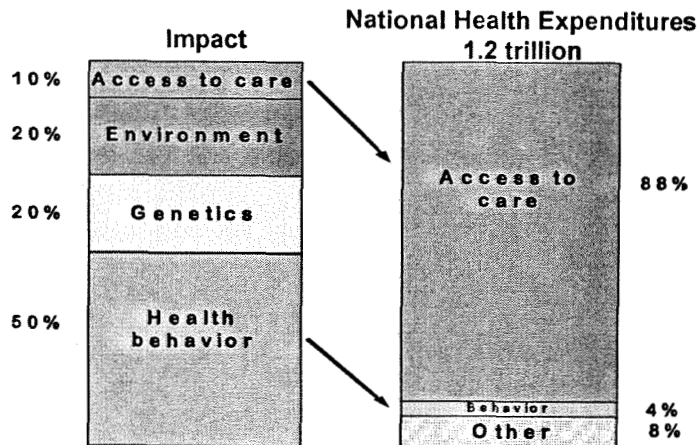
Source: Centers for Disease Control and Prevention, University of California at San Francisco, Institute for the Future

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Sample Cause and Effect Maps ---

Simple, Complex, Fancy, and Plain

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Transform Economy
(State of Iowa)

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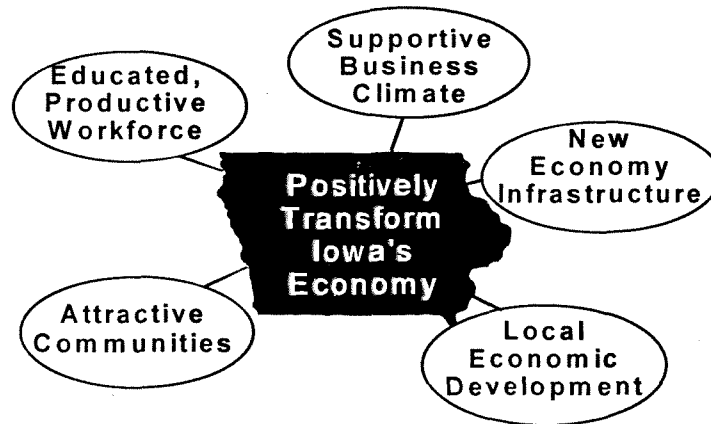
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From Doorbell to School Bell
(Snohomish County, WA)

Neighborhood Quality
(Fort Collins, CO)

Police Protection
Traffic Calming
Fire Protection
Emergency 911
Sidewalks
Lighting

①Feels
Safe

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

Good ④
Amenities

Improve Neighborhood Quality

Ability to Move
⑥ Around the
Neighborhood

Adequate Supply of
Quality Housing
⑤

Trails
Streets
Bike Lanes
Bus Routes
Connectivity

Good Neighbor
Relationships ②

Attractive
Neighborhood
③

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 -
5Attractive Public Spaces

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

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Accountable Government
(Multnomah County, OR)
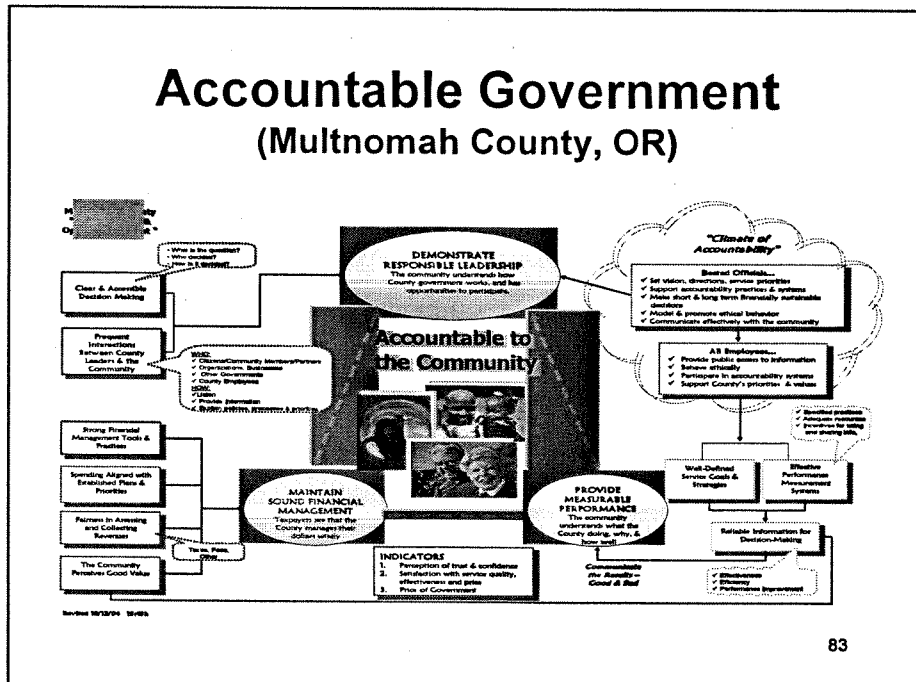
What We Have Learned
Cause and Effect Mapping

➤ **Changes the question**
- From "How to contain/cut costs?" to "What leads to this result?"

➤ **Helps make complexity understandable**
- Pictures speak a thousand words
- Focuses on organization's strategy
- Easy to see connections across results
- Easy to see leverage spots ('two-fers')

➤ **Many formats for cause and effect maps work**

Creating Requests for Results:

Requests for Results include:
1. A cause and effect map
2. *Three concrete indicators*
3. Purchasing strategies

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What are Indicators?

How you can tell
success from failure

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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

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Example: Health Indicators
(Washington State)

Result: Improve the health of Washingtonians with 11% of all state and local funds

➢**Indicators of Success:**
- Epidemiological index of health
- Citizen self-assessment of health
- Percentage with health insurance

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Example: Economic Growth
(State of Iowa)

Result Indicators

A. 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

B. Per capita personal income compared to the national average

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

C. Percentage population growth, age 18–45

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

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What We Have Learned: Indicators

➤ Can start with either indicators or maps
➤ Limited number encourages good discussion and focus
➤ Don't have to "cover the waterfront"
➤ Use citizen perspective

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Creating Requests for Results:

Requests for Results include:
1. A cause and effect map
2. Three concrete indicators
3. *Purchasing strategies*

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Purchasing Strategies

➤ **What to spend money on**
- "Favor funding prevention over remediation"
- "Favor funding children over adults"

➤ **How to spend the money**
- "Give to the customer to make choices"
- "Give to efforts that show collaboration"

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Purchasing Strategies(2)

➤ **Express priorities**
  - "Most money will be spent on 'x' but some also on 'y'"
  - "This is the order in which we will spend money"

➤ **Specific things want to buy**
  - "We will entertain offers to measure readiness to learn"

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Possible Health Strategies

➤ Focus public health system and employee health insurance on changing lifestyle choices (smoking, drinking, diet, etc.)

➤ Create incentives for consumers to be more cost-effective, through health savings accounts, etc.

➤ Stop high-cost, repetitive cycles of care in emergency rooms

➤ Focus on the front end: pre-natal care, immunizations, educating new parents

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Possible Public Safety Strategies

➤ Use prevention strategies for example reducing domestic violence, reducing recidivism

➤ Community engagement/policing

➤ Address 'revolving door' offenders

➤ Unclog the courts and court diversion

➤ Increasing voluntary compliance

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What We Have Learned: Purchasing Strategies

➤ Pay special attention to purchasing strategies --- tend to be the weakest and they are critical

➤ Maps lead to purchasing strategies --- where do we want to put our money?

➤ Open, continuous communications between buyers and sellers important

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Tracking the BFO Process

```
┌2──────────────┐                    ┌5──────────────┐
│  Choose the   │                    │    Invite     │                    ┌8──────────────┐
│ Priorities of │                    │ Offers from   │                    │   Present     │
│  Government   │                    │   Sellers     │                    │     the       │
└───────┬───────┘                    └───────────────┘                    │    Budget     │
        │                                                                 └───────────────┘
        ▼                                    
    ┌4──────────────┐                 ┌6──────────────┐
    │   Create      │                 │   Rank the    │
    │ Requests for  │                 │    Offers     │
    │   Results     │                 └───────────────┘
    └───────────────┘

┌1──────────────┐                                              
│ Establish the │                                              ┌7──────────────┐
│   Price of    │                                              │   Decide      │
│  Government   │              ┌3──────────────┐               │  What to      │
└───────────────┘             │  Allocate     │               │    Buy        │
                              │  Funds to     │               └───────────────┘
                              │  Priorities   │
                              └───────────────┘
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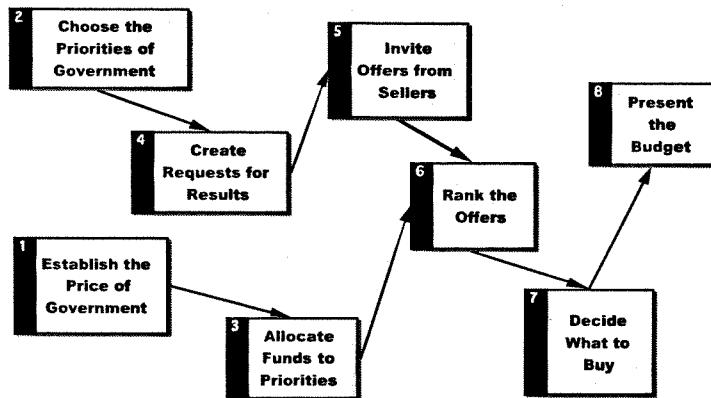
97

5: Making Great Offers

What will work best in your culture to get Sellers to be innovative?

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Inviting Offers

➢ Departments, agencies, etc (and possibly others outside your jurisdiction) create responses to the *Requests for Results*: A performance commitment at a price

➢ Offers assume no guarantee of funding based on historic levels

➢ Offers are opportunities for departments to propose new, innovative practices

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What it Takes to Make a Great Offer

➢ Get subject matter expertise from inside and outside the organization
- Best practices
- Emerging practices
- Adaptable practices
- Your professional expertise

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What We Have Learned: Making Great Offers

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

> Coaching makes a big difference

> Ask "what would you really like to do?"

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Tracking the BFO Process

2 Choose the Priorities of Government

4 Create Requests for Results

5 Invite Offers from Sellers

8 Present the Budget

6 Rank the Offers

1 Establish the Price of Government

3 Allocate Funds to Priorities

7 Decide What to Buy
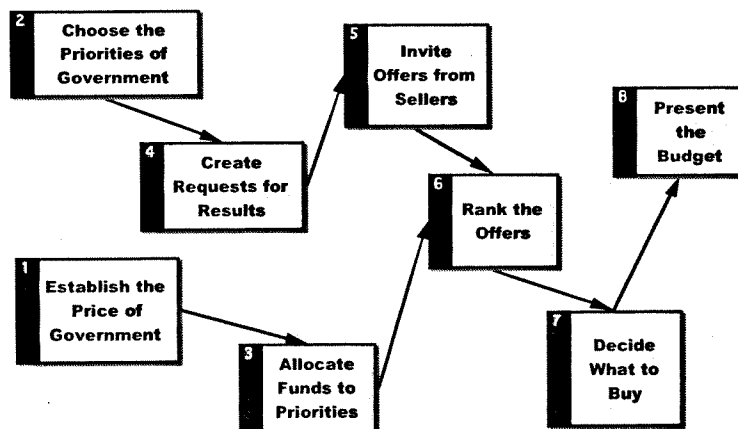
102

6: Ranking the Offers

What is most likely to achieve the result --- where is the best return on investment?

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Ranking Offers

➢ "How can we spend these limited resources incredibly well?" versus "Where do we cut?"

➢ Identifies alternative approaches to service delivery, potential opportunities for efficiency, and possible reduction of duplicated services

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Ranking Offers(2)

➢ First ranking will be rough; need to do multiple rounds

- Ending up below the line is a wake up call
- 80% of first round offers were changed in second round in one jurisdiction
- Feedback critical to improving second round

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Special Issues in Ranking

➢ Mandated services and dedicated funds

➢ Large offer packages

➢ Dealing with separately elected officials and other branches of government

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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"

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Tracking the BFO Process

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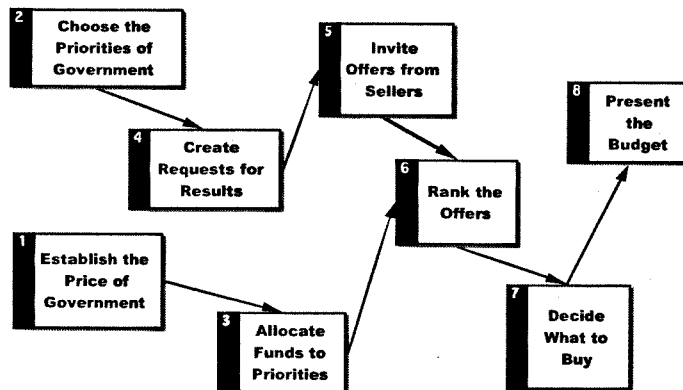
7 Decide What to Buy

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7: Deciding What to Buy

What is the most value you can buy within the allocation?

Example: Buying Health Offers
(Washington State)

Health Care Spending Plan:

$3.7 billion GF-S and Health Services Account

Higher Priorities

Lower Priorities

Savings:

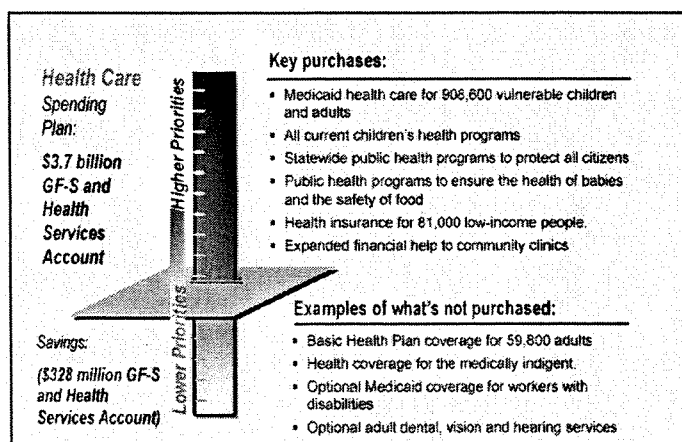*($328 million GF-S and Health Services Account)*

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
- Health insurance for 81,000 low-income people
- Expanded financial help to community 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

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

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

11

A Critical Purchase:
Investment in Change

➤ BFO offers opportunity to transform your
government

➤ Transformation requires investments
(technology, training, re-training, etc.)
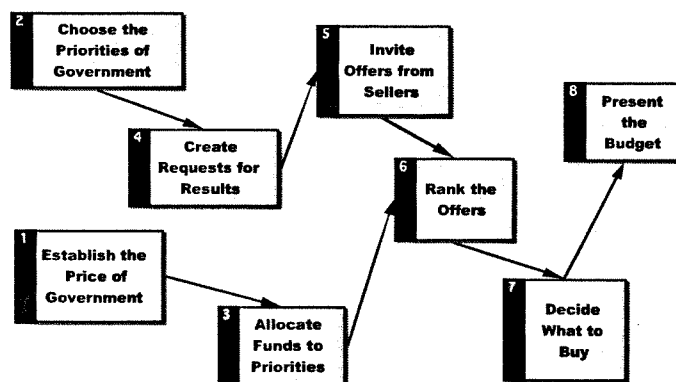
➤ Buy this investment first!

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What We Have Learned: Deciding What to Buy

> ➤ Focus on the "gray area" ---
> immediately above and below the
> allocation cut-off

> ➤ What is above the line needs to "tell
> a story"

> ➤ You will have to make adjustments
> for political realities

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Tracking the BFO Process

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4 Create Requests for Results

1 Establish the Price of Government

3 Allocate Funds to Priorities

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6 Rank the Offers

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8 Present the Budget

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BFO's Bottom Line

➤ Balanced budget
➤ Focus on the 'keeps,' not the cuts
➤ Buy results, not costs
➤ Low-value spending is forced out of the budget
➤ Important new investments go to the front of the queue
➤ General interest trumps special interests
➤ Performance accountability
➤ Continuous reform/ improvement
➤ "Common Sense" communications

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Institutionalizing the Focus on Results

➤ Negotiate Flexible Performance Agreements, based on the offers

➤ Create permanent Results Teams that build up serious expertise (within city manager's or county executive's office, or within budget office, etc.)

➤ Develop balanced scorecards and rewards/sanctions at every level of the organization: all linked to the desired results

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Institutionalizing the Focus on Results (2)

➢ Use the other 5 C's

➢ Invest in change: it takes serious time, commitment, expertise, and money

➢ Use BFO to invest your first several million dollars every year in CHANGE

➢ Bring in outside experts in reinvention to help guide you on your journey

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There's more...

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

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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.ht
ml and http://iowa.regov.org)

➢ Public Strategies Group: www.psg.us; 651-227-9774

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