

Results Budgeting Guide for Departments

Process

Governor Culver & Lt. Governor Judge set initial FY 2009 Budget Target – Status Quo Budget for FY 09

Governor Culver & Lt. Governor Judge determine Results Areas and Indicators

Governor Culver & Lt. Governor Judge set Budget Teams – Budget Teams are aligned with the 7 Budget Subcommittees

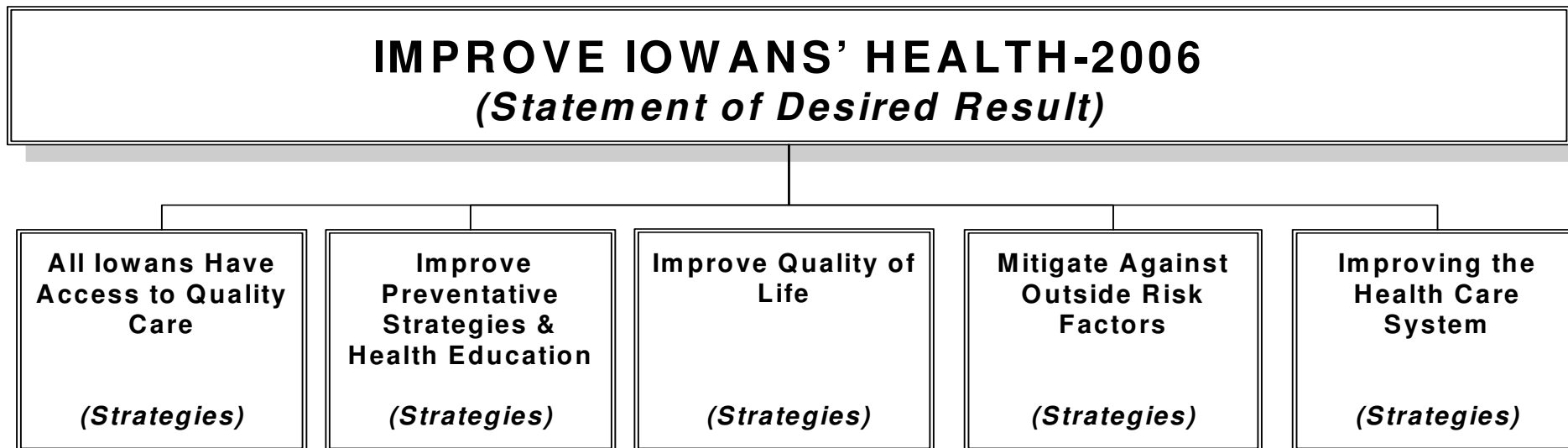
Budget Teams Develop and Release Requests for Results – Requests for Results include the strategies that the Budget Teams believe will work to produce the desired results – See Example 1 following

Departments prepare Offers -- or Proposals -- in response to Requests for Results – Offers show what the Departments propose to do to achieve the results requested – See Example 2 following

Budget Teams prepare Drilling Platforms – rankings of Offers based on the greatest value in terms of the results sought - See Example 3 following

Governor Culver & Lt. Governor Judge set final allocation of dollars for each Budget Team – Offers above the line are recommended for funding; Offers below the line are not recommended for funding

Governor Culver & Lt. Governor Judge make the final decisions regarding their budget recommendations to the Legislature



Format for Offers

IDENTIFYING INFORMATION

1) Offer Identifier: (Buying Team Letter, Agency Number, Offer Number)

2) Offer Name:

3) This offer is for a(n):

new activity

improved existing activity (describe the improvements in your narratives below)

status quo existing activity

4) Results addressed:

5) Participants in the Offer:

6) Person Submitting Offer:

7) Contact Information:

OFFER DESCRIPTION

 Results Budgeting Process

OFFER JUSTIFICATION

PERFORMANCE MEASUREMENT AND TARGET

PRICE AND REVENUE SOURCE

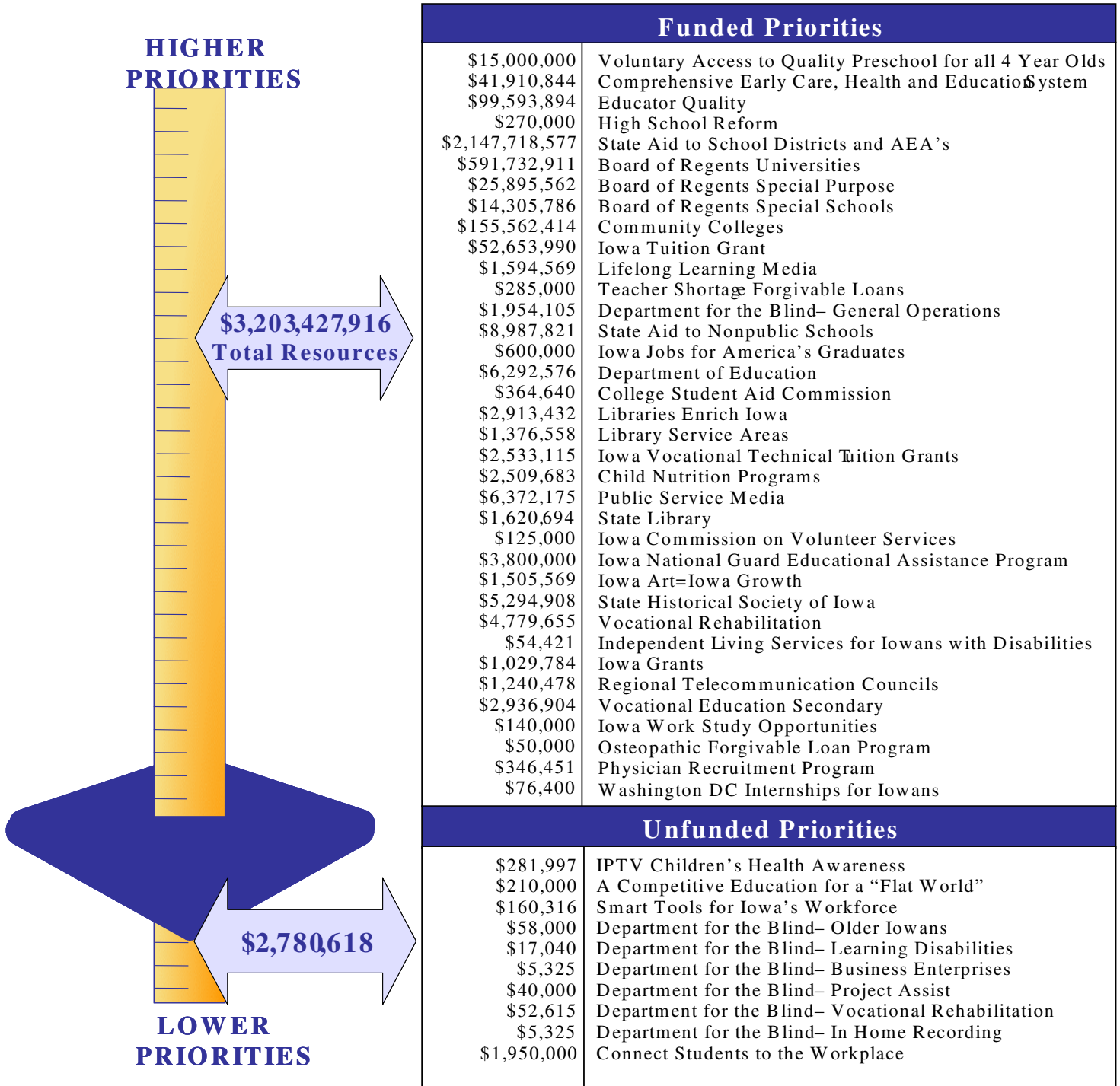
Total Price:

\$

Expense Description	Amount of Expense	FTEs
Total		

Revenue Description	Amount
Total	

**FY 2007 DRILLING PLATFORM:
STUDENT ACHIEVEMENT**



Benefits

Governor Culver and Lt Governor Judge will continue the Results Budgeting Process that Departments have used over the last 3 - 4 years.

Examines the entire budget – not just incremental increases

Focuses on results – not funding costs

Allocates the first dollars on the highest priorities – not necessarily on what has always been funded

Makes the value received -- or the results -- the most important objective – not the dollars

Focuses the budget on the Governor's and Lt. Governor's top priorities and strategies

Glossary

- Budget Teams:** The Governor and Lt. Governor are represented by the “Budget Teams” who recommend to the Governor and Lt. Governor methods for achieving the most results with the money available. Members of the Budget and Finance Staff of the Department of Management and the Governor’s Policy Staff are on the Budget Teams. The Governor and Lt. Governor make the final decisions about the Governor’s Budget.
- Departments:** Those in the “Results Budget” process who offer to Budget Teams services that produced results in return for a fixed sum of money. These include state agencies, local governments, school districts, Regents institutions or any other organizations that wish to earn state funding.
- Governor’s Leadership Agenda:** Specific goals on which this administration is focused.
- Indicator:** A measure that quantifies the achievement of a result at the enterprise level.
- Offer or Proposal:** A proposal from a department or group of agencies submitted to a Budget Team. The proposal or offer states what results the offer addresses, the services to be provided, and the cost. Proposals that are accepted provide a vehicle for accountability after the budget is set.
- Request for Results (RFR) –** A statement from a Budget Team that specifies what results it seeks to achieve, lays out its theory of how those results are produced, and outlines its strategy.
- Result:** The effect desired for lowans, expressed as broad statements.
- Results Budgeting:** A budgeting process that focuses on the results obtained rather than the costs involved in a particular activity.

Results Budgeting Materials for Departments

All Offers Should:

1. Be innovative and bold in implementing the Culver-Judge priorities and values. Ensure that the many innovative and bold initiatives we have begun are fully and well established.
Offers should continue ideas and improved services that produce results in the most effective and innovative ways
2. Use the principles of smarter sizing, smarter spending, smarter management, and smarter leadership.
The State of Iowa must work smarter to produce better results with the available resources. Such as:
 - *Consolidating services in a smart way;*
 - *Using flexibility to produce accountability;*
 - *Making administrative systems allies, not enemies;*
 - *Improving work processes and productivity;*
 - *Improving the availability, quality, use, and sharing of data;*
 - *Separating steering and rowing concepts;*
 - *Producing voluntary compliance;*
 - *Targeting subsidies;*
 - *Tapping federal dollars*
3. Divest lower value strategies so that there is more money to invest in higher value strategies.
The State must target its resources toward services and programs that will directly impact those result areas.
4. Encourage collaboration and partnerships.
Iowans want state departments to work with each other, with other levels of government, non-profits, and the private sector.
5. Show measurable results.
6. Build on organizational core competencies.
Offers should improve upon the areas that Iowans expect and want from state government, not abandon the core services.
7. Promote cultural competence.
Offers should welcome and serve diverse populations.