

RESULTS-BASED BUDGETING

Mandated by the 1993 Budget Accountability and Planning Act, Results-Based Budgeting provides a concise overview of the progress that state programs are making in addressing the economic, education, social, and service needs of the citizenry. Results-Based Budgeting reports on the impact of state programs. This information enables state policy-makers, agency managers, OPB, and the public to identify effective program strategies and those strategies that need improvement or total revision.

Now in its fifth year of implementation, RBB offers decision-makers, program managers, and OPB with state government's first archive of trend data by which to assess the outcomes of programs financed by Georgia's taxpayers. These trends in program outcomes help "red flag" programs for further review so that the reasons for substandard performance can be identified and corrected. Thus, policymakers can determine whether the apparent lack of program impact has resulted from such problems as: poor planning; faulty program design; ineffective management; inadequate resources; missing, inaccurate, and/or noncurrent data; or extraneous conditions outside the program's control.

Results-based budgeting information allows the Governor, the General Assembly, program managers, and the public to relate program results to program expenditures. This information will assist the Governor and the General Assembly in allocating scarce resources to best benefit the citizens of Georgia by:

- Focusing the legislative process upon the policy implications of funds spent in state agency programs and services.
- Identifying similar programs across state agencies and assessing their combined impact.
- Identifying successful and unsuccessful programs.
- Determining when environmental influences indicate changes in program strategies because current strategies no longer meet existing needs.
- Enabling programs to be evaluated and funded according to their actual benefit to program customers and taxpayers.
- Aiding policy makers in determining if it is in the best interests of the state to expend funds to achieve a program's identified result.
- Enhancing the ability of the Office of Planning and Budget to track funding in policy areas across agency boundaries.

- Enabling program managers to compare the results of different strategies and program sites to identify superior performance, ascertain the reasons for the enhanced performance, and transfer successful strategies to other sites throughout the state.

For the FY 2001 and FY 2002 State Budget Reports, many programs began compiling and using results data for the first time. This process has resulted in significant changes in the types of data collected and the methods for compiling, verifying, analyzing, and reporting information. These modifications, along with the agencies' efforts to improve the types and quality of data collected, have been one of the most noteworthy achievements of the RBB endeavor.

By focusing on outcomes, RBB has encouraged state government to be more accountable to Georgia's citizens. Taxpayers can now see how public policy is operationalized into state government programs; which programs have the highest priorities, and how well these programs are serving their customers. Program managers are using RBB information to better plan, set priorities, manage, and provide services to the public. Thus, Results-Based Budgeting has not only made government more accountable to its citizens, but also has had a positive impact on government programs.

The FY 2002 Results-Based Budget includes a comparison of FY 2000 desired results and actual performance. It also shows program's FY 2001 and FY 2002 desired results and the most comprehensive explanation of actual results to date. This year's RBB will be used as the basis for developing a valid, reliable, and meaningful "report card" on government performance.

While many programs have already begun to both modify and improve their data collection systems and identify more valid and reliable measures for program results, OPB will work with major state programs during FY 2001 to finalize these improvements. This coming year, OPB also will use RBB information to identify programs for more intensive evaluation to determine the reasons for problematic performance.

During FY 2001, OPB will begin integrating RBB with the state's strategic planning efforts, program evaluation, management studies, and policy research to establish a platform by which the Governor and other policymakers can strategically manage state services.