



WASHINGTON STATE AUDITOR'S OFFICE

Performance Audit Initial Inquiry

Focus Groups

March 2006





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INTRODUCTION

This report summarizes the results of three focus groups conducted by Elway Research for the Washington State Auditor's Office. The purpose of the groups was to investigate state citizens' opinions on how best to accomplish the performance audits of public agencies that were mandated by the passage of Initiative 900. The specific groups were:

- South King County residents who voted "yes" on Initiative 900.
- South King County residents who voted "no".
- Spokane residents (a mix of "yes" and "no" voters).

The discussions began with:

- Baseline general attitudes about state and local government, including whether they are effective, efficient, and/or accountable.
- A comparison of specific areas of government, including most and least effective, efficient, and accountable.

The part of the discussions that more specifically dealt with the coming performance audits included:

- What would be the expected positive and negative outcomes.
- Priorities for audits.
- Possible criteria to include.
- How results of the audits could be communicated back to the public.

Portions of these discussions involve actual tallies of participants' opinions. These are intended as starting points for discussion. The numbers themselves cannot be thought of as representative of the general population, as focus group methodology is not meant to be statistically reliable.

METHODS

The two South King County groups were held on the evening of March 9 in Burien. The Spokane group was held on the evening of March 13.

Participants were recruited from the list of registered voters and were paid a stipend for their participation. The groups were moderated by Stuart Elway, of Elway Research. All proceedings were audio and video recorded, and members of the State Auditor's Office Staff watched the Burien groups via a one-way mirror.

Participant Profile

Participants were recruited to include a balance of ages, gender, and vote on Initiative 900 in last November's election. The groups excluded public sector employees and people working in the media. Finally, participants were screened to insure that they could name at least one significant issue facing state government (indicating that they were at least somewhat concerned with state affairs.)

The groups' general compositions were:

- Group 1 (pro I-900, south King County): 11 participants (5 men and 6 women), ages 38 to 65. This group included a real estate agent, a grocery store employee, a cable company employee, a dental assistant, two homemakers, and two retirees (one from the City of Seattle, and one from the Federal government.)
- Group 2 (anti I-900, south King County): 10 participants (6 men and 4 women), ages 30 to 60+, comprised of a sales woman, a telephone operator, a daycare provider, a retail worker, home-makers, Boeing employees, a graphic designer, and two community college employees
- Group 3 (pro and anti mixed, residing in Spokane County): 10 participants (5 men and 5 women), ages 25-40 to 60+. The group included a social worker, homemakers (one of whom had been a pre-school teacher and one who also teaches gymnastics), one man with his own small businesses, two retired state employees, a bookkeeper and a man who works for Sears.

A demographic profile of participants is presented in a table in the Appendix to this report.

SUMMARY

ATTITUDES TOWARD STATE GOVERNMENT

Prior to the discussion, participants were asked to fill out a short survey regarding their opinions about state government. The discussions then began with the reasons behind their responses, first about state government in general, then with regard to specific program categories.

In general, most of the participants in all the groups exhibited mid-range views on state government. That is, there were few of the highest scores (e.g., state government is very effective, very efficient, or that very few programs waste money) and few of the lowest scores.

Notably, the I-900 supporters from south King County were more positive overall than those who had opposed the initiative. This was first illustrated by their responses to the survey questions about state government in general (see Table 1):

- Supporters were likely to term state government “mostly effective” (60%), while opponents said that state government was “mostly ineffective” (70%).
- More supporters than opponents thought the state government was “mostly efficient” as well (70% vs. 50%).
- Supporters tended to say that only some government programs waste money (50%) while opponents were inclined to say most do (60%).

The south King County I-900 opponents were also more negative during their overall discussion of state government. Furthermore, they at times questioned the very concept of a democratic government:

“It accomplishes what it wants to accomplish.”

“I think it's ineffective...because it does what it wants and not what we necessarily want.”

“The buses should pay for the buses; the ferries should pay for the ferries. Why do I, that drive a car, have to pay for the buses and the ferries by my car tabs?”

“If they let them fix the road, put a toll up and people who drive pay that, not people who take a bus (or) take a monorail.”

Table 1¹
General Opinions on State Government

	Supporters	Opposed
State and local governments are working...		
Better than they used to be	40%	20%
Not as well as they used to be	50%	60%
About the same as they always have	10%	20%
State government effectiveness		
Very Effective	0%	0%
Mostly Effective	60%	20%
Mostly Ineffective	30%	70%
Very Ineffective	10%	0%
State government efficiency		
Very efficient	10%	0%
Mostly efficient	70%	50%
Mostly inefficient	20%	30%
Very inefficient	10%	0%
Waste in State government		
Almost all programs waste money	10%	10%
Most state government programs do	20%	60%
Some state government programs do	50%	20%
Very few waste significant amounts	0%	10%
State government is focused...		
On the right things	50%	50%
On the wrong things	30%	20%

The Spokane residents were the most displeased with state government. This often took the form of feeling that the “west side of the mountains” is favored, usually in terms of spending. The group also commented on monetary waste far more than the other groups. Notably, they seemed just as displeased with their local government as with state government, and also complained about many federal programs.

¹ Only south King County responses are shown, in order to illustrate differences between supporters and opponents. Results from all groups are summarized in the appendix.

"The west side hates us."

"(Funding) always goes to someplace else and it shouldn't be that way."

"The only thing we get is by default."

"There's a lot of waste and I have 32 years experience of wasting it."

(retired WSDOT employee)

"I've been here about 10 years and I have not seen the City of Spokane do one right thing."

"Spokane always finds ways to lose money."

Reasons for Opinions

When discussing the *reasons* for their survey responses, the south King County I-900 supporters seemed particularly thoughtful. They tended to note more of the complexities of governance, including the contradictory goals of acting efficiently, yet making sure all viewpoints and options are taken into account.

"I think government inherently is less efficient because they have to answer to actually higher standards than just profit."

"Part of that is because of the liability that we're facing in the 21st century."

"You've got opposing priorities so I think that makes the system hard to get everybody pulling in the same direction, especially in today's climate."

The south King County I-900 opponents were more distrustful of government than the supporters. Like the Spokane residents, they suspected governments of being dishonest, with immune employees. Both groups complained often about supposedly earmarked money going into the general fund, then disappearing.

"If all that money that they said was going for education, we would have new schools. We would have enough teachers. But that money is going somewhere else... They keep filing the money off to other areas."

The Spokane group added two unique perspectives to why they found government so inefficient. They discussed:

- Personal experiences of government departments "buying stuff they didn't need" in order to use up yearly budgets, and be assured of the same funding in the next year.

"When you have a budget, if you don't spend all that budget, then you won't get the budget next year. That inherently makes any agency less efficient."

- The fact that the state keeps asking for more taxes as proof that it is inefficient.

"We have one of the highest gas taxes in the United States. The taxes on cigarettes are some of the highest in the country... Maybe they run the kitchen at the House of Representatives building really well but beyond that, overall, you just don't see it."

When asked about effectiveness, the Spokane participants lamented high unemployment insurance rates, "surliness" from state employees, that the B & O tax "chases away" business, and Medicare D. However, one woman did comment that she found the state licensing agents "very effective."

"I enjoy walking in and out of there in under ten minutes."

Common Themes

Despite differences in tone, some themes present and consistent in all three groups:

- No group could discuss "state government" without crossing over to mention issues within county, city, and federal jurisdictions.

"The big problem I have is deciding who does what."

"Right now when you're driving down the road you don't know if you're in a city or a county or a state road or a federal road or whatever."

- It was difficult to separate the concepts of effectiveness, efficiency, and accountability.

Efficiency

- Some participants weren't even sure if monetary efficiency should be a goal of government.

"We've got the highest minimum wage in the county and that's very humane... I'm not sure if that amounts to an efficiency or an effectiveness, but it has to be supported from the state."

"There's times (I get) this total gut feeling that we don't really want our government to be efficient. We want (government) to do its job, but we don't want it so efficient that every time you break the speed limit, you get a ticket."

"It's a choice between having a fire department that's maybe a little more expensive... but more effective at saving lives and putting out fires, who cares, the cost is secondary... What do you value more? Public safety or costs?"

- For many, "efficiency" meant timeliness. They want decisions and projects to move more quickly, regardless of whether or not timeliness saves money.

"What speaks to me as far as how do I determine whether there's

progress or whether things are getting accomplished is when there stops being analyzing going on and people come to agreements to get started in doing something.”

“It (efficiency) doesn’t mean six months to do the road, you know.”

“So much gets put into the discussion of and the figuring out of that all the money that is set aside is gone before there’s any implementation. And that’s what I would say is the inefficiency.”

Accountability

- Participants seemed clearer that they wanted accountability. Many discussed accountability (wanting visible and measurable outcomes) when asked about effectiveness and/or efficiency.

“When I see that our budget is being adhered to or state deficit being reduced or that we’re getting more services for our money, those things give me a feeling of accomplishment.”

“I stand behind results. Say what you do and do what you say.”

“When I see people working on the roads, that gives me a good feeling.”

When asked about accountability directly, all groups tended to focus on:

- Perceived lack of repercussions for state employees who are not performing. The notable exception is teachers, who are thought to be “overworked and underpaid.”

“(Accountability means) if you make a bonehead error whether it’s an accounting error or just poor judgment, that you are held accountable for it. You are fined for it...Or you are removed from your position so that you can’t do it again.”

“I’m tired of hearing about children that are under the state’s protection, dying and these employees that are supposed to be monitoring them getting nothing but a slap on the wrist for not monitoring these children.”

“Once you get a job at the state government, you have it no matter what you do.”

“[Government hasn’t] changed the way other companies have had to change and get rid of the dead weight.”

- Accounting for money spent. Again, there was little emphasis on saving money per se, and more on budget/spending “transparency.” They do not want to find out too late that budgets are over-spent.

“(Accountability means) accounting for the money while you’re spending it and where it’s going at the time.”

“Accountability...is being able to show where that money’s going and where the public could, at any given time, look up on the internet and say, ‘Okay, I know we voted for this. Where is the money going?’”

Opinions About “Government” Rely on Memorable Incidents

These discussions illustrate how the public tends to judge “government” via a hand-full of incidents or situations that stand out in their memory. Knowledge of the situations can be either first of second hand, or come from the media. The number of such negative stories recounted during the groups belied the mid-range ratings most participants had given the state government during the survey (especially in King County):

- All groups recalled instances where the public had voted certain ways, but the government did not follow through. The Lotto was mentioned as was the professional sports stadiums in King County.

“In the 70s they tried to sell lottery to the people and they turned it down. Well, finally it did get sold to the voters by saying the money is going to go to education. Is it? I don’t think it is.”

“Chelan County is the only county east of the Cascades where it [Seahawk stadium] passed, all the votes are on the west side so they can put in the tax over there and we’re stuck with it.”

- Another example was teacher pay raises.

“We voted to give the teachers pay raises. Everybody decided we were going to pay extra money so they’d have it. The governor, two years later, decided, well, they can’t afford it.”

- South King County residents often brought up the monorail and resultant car tab increase, and the current debate about replacing the Alaskan Way Viaduct.
- Participants in all three groups told stories of relatives and/or friends who experienced difficulties getting results from a governmental system (schools and social and health services in particular).

“(You’ve got) three people doing the same job...pushing paper and ...passing the buck.”

“(It’s inefficient” because of all the hoops those people have to jump through to accomplish their job and the dumb hoops they have to jump through that they shouldn’t have to.” (While discussing “scrapbooks of their foster life” that have to be made before children are adopted.)

“I was just getting passed along in the Seattle school district. We moved to Kent...All of a sudden...they had me seeing counselors the first week.”

- Media stories about failures in the child welfare system were mentioned several times.

High profile positive reports also have an impact. When asked about state government effectiveness and/or efficiency, participants mentioned media reports of things getting done early, or under budget, and a few positive personal experiences:

"The 520 bridge was damaged; they got it fixed a day early just recently. That was efficient."

"I think the legislature adjourned a day early because they got everything done, and I heard that they put a billion dollars in the bank. That's efficient."

"I worked with some state agencies and I think they're pretty responsive."

In general, aspects of government that impact them personally made a strong impression. One of the most consistent of these is traffic and transportation, discussion of which featured prominently in both King County groups. This included HOV lanes, light rail, the Alaskan Way Viaduct and a lack of new road construction:

"Whether it touches you personally makes a big difference."

"We've talked about it and talked about it (HOV lanes) as far as opening it up in prime hours for the mass populace, but it still hasn't been enacted."

"If I can take light rail to see a game and leave my car in Kent, I think that's pretty good."

OPINIONS OF SPECIFIC PROGRAMS

The next part of the discussion addressed specific state government programs, again in terms of their effectiveness, efficiency and accountability. Participants had rated each of these in the initial survey, using a 0-5 scale, where zero meant *not* effective/not efficient/not accountable, and five meant *very* effective/efficient/accountable.

The average scores are largely swayed by the number of participants who gave each a "0" or a "4" (see Table 2.) The following is note-worthy:

- Out of all the ratings by all the participants for all the programs, there was only one "5" given. This was for "accountability" in the natural resources/environmental program.
- In almost all cases, the accountability scores were lower than effectiveness or efficiency.
- The highest ratings overall went to environment/natural resources, with effectiveness and/or efficiency rated over 2.5.
- Higher education was also above the mid-point in effectiveness (2.7), and close in efficiency and accountability (2.4 and 2.3).
- The lowest scores went to transportation, which was rated a 1.5 or

below for each aspect of the program. Transportation also received by far the most “zeros;” five people found the state transportation program not effective; five said “not efficient,” and three “not accountable.”

**Table 2
Ratings of Specific State Program Areas**

	Mean	# of “4”s*	# of “0”s
Environment/Natural Resources			
Effectiveness	2.8	7	0
Efficiency	2.7	4	0
Accountability	2.5	3	1
Higher Education			
Effectiveness	2.7	5	0
Efficiency	2.4	2	0
Accountability	2.3	4	1
Human and Social Services			
Effectiveness	2.4	2	1
Efficiency	2.5	3	0
Accountability	2.0	2	3
K-12 Education			
Effectiveness	2.4	3	0
Efficiency	2.3	4	0
Accountability	1.9	3	2
Public Safety/Legal System			
Effectiveness	2.3	2	0
Efficiency	2.1	2	2
Accountability	2.1	2	1
Health			
Effectiveness	2.2	2	0
Efficiency	2.2	1	1
Accountability	1.9	0	1
Transportation			
Effectiveness	1.5	0	5
Efficiency	1.4	1	5
Accountability	1.5	1	3

* Only one “5” was given for any program

Program Rating Rationales

When the participants were asked to explain the ratings they had given different programs:

- It was again apparent that they confuse jurisdictions, and credit the state for good and bad outcomes that are not the state's responsibility. Also, aspects of the program that touch their lives were prominent.

"My fire department comes when I call them. My police department comes. It's all free and that's a reasonable cost in my opinion."

"I was robbed this last year, in '05. Cops did nothing, but I turn around and go down the road...and get a ticket. That's not effective."

"Public safety and legal systems (were rated highly because) we have more attorneys in this state than probably anything else."

- The high ratings given natural resources and environment were explained by appreciation of their town's recycling program, the general environment attitudes of the population, or the state's natural beauty.

"Recycling. I see the neighborhood pitching in and doing it. I've seen the impact in my neighborhood."

"I think they do a damn good job on our resources and our environment... We got tree huggers here. People that will tie themselves to a tree and die with that tree instead of chopping it down."

- All groups spoke well of the state's colleges and universities, with the most positive comments in Spokane.
- The low ratings for transportation were tied to general frustration over traffic, and delays in installing mass transit.

"We need more lanes going through downtown (Seattle,)"

"(I judge transportation effectiveness by) how long it takes to get from point A to point B."

"I grew up in the 50s and 60s, (when they) put a man on the moon, and anybody who thought that we'd have the transportation system 50 years later we'd say 'you're ridiculous.'"

"Some sort of massive public transportation process has to take place. I don't know what it is but a decision has to be made because this isn't North Dakota."

When asked specifically about state transportation programs, the participants were positive toward the railroads, public rest stops, and the ferry system ("They seem to run on time. They seem to run the routes people need." One south King County man said:

"As a state, I don't think we have transportation problems. It's all on this side of the mountain."

It is interesting that the accountability rating for K-12 was relatively low, given that there has been so much attention on the WASL – established as a measure of accountability. Some participants mentioned the “\$2 million or \$2 billion” accounting error made by the Seattle Public Schools several years ago, which has clearly stuck in the public’s memory.

PERFORMANCE AUDITS

When the imminent performance audits were brought up, participants had two main reactions:

1. Concern that the audits will be just one more layer of bureaucracy.

“I feel like it was a feel good smoke and mirrors initiative.”

“It’s just going to cost us extra money to put another title on something we shouldn’t need.”

“Everybody should be accountable to their superior and that should be your performance audit.”

“But that’s just more government on top of government we already don’t trust.”

2. Hopefulness that the performance audits will make some difference.

“Having some oversight is better than having no oversight.”

“Effectiveness, accountability...that would be the ultimate goal and the utopia in all this. It probably won’t drive it all up, I guess, in the real world, but you’re hoping it’s going to drive some of it up some.”

“It’s heading in the right direction.”

The I-900 supporters were the most hopeful, while the opponents were almost all disdainful. The Spokane group was a mix, reflecting its make-up of both supporters and opponents of I-900. Every group included some who were surprised and proud that Washington is the first state to be doing this.

Conditions and Concerns

Some concerns and conditions were universal across the groups:

- That the auditors be qualified, familiar with the field being audited.

“When you start auditing performance, the auditors themselves may not be up to the level of expertise of their department... there’s this long history of how you do financial analysis so that’s a whole different thing.”
- For some, oversight by the state auditor’s office was a positive, while others thought this was the “foxes guarding the hen house.” At least one person per group asked, “Who will audit the auditors?”

"I think it should be a third party...Someone that doesn't have a bias or have friends working in there."

- That some consequences need to be guaranteed. The fact that there is no authority to enforce change after the audit is a troubling aspect of the system.

"More pointless paper that nobody reads."

"Here's the report. Here are all the details. Oh, good. Here, I'll put it over here. You know, they just generate paper nobody acts on."

"Is it enforceable? Does that guy get fired or does he get moved to a different office where no one can see him?"

- That there be no advanced notice or that the criteria not be too easy or such that auditees could prepare.

"Like say, 'Hey, I'm coming in next, clean up the place and make it look good.'"

"I think it depends on who's writing the criteria for the performance. If...you're going to come up with a set of performance criteria that can easily be met without really doing anything."

"I have a funny feeling that the audits are going to work out the same way the WASL is. The WASL is supposed to test the kids on how much they know. But what they're doing is we're teaching the kids to pass the WASL. So they don't know anything."

Audit Criteria

The groups were concerned that there be clear criteria for each audit, yet it was difficult for them to agree on criteria for any program. The I-900 supporters in particular appreciated the expense of trying to get "behind the numbers." The "measurables" varied by program:

- Education was the easiest programs for which to suggest criteria. Some were: graduation rates, pass/fail rates, WASL and other test scores, class size, number of cut backs (music, free sports, other electives), and staying within budgets. However, others said, "be sure they're learning what they need to be learning," and subsequent job retention.
- Transportation criteria also included outcomes (count people on buses at different times of the day) and inputs (money being spent on bike paths versus roads.)
- Again, there were suggestions that asking for more tax dollars should be an indicator of inefficiency.

"Look at budgets for all of your transportation systems and see how much government money has to be thrown in to augment their operations all the time."

Human and social services seemed the most difficult area to quantify, although the Spokane group would audit that category first. One woman went so far as to say auditors should go to each low-income housing unit and count the occupied apartments. Another suggested tracking the number of people getting off of welfare. Less “quantifiable” comments were:

“Make sure people are getting what they need.”

“Is the criteria that less time is spent in foster care? Is it good foster care? How do you define that?”

In general, all the discussion of criteria made even those who had supported I-900 acknowledge the difficulty and expense of doing the audits well.

“How far down do you want to go? Do you just look at the numbers provided by the agency and just come up with some criteria by (which) you make your judgment by the numbers they provide or do you go out and get your feet and hands dirty?”

“I can say why I voted on it and I have a very different feeling than I do now after having a much more deeper dive into it, and I potentially see another program that’s understaffed, under-funded and under performing to expectations.”

“The sentence sounds so good and then the devil comes up when you look at the details.”

“It’s good looking at it on paper but then get it into reality and it’s different.”

Prioritizing the Performance Audits

Participants suggested several different ways to prioritize the audits. These included: by size of budget, “which affects the most people,” and “where we think is the most waste.” The specific programs most often mentioned as priorities were:

- Health and social services, largely because of the potential damage done to children who are not well served by the system.
- K-12 education because “it’s the foundation.”

“Public education is really the key to everything...If you can get a workforce that performs well, the economy will do well.”

- Transportation, because of the number of people impacted and the visibility of the problems (traffic jams, failure of the monorail, etc.)

No one thought that the audits should start with natural resources/the environment, health, or higher education.

Reporting of Results

It was universally held that the audit results should be available to the public, in a form that was concise and clear yet enabled the reader to continue further for more detail. The report would include the goals and objectives, and be in “layman’s language.”

“Pie chart. Very simple pie chart.”

”A summary and then the detail.”

Many mentioned that the report should include “where the money’s coming from and where it’s going.”

There continued to be requests that the audit report include what is going to be done about discovered problems.

“They can say, ‘We fired 322 teachers because they’re putting through kids that can’t read.’”

The Internet was most often cited as a useful channel.

“Anything that has the general executive summary...I see something that I need more detail and I can always go find it, because obviously the public report would be available on the internet or at the library.”

Other distribution methods suggested included the newspapers (at least to alert the public that the audit was done and where to find a copy); television special reports, including the public access channels; posted in the public areas of the audited agencies; and sent out by legislatures in their newsletters.

What Will Change Because of Performance Audits?

At the end of each group, the participants were asked what they thought would be different in five years, because performance audits were conducted. Once again, the group that had opposed I-900 was the most negative:

“We’ll be voting on the fact that we need to allocate more of the budget to the auditor’s office because they don’t have enough money to do their jobs.”

“I do not have a lot of faith in the system that in five years it will be any different than it is right now.”

“They’ll just be telling us different lies.”

Those who had supported I-900 were hopeful that the audits would have made a real difference in effectiveness.

“You’re hoping that some organization will have to restructure based on poor performance.” “The worst offenders would’ve been caught.” “The least effective practices will have been weeded out and changed.”

There was discussion in the Spokane group that the public will have to be prepared to get rid of some popular programs that turn out to not actually be effective/efficient (the “DARE” program was an example.)

“We’re going to lose some our sacred cows and some of our pork barrel stuff...but I think the state will run a lot more efficiently.”

One woman in King County suggested that the audits would make citizens more effective:

“The other side of this also is that an audit not only will improve the performance of the elected officials, it might improve our performance.”

DISCUSSION

These groups indicate that the Washington State performance audits face many challenges:

- There is significant distrust of all branches of government,
- Eastern Washington residents in particular feel cheated by state government.
- Negative experiences/reports concerning any branch of government stick in the publics' minds, and crossover to shade their impressions of the state.
- When asked to rate government performance on a scale, the scores were in the middle of the range. When asked to talk about government, the stories and anecdotes were mostly negative.
- There is little consensus on how to measure the effectiveness, efficiency and/or accountability of government programs.
- Indicators by which people evaluate government performance may or may not be consequences of government action, or be within the purview of government to address directly.
- Citizens want a thorough, meaningful job done on the audits, yet they are sensitive to government processes taking "too long," and do not want the audits to cost much extra.
- Those who voted against Initiative 900 (over 40% of voters) are especially cynical that the audits can be meaningful.

However, I-900 did pass, which means that the majority of voters are supportive. The results of this research also indicate that the supporters are sympathetic to the difficulties of measuring program success in a meaningful, yet economic, way. They are not looking for huge gains from the audits, but instead want "some" progress toward making state systems work better.

Participants in these focus groups, at least, could agree that social services, K-12 education and transportation should be among the first audits. An indicator that citizens do discriminate between governmental entities, however, is that several areas of state and local government were thought to be working well enough that their audits do not have to be priorities (natural resources, higher education, health, and public safety.)



APPENDIX

PARTICIPANT PROFILE

I-900 SUPPORTERS – SOUTH KING COUNTY

Gender	Age	Leg. District	Most Important Issue
Female	43	34	Education, Transportation
Male	38	47	Education, Housing
Female	30	30	Transportation, Mass Transit
Female	45	11	Education, Transportation
Male	46	33	Transportation, Keeping Business in WA
Female	43	33	Transportation
Female	37	34	Roads
Female	58	11	Education
Male	60+	33	Roads
Male	37	47	Schools, Monorail, Key Arena
Male	47	30	Transportation, Mass Transit

I-900 OPPONENTS – SOUTH KING COUNTY

Gender	Age	Leg. District	Most Important Issue
Female	64	34	Traffic, Roads
Male	65	34	Education, Transportation
Female	46	11	Accountability, Budget
Female	30	34	Roads, Transportation
Female	64	30	Urban Traffic Congestion
Male	63	11	Urban Crowding, Transp, Home Biz, Pollution
Male	47	47	Traffic
Male	57	30	Other Development
Male	46	30	Emergency Preparedness
Male	38	47	Education, Transportation

MIXED I-900 SUPPORTERS, OPPONENTS. SPOKANE

Gender	Age	I-900	Most Important Issue
Female	72	Supported	Education, Health Care
Male	80	Supported	Better Info Distribution in WA
Male	58	Supported	Education, Family Values
Male	50	Supported	Roads, Transportation
Female	25-40	Opposed	Health, Welfare
Male	25-40	Don't Recall	Collection and Mgmnt of Taxes
Male	47	Supported	Schools, Education
Female	43	Don't Recall	Health Care
Female	25-40	Don't Recall	Welfare, Toxic Waste
Female	60+	Don't Recall	Education Budget

PLEASE ANSWER THESE QUESTIONS BY CIRCLING YOUR RESPONSE

1. How well do you think government is working here in Washington state? Overall, would you say that state and local government is working...

Better Than it Used To 1
Not as Well as it Used To Work 2
About the Same as it Always Has 3
Don't Know 0

2. In your opinion, does state government...

Try To Do Too Much 1
Ignore Too Many Problems 2
No Opinion 0

3. Is state government generally ...

Focused on the Right Things 1
Focused on the Wrong Things 2
No Opinion 0

4. Two ways that people often measure how well an organization is running are effectiveness and efficiency. Thinking about government, would you say that it is effective? That is, how well does it accomplish what it set out to do? Would you say that Washington state government is...

Very Effective 1
Mostly Effective 2
Mostly Ineffective 3
Very Ineffective 4

5. Would you say that state government is efficient? That is, does it deliver valuable services at reasonable cost. Would you say that Washington state government is...

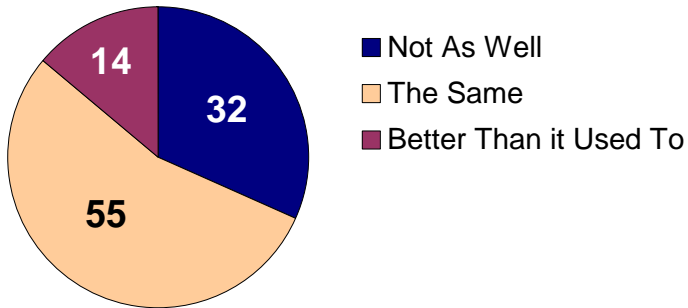
Very Efficient 1
Mostly Efficient 2
Mostly Inefficient 3
Very Inefficient 4

6. Inefficiency is another way of saying that a program wastes money. In your opinion, what proportion of state government programs waste significant amounts of money? Would you say:

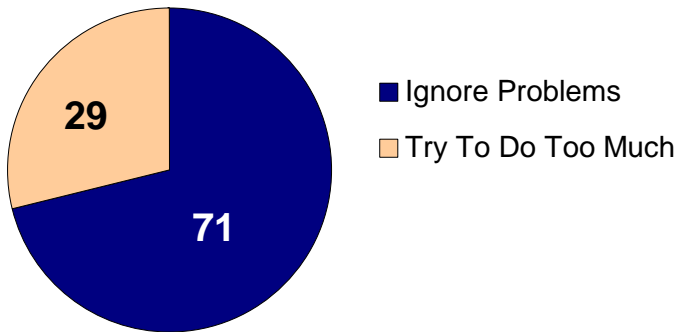
Almost All State Government Programs Waste Significant Amounts of Money 1
Most State Government Programs Do 2
Some State Government Programs Do 3
Very Few State Government Programs Waste Significant Amounts of Money 4
Don't Know 0

Questionnaire Results

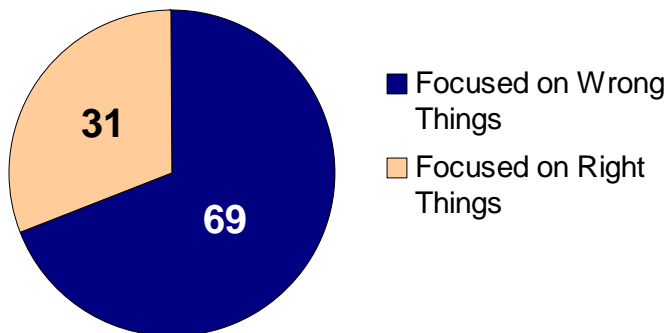
1. How well do you think government is working here in Washington state? Overall, would you say that state and local government is working...



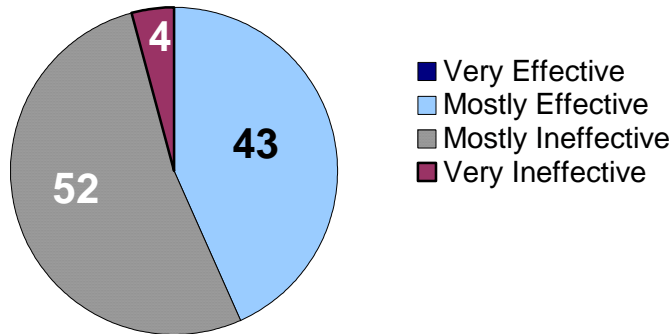
2. In your opinion, does state government...



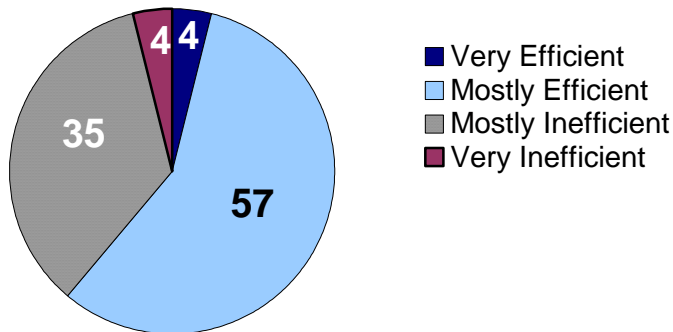
3. Is state government generally ...



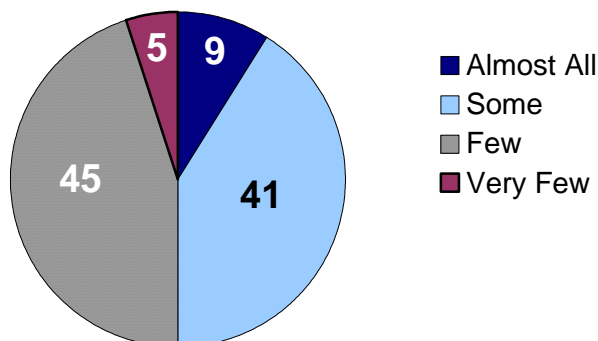
4. Two ways that people often measure how well an organization is running are effectiveness and efficiency. Thinking about government, would you say that it is effective? That is, how well does it accomplish what it set out to do? Would you say that Washington state government is...



5. Would you say that state government is efficient? That is, does it deliver valuable services at reasonable cost. Would you say that Washington state government is...



6. Inefficiency is another way of saying that a program wastes money. In your opinion, what proportion of state government programs waste significant amounts of money? Would you say almost all state government programs waste significant amounts of money, most do, some do, or very few waste significant amounts of money:



PLEASE ANSWER THESE QUESTIONS BY CIRCLING YOUR RESPONSE

Three of the ways people can judge how well government is operating are: 1) effectiveness, 2) efficiency and 3) accountability. Listed below are categories of government activity here in Washington. Rate each category how on each of these three measures.

EFFECTIVENESS: How well is government accomplishing what it sets out to do?

EFFICIENCY: Does government deliver valuable services at a reasonable cost?

ACCOUNTABILITY: Is government doing what the people want in this area?

PUBLIC EDUCATION (K-12)

VERY

NOT

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

HIGHER EDUCATION

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

TRANSPORTATION

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

HEALTH

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

HUMAN / SOCIAL SERVICES

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

NATURAL RESOURCES/ENVIRONMENT

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

Accountable 5.....4.....3.....2.....1.....0

PUBLIC SAFETY/LEGAL SYSTEM

Effective 5.....4.....3.....2.....1.....0

Efficient 5.....4.....3.....2.....1.....0

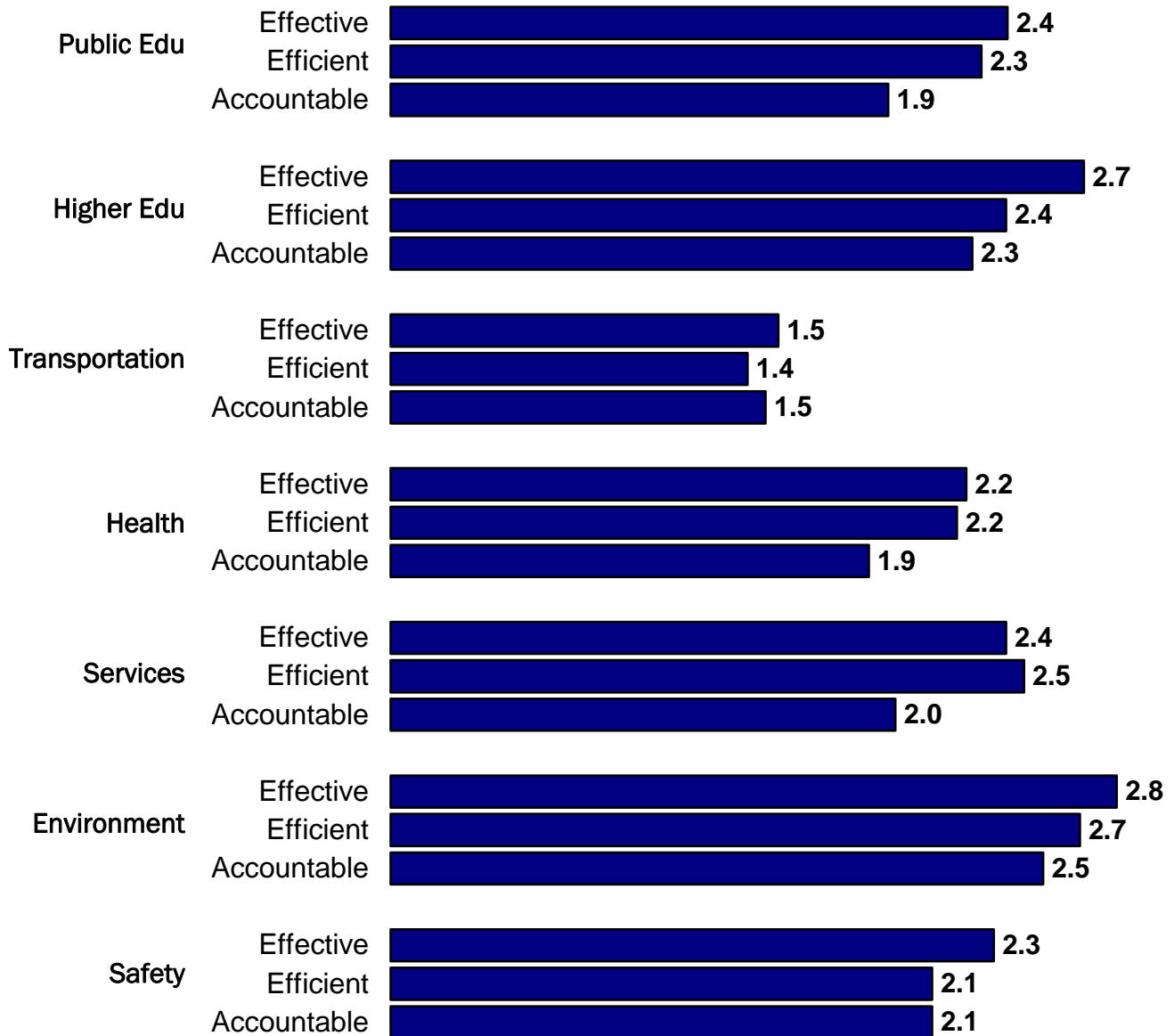
Accountable 5.....4.....3.....2.....1.....0

Three of the ways people can judge how well government is operating are: 1) effectiveness, 2) efficiency and 3) accountability. Listed below are categories of government activity here in Washington. Rate each category how on each of these three measures.

EFFECTIVENESS: How well is government accomplishing what it sets out to do?

EFFICIENCY: Does government deliver valuable services at a reasonable cost?

ACCOUNTABILITY: Is government doing what the people want in this area?



0= NOT
5= VERY

EFFECTIVE: How well is government accomplishing what it sets out to do?

EFFICIENT: Does government deliver valuable services at a reasonable cost?

ACCOUNTABLE: Is government doing what the people want in this area?

