

# 2016 House Finance Briefing Results Based Budgeting/Alignment (RBB/RBA)

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January 21, 2016



Advancing Healthcare  
Improving Health

# Agenda

## Key Concepts - **Results**

- Mission Statement
- Shifting from inputs to outcomes
- Investing in results not activities
- Core Services

## Key Concepts – **Performance Management**

- What's important to measure
- Alignment with Mission

## Key Concepts – **How DOT/PF is using RBB/RBA**



# Key Concept: Mission Statement

## SHOULD;

- Briefly state WHY department exists,
- Highlight UNIQUE contribution of department,
- Unify the core services/service groups,
- Be memorable and usable

## SHOULD NOT;

- Be list of everything we do,
- Include statements of values,
- Include “qualifiers” of who, how well, how good, or
- Contain language that is vague and unclear.



# Mission Statement - Examples

To protect, maintain, and improve the fish, game, and aquatic plant resources of the state, and **manage their use and development** in the best interest of the economy and the well-being of the people of the state, **consistent with the sustained yield principle. (DFG)**

Provide secure confinement, reformative programs, and a process of supervised community reintegration to **enhance the safety of our communities (DoC)**

To ensure quality standards-based instruction to **improve academic achievement for all students (DEED)**

**Keep Alaska Moving** through service and infrastructure **(DoTPF)**

Provide safe and legal working conditions and to **advance opportunities for employment.(DLWD)**

<https://omb.alaska.gov/html/performance>



# Why Mission Clarification is IMPORTANT

## Alcohol and Beverage Control Board

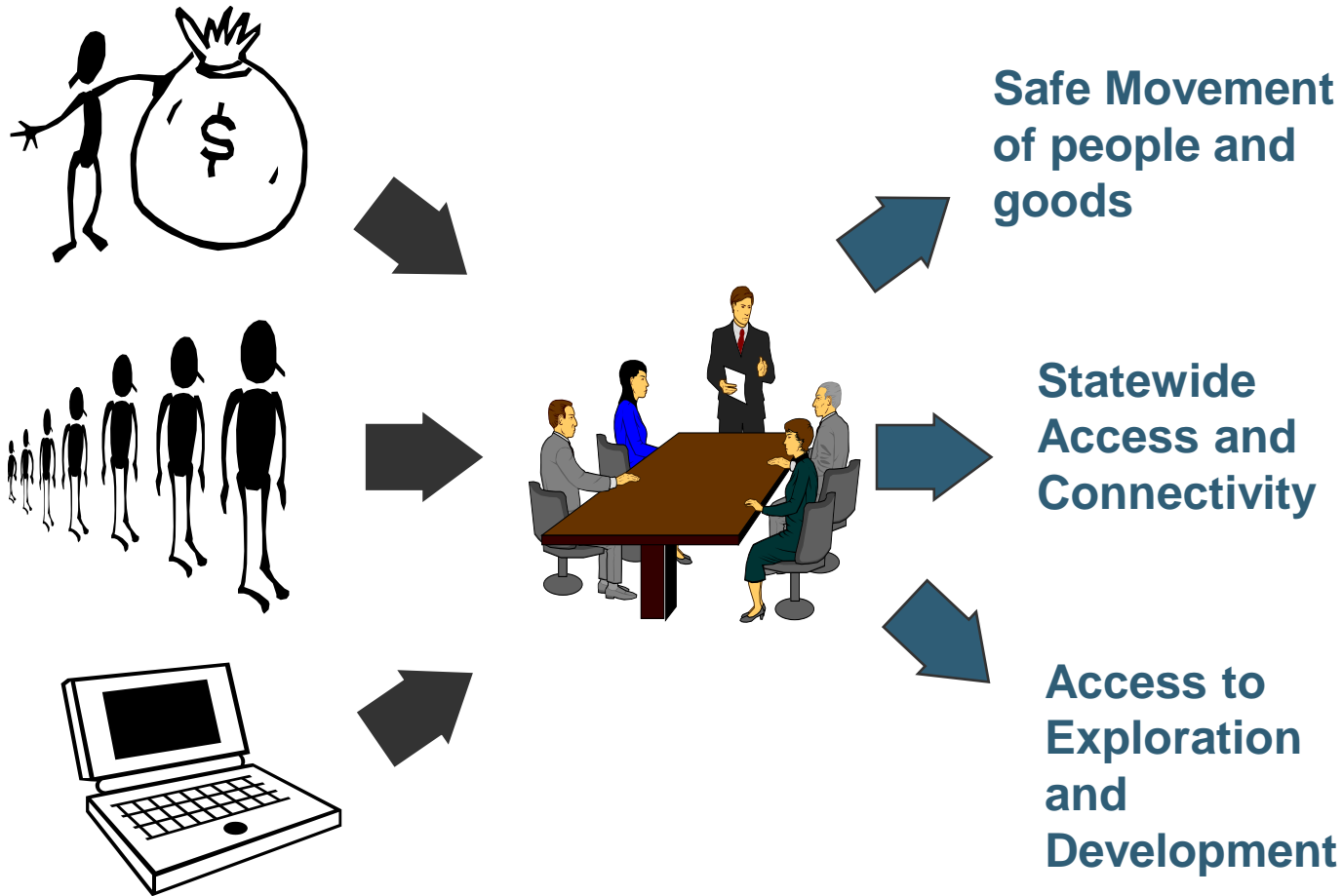
Is the “Mission” .....

- Public Protection
- Facilitation of Commerce
- Revenue Collection / Disbursement
- All of the above
- None of the above

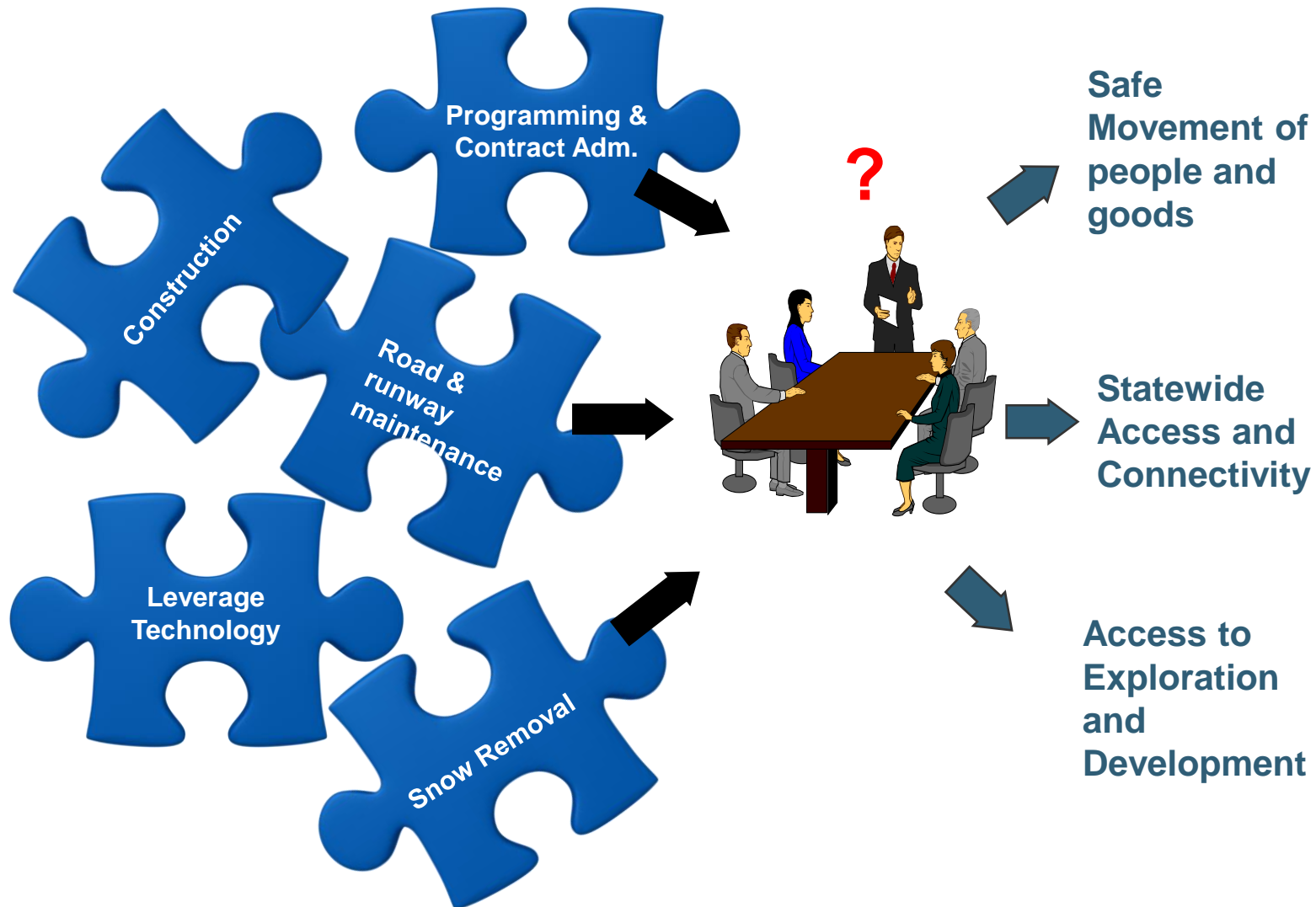
Does it make a difference what the Mission is?



# Shifting from Inputs to OUTCOMES



# Investing in RESULTS, not Activities



# What's IMPORTANT to measure?

Result: The intended “outcome/result” of the effort.

*NOT Activities: The things done to accomplish the “outcome”.*

EXAMPLE - JOBS Training

Result = **Person gets a Job**

Activities

- Person's case is established
- Person is trained
- Person receives child care assistance
- Person is taught interviewing skills





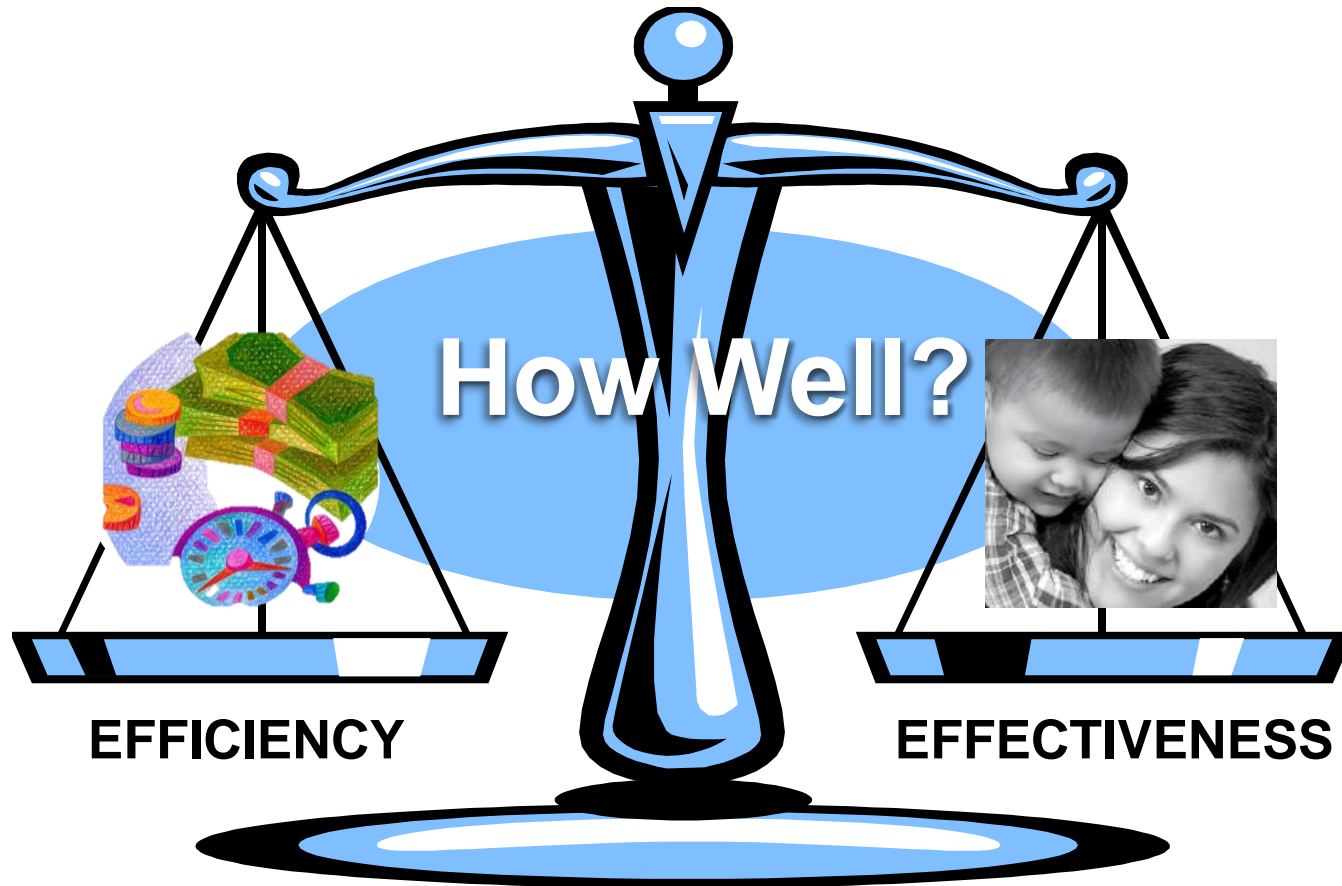
# Example Results

- Ensure sustainability and harvestable surplus of fish and wildlife resources(DFG),
- Workforce Development to support Alaska hire and economic development (DWLD),
- Foster responsible commercial development and use of state land and natural resources (DNR),
- Provide access to state lands for public and private use, settlement, and recreation.(DNR),
- Strengthen Alaska Families,(DHSS)
- Protect vulnerable Alaskans,(DHSS)

<https://omb.alaska.gov/html/performance/>



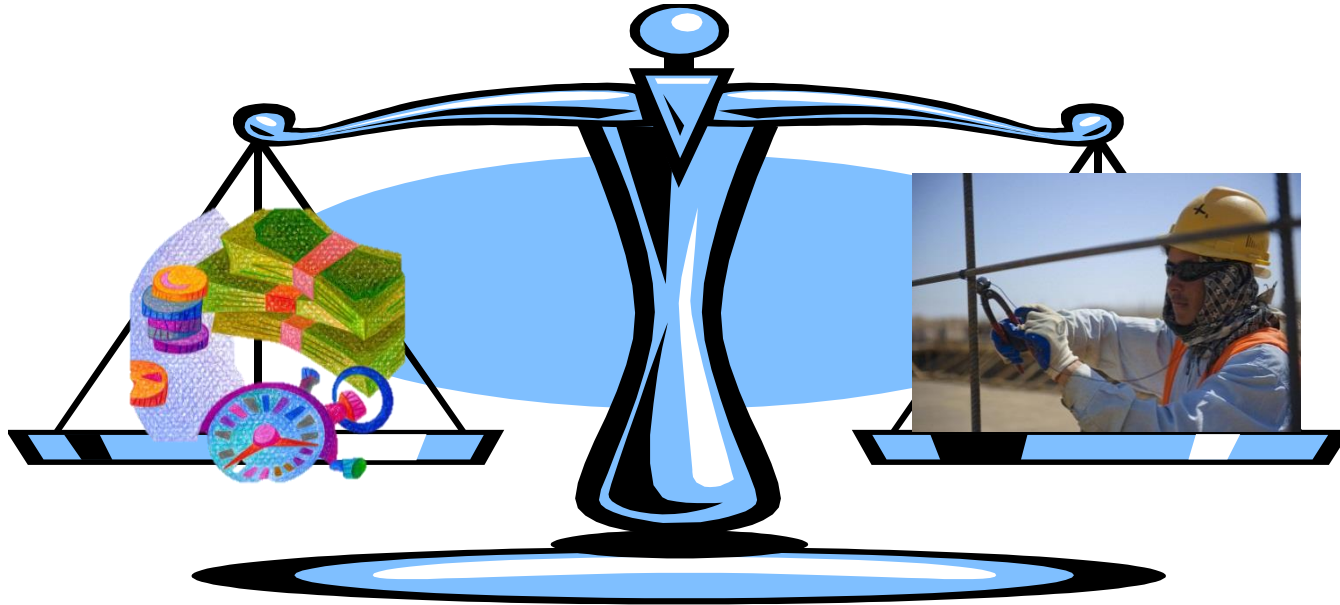
# “BALANCED SET” OF MEASURES



Vital Few – versus – Compelling Many....



# “BALANCED”: CONSTRUCTION ACADEMY



## Efficiency:

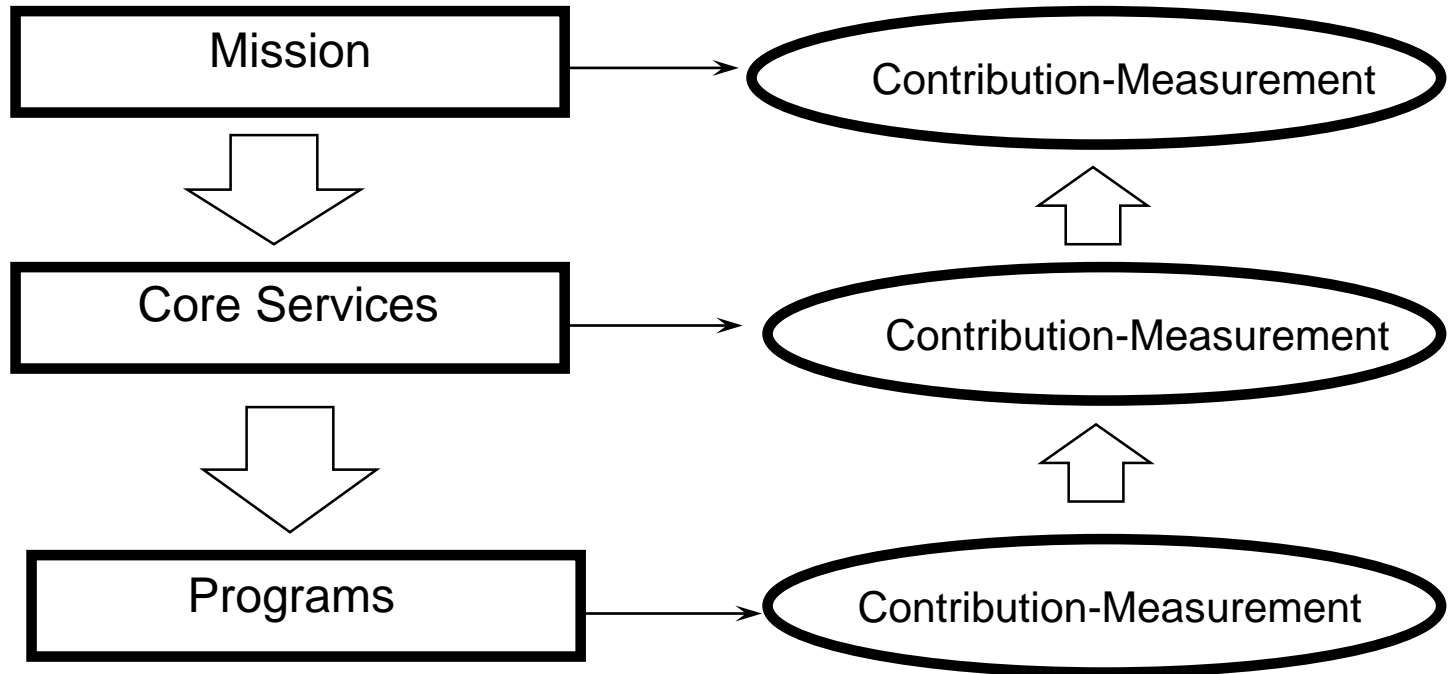
Cost per client that gets a job  
(in Construction)

## Effectiveness:

- Average time to get a construction job.
- % of “post-grads” employed in the construction field.



# Cascading and Aligning - The Picture



# Alignment – Fire Dept. (LV)

## Department

- Lives lost to fire
- Estimated \$ value of loss due to fire



## Core Service

- %calls responded to w/n 6 minutes
- % fires contained w/n “room of origin”



## Program

- Average maintenance cost/truck
- Average time for fire truck response
- Average time for containment, once on site



# Alignment – DOT/PF

## Department:

Keep Alaska Moving through service and infrastructure

Department



## Core Services:

- A. Average Time to Re-establish Service
- B. Change in Road/Runway Condition Rating / Dollars Invested
- C. Number of Miles Meeting Goal & Target/ Total Miles

Core Services



## Program:

- A. Average time from notification to repair
- B. Dollars spent/ lane mile maintained
- C. Redo's (\$'s) / Total Budget (\$'s)

Program



# DOT/PF – Maintenance (Core Service)

Core/Direct Service *	Conformance to Plan *	Timeliness *	Accuracy *	Cost *
<b>Maintain Infrastructure</b>	1) Number of Miles Meeting Goal & Target/ Total Miles 2) Amount of Infrastructure Meeting Target/Total Infrastructure 3) Actual Maintenance Cost/Planned	1) Actual Response Time/ Planned Response Time	1) Redo's (Dollars & Number)/ Total Maintenance Actions (Dollars & Number) 2) Percent Maintenance Activity That Was Planned	1) Actual Maintenance Cost Per Lane Mile Maintained 2) Dollars Spent Per Lane Mile Maintained
<b>C1: Surface Maintenance</b>	1) Change in Condition Rating Per Lane Mile Maintained 2) Percent of Jobs Not Completed to Standard	1) Average Time From Notification to Mitigation 2) Average Time from Notification to Action Initiated 3) Percent of Time Meeting Response Commitments	1) Percent of Corrective Actions Due to Incorrect Work 2) Percent of Dollars Spent on Rework vs. Total Dollars Spent on Maintenance	
C1-D1: Routine Maintenance	1) Percent of Planned Work Completed 2) Percent of Planned Work Completed Within Planned Schedules		1) Percent of Corrective Actions Due to Incorrect Work	1) Cost Per Lane Mile Maintained
C1-D2: Incident Response	NA	1) Average Time to Re-establish Service	NA	1) Percent of Incident Response Cost vs. Total Maintenance Cost
<b>C2: Off-Surface Maintenance</b>	1) Change LOS Lane Mile/Lane Mile Improved	1) Average Time From Notification to Response	1) Redo's/Total Roadside Maintenance Activity	1) Cost Per Lane Mile Improved
C2-D1: Routine Maintenance	1) Percent of Planned Work vs. Work Completed 2) Percent of Actual Time vs. Planned Time Within Set Scheduled Approved		1) Percent of Errors vs. Total Work	1) Cost Per Lane Mile Maintained
C2-D2: Incident Response	NA	1) Average Time to Re-establish Service	NA	1) Percent of Incident Response Cost vs. Total Maintenance Cost
<b>C3: Vessel/Terminal Maintenance</b>	1) C.O. +Maintenance Cost/ Planned Maintenance Cost 2) Percent of Sailings Impacted For Failure to Conform to Maintenance Plan 3) Actual Maintenance Completion/Scheduled Maintenance Completion 4) Actual T.M./Planned T.M. Scheduled		1) Number Maintenance Induced Errors/Maintenance Cycle 2) Number of Unscheduled Maintenance Event/Terminal	1) Maintenance Cost Per Vessel 2) Cost of Terminal/Number of Passengers & Vehicles
C3-D1: Regulatory Compliance	1) Percent of Reports, Inspections, Activities Completed On Schedule		NA	1) Total Cost of Compliance Activity/Passenger
C3-D2: Passenger Safety	NA	1) Average Time From Incident to Repairs Submitted	1) Number of Injury or Accident Reported vs. Total Passenger Volume/ Total Vehicle Volume 1) Percent of Duplicate Type Complaints	1) Cost of Safety/Passengers Carried
C3-D3: Passenger Comfort		1) Average Time to Restore Service 2) Percent of Complaints Formally Responded to Within X		
C3-D4: Passenger Access		1) Average Time to Restore Service	1) Percent of Unplanned Maintenance Activity	1) Cost of Unplanned PC System Maintenance/PAX 2) Cost of Planned PC System Maintenance/PAX
C3-D5: Tenants Support/Vessel Function	1) Percent of Sailings/Flights Impacted by Access Infrastructure Failure	1) Average Time to Restore Service 2) Time of Unplanned Out of Service vs. Total Time of Out-of-Service	1) Cost of Unplanned Maintenance vs. Total Maintenance Cost	
<b>C4: Vehicle Management</b>	1) Percent of CVE Actions Inside of 1 Month Zonal Weight Restrictions	1) Average Response Time "Based on Commercial Need"	1) Number of Violations/Number of Inspections 2) Number of Violations/Permit	1) Cost Per Lane Mile Protected
C4-D1: Issue Permits	1) Number of Lanes Protected vs. Total Lane Miles	1) Percent of Permits Issued Within Expected Timeframes	1) Percent of Permits Reissued 2) Percent of Permits Reissued Due to Impacts or Denies	1) Cost vs. Revenue for Permits 2) Cost Per Permit Issued
C4-D2: Management of Exceptions	NA	1) Percent Time From Road Closed to Traffic Moving	NA	
C4-D3: Verify Compliance	1) Percent of Vehicles Undergo Compliance Check/Total Lane Mile Protected	1) Average Time of Compliance Check	1) Number Out-of-Compliance/Total Number Checked	1) Cost of Compliance Checked Per Protected Lane Mile 2) Cost of Compliance Checked vs. Number of Vehicles Checked
C4-D4: Set Restrictions	NA	1) Average Time from Incident to Time of Resolution	1) Number of Unnecessary Restrictions/Total Number of Restrictions 2) Number of Unexpected Restrictions/Total Number of Restrictions	1) Programmatic Cost of Setting Restrictions (Weighted by ADT)/Lane Miles With Restrictions 2) Travel Time Lost (Cost) Per ADT of Total Unnecessary Restrictions
C4-D5: Communicate Infrastructure	1) Number of Un-communicated Instances/Total Number of Instances	1) Average Time of Incident to Time of Notification	1) Number of Incorrect Notifications/Total Number of Notifications	1) Average Cost Per Notification
C4-D6: Install, Maintain, Monitor Devices	NA	NA	1) Protected Lane Mile Maintenance Cost with Device	1) Cost Per Protected Lane Mile
<b>C5: Bridge</b>				
C5-D1: Super Structure				
C5-D2: Sub-Structure	1) Percent Change in Structure Rating	1) Average Time From Notification to Repair	1) Percent of Corrective Action Due to Work Done Improperly	1) Average Annual Cost of Structure Maintenance 2) Average Cost Per Bridge
C5-D3: Support Structure				

## Expand

Expand Shrink Service	Conformance to Plan	Timeliness	Absorbing	Cost
Expand Infrastructure	NA	1) Percent of Projects Behind Schedule	1) Total Orders obligated vs. Total Orders Planned (STPP)	1) Total Cost of Construction Orders Delivered/Total Cost
C6. Plan Infrastructure	1) Percent of Projects that Originate either Phase 1 or Phase 4 within the Current FFF that were Identified in the DOT STPP or Referred to STPP	1) Percent of Projects Identified According to STPP Schedule	1) Total Orders obligated vs. Total Orders Planned (STPP - Identify by Order Number by Type by Organization)	1) Total Project Development Cost/Total Orders Planned
C1-01. Identify Needs	1) Percent of Needs Derived from Formal Planning Process	NA	1) Percent of Projects Added to Confirmed Within 5 Years of Needs List	1) Percent of Planners Time Spent on Needs Identification/Total Number of Successful Projects
C1-02. Assess Needs	1) Percent of Needs on the List that Have Been Assessed	1) Average Number of Days on Need List Before Assessment	1) Percent of Projects Retrieved From List	2) Percent of Time Spent to Identify, Assess & Prioritize
C1-03. Prioritize Needs	1) Percent of Projects that Go Through Structural Scoring Process	1) Percent of Projects vs. Scores Older Than 5 Years 2) Percent of Projects vs. Influence Older Than 5 Years	1) Most Recent Estimate/Costal Funded	1) Decrease in BAO Costs for Scored vs. Increase in BAO Costs for Re-scored Projects
C2. Design/Engineering Infrastructure	NA	NA	1) Percent of Project COE due to Design/Engineering Issues 2) Percent of Engineer's Estimate to Award Comparison	1) Cost of Design/Engineering COE vs. Total Planned Budget
C1-04. Obtain ROW	NA	1) Average Number of Days Per Acquisition 2) Changes in Duration Original Schedule vs. Obligation Schedule	1) Final Project Purchase Price vs. Initial Appraisal	1) Total Phase 2 ROW Cost vs. Total Project Cost
C2.02. Design The Project (PS&E)	NA	1) Percent of Projects that Originate According to STPP Schedule	1) Percent Change Original Design Cost Estimate to Bid Results	1) Total Phase 2 Cost/Total Project Cost
C2-03. Utilities	NA	1) Time from Original Schedule vs. Utilities Environment Document	1) Number of Unplanned Reactions/Total Number of Reactions	1) Reclamation Costs per Project/Total Project Cost
C2-04. Prepare Environmental Permitting/ Documents	1) Number of Expedited Re-evaluations/Total Environment Documents	1) Time from Original Schedule vs. Environment Document Completion Date	1) Number of Final Documents Returned for Review/Total Documents Submitted	1) Environment Costs per Project/Total Project Cost
C3. Construct Infrastructure	1) Percent of Projects Meeting STPP Goals 2) Total Projects with Utility Reservations vs. Total Projects	1) Percent of Projects Initiated According to STPP Schedule 2) Percent of Projects Meeting Planned Schedule 3) Average Contract Award Date 4) Average Contract Meeting Days from Project Scope to Contract Implementation 4) Percent of Projects Completed on Time from Notification to Work Completion	1) Total Orders obligated vs. Total Orders Planned (STPP) 2) Number of All Add-Orders Per Project 2) Percent of Unplanned Change Orders/Total COE Cost 3) Engineers Estimate to Award Comparison 4) Award Amount to Final Close-out	1) Orders Per Lane Mile Improved 2) Orders Per Lane Mile Construction Cost/Planned Project Cost 3) Construction Expenditures to Total Project Costs
C3-01. Advise Feds	1) Percent of Projects Bid During Target Months (October)	1) Average Time from Bid Let to Award	1) Number of Internal Add-Orders Per Project	1) Bid Assesd Cost/Total Phase 2 Cost
C3-02. Administer	NA	NA	1) DEMS Delivered/and/or Delivered 2) COO Delivered/and/or Delivered	1) Total Orders/award Orders
C3-03. Close-out	1) Number of Retention Tests Performed vs. Total Number of Required Retention Tests	1) Percent of Projects Closed Within 18 Months Standard	1) Number of Projects of Findings/Average Number of Findings Per Job	1) Percent of Close-out Orders/Total Phase 4

## Operate Marine Transportation Services

[illegible]



# DOT/PF: Matrix services to teams

Team: Engineering	
Procedure:	In columns C and F in the tables below, select "X" if that is a core/direct service that your team provides. Leave blank or mark "N/A" if it is a service that your team does not provide.
<div> <div>Expand Infrastructure</div> <div>Expand Infrastructure</div> <div>Plan Infrastructure</div> <div>Identify Needs</div> <div>Assess Needs</div> <div>Prioritize Needs</div> <div>Design/Engineer</div> <div>Obtain ROW</div> <div>Design The Project</div> <div>Utilities</div> <div>Prep Env. Permit/Documents</div> <div>Construct</div> <div>Advertise</div> <div>Administer</div> <div>Close-Out</div> </div> <div> <div>Operate Infrastructure</div> <div>Operate Infrastructure</div> <div>Illumination</div> <div>Responding to Illumination Outages</div> <div>Illumination Preventative Maintenance</div> <div>Signals</div> <div>Assure Functional Traffic</div> <div>Preventative Maintenance</div> <div>Adjust/Optimize to Demands/Changes</div> <div>Snow &amp; Ice Removal</div> <div>Removal of Snow</div> <div>Application of Traction Aides</div> <div>Avalanche Mitigation</div> <div>Signage</div> <div>Knockdown/ Requests</div> <div>Visibility</div> <div>Provide Timely Info to Drivers</div> <div>Striping</div> <div>Surface Markings</div> <div>Sweeping</div> <div>Operate Certificated Airports</div> <div>Snow &amp; Ice Control</div> <div>Safety</div> <div>Security</div> <div>ITS</div> <div>Communicating Travel Information</div> </div>	
<div> <div>Maintain Infrastructure</div> <div>Maintain Infrastructure</div> <div>Surface Maintenance</div> <div>Routine Maintenance</div> <div>Incident Response</div> <div>Off-Surface Maintenance</div> <div>Routine Maintenance</div> <div>Incident Response</div> <div>Vessel/Terminal Maintenance</div> <div>Regulatory Compliance</div> <div>Passenger Safety</div> <div>Passenger Comfort</div> <div>Passenger Access</div> <div>Tenants Support/Vessel Function</div> <div>Vehicle Management</div> <div>Issue Permits</div> <div>Management of Exceptions</div> <div>Verify Compliance</div> <div>Set Restrictions</div> <div>Communicate Infrastructure</div> <div>Install, Maintain, Monitor Devices</div> <div>Bridge Maintenance</div> <div>Super Structure</div> <div>Sub-Structure</div> <div>Support Structure</div> </div> <div> <div>Marine Highways</div> <div>Operate Marine Highways</div> <div>Operating Ferries on Routes</div> <div>Functional Schedule</div> <div>Vessel Operation Services</div> <div>Passenger Services</div> <div>Regulatory Compliance</div> <div>Operating Ferry Terminals</div> <div>Passenger Services</div> <div>Facility &amp; Grounds Maintenance</div> <div>Vessel Support Services</div> <div>Manage Reservation System</div> <div>Ticketing</div> <div>Specialized Services</div> </div>	

Note: When completed, go to tab "Team Level Measures" and select the button "Refresh the Table".



# DOT/PF – Alignment to “Front line”

<b>Expand Infrastructure</b>	
Expand Infrastructure	X
<b>Plan Infrastructure</b>	
Identify Needs	
Assess Needs	X
Prioritize Needs	
<b>Design/Engineer</b>	
Obtain ROW	
Design The Project	
Utilities	
Prep Env Permits/Documents	X
<b>Construct</b>	
Advertise	
Administer	
Close-Out	
<b>Maintain Infrastructure</b>	
Maintain Infrastructure	
<b>Surface Maintenance</b>	
Routine Maintenance	
Incident Response	
<b>Off-Surface Maintenance</b>	
Routine Maintenance	
Incident Response	
<b>Vessel/Terminal Maintenance</b>	
Regulatory Compliance	
Passenger Safety	
Passenger Comfort	
Passenger Access	
Tenants Support/Vessel Function	
<b>Vehicle Management</b>	
Issue Permits	
Management of Exclosures	
Verify Compliance	
Set Restrictions	
Communicate Infrastructure	
Install, Maintain, Monitor Devices	
<b>Bridge Maintenance</b>	
Super-Structure	
Sub-Structure	
Support Structure	

Where you've marked an "X" in this Matrix,

The corresponding measures developed in the RBA workshops will auto-populate into a new matrix.

<a href="#">Refresh the Table</a>		<a href="#">Print the below to PDF</a>		<a href="#">Add Additional Measures</a>	
	Measures				
Core or Direct Service	Conformance 2 Plan	Accuracy	Timeliness	Cost	
Expand Infrastructure	N/A	1) Percent of Projects Behind Plan	1) Total Dollars obligated vs. Total Dollars Planned (STIP)	1) Total Cost of Construction Dollars Delivered/Total Cost	
C1-D2: Assess Needs	1) Percent of Needs on the List That Have Been Assessed	1) Average Number of Days on Need List Before Assessment	1) Percent of Projects Removed From List	0	
C2-D4: Prepare Environmental Permitting/ Documents	1) Number of Expedited Re-evaluations/Total Environment Documents	1) Time from Original Schedule vs. Environment Document Completion Date	1) Number of Final Documents Returned for Rework/Total Documents Submitted	1) Environment Costs Per Project/Total Project Cost	
C3-D3: Avalanche Mitigation	1) Percent of Time Spent on Unplanned Events/Total Time Available	1) Average Turnaround Time from Mitigation Action Identified to Completion	1) Number of Unplanned Events	N/A	
C4-D2: Visibility	1) Number of Signs Replaced/ Total Signs 2) Percent of Sign Replacement List Completed 3) Percent of Signs Per Sample Meeting Federal Retro Reflectivity Requirements	N/A	N/A	1) Cost Per Square Foot Installed 2) Average Cost Per Sign Repaired	
C6-D1: Snow & Ice Control	1) Actual Hours of Operational/ Planned Hours of Operational	1) Actual Time to Clean/Standard Time to Clean	N/A	1) Total Cost Per Enplanement	
C6-D2: Safety	1) Number of Incidents/Number of Hours of Operation	1) Actual Time to Respond/ Standard Time to Respond	N/A	1) Total Cost Per Enplanement	
C6-D3: Security	1) Number of Security Events/Total Enplanements	1) Percent MOU/MOA/Contract Service Standards Achieved	N/A	1) Total Number of Enplanements/Security Operations Cost	
C2-D2: Facility & Grounds Maintenance	1) Percent Delayed Sailings Caused by Terminal Infrastructure Issues	1) Average Response Time to Correct Notice of Violation or Outage 2) Terminal Maintenance Request (TMR) Response Time by Terminal/Average TMR Response Time	1) Number of Violations Per Total Inspections	1) Cost of Preventative Maintenance/Cost of Corrective Maintenance 2) Staff Cost Per Maintenance vs. Total Staff Cost	



# DOT/PF - Example “front line”

[illegible]

Measures will automatically populate.



# Keys

- Consistency
- Common Services = Common Measures
- Focus
- Alignment
- Using Measurement to Improve Services



# DOT&PF Core Service Alignment

STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES

Proposed FY2017  
BUDGET ALIGNMENT

## CORE SERVICE 1

MAINTAIN ALASKA'S  
TRANSPORTATION  
INFRASTRUCTURE

■ CREG ■ NREG ■ SREG ■ ASD ■ ISSD  
■ MSCVE ■ AMHS

## CORE SERVICE 2

OPERATE ALASKA'S  
TRANSPORTATION  
INFRASTRUCTURE

■ CREG ■ NREG ■ SREG ■ ASD ■ ISSD ■ SEF  
■ SWAV ■ SWDES ■ SWPF

## CORE SERVICE 3

EXPAND ALASKA'S  
TRANSPORTATION  
INFRASTRUCTURE

■ CREG ■ NREG ■ SREG ■ ASD ■ ISSD ■ SEF  
■ PROGDEV ■ SWDES ■ AMHS

## CORE SERVICE 4

OPERATE MARINE  
TRANSPORTATION  
SERVICES

■ ASD ■ ISSD ■ SEF ■ AMHS ■ PROGDEV  
■ SWDES ■ CREG ■ NREG ■ SREG



CREG  
CENTRAL  
REGION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



NREG  
NORTHERN  
REGION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



SREG  
SOUTHCOAST  
REGION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



AMHS  
ALASKA MARINE  
HIGHWAY SYSTEM

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



ASD  
ADMINISTRATIVE  
SERVICES  
DIVISION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



ISSD  
INFORMATION  
SYSTEMS & SERVICES  
DIVISION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



SWAV  
STATEWIDE  
AVIATION

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure



SWDES  
STATEWIDE DESIGN  
& ENGINEERING  
SERVICES

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



MSCVE  
MEASUREMENT  
STANDARDS &  
COMMERCIAL  
VEHICLE  
ENFORCEMENT

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure



SEF  
STATE EQUIPMENT  
FLEET

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



PROGDEV  
PROGRAM  
DEVELOPMENT

- 1 Maintain Alaska's Transportation Infrastructure
- 2 Operate Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure
- 4 Operate Marine Transportation Services



SWPF  
STATEWIDE  
PUBLIC FACILITIES

- 1 Maintain Alaska's Transportation Infrastructure
- 3 Expand Alaska's Transportation Infrastructure

**Note:** Alignment is a work in progress and may change as we move forward.



# DOT&PF/NR Alignment

STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES  
Northern Region  
Total \$105,958.8

Proposed FY2017  
NORTHERN REGION  
CORE SERVICE ALIGNMENT



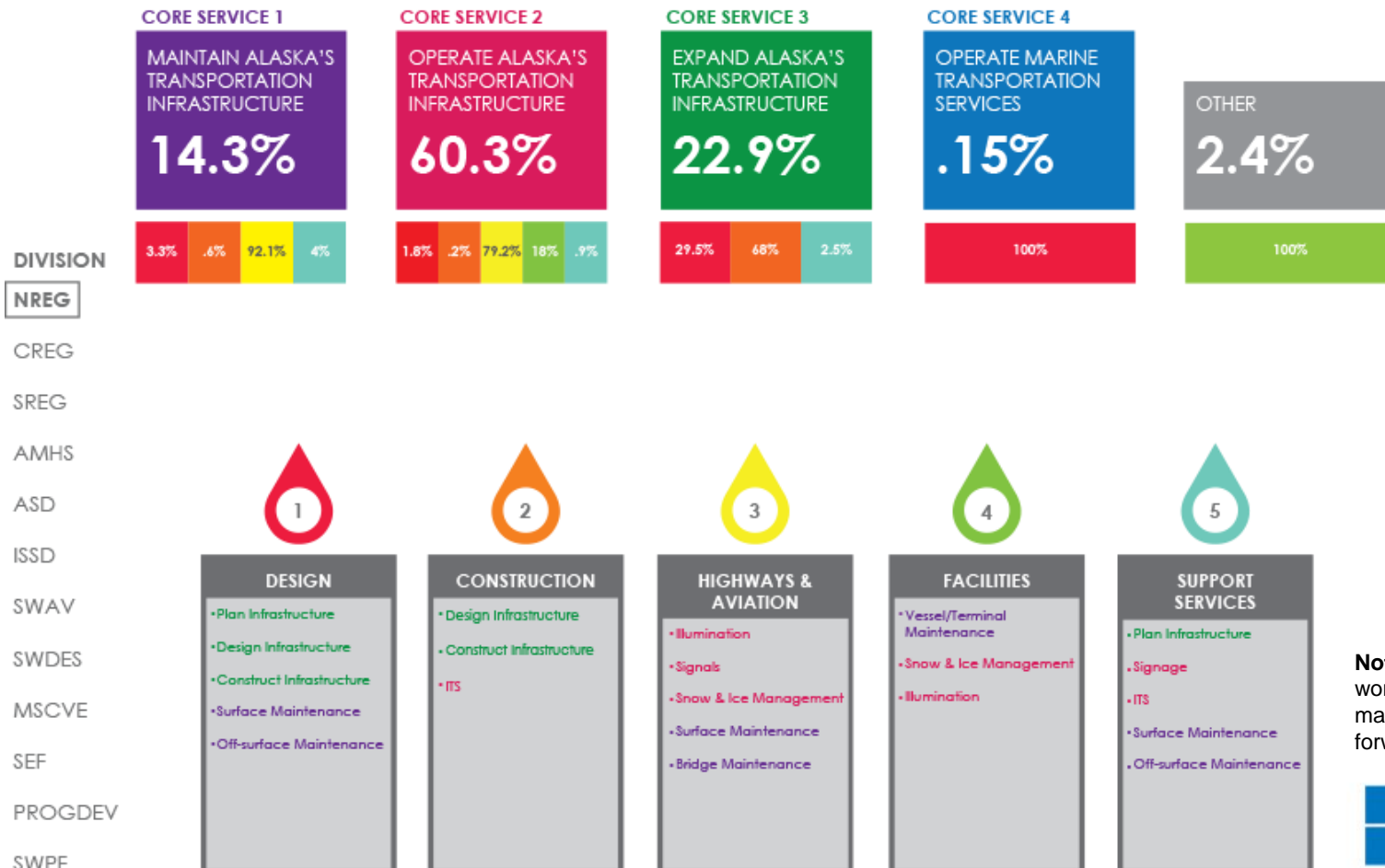
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# DOT&PF/NR Budget Alignment

STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES  
Northern Region  
Total \$105,958.8

Proposed FY2017  
NORTHERN REGION  
CORE SERVICE ALIGNMENT



**Note:** Alignment is a work in progress and may change as we move forward.



# FY2015 Budget Alignment



STATE OF ALASKA  
DEPARTMENT OF HEALTH & SOCIAL SERVICES  
**\$2,692,324.5**

FY2015  
BUDGET ALIGNMENT  
(dollars shown in thousands)

## PRIORITY 1

HEALTH & WELLNESS  
ACROSS THE LIFESPAN

**\$1,867,971.2**

## PRIORITY 2

HEALTH CARE ACCESS  
DELIVERY & VALUE

**\$278,582.9**

## PRIORITY 3

SAFE & RESPONSIBLE  
INDIVIDUALS, FAMILIES &  
COMMUNITIES

**\$545,770.5**

### CORE SERVICE 1.1

Protect and promote  
the health of Alaskans

**\$1,110,867.0**

HCS DBH DPH DPA FMS  
DJJ SDS

### CORE SERVICE 1.2

Provide quality of life in a  
safe living environment for  
Alaskans

**\$757,104.2**

SDS HCS DPA OCS DBH  
APH FMS DPH

### CORE SERVICE 2.1

Manage health care  
coverage for Alaskans in  
need

**\$149,574.5**

HCS APH DBH FMS DPA  
SDS

### CORE SERVICE 2.2

Facilitate access to  
affordable health care  
for Alaskans

**\$129,008.4**

HCS DPH DPA DBH FMS  
SDS

### CORE SERVICE 3.1

Strengthen Alaska  
families

**\$191,505.9**

DPA OCS DPH FMS DJJ  
SDS HCS APH DBH

### CORE SERVICE 3.2

Protect vulnerable  
Alaskans

**\$281,385.1**

DPA OCS SDS FMS DJJ  
DBH APH DPH HCS

### CORE SERVICE 3.3

Promote personal  
responsibility and accountable  
decisions by  
Alaskans

**\$72,879.5**

OCS DJJ DPA FMS SDS  
DPH DBH



#### ALASKA PIONEER HOMES

- 1.2 \$23,059.6 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$28,668.6 spent to manage health care coverage for Alaskans in need
- 3.1 \$1,246.5 spent to strengthen Alaska families
- 3.2 \$9,348.4 spent to protect vulnerable Alaskans

TOTAL BUDGET  
62,323.1



#### DIVISION OF BEHAVIORAL HEALTH

- 1.1 \$301,087.1 spent to protect and promote the health of Alaskans
- 1.2 \$24,574.1 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$4,031.9 spent to manage health care coverage for Alaskans in need
- 2.2 \$4,738.9 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$1,202.8 spent to strengthen Alaska families
- 3.2 \$10,888.2 spent to protect vulnerable Alaskans
- 3.3 \$778.8 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
347,301.8



#### OFFICE OF CHILDREN'S SERVICES

- 1.2 \$31,366.5 spent to provide quality of life in a safe living environment for Alaskans
- 3.1 \$30,199.1 spent to strengthen Alaska families
- 3.2 \$56,823.4 spent to protect vulnerable Alaskans
- 3.3 \$25,320.6 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
143,709.6



#### DIVISION OF HEALTH CARE SERVICES

- 1.1 \$674,050.8 spent to protect and promote the health of Alaskans
- 1.2 \$62,890.1 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$111,649.1 spent to manage health care coverage for Alaskans in need
- 2.2 \$95,361.8 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$1,252.4 spent to strengthen Alaska families
- 3.2 \$4,004.0 spent to protect vulnerable Alaskans

TOTAL BUDGET  
949,208.3



#### DIVISION OF JUVENILE JUSTICE

- 1.1 \$9,398.9 spent to protect and promote the health of Alaskans
- 3.1 \$8,012.5 spent to strengthen Alaska families
- 3.2 \$17,691.7 spent to protect vulnerable Alaskans
- 3.3 \$23,721.6 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
58,824.7



#### DIVISION OF PUBLIC ASSISTANCE

- 1.1 \$23,592.0 spent to protect and promote the health of Alaskans
- 1.2 \$32,570.7 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$2,150.4 spent to manage health care coverage for Alaskans in need
- 2.2 \$6,451.3 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$119,412.3 spent to strengthen Alaska families
- 3.2 \$130,365.6 spent to protect vulnerable Alaskans
- 3.3 \$16,684.4 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
331,226.7



#### DIVISION OF PUBLIC HEALTH

- 1.1 \$89,573.6 spent to protect and promote the health of Alaskans
- 1.2 \$852.1 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$277.4 spent to manage health care coverage for Alaskans in need
- 2.2 \$20,265.7 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$17,647.5 spent to strengthen Alaska families
- 3.2 \$9,024.3 spent to protect vulnerable Alaskans
- 3.3 \$862.2 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
138,502.8



#### SENIOR & DISABILITIES SERVICES

- 1.1 \$257.2 spent to protect and promote the health of Alaskans
- 1.2 \$573,236.4 spent to provide quality of life in a safe living environment for Alaskans
- 2.2 \$158.2 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$1,987.3 spent to strengthen Alaska families
- 3.2 \$25,212.9 spent to protect vulnerable Alaskans
- 3.3 \$1,496.7 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
602,350.7



#### FINANCE & MANAGEMENT SERVICES

- 1.1 \$12,907.3 spent to protect and promote the health of Alaskans
- 1.2 \$8,554.7 spent to provide quality of life in a safe living environment for Alaskans
- 2.1 \$2,797.1 spent to manage health care coverage for Alaskans in need
- 2.2 \$2,032.5 spent to facilitate access to affordable health care for Alaskans
- 3.1 \$10,545.5 spent to strengthen Alaska families
- 3.2 \$18,026.5 spent to protect vulnerable Alaskans
- 3.3 \$4,013.2 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
58,876.8





# Alaska Department of Transportation & Public Facilities

## How We Are Using RBB/RBA

Commissioner Marc Luiken

21 Jan 2016

# Overview

- **Why we chose RBB/RBA**
- **How we are using RBB/RBA to:**

- **Navigate**

RBB/RBA is helping us navigate FY16 \$34.6M UGF Reduction

- **Prepare**

RBB/RBA provided a clear framework for preparing FY17 Gov's budget

- **Improve**

RBB/RBA is providing the context for ongoing department transformation



# Why We Chose RBA

- **Facing enormous fiscal challenges**
  - \$34.6M to absorb in one year
  - More funding source challenges ahead--\$??M in FY17
- Best tools to ensure we are delivering our mission
- Clearly communicate what legislature invests in DOT&PF to do



# Navigate

## RBB/RBA is helping us navigate FY16 \$34.6M UGF Reduction

- Catalyst to cross pollination of ideas—Regions sharing and standardizing
- More informed workforce with new appreciation for where everyone fits, how they contribute, and how fund sourcing works—Federal vs State GF
- Hearing from all levels of the organization—RBB/RBA is a common language
- United Executive Team



# Prepare

## RBB/RBA provided a clear framework for preparing FY17 Gov's budget

- Executive Team given scenarios and reduction targets within OMB budget development process
- We came together as an Executive Team in August to leverage RBA in working through those scenarios
- RBA key to our internal decision-making and to our engagement with OMB

## Centralizing planning

## Streamlined aviation



SSO – Safety & Security Officer



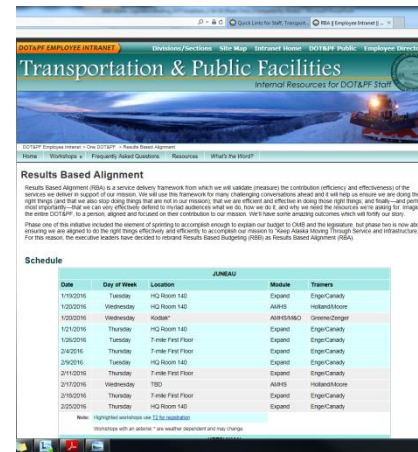


# Improve

**RBB/RBA is providing context and lexicon for ongoing transformation under the One DOT&PF organizing principle:**

**We want to make RBB/RBA a part of the Department's DNA**

- RBA and Everyday Lean Intranet Sites
- Develop and use measures conformance to plan, accuracy, timeliness, and cost
- Quarterly measures review process, deliverables in development (ECD: Jan 17)
- Everyone trained; all new hires imprinted (ECD: Nov 16)
- Continue refining budget presentation tool; collaborate with sister agencies
- Document and reward efficiency and effectiveness successes
- Tell others what we've learned



**Results Based Alignment**

Results Based Alignment (RBA) is a service delivery framework from which we will cascade measures the contribution efficiency and effectiveness of the services we deliver in support of our mission. We will use this framework to make challenging conversations about and a culture of success we are doing the right thing and that we also stop doing things that are not in our mission that are inefficient and ineffective in doing those right things. We will—most people most importantly—that we can very effectively deliver to meet customers what we do, how we do it, and why we make the decisions who asking for insight the entire DOT&PF, as people aligned and focused in their contribution to our mission. We have some amazing resources which will help us stay.

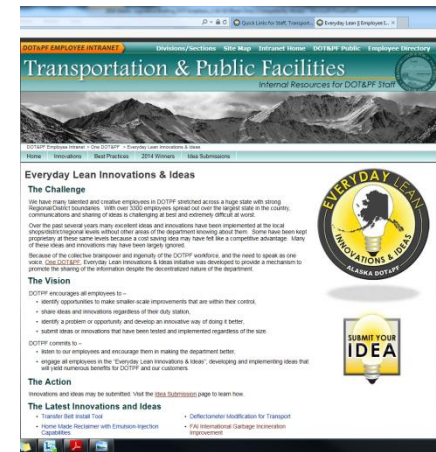
Phase one of this initiative included the element of splitting it apart enough to explain our target to O&M and the legislature, but phase two is now about something we are aligned to do the right thing effectively and efficiently to complete our mission to "Keep Alaska Moving Through Innovation and Infrastructure." For this reason, the executive branch has decided to rebrand Results Based Alignment (RBA) as Results Based Alignment (RBA).

**Schedule**

Date	Day of Week	Location	Module	Trainers
1/15/2016	Tuesday	HQ Room 140	Expans	Enger/Canady
1/20/2016	Wednesday	HQ Room 140	AI&HS	Holstad/Kloster
1/22/2016	Wednesday	Kodiak	AI&HS/NO	Green/Danger
1/23/2016	Thursday	HQ Room 140	Expans	Enger/Canady
1/26/2016	Tuesday	7 mile First Floor	Expans	Enger/Canady
2/2/2016	Thursday	7 mile First Floor	Expans	Enger/Canady
2/9/2016	Tuesday	HQ Room 140	Expans	Enger/Canady
2/11/2016	Thursday	7 mile First Floor	Expans	Enger/Canady
2/17/2016	Wednesday	TSD	AI&HS	Holstad/Kloster
2/19/2016	Thursday	7 mile First Floor	Expans	Enger/Canady
2/23/2016	Tuesday	HQ Room 140	Expans	Enger/Canady

Note: Highlighted sessions are 11:30am-12:00pm.

Resources with an asterisk are weather dependent and/or on-call.



**Everyday Lean Innovations & Ideas**

**The Challenge**

Our first major, targeted and ongoing employees in DOT&PF involved across a huge state with strong Regional/State/Local/Community, with over 1000 employees spread out over the largest state in the country, coordinated action and sharing of ideas is challenging at best and extremely difficult at worst.

Over the past several years many excellent ideas and innovations have been implemented at the local department/region/area level within the state of Alaska, however, sharing about them. Some have been kept proprietary at their same levels because a cool saving idea may have been a competitive advantage. Many of these ideas and innovations may have been largely ignored.

Because of the culture of transparency and integrity of the DOT&PF operations, and the need to speak as one voice (ALASKA DOT&PF), Everyday Lean Innovations & Ideas website was developed to provide a mechanism to promote the sharing of the information despite the decentralized nature of the department.

**The Vision**

DOT&PF encourages all employees to:

- identify opportunities to make smarter use of improvements that are within their control,
- share ideas and innovations regardless of their duty station,
- identify a problem or opportunity and develop an innovative way of doing it better,
- submit ideas or innovations that have been tested and implemented regardless of the size.

DOT&PF commits to:

- listen to our employees and encourage them in making the department better,
- engage all employees in the "Everyday Lean Innovations & Ideas" developing and implementing ideas that will yield numerous benefits for DOT&PF and our customers.

**The Action**

Innovations and ideas may be submitted, visit the [Data Submission](#) page to learn how.

**The Latest Innovations and Ideas**

- Transfer Data Entry Tool
- Home State Recenter with Employee Inspection
- T&M Commercial Carriage Inspection
- Differentiated Identification for Transport
- T&M Commercial Carriage Inspection



# Key Questions for Department Leadership

- ❑ What's your Mission?
- ❑ How do agency Core Services contribute to the Mission?
- ❑ Who are the beneficiaries/customers of your Core Services?
- ❑ What are your Core Service Outcome Performance Measures?
- ❑ Do you have a “balanced set” of measures to validate and monitor the state's investment?
- ❑ Do you use your results information in your management and/or budget decisions?
- ❑ Do your program managers utilize their results information?



# Takeaways.....

- Change the culture of government, moving away from just getting dollars, to more of a management approach to getting better outcomes.
- Changing how the legislature and departments talk about investing, verses just budgeting
- This process is not a means to an end nor a means to a pre-determined decision, rather it is a means to a conversation: engaging policy makers in the discussion of “what’s important”, “where should we invest”, and “how did we do”?
- Focus is to improve service to Alaskans - not keep score.
- Most entities have adequate effectiveness measures, but are light on efficiency measures. Measures must be balanced.

