

**01/21/16**

**PRESENTATION**

**UPDATE ON**

**INTERIM**

**RESULTS**

**BASED**

**BUDGETING**

**WORK**

<TARGET><BILL></BILL><SUBJECT>01-21-16 PRESENTATION  
UPDATE ON INTERIM RESULTS BASED BUDGETING  
WORK</SUBJECT><COMM>HFIN29</COMM></TARGET>



ALASKA STATE LEGISLATURE  
**HOUSE FINANCE COMMITTEE**

State Capitol, Room 519

Rep. Mark Neuman, Co-Chair

Rep. Steve Thompson, Co-Chair

Thursday, January 21, 2016

1:30 AM

Agenda:

Update on Interim Results Based Budgeting Work

Craig Holt, Director, Outlook Associates

Commissioner Marc Luiken, Dept. of Transportation & Public  
Facilities

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

Craig Holt - Director

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



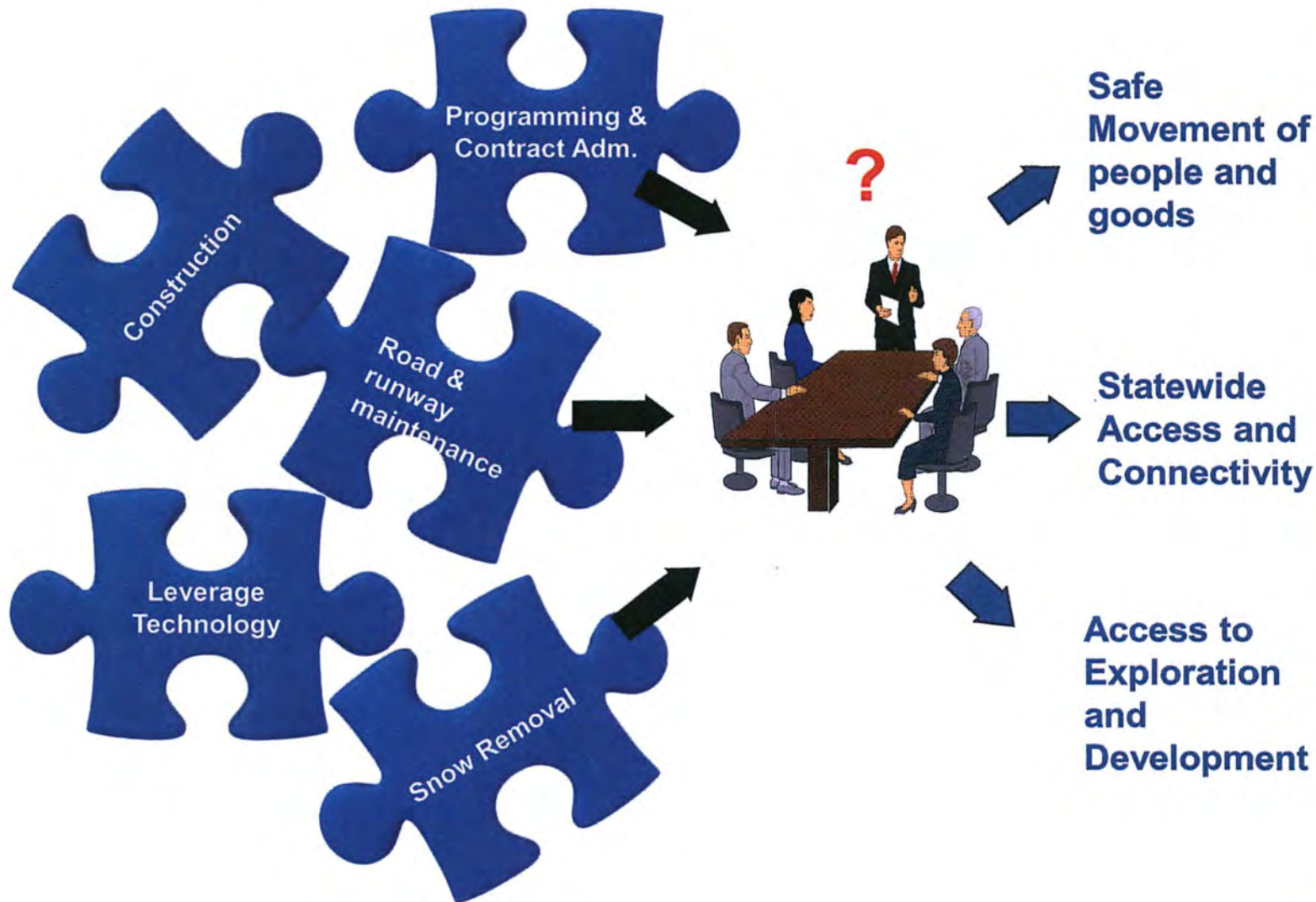
**Safe Movement  
of people and  
goods**

**Statewide  
Access and  
Connectivity**

**Access to  
Exploration  
and  
Development**



# 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



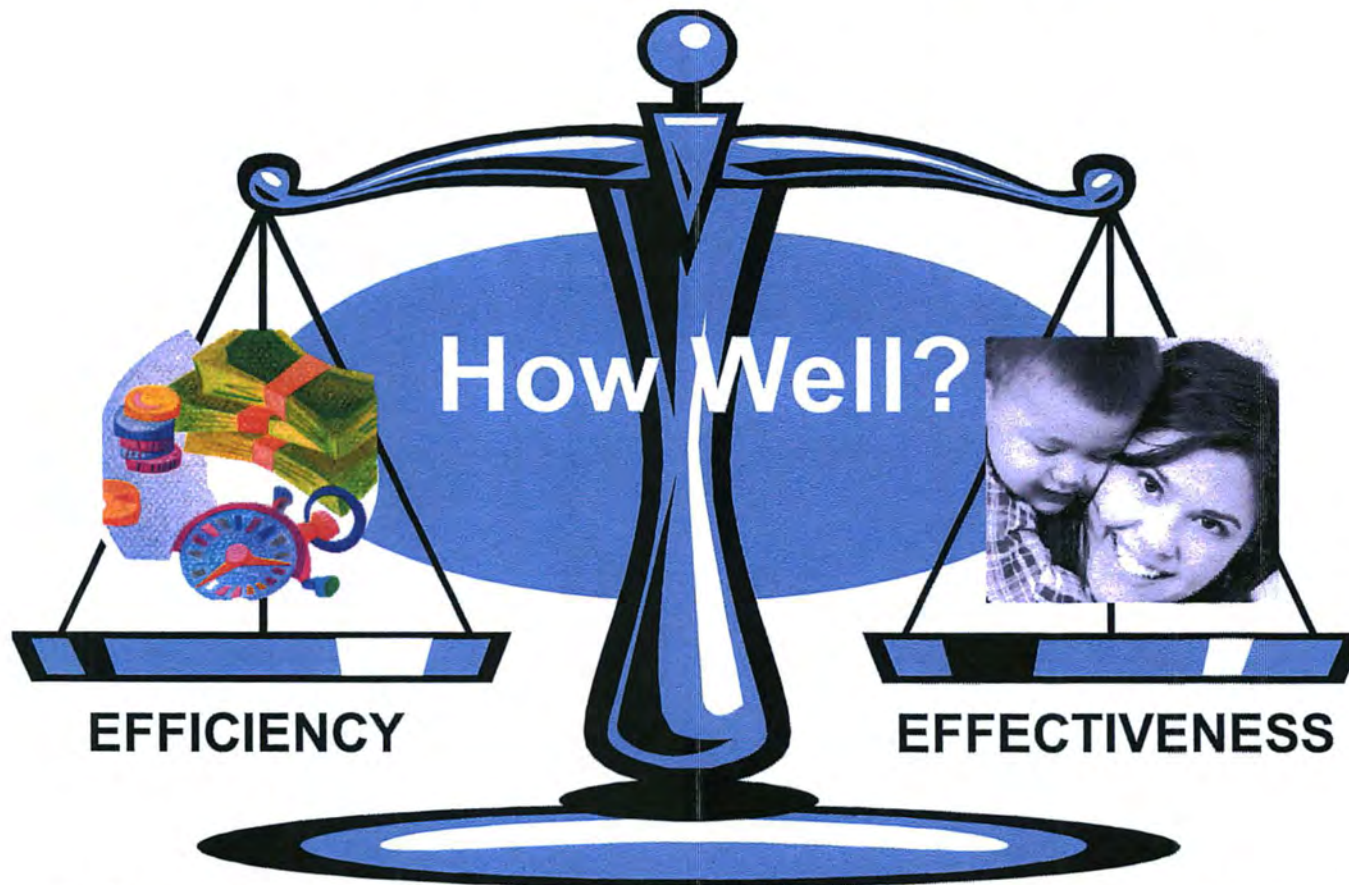
# Example Results

- 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:

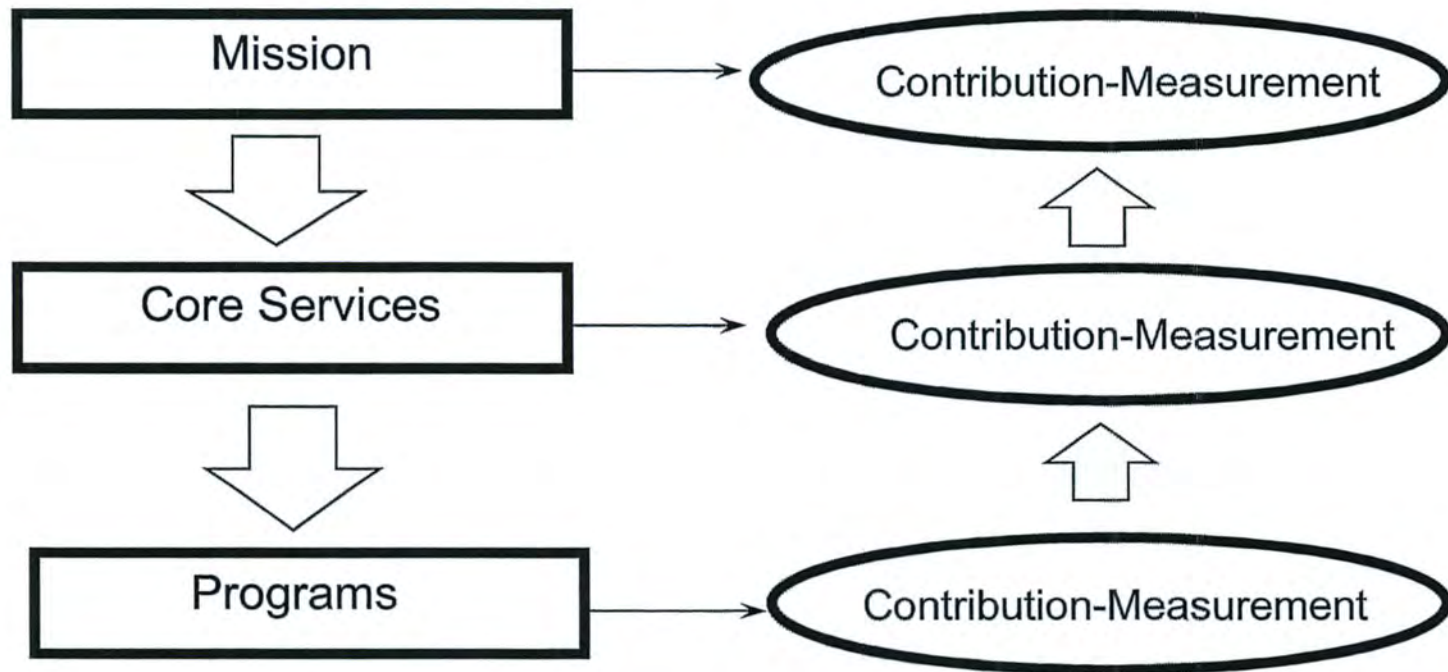
Cost per client that gets a job  
(in Construction)

## 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

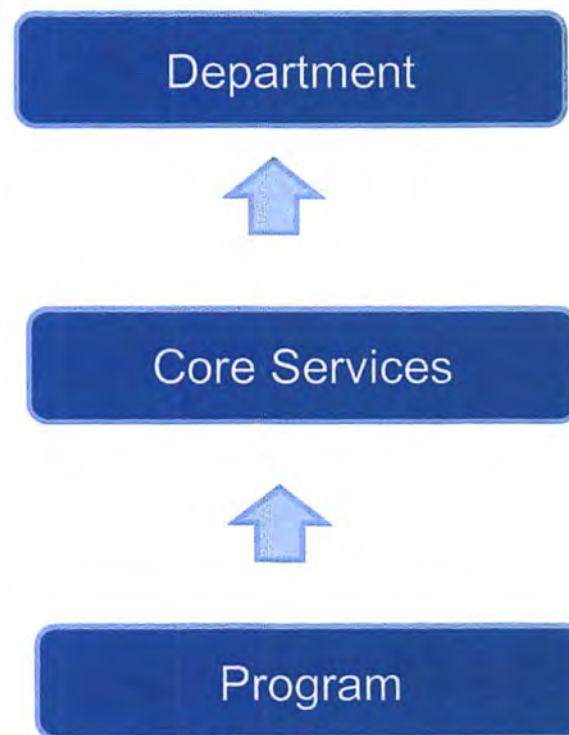
- Lives lost to fire
- Estimated \$ value of loss due to fire

## 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: 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.

Expand Infrastructure	
Expand Infrastructure	X
Plan Infrastructure	
Identify Needs	
Assess Needs	X
Prioritize Needs	
Design/Engineer	
Obtain ROW	
Design The Project	
Utilities	
Prep Env.Permits/Documents	X
Construct	
Advertise	
Administer	
Close-Out	

Maintain Infrastructure	
Maintain Infrastructure	
Surface Maintenance	
Routine Maintenance	
Incident Response	
Off-Surface Maintenance	
Routine Maintenance	
Incident Response	
Vessel/Terminal Maintenance	
Regulatory Compliance	
Passenger Safety	
Passenger Comfort	
Passenger Access	
Tenants Support/Vessel Function	
Vehicle Management	
Issue Permits	
Management of Exceptions	
Verify Compliance	
Set Restrictions	
Communicate Infrastructure	
Install, Maintain, Monitor Devices	
Bridge Maintenance	
Super Structure	
Sub-Structure	
Support Structure	

Operate Infrastructure	
Operate Infrastructure	
Illumination	
Responding to Illumination Outages	
Illumination Preventative Maintenance	
Signals	
Assure Functional Traffic	
Preventative Maintenance	
Adjust/Optimize to Demands/Changes	
Snow & Ice Removal	
Removal of Snow	
Application of Traction Aides	
Avalanche Mitigation	X
Signage	
Knockdown/ Requests	
Visibility	X
Provide Timely Info to Drivers	
Striping	
Surface Markings	
Sweeping	
Operate Certificated Airports	
Snow & Ice Control	X
Safety	X
Security	X
ITS	
Communicating Travel Information	

Marine Highways	
Operate Marine Highways	
Operating Ferries on Routes	
Functional Schedule	
Vessel Operation Services	
Passenger Services	
Regulatory Compliance	
Operating Ferry Terminals	
Passenger Services	
Facility & Grounds Maintenance	
Vessel Support Services	X
Manage Reservation System	
Ticketing	
Specialized Services	

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



Purpose: The below table summarizes all of the core and direct service performance measures for the Department's Core Service of Maintaining Infrastructure.

Note: The Bold Text represents core services.

Updated: 9/25/2015

by: Ana Enge

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 Maintenance Cost	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 NA	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) Cost of Safety/Passengers Carried
C3-D3: Passenger Comfort		1) Average Time to Restore Service	1) Percent of Duplicate Type Complaints	1) Cost of Unplanned PC System Maintenance/PAX
C3-D4: Passenger Access	1) Percent of Sailings/Flights Impacted by Access Infrastructure Failure	2) Percent of Complaints Formally Responded to Within X 1) Average Time to Restore Service	1) Percent of Unplanned Maintenance Activity	2) Cost of Planned PC System Maintenance/PAX
C3-D5: Tenants Support/Vessel Function		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 2) Protected Lane Mile Maintenance Cost w/o Device	1) Cost Per Protected Lane Mile
<b>C5: Bridge Maintenance</b>				
C5-D1: Super 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
C5-D2: Sub-Structure				2) Average Cost Per Bridge
C5-D3: Support Structure				

# DOT/PF – Alignment to “Front line”

Expand Infrastructure	Operate Infrastructure
<b>Plan Infrastructure</b> Identify Needs Assess Needs Prioritize Needs X	<b>Respond to Illumination Outages</b> Illumination Illumination Preventative Maintenance
<b>Design/Engineer</b> Obtain ROW Design The Project Utilities Proc Env/Permit Documents X	<b>Signals</b> Assure Functional Traffic Preventative Maintenance Adjust/Upgrade to Demands/Changes <b>Snow &amp; Ice Removal</b> Removal of Snow Application of Traction Aides Avalanche Mitigation X
<b>Control</b> Advise Administer Close-Out	<b>Storage</b> Knockdown Requests Visibility X <b>Striping</b> Surface Markings Dressing
<b>Maintain Infrastructure</b> Surface Maintenance Routine Maintenance Incident Response O/S-Surface Maintenance Routine Maintenance Incident Response Vessel/Terminal Maintenance Regulatory Compliance Passenger Safety Passenger Comfort Passenger Access Vessel Support/Vessel Function <b>Vehicle Management</b> Issue Permits Management of Erections Verify Compliance Set Restrictions Communicate Infrastructure Install, Monitor, Monitor Devices <b>Bridge Maintenance</b> Slower Structure Sub-Structure Support Structure	<b>Operate Certificated Airports</b> Snow & Ice Control Safety Security X X <b>ITS</b> Communicating Travel Information
	<b>Maintain Measures</b> Operate Marine Highways Operating Ferries on Routes Functional Schedule Vessel Operation Services Passenger Services Regulatory Compliance X Operating Ferry Terminals Passenger Services Facility & Grounds Maintenance Vessel Support Services X <b>Management System</b> Ticketing Specialized Services

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

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

Refresh the Table | Print the below to PDF | Add Additional Measures

Core or Direct Service	Measures			
	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 Signs 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
C5-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"

A B C D E F  
[Refresh the Table](#) [Print the below to PDF](#) [Add Additional Measures](#)

Core or Direct Service	Measures	Conformance 2 Plan	Accuracy	Timeliness	Cost
C3: Snow & Ice Removal	1) Percent of System Meeting Maintenance Guide		1) Percent of Time to Return to Level of Service Per Maintenance Guidelines	Number of Incidents/Lane Mile Cleared or Treated	1) Cost Per Lane Mile Cleared
C3-D1: Removal of Snow	N/A		1) Average Time to Achieve Level of Service Based on Category/Per Lane Mile Cleared 2) Average Time From Event Completion to After Action Plan Resolution	1) Number of Incidents Per Lane Mile Cleared	1) Cost Per Lane Mile Cleared
C3-D2: Application of Traction Aides	N/A		1) Average Time to Achieve Application of Traction Aides Based on Category/Per Lane Mile Application Traction Aide	1) Number of Incidents Per Lane Mile of Application Traction Aide	1) Dollars Per Lane Mile Application Traction Aide
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-D1: Knockdown/ Requests	N/A		1) Avg Number of Days to Repair Sign After Incident Notice	N/A	1) Cost Per Square Foot Installed 2) Average Cost Per Sign Repaired
C5: Striping	1) Percent of Highway Markings Completed Per Lane Mile (Annually) 2) Percent of Airport Markings Completed Per Linear Foot		NA	N/A	1) Cost of Highway Marking Per Lane Mile Marked 2) Cost of Airport Marking Per Linear foot
C5-D2: Sweeping	1) Percent of Lane Miles Swept Per Total System 2) Percent of Lane Miles Swept Per MS4 Plan		1) Average Number of Lane Miles Swept Per Day	N/A	1) Cost of Sweeping Per Lane Mile Swept

Note: The above table represents the measures that your team will have ownership of.

Measures will automatically populate.



# Keys

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



**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



SW AV

**STATEWIDE AVIATION**

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



SW DES

**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



PROG DEV

**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



SW PF

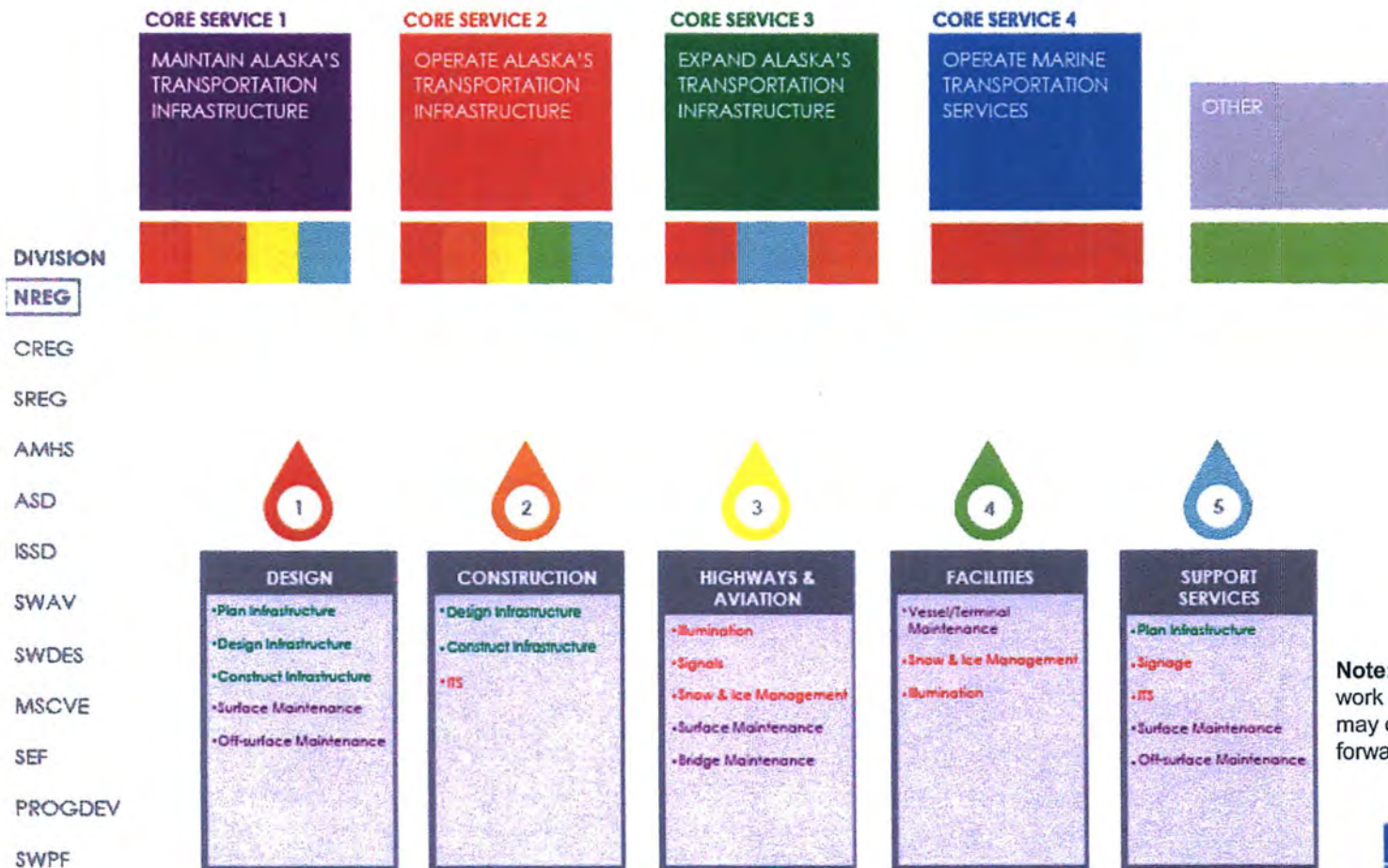
**STATEWIDE PUBLIC FACILITIES**

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

# 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



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

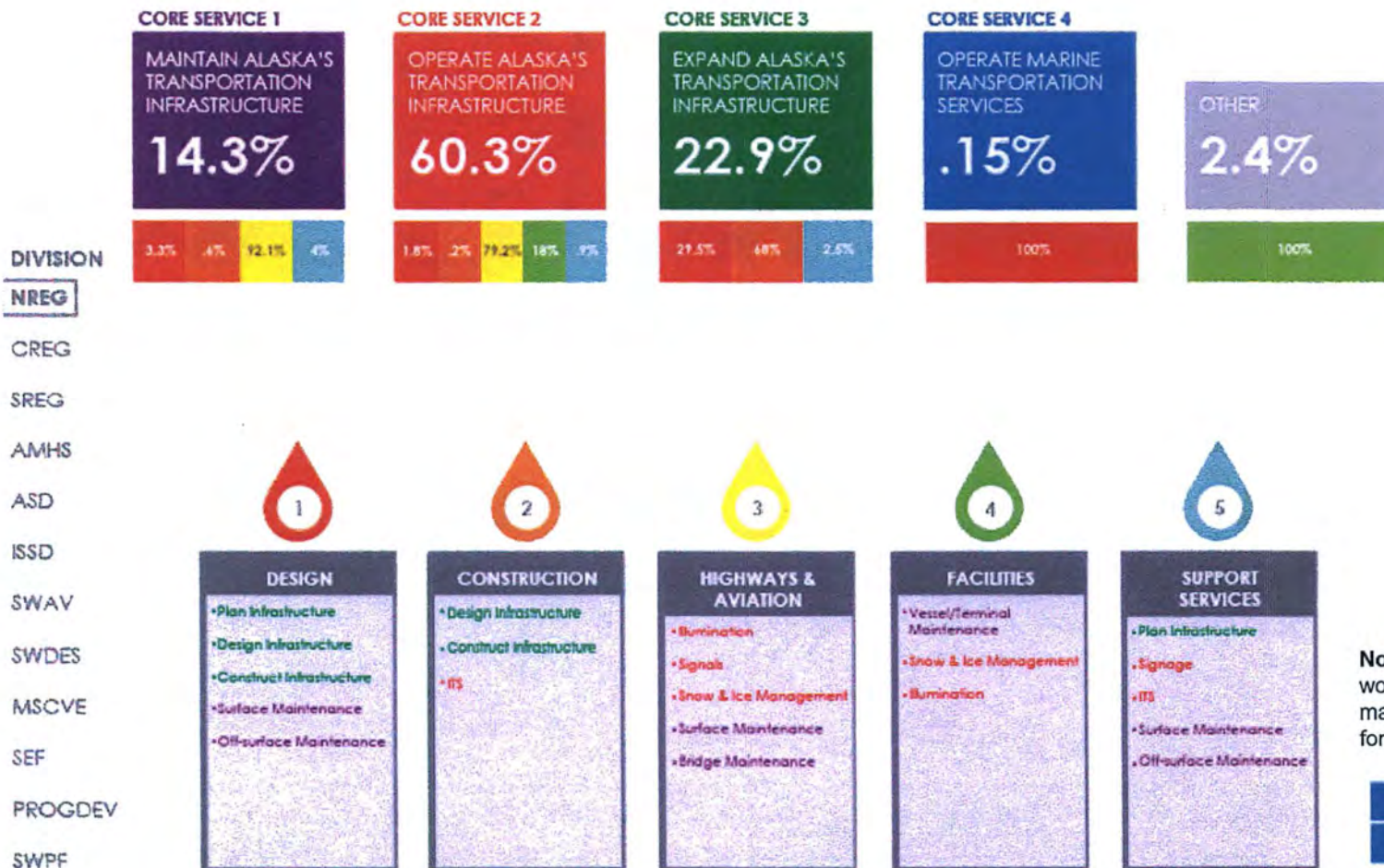


# DOT&PF/NR Budget Alignment

STATE OF ALASKA  
DEPARTMENT OF TRANSPORTATION & PUBLIC FACILITIES

Proposed FY2017  
NORTHERN REGION  
CORE SERVICE ALIGNMENT

Northern Region  
Total \$105,958.8



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



**\$2,692,324.5**  
(\$1,669,141.0 Medicaid)

**PRIORITY 1**

HEALTH & WELLNESS  
ACROSS THE LIFESPAN

**\$1,867,971.2**  
(\$1,478,267.9 Medicaid)

**PRIORITY 2**

HEALTH CARE ACCESS  
DELIVERY & VALUE

**\$278,582.9**  
(\$190,878.1 Medicaid)

**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**  
(\$876,512.0 Medicaid)

■ 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**  
(\$601,750.9 Medicaid)

■ SDS ■ HCS ■ DPA ■ OCS ■ DBH  
■ APH ■ FMS ■ DPH

**CORE SERVICE 2.1**

Manage health care  
coverage for Alaskans in  
need

**\$149,574.5**  
(\$98,779.4 Medicaid)

■ HCS ■ APH ■ DBH ■ FMS ■ DPA  
■ DPH

**CORE SERVICE 2.2**

Facilitate access to  
affordable health care  
for Alaskans

**\$129,008.4**  
(\$92,098.7 Medicaid)

■ 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

**\$281,385.5**

■ 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

- 1.1 \$23,059.6 spent to provide quality of life in a safe living environment for Alaskans
- 1.2 \$28,668.6 spent to manage health care coverage for Alaskans in need
- 1.3 \$1,246.5 spent to strengthen Alaska families
- 1.4 \$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 (\$205,359.4 Medicaid)
- 1.2 \$24,574.1 spent to provide quality of life in a safe living environment for Alaskans
- 1.3 \$4,031.9 spent to manage health care coverage for Alaskans in need
- 1.4 \$4,738.9 spent to facilitate access to affordable health care for Alaskans
- 1.5 \$1,202.8 spent to strengthen Alaska families
- 1.6 \$10,888.2 spent to protect vulnerable Alaskans
- 1.7 \$778.8 spent to promote personal responsibility and accountable decisions by Alaskans

TOTAL BUDGET  
\$347,301.8



OFFICE OF CHILDREN'S  
SERVICES

- 1.1 \$31,366.5 spent to provide quality of life in a safe living environment for Alaskans
- 1.2 \$30,199.1 spent to strengthen Alaska families
- 1.3 \$56,823.4 spent to protect vulnerable Alaskans
- 1.4 \$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 (\$671,152.6 Medicaid)
- 1.2 \$62,890.1 spent to provide quality of life in a safe living environment for Alaskans (\$62,786.0 Medicaid)
- 1.3 \$111,649.1 spent to manage health care coverage for Alaskans in need (\$98,779.4 Medicaid)
- 1.4 \$95,361.8 spent to facilitate access to affordable health care for Alaskans (\$92,098.7 Medicaid)
- 1.5 \$1,252.4 spent to strengthen Alaska families
- 1.6 \$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
- 1.2 \$8,012.5 spent to strengthen Alaska families
- 1.3 \$17,691.7 spent to protect vulnerable Alaskans
- 1.4 \$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
- 1.3 \$2,150.4 spent to manage health care coverage for Alaskans in need
- 1.4 \$6,451.3 spent to facilitate access to affordable health care for Alaskans
- 1.5 \$119,412.3 spent to strengthen Alaska families
- 1.6 \$130,365.6 spent to protect vulnerable Alaskans
- 1.7 \$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
- 1.3 \$277.4 spent to manage health care coverage for Alaskans in need
- 1.4 \$20,265.7 spent to facilitate access to affordable health care for Alaskans
- 1.5 \$17,647.5 spent to strengthen Alaska families
- 1.6 \$9,024.3 spent to protect vulnerable Alaskans
- 1.7 \$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 (\$538,964.9 Medicaid)
- 1.3 \$158.2 spent to facilitate access to affordable health care for Alaskans
- 1.4 \$1,987.3 spent to strengthen Alaska families
- 1.5 \$25,212.9 spent to protect vulnerable Alaskans
- 1.6 \$1,498.7 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
- 1.3 \$2,797.1 spent to manage health care coverage for Alaskans in need
- 1.4 \$2,032.5 spent to facilitate access to affordable health care for Alaskans
- 1.5 \$10,545.5 spent to strengthen Alaska families
- 1.6 \$18,026.5 spent to protect vulnerable Alaskans
- 1.7 \$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

*Keep Alaska Moving* through service and infrastructure

# 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

ID#	City/County	Location	Name	Status
101001	San Diego	San Diego, CA	San Diego	Open
101002	San Diego	San Diego, CA	San Diego	Open
101003	San Diego	San Diego, CA	San Diego	Open
101004	San Diego	San Diego, CA	San Diego	Open
101005	San Diego	San Diego, CA	San Diego	Open
101006	San Diego	San Diego, CA	San Diego	Open
101007	San Diego	San Diego, CA	San Diego	Open
101008	San Diego	San Diego, CA	San Diego	Open
101009	San Diego	San Diego, CA	San Diego	Open
101010	San Diego	San Diego, CA	San Diego	Open

- 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



## 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.

