GOVERNOR'S FINANCE OFFICE

Priority and Performance Based Budgeting

General Housekeeping

- Introductions
- Breaks
- Cell phones/pagers – silent mode please
- Ask questions!
  - Budget@finance.nv.gov

Agenda

- Nevada's Strategic Planning Framework (http://1.usa.gov/1Suc8Rx)
- Changes from last Biennium
- Activities
- Performance Measures
- Adding, Updating or Eliminating an Activity
- Adding, Updating or Eliminating a Performance Measure
- Adding, Updating or Eliminating a Population
- Activity Mapping
- Questions

Nevada's Strategic Planning Framework

- **Vision:** Nevada's best days are yet to come.
- **Mission:** To create a new Nevada while honoring and enhancing 150 years of success.
- **Values:**
  - Action
  - Collaboration
  - Inclusiveness
  - Integrity
  - Leadership
  - Optimism
  - Service

Nevada's Strategic Planning Framework

How We Will Get There

- The Governor has established four over-arching Strategic Priorities as the foundation of his administration:
  - Vibrant and Sustainable Economy
  - Educated and Healthy Citizenry
  - Safe and Livable Communities
  - Efficient and Responsive State Government

Nevada's Strategic Planning Framework

- Essential Core Functions of Government:
  - Business Development and Services
  - Infrastructure and Communications
  - Education and Workforce Development
  - Health Services
  - Human Services
  - Public Safety
  - Resource Management
  - State Support Services

Nevada's Strategic Planning Framework

- How the Framework is Organized:

1. Core Function of Government

1.1 Goal – broad results statement

1.1.1 Objective – measurable indicators

Changes from Last Biennium

Old	New
Core Function	Core Function
Objectives	Goals
Benchmarks	Objectives

- Core Functions have not changed
- Statewide Goals identified for each Core Function
- Each Goal will have Objectives

Changes from Last Biennium

- Statewide Activities
  - Predefined activities have been derived from existing activities (similar activities have been combined)
    - If an activity would be a better fit under a different activity/goal/core function you will need to do the following
      - Create a new activity
      - Transfer existing performance measures to the new activity
      - Delete old activity
  - Predetermined alignment of Activities to The Governor's Core Functions of Government and Mission-driven Goals
  - Activity mapping to Revenue GLs
  - Activities removed from Line Item Mapping
    - You must complete the Line Item mapping prior to Activity Mapping
    - Activities will automatically map to a line item

Changes from Last Biennium

- Performance Measures
  - Transfer to another activity within the same Division or copy to another Division
  - Ability to print more than 3 performance measures for the budget book
    - If performance measures are eliminated or revised you will need to report on the previous measure along with the new measures

FY18 and FY19 PPBB Structure

State of Nevada
Priorities and Performance Based Budgeting
Fiscal Years 2018 and 2019

Public Safety Core Function

Description & Purpose: Programs and services to protect citizens, property, and commerce by providing a safe and secure environment and by preparing for and responding to emergencies that threaten life, property, and community well-being

Goals	*Strengthen emergency preparedness & resiliency*	*Ensure the safety & security of residents & their property*		*Improve public safety response capabilities*
Activities	All-Risk Emergency Services	Criminal History Background Checks	Pardons Board	Acquire and Administer Criminal Justice Grants
Activities	Command and Control of State Militia Force	Criminal Investigations and Prosecutions	Supervision of Offenders	Judicial Discipline and Adjudicatory Proceedings
Activities	Emergency Preparedness and Response Coordination and Recovery	Occupational and Workplace Safety Enforcement and Oversight	Parole Hearings	Court Administration and Support Services
Activities	Hazardous Materials Management	Forensic Services	Patrol Operations	Court of Appeals
Activities	Manage and Participate in Nevada Threats Analysis	Invocation of Sanctions and Maintenance of Driver Record Histories	Pre-Sentence Investigations Report	Dispatch Services

FY18 and FY19 PPBB Structure

Agency	Agency Name	FY16/17 Activity	FY18/19 Activity
010	GOVERNOR'S OFFICE	Constituent Services	Constituent Services
010	GOVERNOR'S OFFICE	Mansion and Event Support	Mansion and Event Operations and Support
010	GOVERNOR'S OFFICE	Policy and Administration	Departmental Policy Development and Management
010	GOVERNOR'S OFFICE	Policy Support	Departmental Policy Development and Management

Activities

- Primary Activities
  - Work performed associated with an Agency's Mission
    - While activities have been aggregated a text box has been provided to differentiate the work each agency performs
- Secondary Activities
  - Any activity that is not directly related to an Agency's Mission
    - Typically Administration, Fiscal, Training and other similar activities
  - Secondary Activities should be allocated to Primary Activities
    - Allocate similar to an overhead allocation
    - Do not need performance measures
    - If a performance measure was printed in the current Biennium, you can set it as eliminated and leave under the current activity
    - If no performance measures were printed, you can delete the performance measures and the activity once it has been allocated to a primary activity

Performance Measures

- Performance Measures
  - Each primary activity must have at least one Performance Measure
  - Performance Measures need to provide the full story of the operation and value of the activity
  - If the Agency and the Budget Division agree that a quantitative measure is not possible, the agency must submit a narrative description of the intended outcome of the activity

Performance Measures

- Why Measure Performance?
  - Performance metrics should be constructed to encourage performance improvement, effectiveness, efficiency and appropriate levels of internal controls
    - Determine efficient use of state resources
    - Gauge success or identify shortcomings, monitor progress
    - Tool to help understand and improve what your agency does

Performance Measures

- Types of Performance Measures
  - Efficiency
    - How are we performing our core mission?
    - Are we over, under or on budget?
    - Are we ahead of, behind or on schedule?
    - Are we utilizing more, less or forecasted amount of resources?
  - Outcome
    - Did we achieve the expected results?
      - Identifies the actual impact or benefit of an agencies actions.
  - Effectiveness
    - Is anyone better off?
    - Are we doing the right things?

Developing Performance Measures

- Key Elements of a Performance Metric
  - Alignment with Organizational Mission
  - Cost Reduction and/or Avoidance
  - Meeting Federal Grant Requirements
  - Quality of Product
  - Cycle Time Reduction
  - Meeting Commitments
  - Timely Delivery
  - Customer Satisfaction
  - Measureable

Developing Performance Measures

- Defining Performance Measures
  - Involve people responsible for the work
  - Identify critical work processes and customer requirements
  - Identify critical results desired and align them to customer requirements
  - Develop measurements for the critical work processes or critical results
  - Establish performance goals, standards or benchmarks

Developing Performance Measures

- Are your Performance Measures SMART?
  - S = Specific: clear and focused to avoid misinterpretation. Should include measure assumptions and definitions and be easily interpreted
  - M = Measurable: can be quantified and compared to other data. It should allow for meaningful statistical analysis. Is the data available? Avoid "yes/no" measures except in limited cases, such as start-up or systems-in-place situations
  - A = Attainable: achievable, reasonable, and credible under conditions expected
  - R = Realistic: fits into the organization's constraints and is cost-effective
  - T = Timely: doable within the time frame given

Developing Performance Measures

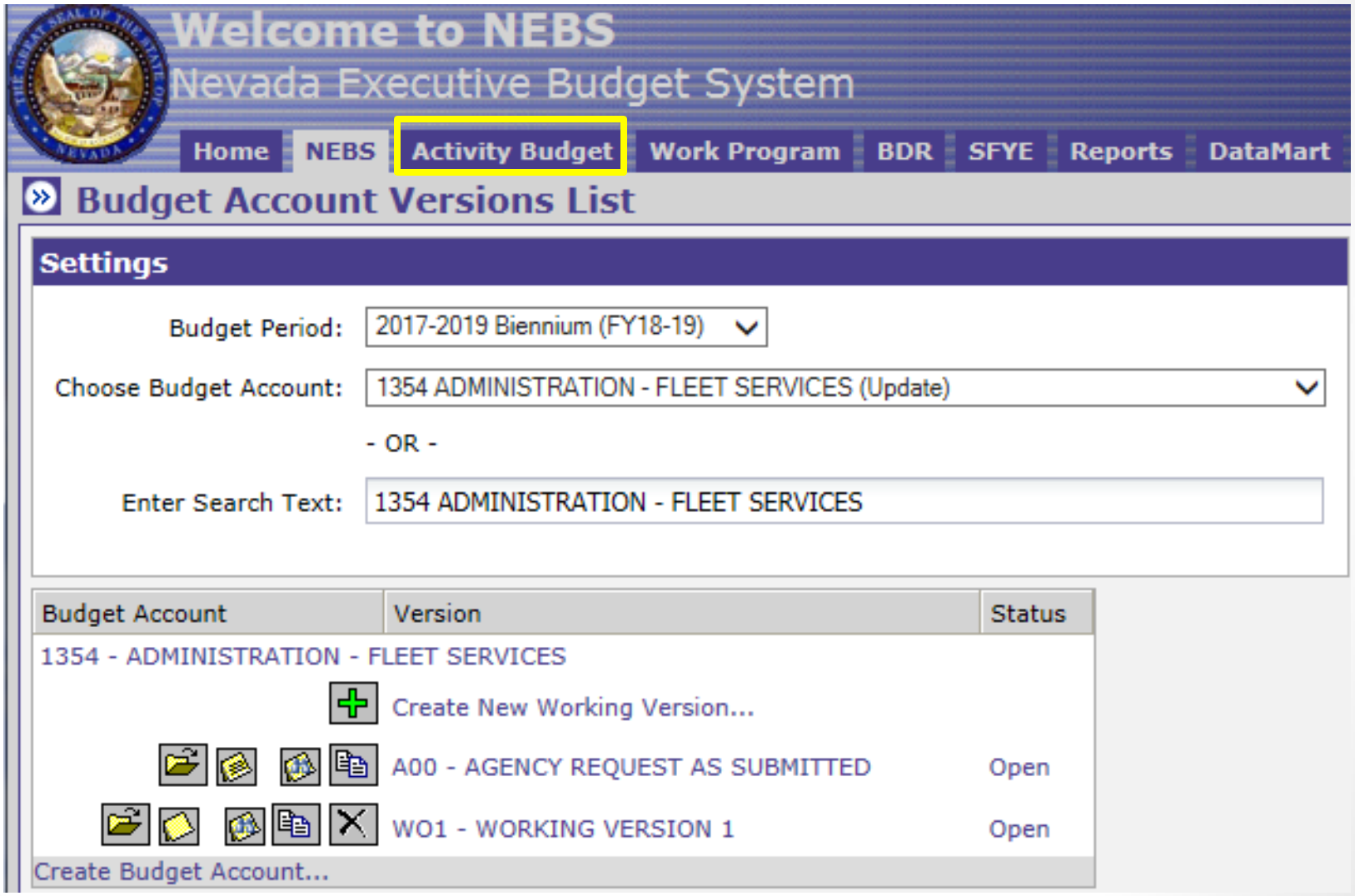
Examples:

- NDOT is developing a new freeway interchange to reduce traffic congestion
- There should be 2 phases of performance measures for this example
  - Performance in the development and construction of the interchange
    - Are we on schedule? Tasks scheduled to be completed versus Tasks completed
    - Are we on budget? Budget scheduled to be spent versus Budget spent
  - Reduction in congestion after the completion of the interchange
    - Did we meet our target reduction in congestion? Drive time between points before and after construction.
- Customer Service
  - Wait times
  - Processing Times
  - First contact resolution

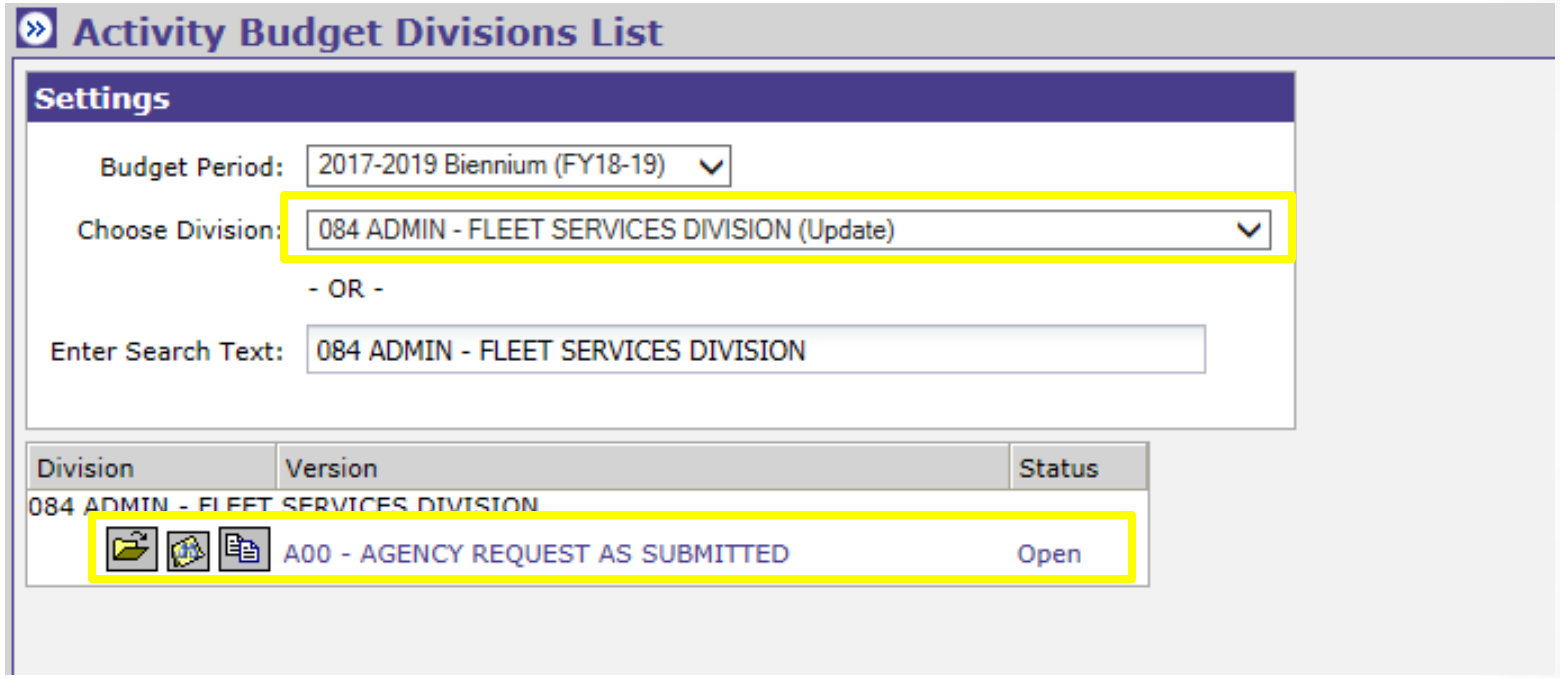
Excerpt from NRS 353.205, Section 1, Part B, Subsection 3

- If available, information regarding such measurement indicators **must be provided for each of the previous 4 fiscal years**
- If a new measurement indicator is being added, **a rationale for that addition must be provided**
- If a measurement indicator is being modified, **information must be provided regarding both the modified indicator and the indicator as it existed before modification**
- If a measurement indicator is being deleted, **a rationale for that deletion and information regarding the deleted indicator** must be provided

Adding and Updating an Activity



Adding and Updating an Activity



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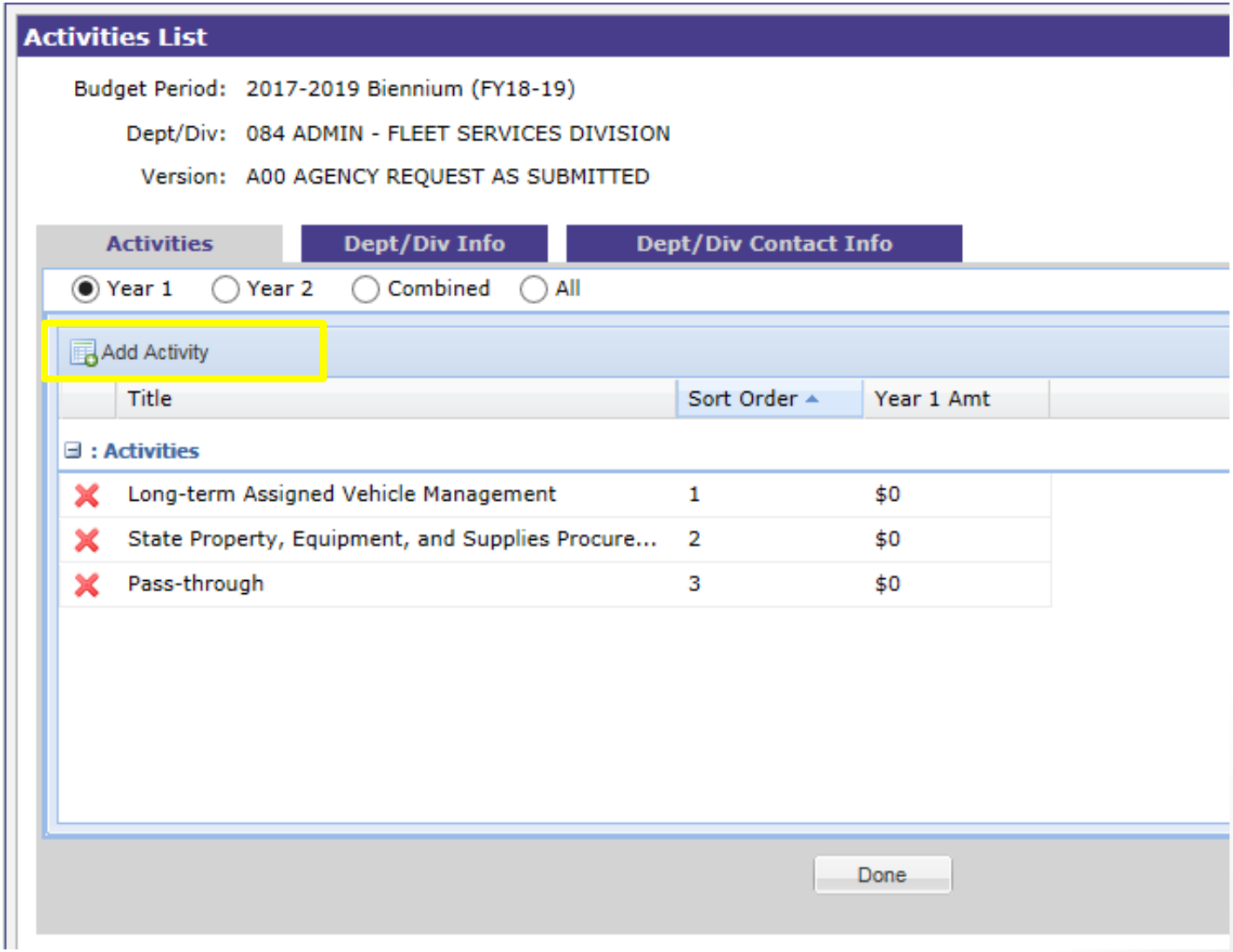

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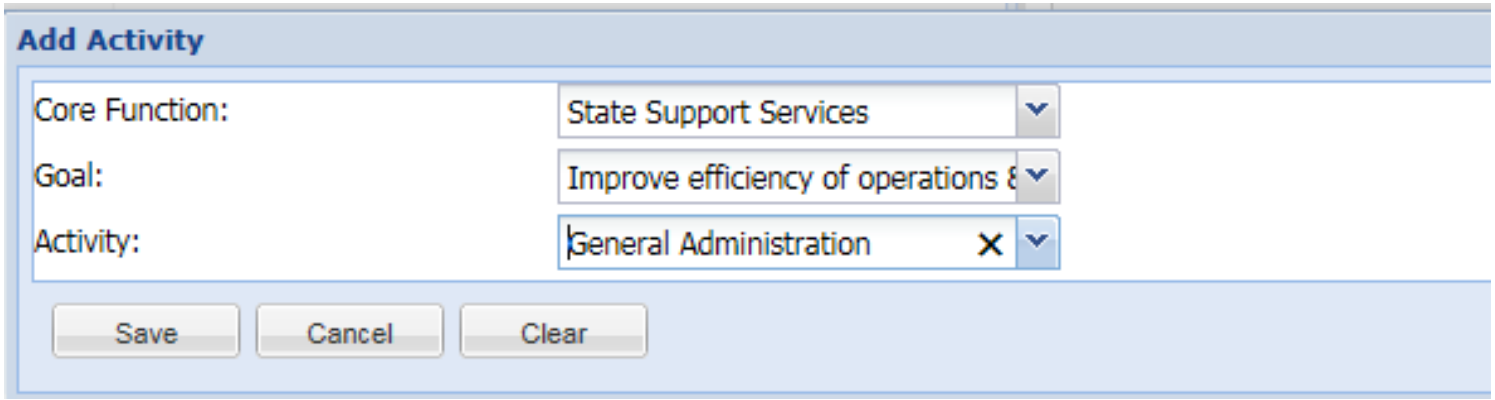

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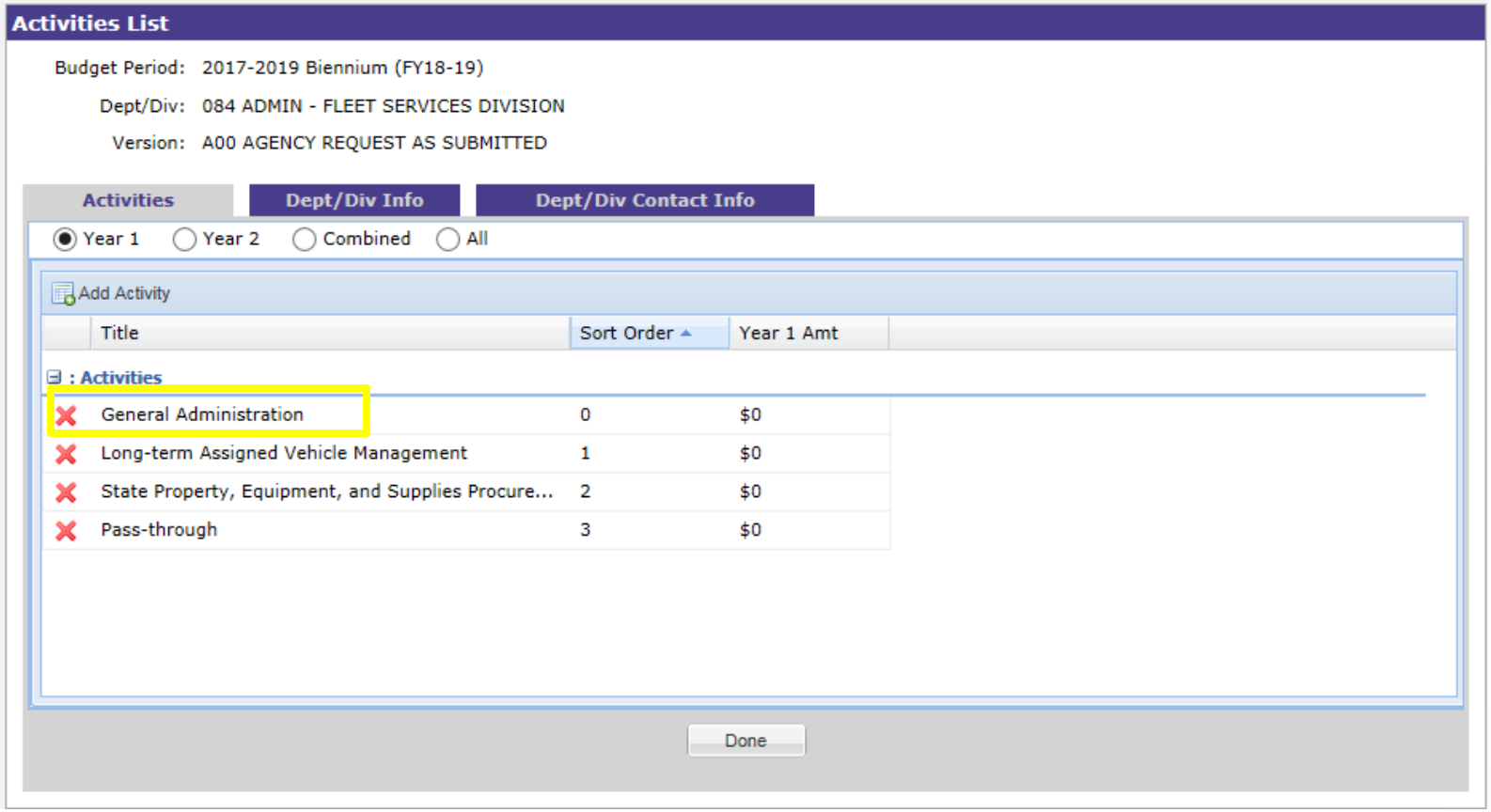

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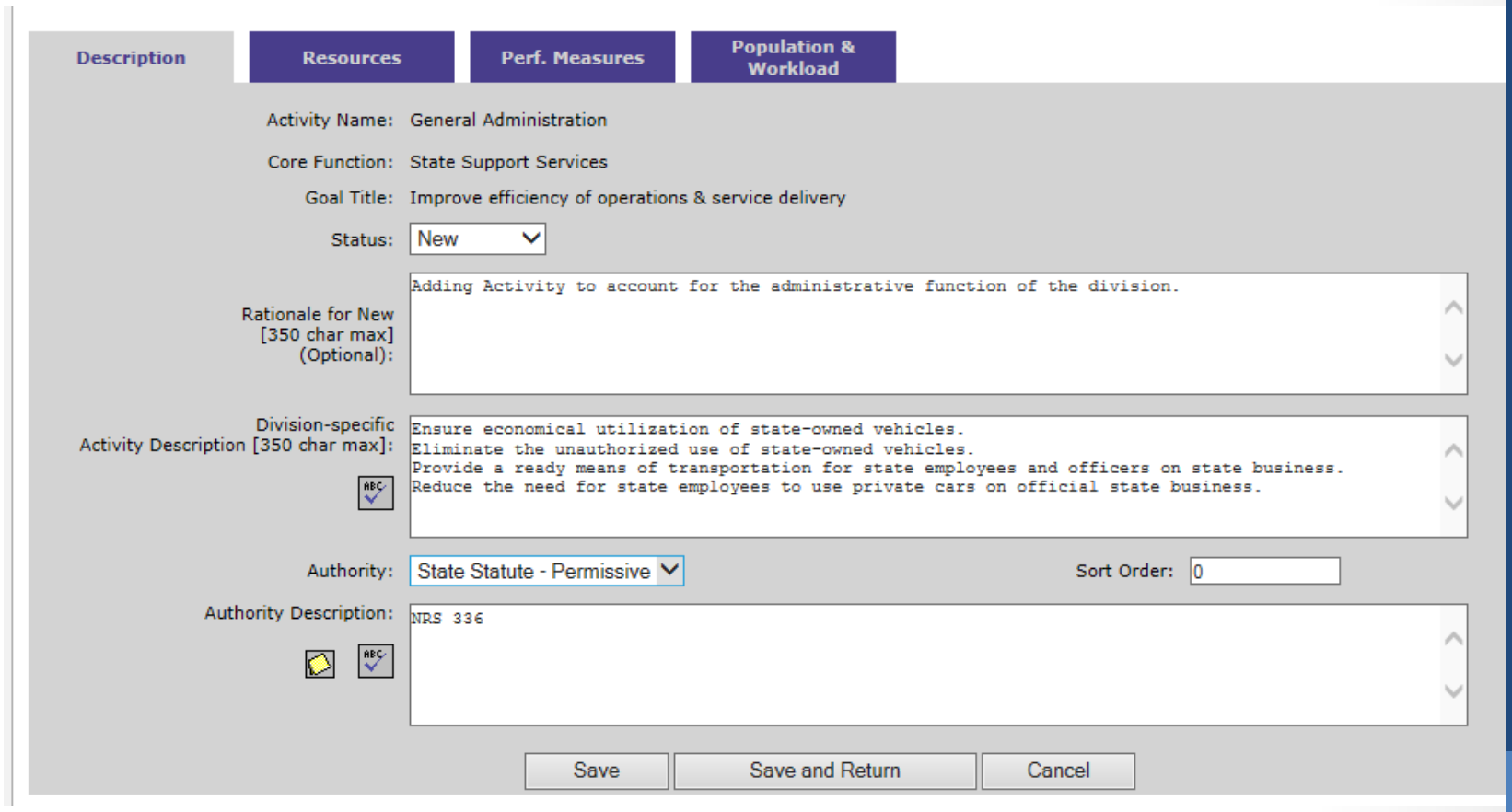
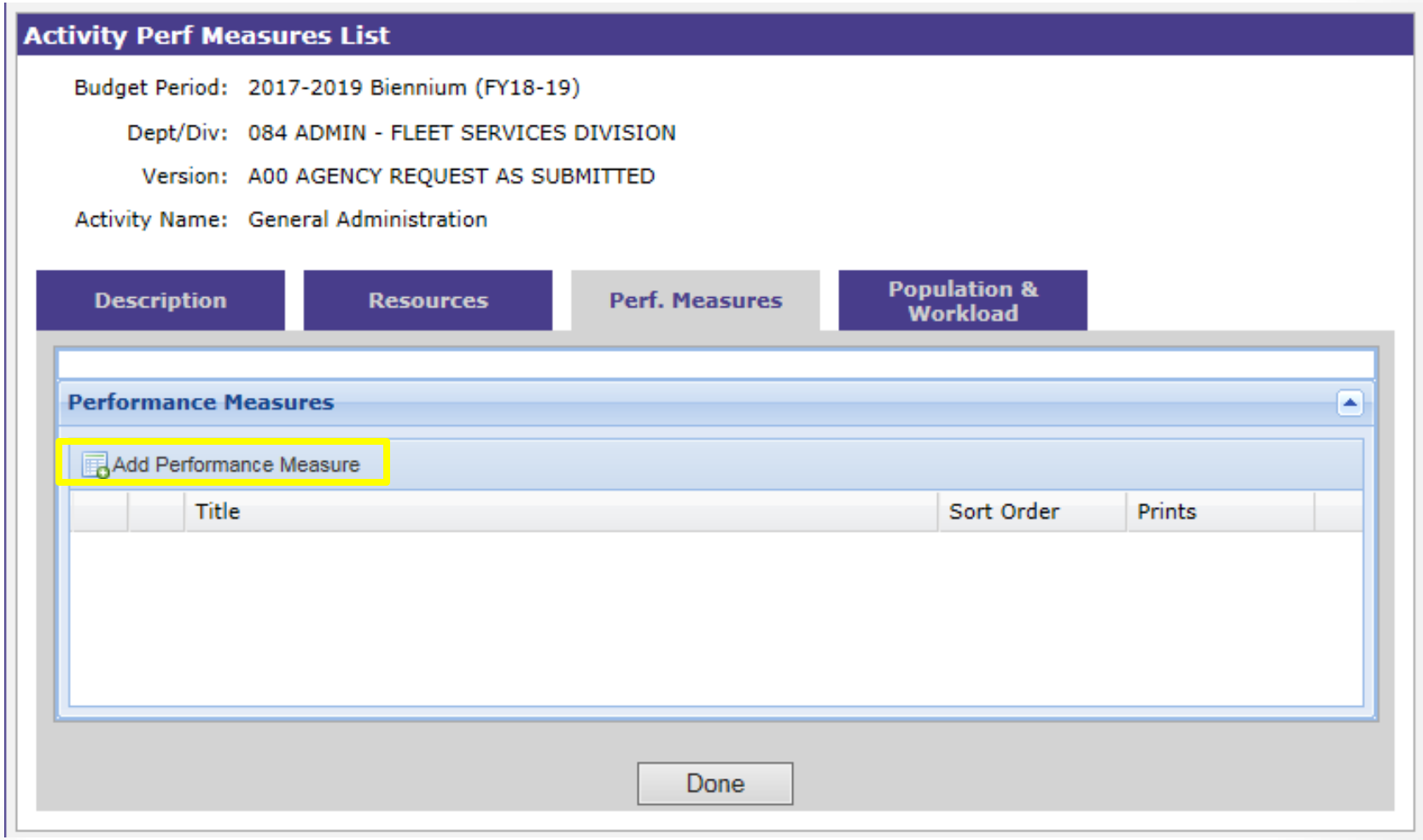
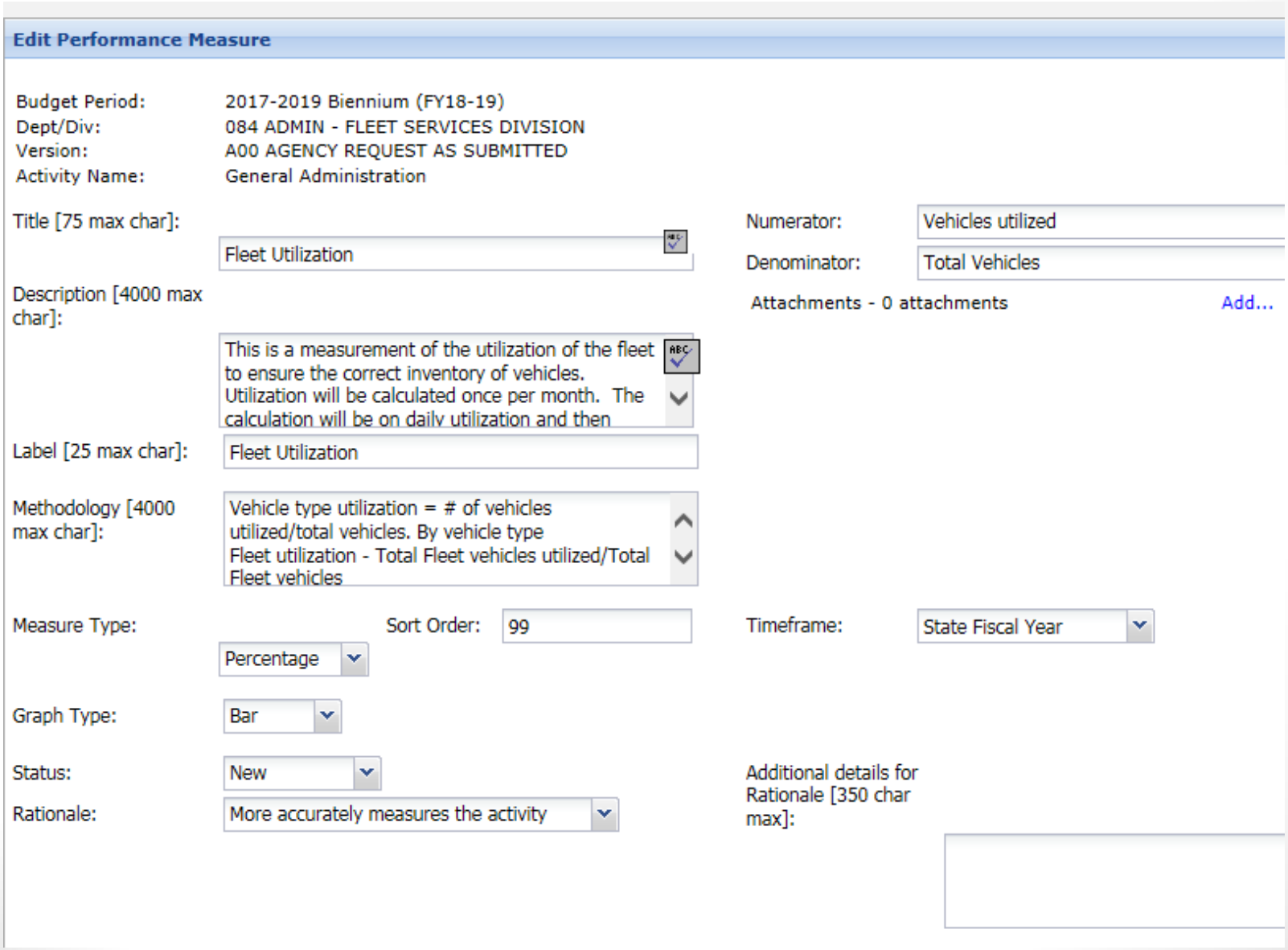


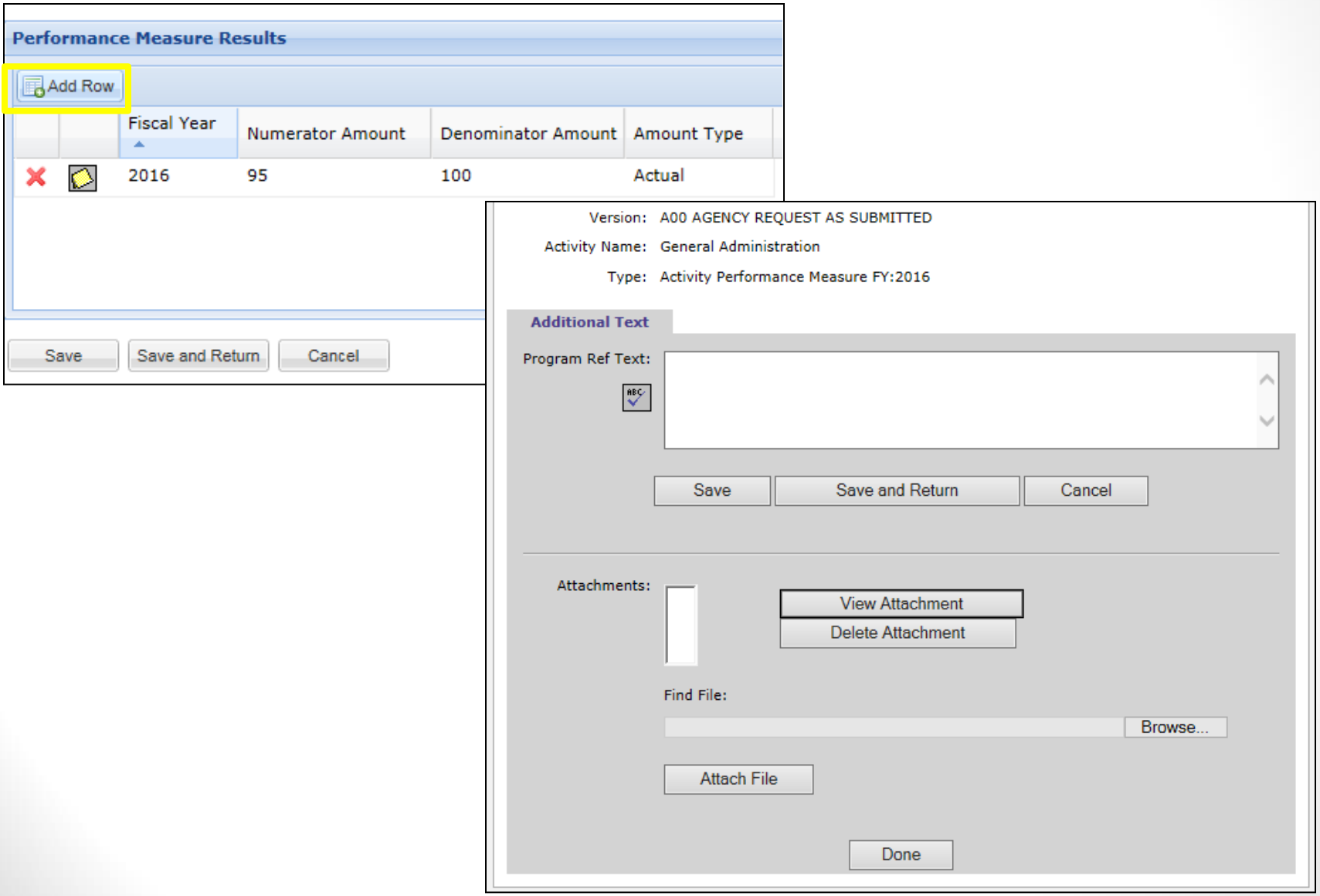
Adding and Updating Performance Measures



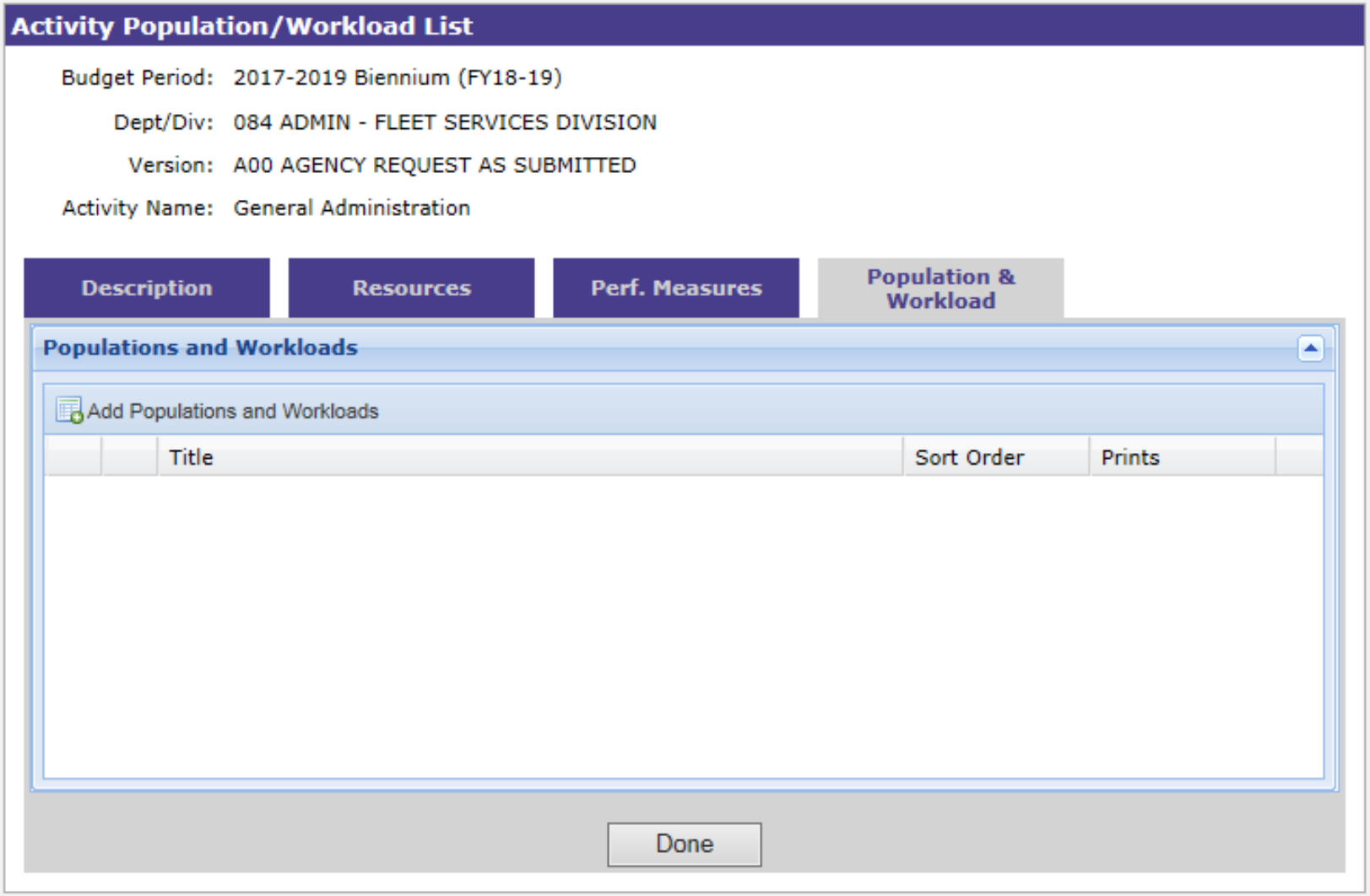
Adding and Updating Performance Measures



Adding and Updating Performance Measures



Adding and Updating Population



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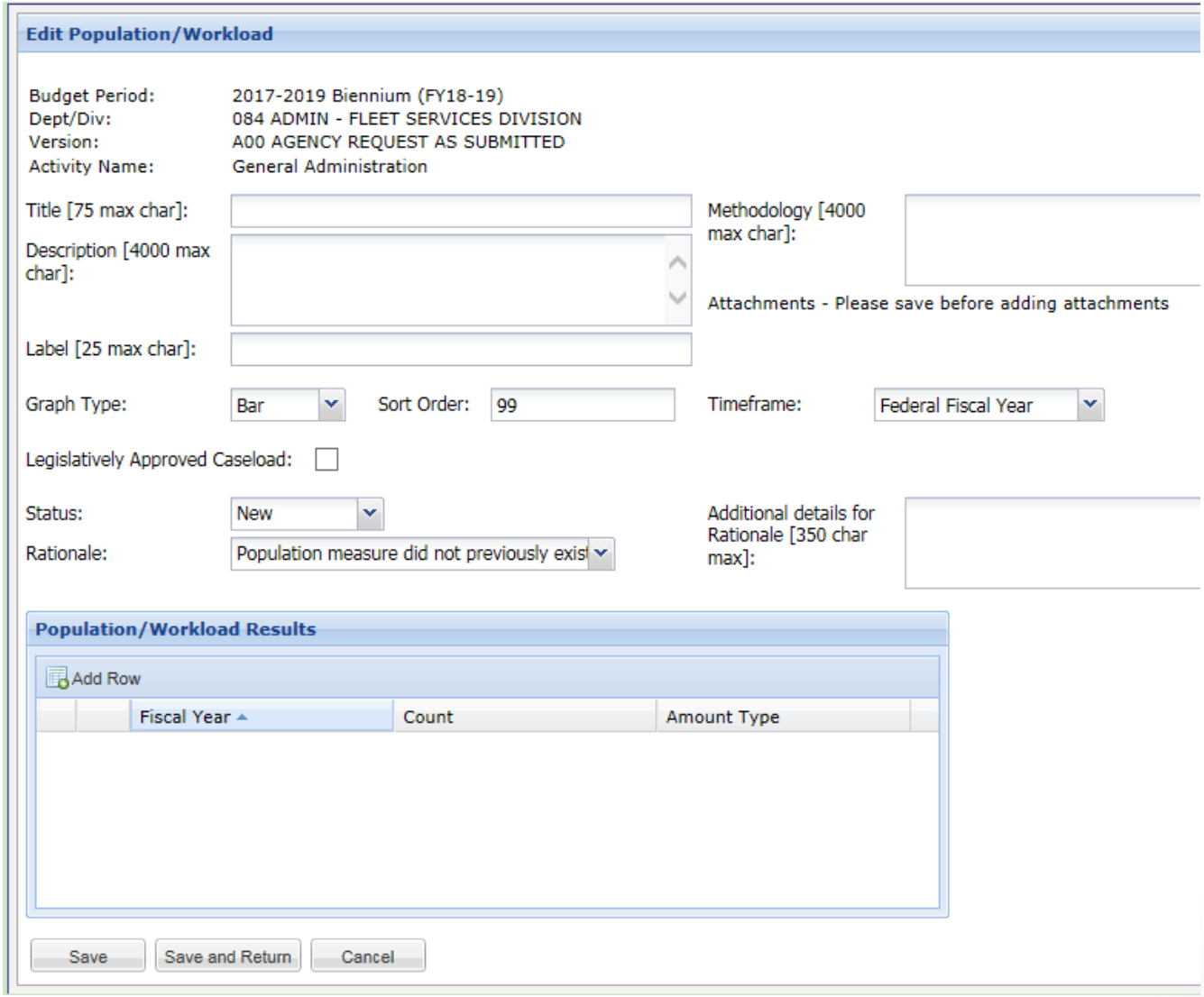
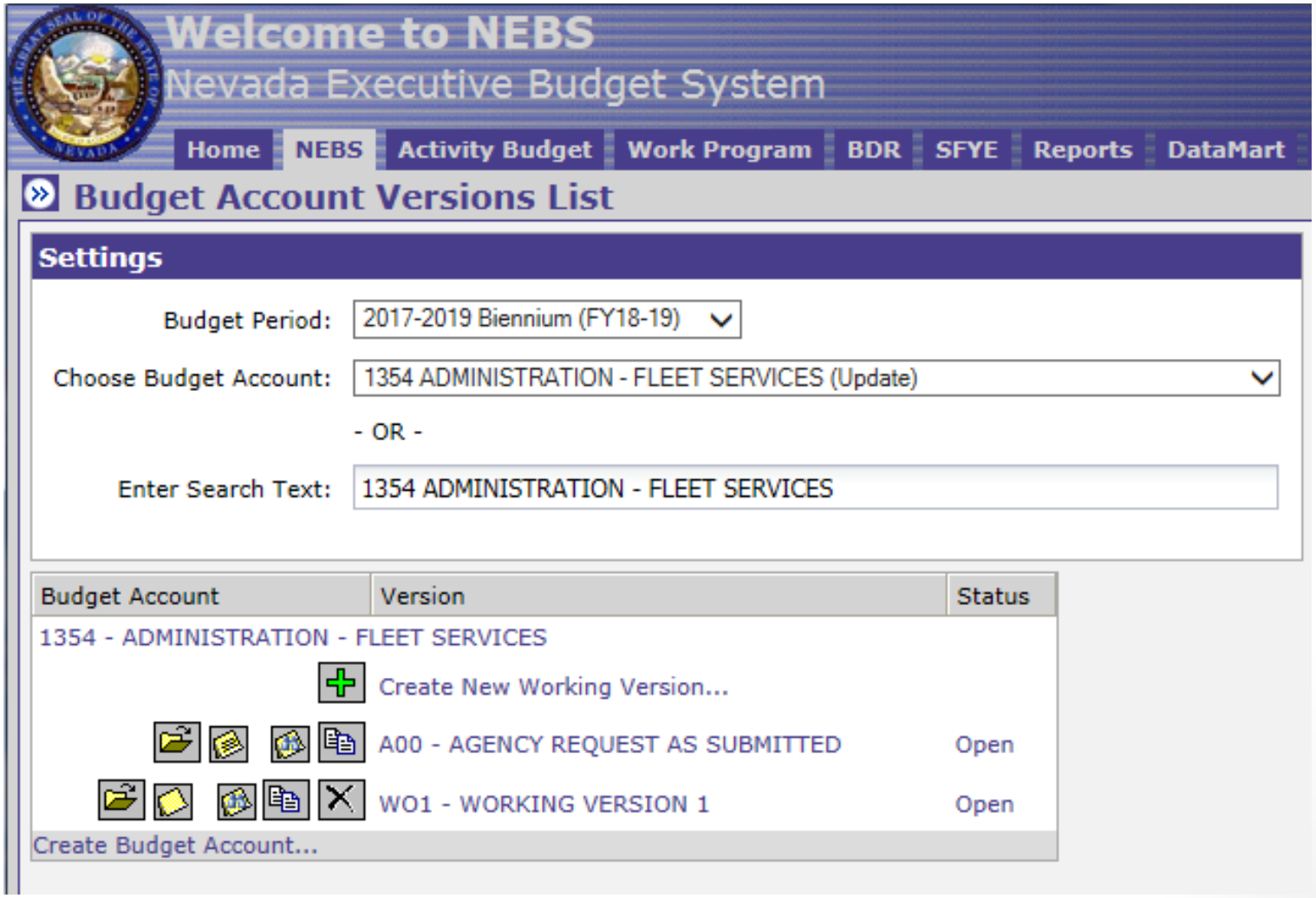


Activity Mapping



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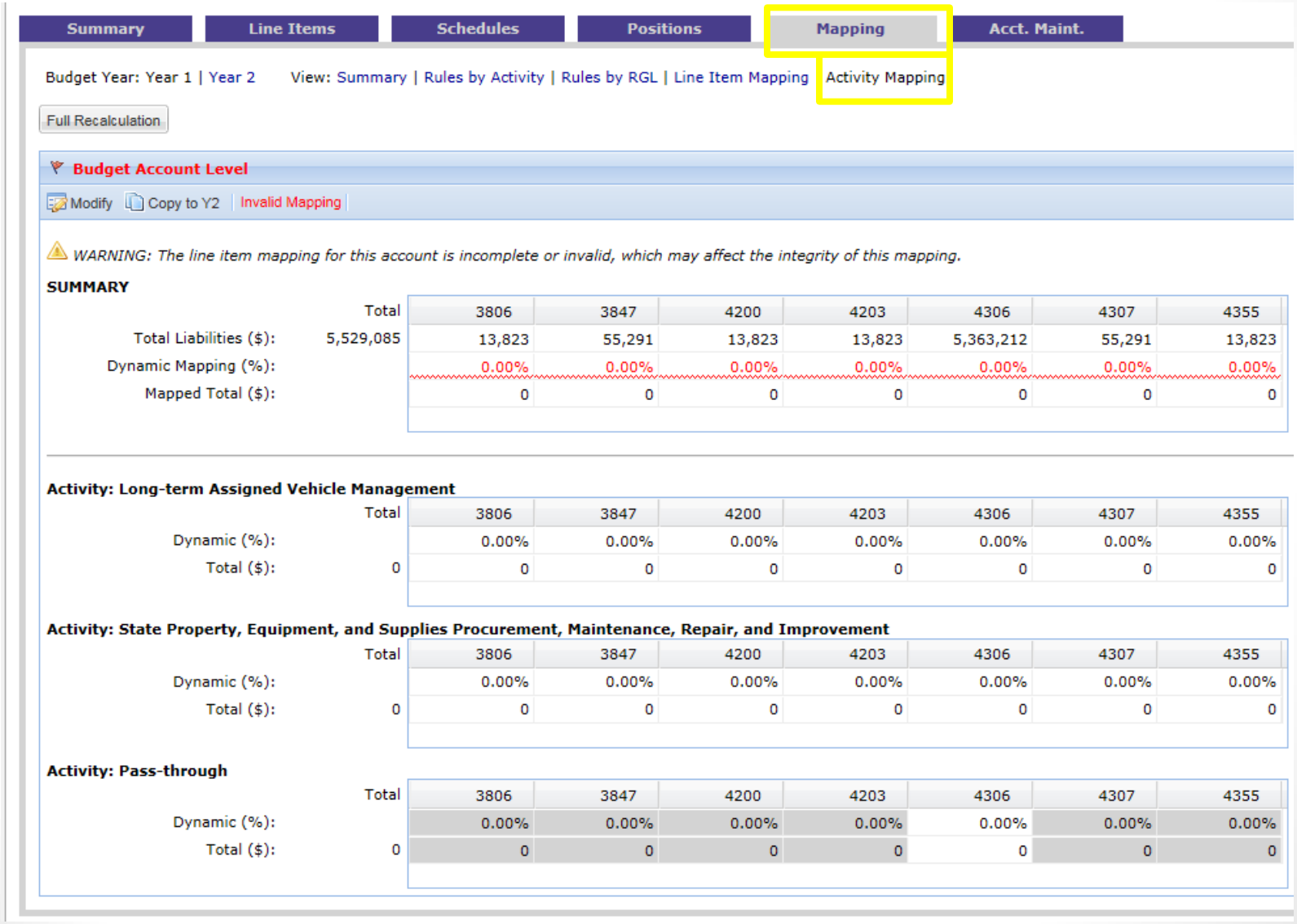

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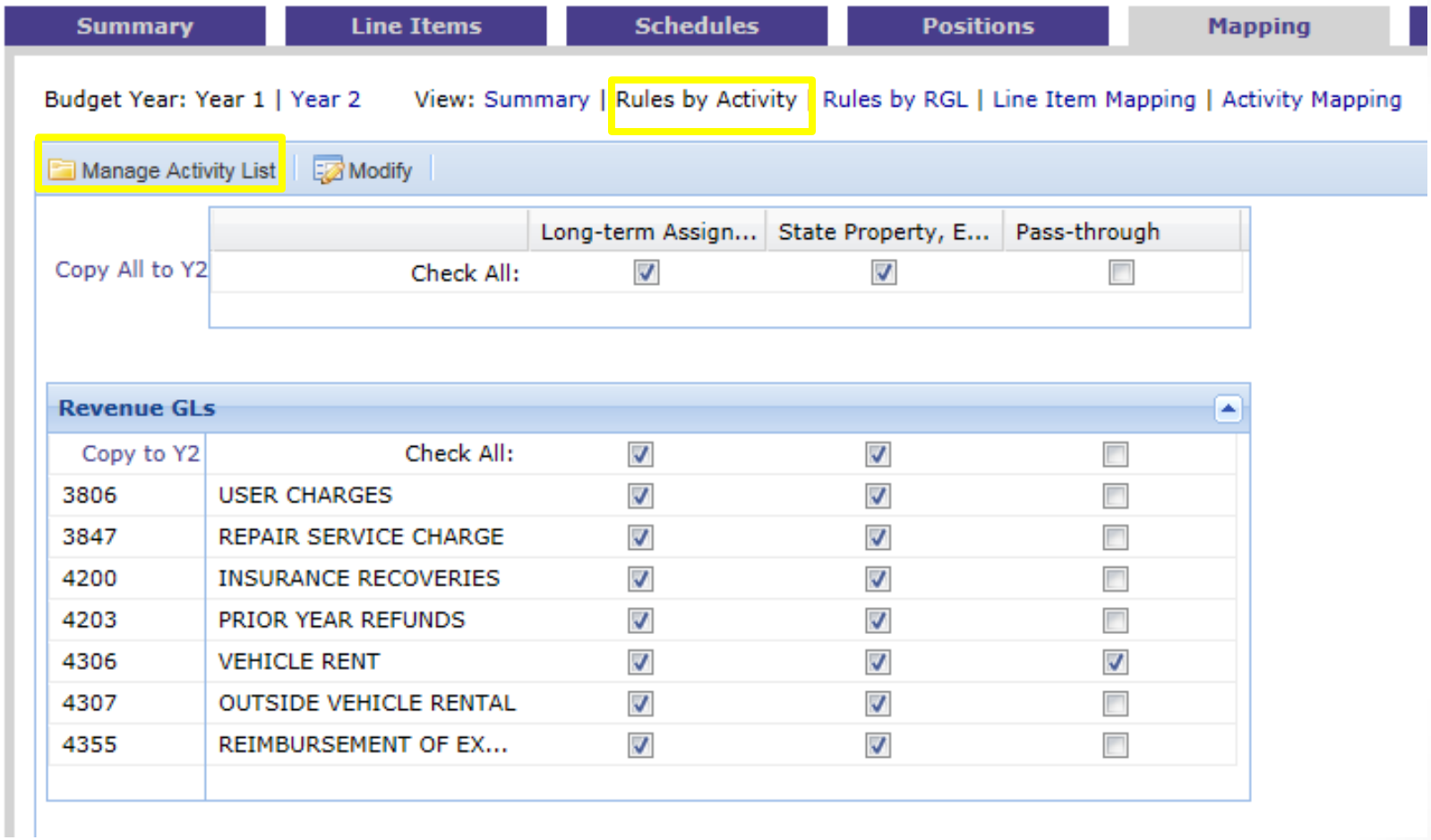

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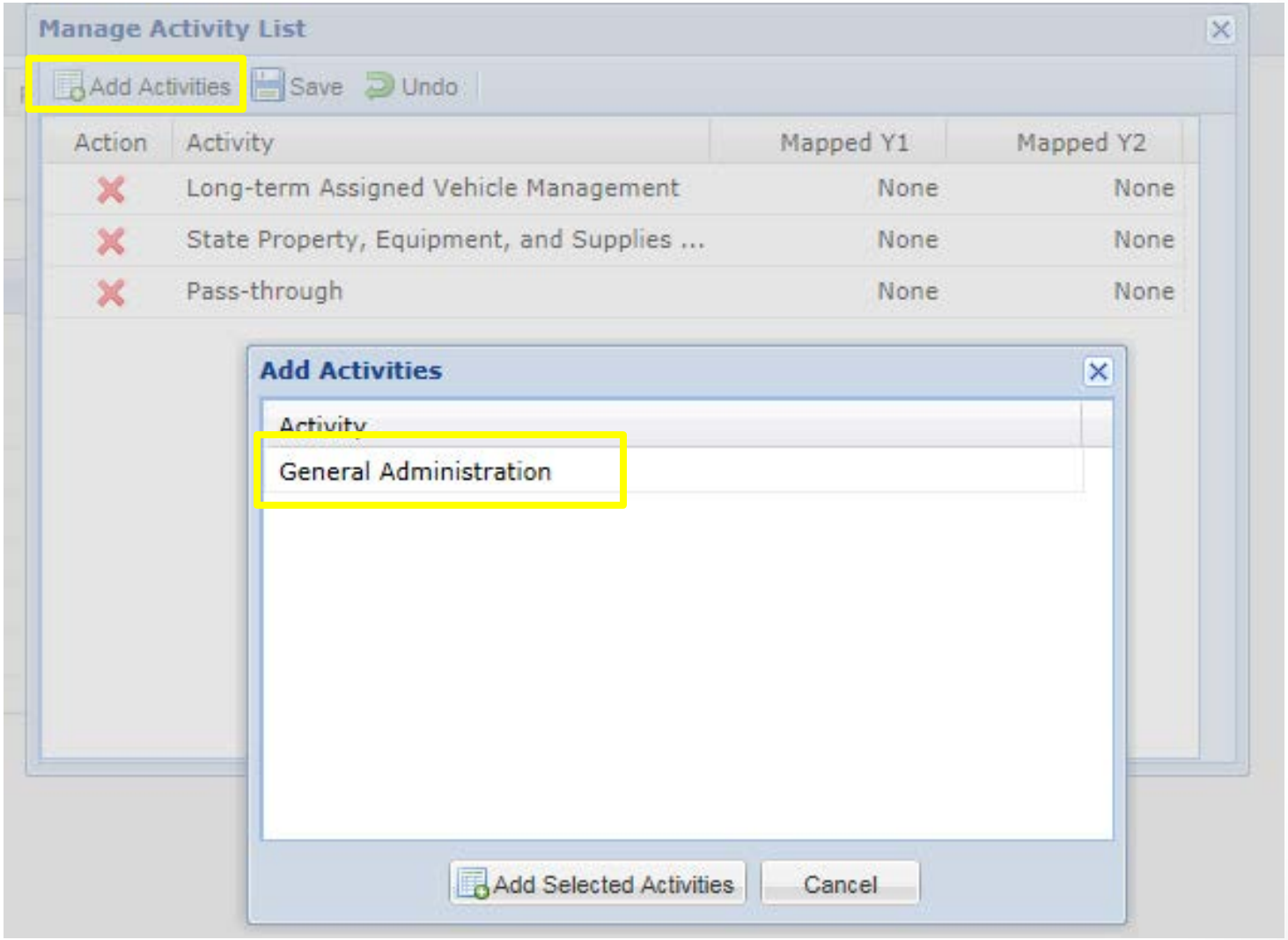

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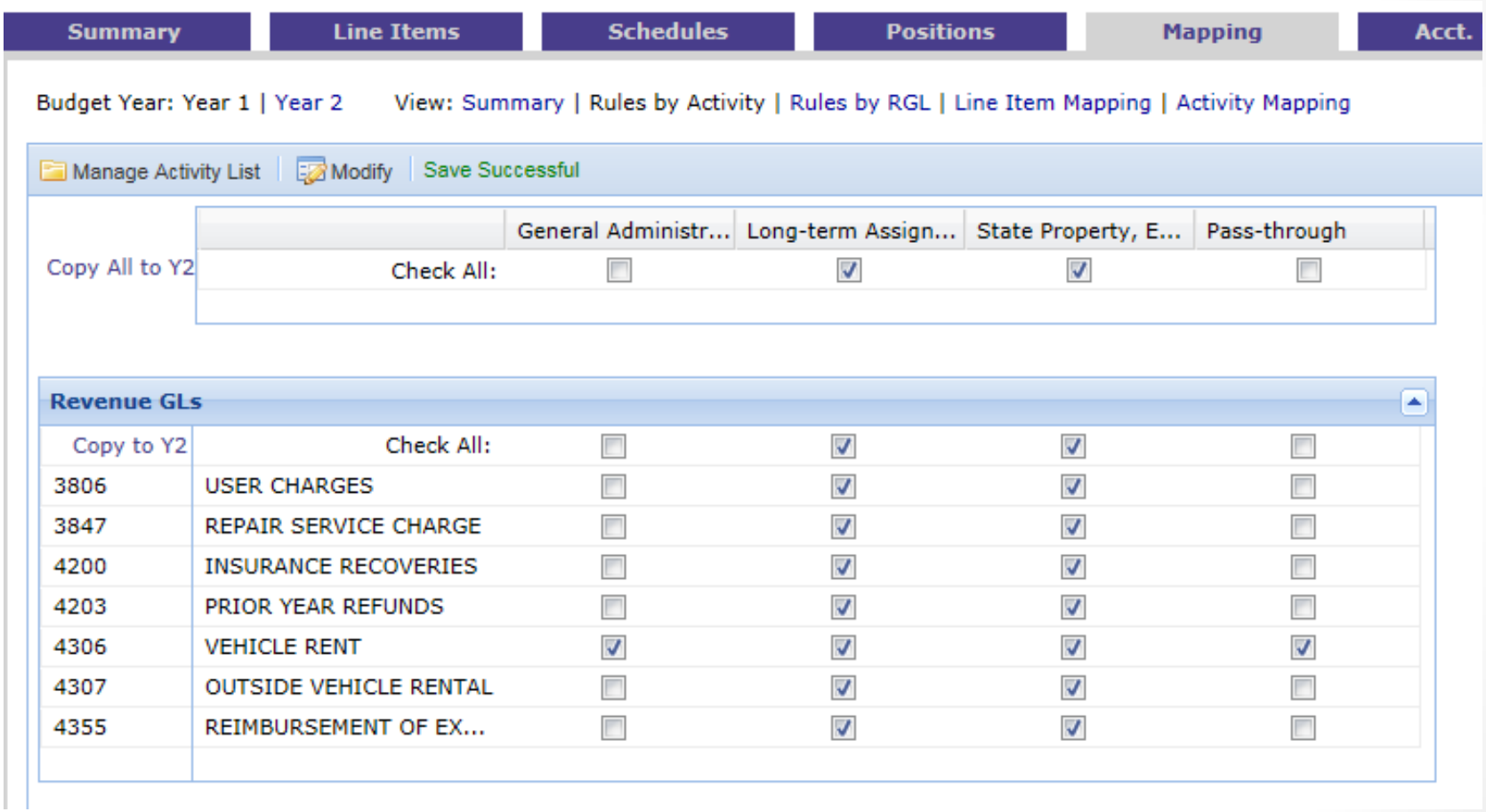


Activity Mapping

Budget Account Level

Save | Undo | Valid Mapping

WARNING: The line item mapping for this account is incomplete or invalid, which may affect the integrity of this mapping.

SUMMARY

	Total	3806	3847	4200	4203	4306	4307	4355
Total Liabilities ($):	5,529,085	13,823	55,291	13,823	13,823	5,363,212	55,291	13,823
Dynamic Mapping (%):		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Mapped Total ($):		13,823	55,291	13,823	13,823	5,363,212	55,291	13,823

Activity: General Administration

	Total	3806	3847	4200	4203	4306	4307	4355
Dynamic (%):		0.00%	0.00%	0.00%	0.00%	10.00%	0.00%	0.00%
Total ($):	536,321	0	0	0	0	536,321	0	0

Activity: Long-term Assigned Vehicle Management

	Total	3806	3847	4200	4203	4306	4307	4355
Dynamic (%):		50.00%	50.00%	50.00%	50.00%	35.00%	50.00%	50.00%
Total ($):	1,960,061	6,911	27,645	6,911	6,911	1,877,124	27,645	6,911

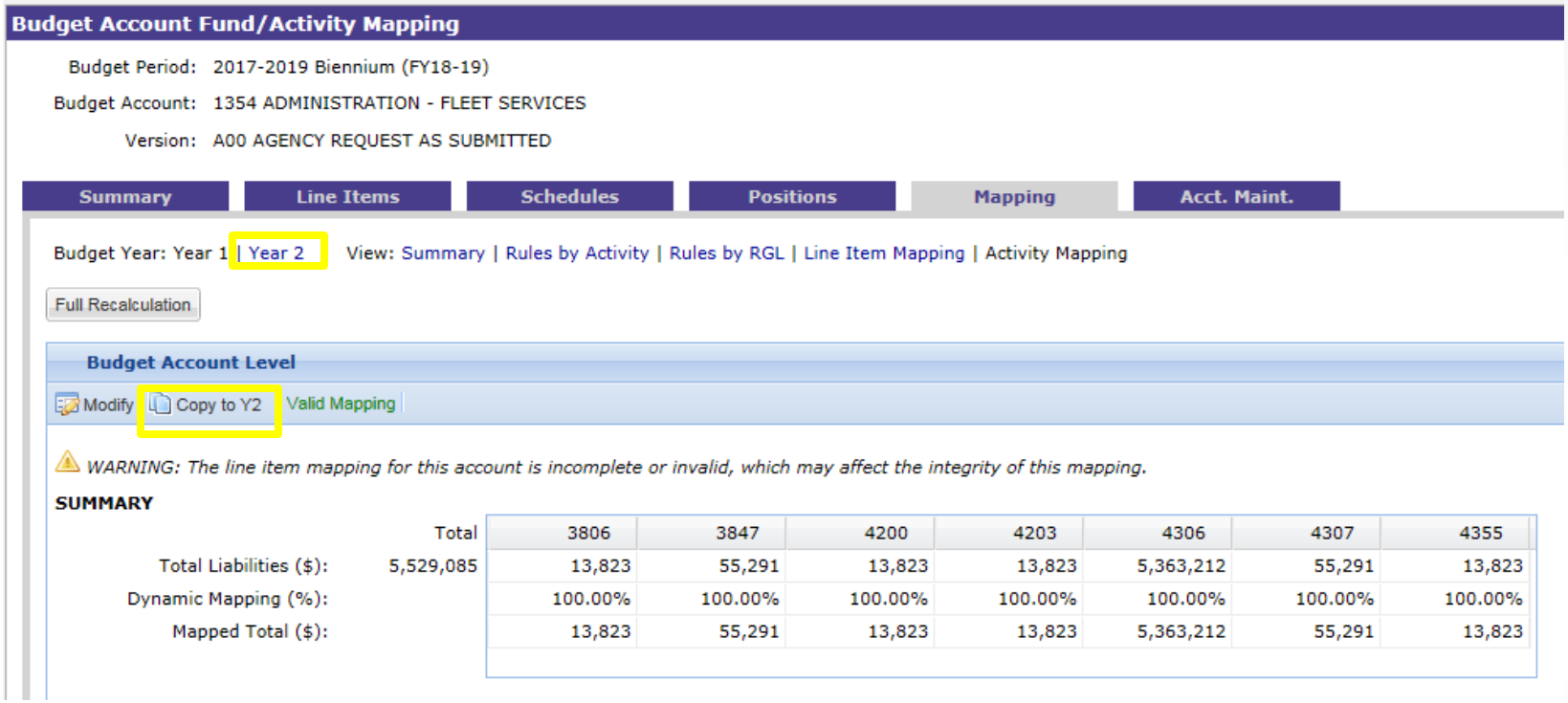
Activity: State Property, Equipment, and Supplies Procurement, Maintenance, Repair, and Improvement

	Total	3806	3847	4200	4203	4306	4307	4355
Dynamic (%):		50.00%	50.00%	50.00%	50.00%	35.00%	50.00%	50.00%
Total ($):	1,960,061	6,911	27,645	6,911	6,911	1,877,124	27,645	6,911

Activity: Pass-through

	Total	3806	3847	4200	4203	4306	4307	4355
Dynamic (%):		0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%
Total ($):	1,072,642	0	0	0	0	1,072,642	0	0

Activity Mapping



Budget Account Fund/Activity Mapping

Budget Period: 2017-2019 Biennium (FY18-19)

Budget Account: 1354 ADMINISTRATION - FLEET SERVICES

Version: A00 AGENCY REQUEST AS SUBMITTED

Summary | Line Items | Schedules | Positions | Mapping | Acct. Maint.

Budget Year: Year 1 | Year 2 View: Summary | Rules by Activity | Rules by RGL | Line Item Mapping | Activity Mapping

Full Recalculation

Budget Account Level

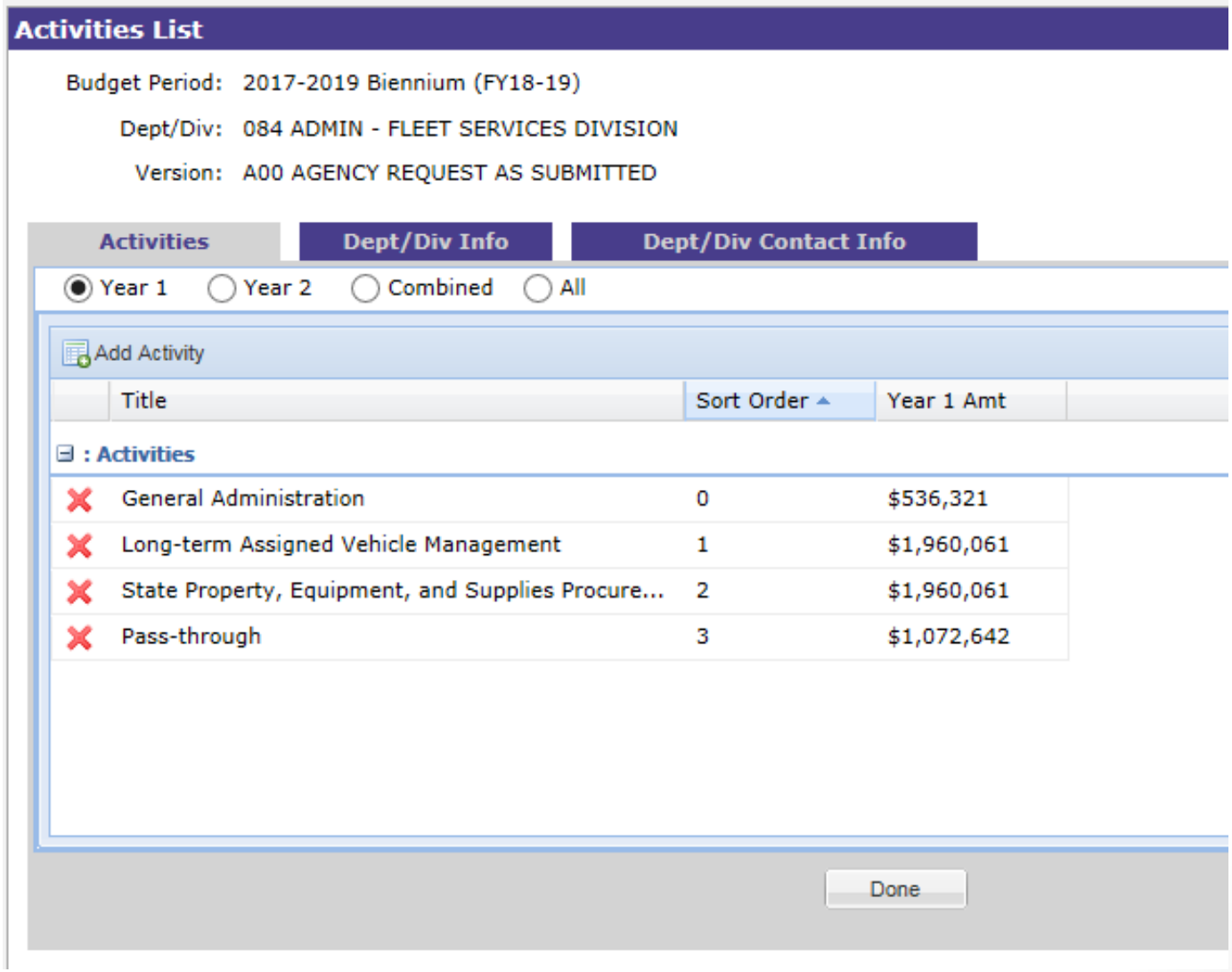
Modify | Copy to Y2 | Valid Mapping

WARNING: The line item mapping for this account is incomplete or invalid, which may affect the integrity of this mapping.

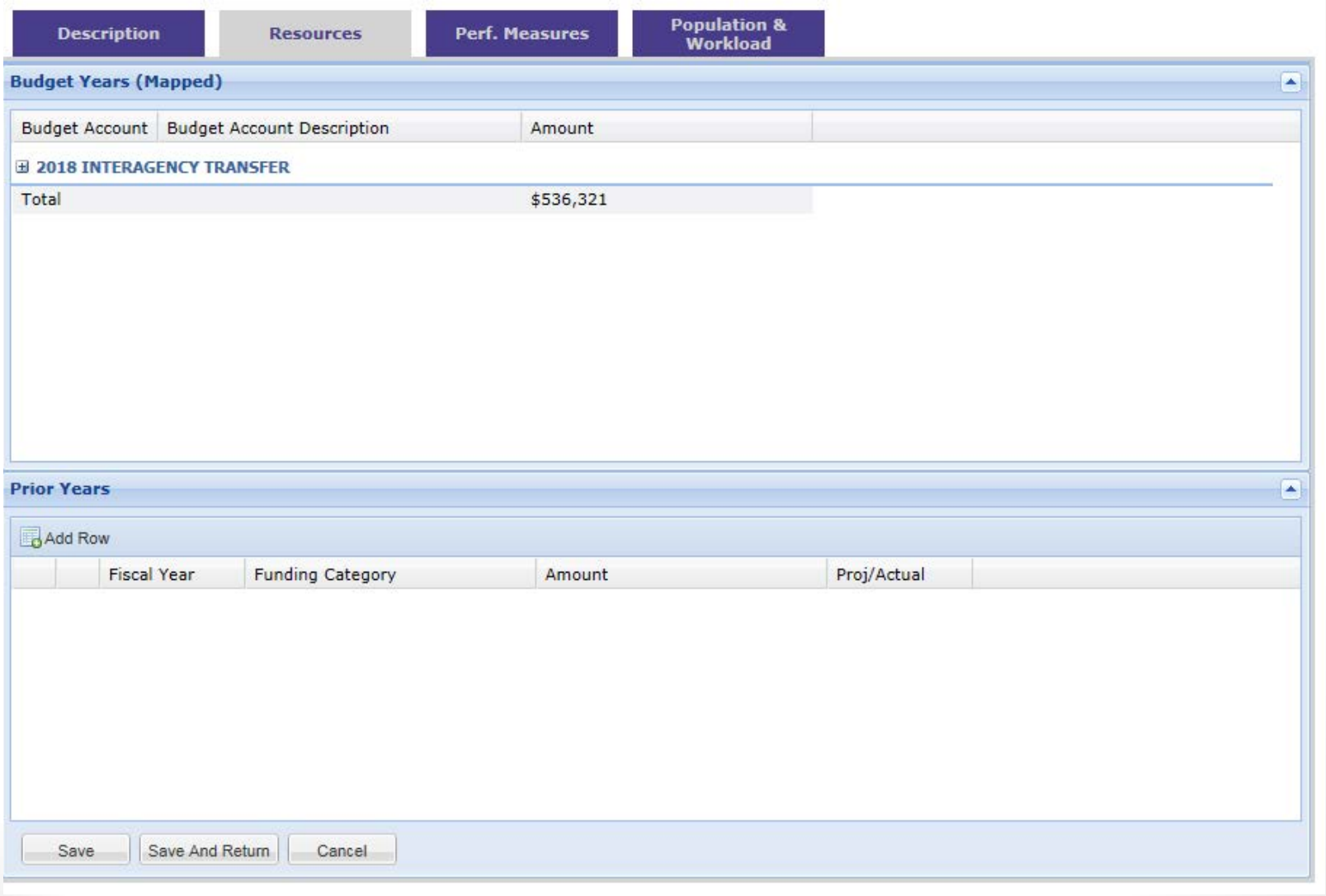
SUMMARY

	Total	3806	3847	4200	4203	4306	4307	4355
Total Liabilities ($):	5,529,085	13,823	55,291	13,823	13,823	5,363,212	55,291	13,823
Dynamic Mapping (%):		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Mapped Total ($):		13,823	55,291	13,823	13,823	5,363,212	55,291	13,823

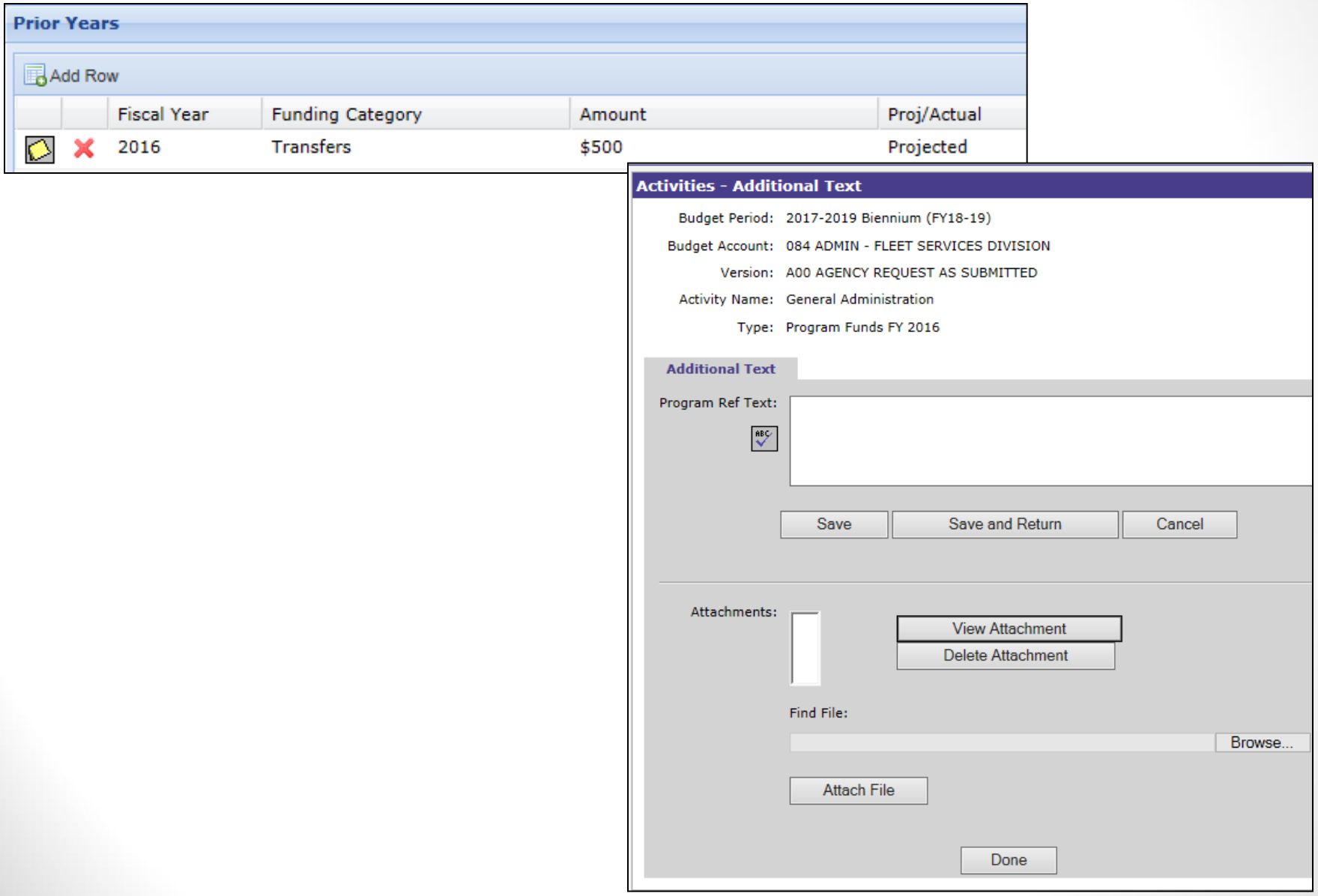
Activity Mapping



Activity Mapping



Activity Mapping



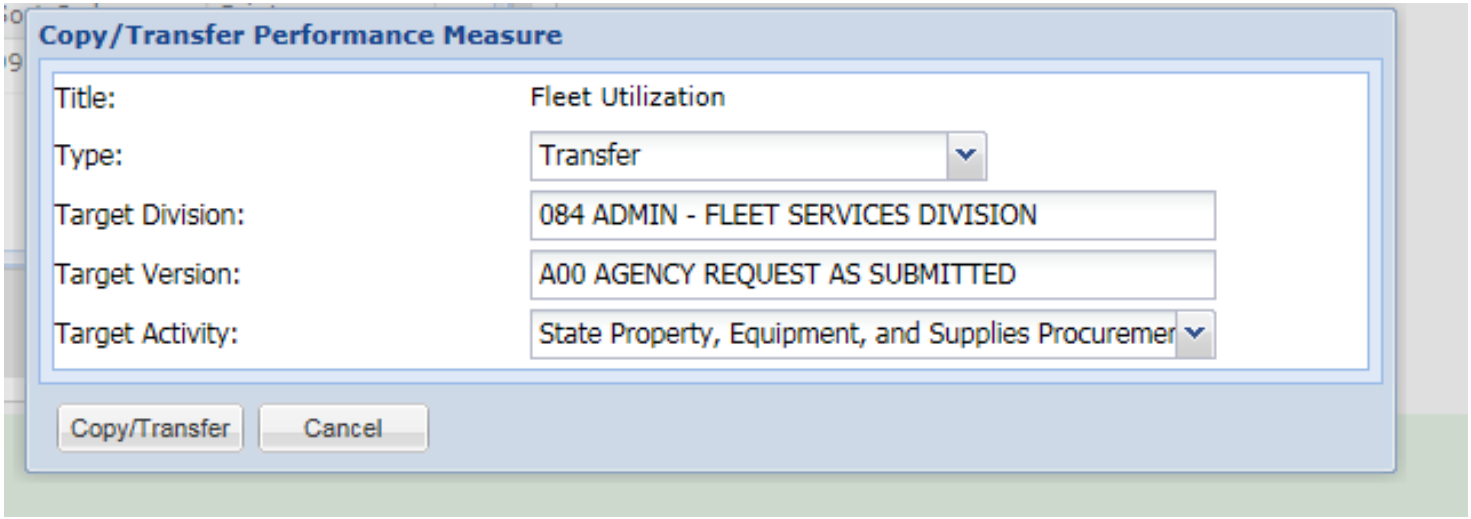
Transferring and Copying a Performance Measure

- Transfer
  - Moves a Performance Measure between Activities within the same division.
  - Deletes the Performance Measure from the current activity and adds the Performance Measure to the new activity with the same status

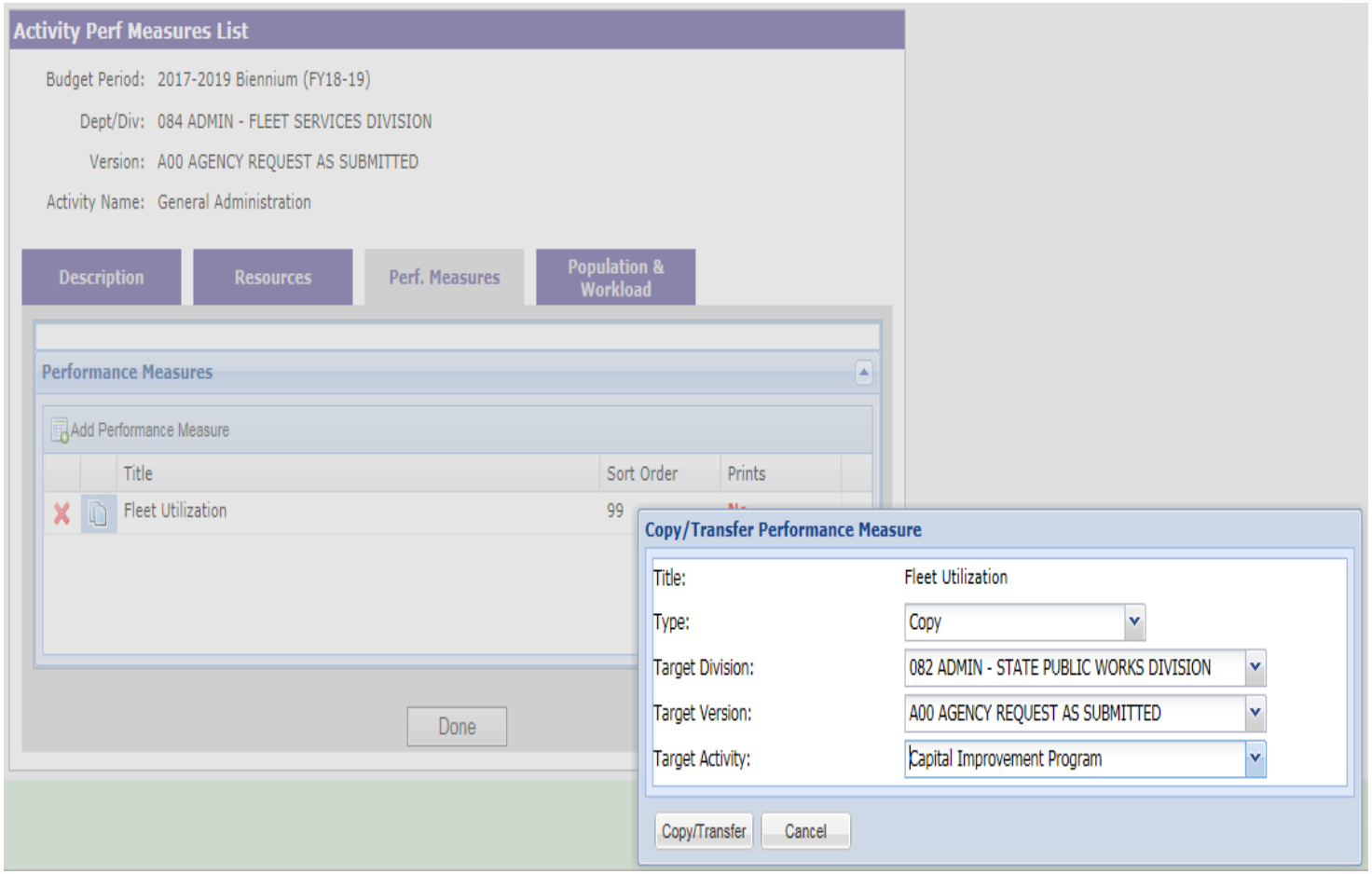
Transferring and Copying a Performance Measure

- Copy
  - Creates a Copy of a Performance Measure under a different activity within the Department or in a different department
    - Fleet Services ➔ Administrative Services Division
      - Both are under the Department of Administration
    - NDOT ➔ Public Safety
  - The copied Performance Measure will show up under the new division and activity as a new performance measure
  - To remove the Performance Measure from the existing activity, set the status to eliminated and select the appropriate rationale
    - If the Performance measure was not printed last Biennium, you can delete by clicking the red X to the left of the title
  - If you do not have access to update both divisions, you will need to contact your Budget Analyst for assistance.

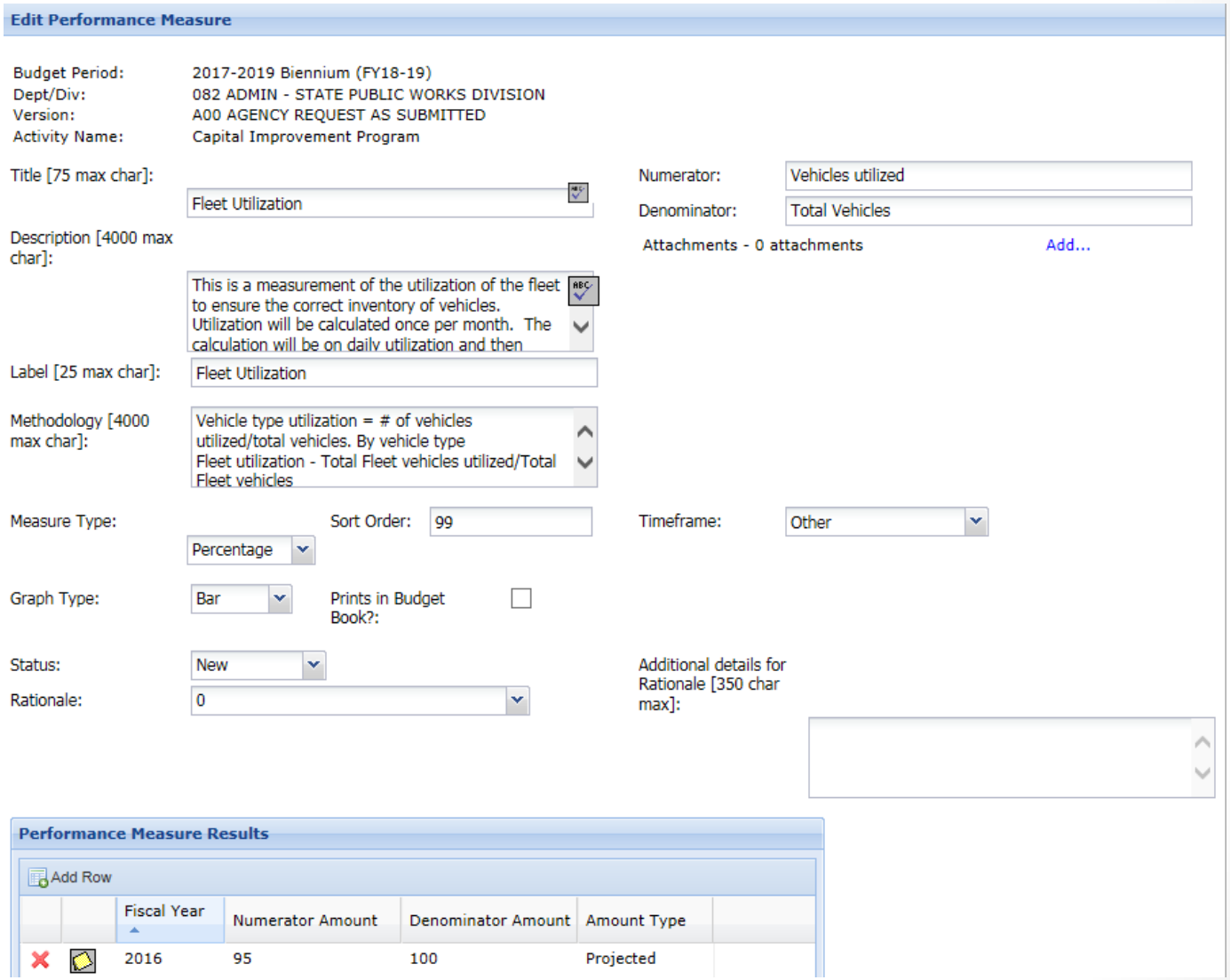
Transferring a Performance Measure



Copying a Performance Measure



Copying a Performance Measure



Edit Performance Measure

Budget Period: 2017-2019 Biennium (FY18-19)
Dept/Div: 082 ADMIN - STATE PUBLIC WORKS DIVISION
Version: A00 AGENCY REQUEST AS SUBMITTED
Activity Name: Capital Improvement Program

Title [75 max char]: Fleet Utilization

Numerator: Vehicles utilized
Denominator: Total Vehicles

Description [4000 max char]: This is a measurement of the utilization of the fleet to ensure the correct inventory of vehicles. Utilization will be calculated once per month. The calculation will be on daily utilization and then

Attachments - 0 attachments Add...

Label [25 max char]: Fleet Utilization

Methodology [4000 max char]: Vehicle type utilization = # of vehicles utilized/total vehicles. By vehicle type
Fleet utilization - Total Fleet vehicles utilized/Total Fleet vehicles

Measure Type: Percentage
Sort Order: 99
Timeframe: Other

Graph Type: Bar
Prints in Budget Book?:

Status: New
Rationale: 0

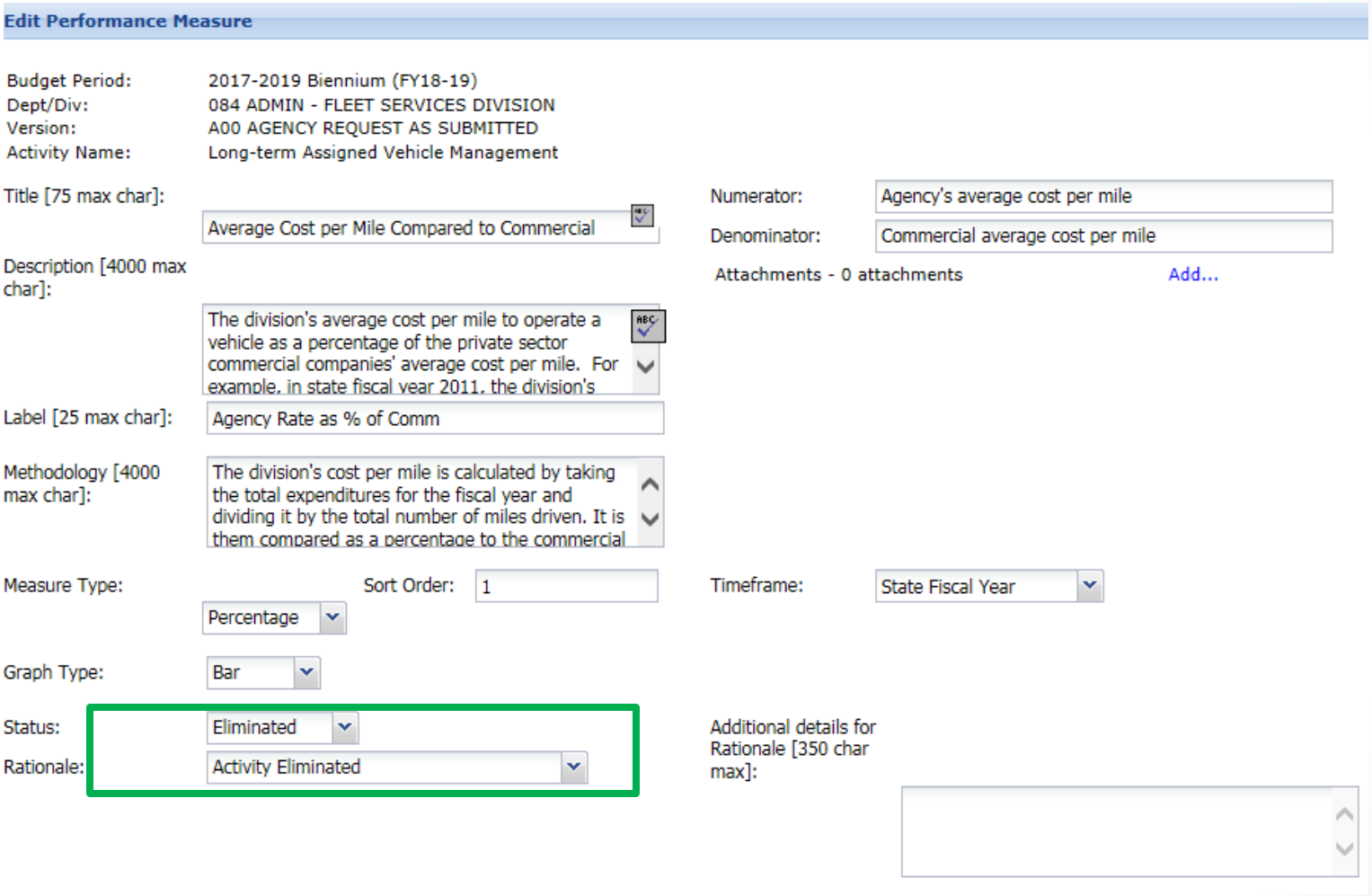
Additional details for Rationale [350 char max]:

Performance Measure Results

Add Row

Fiscal Year	Numerator Amount	Denominator Amount	Amount Type
2016	95	100	Projected

Deleting a Performance Measure



Questions?