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## Office of Management and Budget

*Anchorage: Performance. Value. Results.*

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### **Mission**

Implementation of sound fiscal and management policies through development and administration of municipal budgets

### **Core Services**

- Administer development, implementation, and monitoring of the general government and utility operating and capital budgets
- Establish and enforce policy for budget documentation format and content
- Review and process budget transfers, Assembly documentation, project set-up forms, grant-related documentation, and personnel changes
- Facilitate a city-wide performance measure/accountability program

### **Accomplishment Goals**

- Improve the quality of budget-related information provided citizens and decision-makers by attaining the “Distinguished Budget Presentation Award” from Government Finance Officers Association (GFOA) by 2012
- Improve accuracy of Assembly documents prepared by departments
- Implement the Mayor’s “Performance. Value. Results” performance-based management initiative
- Improve departments understanding of Intra-governmental charge (IGC) system
- Ensure departments are satisfactorily served

### **Performance Measures**

Progress in achieving goals will be measured by:

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| <b><u>Measure #1:</u> Receipt of Government Finance Officers Association (GFOA) Budget Award in 2012.</b> |
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Office of Management and Budget submitted the 2012 approved budget to GFOA in January for evaluation in meeting Distinguished Budget Presentation criteria. As of May 15, 2012 are awaiting GFOA’s decision.

**Measure #2: Percent of department-prepared Assembly documents rejected due to formatting and accounting errors.**

**Number and Percent of Incorrect  
Assembly Documents Submitted to PACE**

2012 - First Quarter

| Department              | Submitted | Correctly Prepared | Returned to Dept to Fix | % Incorrect |
|-------------------------|-----------|--------------------|-------------------------|-------------|
| Community Development   | 8         | 5                  | 3                       | 38%         |
| Health & Human Services | 7         | 5                  | 2                       | 29%         |
| Library                 | 9         | 6                  | 3                       | 33%         |
| Management & Budget     | 6         | 4                  | 2                       | 33%         |
| Municipal Manager       | 5         | 3                  | 2                       | 40%         |
| Port                    | 2         | 1                  | 1                       | 50%         |
| Public Transportation   | 6         | 3                  | 3                       | 50%         |
| Public Works            | 14        | 11                 | 3                       | 21%         |

**Year to Date Change in Percent of Rejected PACE Documents**

| Department              | 2011<br>Total<br># Rec'd | 2011<br>Total<br># Rej'd | 2011<br>Total<br>% Rej'd | 2012<br>1st Qtr #<br>Rec'd | 2012<br>1st Qtr #<br>Rej'd | 2012<br>1st Qtr %<br>Rej'd |
|-------------------------|--------------------------|--------------------------|--------------------------|----------------------------|----------------------------|----------------------------|
| AWWU                    | 9                        | 3                        | 33%                      | 1                          | 0                          | 0%                         |
| Chief Fiscal Officer    | 7                        | 0                        | 0%                       | 7                          | 0                          | 0%                         |
| Community Development   | 22                       | 3                        | 14%                      | 8                          | 3                          | 38%                        |
| Employee Relations      | 12                       | 1                        | 8%                       | 3                          | 0                          | 0%                         |
| Finance                 | 10                       | 2                        | 20%                      | 2                          | 0                          | 0%                         |
| Fire                    | 12                       | 6                        | 0%                       | 0                          | 0                          | 0%                         |
| Health                  | 57                       | 9                        | 16%                      | 7                          | 2                          | 29%                        |
| Information Technology  | 1                        | 0                        | 0%                       | 0                          | 0                          | 0%                         |
| Legal                   | 5                        | 0                        | 0%                       | 6                          | 0                          | 0%                         |
| Library                 | 13                       | 2                        | 15%                      | 9                          | 3                          | 33%                        |
| Management & Budget     | 29                       | 3                        | 10%                      | 6                          | 2                          | 33%                        |
| Mayor                   | 2                        | 1                        | 0%                       | 0                          | 0                          | 0%                         |
| Merrill Field           | 3                        | 0                        | 0%                       | 4                          | 0                          | 0%                         |
| Municipal Light & Power | 0                        | 0                        | 0%                       | 0                          | 0                          | 0%                         |
| Municipal Manager       | 13                       | 0                        | 0%                       | 5                          | 2                          | 40%                        |
| Parks & Recreation      | 19                       | 3                        | 16%                      | 1                          | 0                          | 0%                         |
| Police                  | 22                       | 5                        | 23%                      | 4                          | 0                          | 0%                         |
| Port                    | 5                        | 2                        | 0%                       | 2                          | 1                          | 50%                        |
| Public Transportation   | 26                       | 10                       | 0%                       | 6                          | 3                          | 50%                        |
| Public Works            | 42                       | 9                        | 21%                      | 14                         | 3                          | 21%                        |
| Purchasing              | 4                        | 0                        | 0%                       | 0                          | 0                          | 0%                         |
| Real Estate             | 35                       | 14                       | 40%                      | 11                         | 0                          | 0%                         |
| Solid Waste Services    | 0                        | 0                        | 0%                       | 1                          | 0                          | 0%                         |
| Totals                  | 348                      | 73                       | 21%                      | 97                         | 19                         | 20%                        |

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|---|
| <b>Measure #3: Department performance measures that are reporting data.</b> |
|---|

| Departments                  | Total Measures | Data Reported | No Data | % Data Reported | Date          |
|------------------------------|----------------|---------------|---------|-----------------|---------------|
| Anchorage Water & Wastewater | 10             | 10            | 0       | 100.00%         | 5/8/2012      |
| Community Development        | 3              | 3             | 0       | 100.00%         | 5/9/2012      |
| Development Services         | 26             | 26            | 0       | 100.00%         | 5/9/2012      |
| Planning                     | 11             | 11            | 0       | 100.00%         | 5/9/2012      |
| Employee Relations           | 11             | 11            | 0       | 100.00%         | 5/1/2012      |
| Equal Rights Commission      | 4              | 4             | 0       | 100.00%         | 5/4/2012      |
| Finance                      |                |               |         |                 |               |
| Controller                   | 5              | 0             | 5       | 0.00%           | no data rec'd |
| Property Appraisal           | 3              | 0             | 3       | 0.00%           | no data rec'd |
| Public Finance               | 4              | 4             | 0       | 100.00%         | 4/17/2012     |
| Treasury                     | 9              | 9             | 0       | 100.00%         | 5/16/2012     |
| Fire                         | 14             | 14            | 0       | 100.00%         | 4/20/2012     |
| Health & Human Services      | 17             | 17            | 0       | 100.00%         | 5/17/2012     |
| Information Technology       | 13             | 13            | 0       | 100.00%         | 4/30/2012     |
| Internal Audit               | 4              | 4             | 0       | 100.00%         | 4/24/2012     |
| Library                      | 4              | 4             | 0       | 100.00%         | 5/4/2012      |
| Management & Budget          | 5              | 5             | 0       | 100.00%         | 4/5/2012      |
| Merrill Field Airport        | 7              | 7             | 0       | 100.00%         | 4/30/2012     |
| Municipal Attorney           | 11             | 11            | 0       | 100.00%         | 5/16/2012     |
| Municipal Light & Power      | 4              | 4             | 0       | 100.00%         | 1/31/2012     |
| Municipal Manager            | 2              | 2             | 0       | 100.00%         | 4/11/2012     |
| Emergency Mgmt               | 3              | 3             | 0       |                 | 5/7/2012      |
| Risk Management              | 5              | 5             | 0       |                 | 4/11/2012     |
| Transportation Inspection    | 3              | 0             | 3       |                 | no data rec'd |
| Parks & Recreation           | 18             | 18            | 0       | 100.00%         | 5/8/2012      |
| Police                       | 28             | 28            | 0       | 100.00%         | 4/30/2012     |
| Port                         | 4              | 4             | 0       | 100.00%         | 4/30/2012     |
| Public Transportation        | 18             | 0             | 18      | 0.00%           | no data rec'd |
| Public Works                 | 3              | 0             | 3       | 0.00%           | no data rec'd |
| Maintenace & Operations      | 12             | 0             | 12      | 0.00%           | no data rec'd |
| Project Mgmt & Engineering   | 11             | 0             | 11      | 0.00%           | no data rec'd |
| Traffic                      | 3              | 0             | 3       | 0.00%           | no data rec'd |
| Purchasing                   | 5              | 0             | 5       | 0.00%           | no data rec'd |
| Real Estate                  | 3              | 3             | 0       | 100.00%         | 4/26/2012     |
| Heritage Land Bank           | 2              | 2             | 0       | 100.00%         | 4/26/2012     |
| Solid Waste Services         | 3              | 0             | 3       | 0.00%           | no data rec'd |

**Measure #4: Percent of departments that provide a satisfactory rating regarding timeliness, responsiveness, helpfulness.**

|  | 2012                   |         |                               | 2010                   |         |                               |
|--|------------------------|---------|-------------------------------|------------------------|---------|-------------------------------|
|  | Stongly Agree or Agree | Neutral | Disagree or Strongly Disagree | Stongly Agree or Agree | Neutral | Disagree or Strongly Disagree |
| OMB clearly communicates directions, expectations, and timelines         | 75.0%                  | 17.8%   | 7.2%                          | 45.5%                  | 27.3%   | 27.3%                         |
| Turnaround time on documents is timely                                   | 61.6%                  | 15.4%   | 23.0%                         | 50.0%                  | 31.8%   | 18.1%                         |
| OMB team is very knowledgeable and helpful                               | 75.0%                  | 14.3%   | 10.7%                         | 69.7%                  | 20.9%   | 9.3%                          |
| Responsiveness to questions or issues in handled quickly and efficiently | 57.1%                  | 25.0%   | 17.9%                         | 60.5%                  | 20.9%   | 18.6%                         |

**Question #2: Overall, how do you rate the quality of services OMB provides?**

|                   |       |       |
|-------------------|-------|-------|
| Excellent or Good | 60.8% | 48.9% |
| Adquate           | 32.1% | 37.2% |
| Poor              | 7.1%  | 14.0% |

**Question #3: Overall, is OMB's performance . . .**

|                                 |       |       |
|---------------------------------|-------|-------|
| Getting better / much better    | 65.4% | 37.2% |
| Staying at about the same level | 30.8% | 55.8% |
| Getting worse / much worse      | 3.8%  | 7.0%  |

*\* Survey taken March 2012; 28 respondents; responses were anonymous*

*\*\* Survey taken July 2010; 44 respondents; responses were anonymous*

Next survey to be taken in 2013 1<sup>st</sup> quarter

**Measure #5: Change in departments' understanding of Intragovernmental Charges (IGCs).**

Data will be reported in 1st quarter of 2013.

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**Performance Measure Methodology Sheet**  
**Office of Management and Budget**

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|   |
|---|
| <b>Measure #1: Receipt of Government Finance Officers Association (GFOA) Budget Award in 2012</b> |
|---|

**Type**

Effectiveness

**Accomplishment Goal Supported**

Attain the “Distinguished Budget Presentation Award” from Government Finance Officers Association (GFOA) by 2012 to ensure MOA’s budget communicates quality budget information to citizens and decision makers.

**Definition**

The Distinguished Budget Presentation Award is presented for recognition of exemplary budgeting practices. Preparing for the award will result in clear, understandable, and complete budget documents.

**Data Collection Method**

Using GFOA’s check list, identify areas of current budget documents that do not meet criteria.

**Frequency**

Every year review budget information to determine which documents need improvement prior to preparation of new budget.

**Measured By**

GFOA provides criteria guidelines that contain section types. OMB will assign each section with a point value. Then a percentage of completion will be calculated.

**Reporting**

Each year, the completed budget book must be submitted to GFOA 90 days from the date when the budget was proposed or adopted. GFOA will grade the budget book documents by using the criteria guideline worksheet and determine achievement of award.

**Used By**

Citizens, employees, and any other person that would be interested in the MOA budget documents.

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**Performance Measure Methodology Sheet**  
**Office of Management and Budget**

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|   |
|---|
| <b>Measure #2: Percent of department-prepared Assembly documents rejected due to formatting and accounting errors</b> |
|---|

**Type**

Effectiveness

**Accomplishment Goal Supported**

Reduction in the number of formatting and accounting errors in department-prepared Assembly documents

**Definition**

Measures the quality of the guidance provided by OMB and the responsiveness of the departments by tracking the accuracy of Assembly documents as they go through the Assembly document review process (PACE)

**Data Collection Method**

The data collected will be by recording the PACE Workflow History (via Search/Document Number) of all Assembly documents reviewed by OMB, after identifying them on the Action Agenda after each Assembly meeting. A count of the number of documents and number of rejections will be recorded.

**Frequency**

The measurement will be tallied monthly and reported quarterly.

**Measured By**

The OMB analyst will pull and record the PACE Workflow History of all Assembly documents that are reviewed by OMB after their introduction at an Assembly meeting. The record will be maintained in Excel and will list the document numbers, PACE actions and action dates and will specifically note rejections and the reason for the rejections.

**Reporting**

The OMB analyst will create and maintain a report in Excel from the data recorded. The information will be displayed numerically.

**Used By**

The division managers and department directors will use the information to see how many rejections are occurring. OMB and CFO will use the information to provide additional information and support to departments with higher error rates.

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**Performance Measure Methodology Sheet**  
**Office of Management and Budget**

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|   |
|---|
| <b>Measure #3: Percent of department performance measures that are reporting data</b> |
|---|

**Type**

Effectiveness

**Accomplishment Goal Supported**

Implement the Mayor's "Performance. Value. Results" performance-based management system

**Definition**

Each department has performance measures that report progress in achieving their respective Accomplishment Goal(s).

**Data Collection Method**

OMB will tally the number of measures by department that are and are not reporting data. From this information a percentage will be calculated for each department.

**Frequency**

Data will be reported quarterly and annually.

**Measured By**

OMB will tally data in by counting the numbers of measures reporting data.

**Reporting**

An OMB analyst will create and maintain an annual report in Excel. The information will be displayed numerically by department.

**Used By**

OMB to identify each department's progress in complying with the Mayor's initiative

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**Performance Measure Methodology Sheet**  
**Office of Management and Budget**

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**Measure #4: Percent of departments that provide OMB with a satisfactory rating regarding timeliness, responsiveness, and helpfulness**

**Type**

Effectiveness

**Accomplishment Goal Supported**

Ensure departments are satisfactorily served by OMB.

**Definition**

Measure how effective the department is in communicating directions, expectations regarding the budget process, and its timeliness and responsiveness to departments' questions, paperwork and concerns.

**Data Collection Method**

Customer Satisfaction Survey from departments/divisions

**Frequency**

Baseline survey was taken in July 2010. Subsequent surveys will be taken each July.

**Measured By**

Comparing the scores from prior surveys to current survey results

**Reporting**

The department will create and maintain an excel document showing the results by total and by department.

**Used By**

The department will use the information to gain an understanding of what areas need additional work in order to meet customer expectations including adjustments to priorities or work flow.



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**Performance Measure Methodology Sheet**  
**Office of Management and Budget**

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|---|
| <b>Measure #5: Change in departments understanding of Intragovernmental Charges (IGCs).</b> |
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**Type**

Effectiveness

**Accomplishment Goal Supported**

Advance departments understanding of Intra-governmental charge (IGC) system.

**Definition**

This will measure the effectiveness of communication by OMB of the concepts and procedures associated with the IGC system by testing key employees understanding of the system.

**Data Collection Method**

Surveys will be done pre- and post-training, and annually in which key employees are asked questions related to the concepts and procedures of the IGC system. The number of questions answered correctly will be divided by the total number of questions asked to derive a percentage that can be used to compare IGC understanding between years.

**Frequency**

The survey will be conducted once before OMB initiates training on the IGC system, once after the initial budget preparation process (mid-October), and annually after that.

**Measured By**

The budget analyst tasked with maintaining the IGC system will create the survey, distribute it, and compile and collect the data when the responses are received.

**Reporting**

Survey results will be reviewed following each test to learn areas in which department knowledge and training can be improved. Otherwise, overall results will be reported annually.

**Used By**

This information will be used by OMB to gauge the effectiveness of OMB training.