

Performance Government System

Mayor Michael Grayum
March 17, 2015

Performance Management is...



“...a strategic, systematic, and integrated process by which an organization aligns and evaluates its resources and activities to meet its goals and institutionalizes effectiveness, efficiency, and accountability. It is the practice of examining data, about organization of operations, services, and goals and using that information to propose changes and set priorities.”

- Mayor Michael Grayum



Where we've been...



2013

- ✓ DuPont invites State Auditor's Office to review processes and establish performance management & citizen reporting initiative
- ✓ All staff training by State Auditor's Office, Auditor review of practices

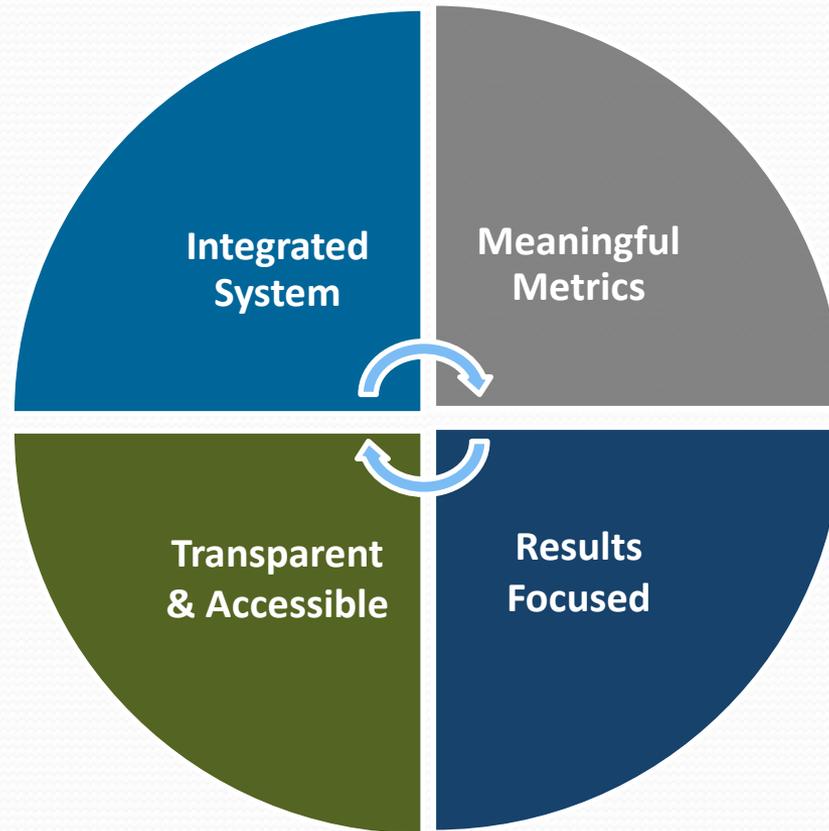
2014

- ✓ Performance Measures established & reviewed by State Auditor's Office
- ✓ LEAN training/implementation
- ✓ Department work plans
- ✓ Police Department used as test organization for standard version of work plan
- ✓ Annual Fire Report
- ✓ Monthly reports with more data
- ✓ Performance Evaluations with Performance Measures tied to Strategic Objectives
- ✓ Expert hired to determine needs, roadmap for Performance Government
- ✓ Services Contract Review (ongoing)
- ✓ Provided an update and overview of Performance Management System at December 16, 2014 City Council meeting as part of 2015 Mayor's Budget presentation



Where we are going...

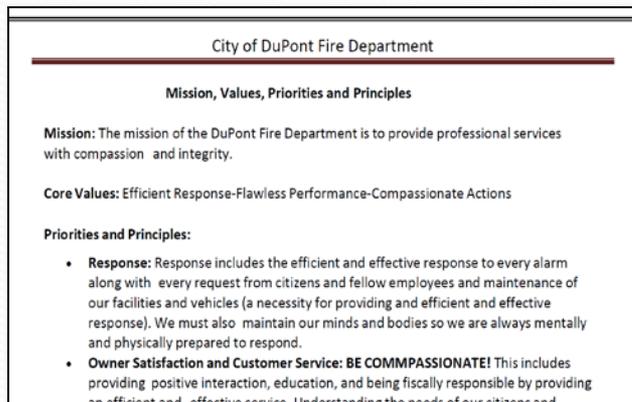
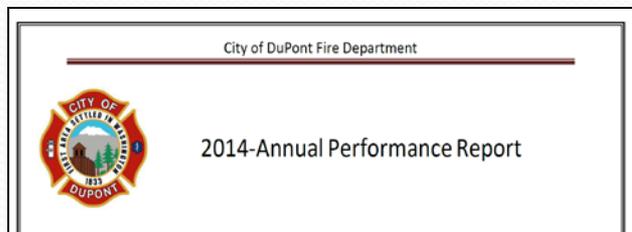
Guiding Principles for Continuous Improvement



Integrated Systems

- Priorities- Comprehensive Planning documents, Parks Master Plan, Focus areas in budget:
 - Public Safety
 - Infrastructure
 - Quality of Life
 - Best Run Government
 - Tourism and Economic Growth
- Actions- program, department, agency work plans
- Outcomes- track and analyze impact
- Adaptive Management- next actions, audible and adjust course, new priorities

Putting It All Together: Fire & Emergency Services



2015 Performance Measures: Public Safety						
Status	Outcome	Action	Performance Measure	Owner	Policy	Budget
Yellow	Enhance Recruitment and Retention to the current Reserve Programs	Increase reserve stipend from \$50 per shift to \$100 per shift	Maintain a Minimum of 12 reserves in the program 100% of the time by June 2015	Fire	Council	Full year: \$36,500
		Advertise to local Community Colleges with Fire Science programs for candidates in 2014	Increase the number of days we have 4 persons on with the Reserve to 100% of the time by June of 2015		No	
		Recruit from surrounding Fire Departments for members.			No	
Green	Improve Command and Control of Emergencies	Replace the Fire Command vehicle (2001 Ford Expedition)	On-scene arrival time for Command of 25 minutes 80 % of the time	Fire	No	\$36000 from vehicle replacement account
		Order the Vehicle by March 2015	On-scene arrival time for Command of 20 minutes 20 % of the time			
		Have the emergency lighting installed, in service by May of 2015				

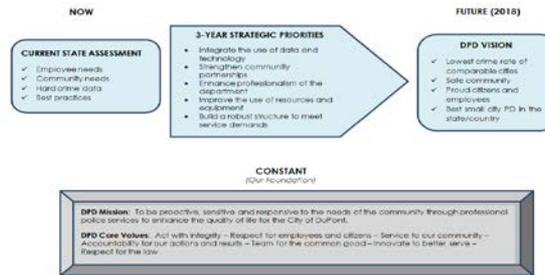
Status Key

Red	Off track or at serious risk
Yellow	Progressing, some risk of falling behind
Green	On track
Grey	Not started

Putting It All Together: Police Department

The DuPont Police Department is a leader in fully implementing our new integrated performance management system.

DuPont Police Department Planning Process



Strategic Priority 1: Integrate the use of data and technology							
Goal	Expected Outcomes/Deliverables	Performance Indicator	Person Responsible	Key Actions	By When	Budget Allocation	Status
1. Create reliable system/method to track crime trends - DuPont Crime Information System ("DCIS")	<ul style="list-style-type: none"> • Dashboard created • Targeted crime enforcement • Review of resources • Officer computer training/data for analysis and decision making • Reduced crime rate • Increased ability to efficiently respond 	<ul style="list-style-type: none"> • Crime rate • Response time 	Sheehan	<ul style="list-style-type: none"> • Integrate crime data analysis into monthly meetings • Create crime dashboard • Educate officers in analysis of data 	12/2015		On Track
2. Update webpage	<ul style="list-style-type: none"> • User friendly webpage • Simplified citizens • DPD better understood 	<ul style="list-style-type: none"> • Citizen satisfaction rating 	Sheehan/Holt	<ul style="list-style-type: none"> • Integrate program information onto new page 	3/2015		On Track
3. Purchase updated identification machine	<ul style="list-style-type: none"> • Enhanced security • Increased efficiency (time and money) 	<ul style="list-style-type: none"> • Time to create new badges 	Holt	<ul style="list-style-type: none"> • Research • Purchase 	3/2015	\$5,000	On Track

In 2014 we completed our organizational assessment, vision, priorities, and 3-year work plan. Performance measures were included with the Mayor's 2015 budget. The results of our investments will be tracked and publicly reported each quarter.

DPD 3-year Strategic Priorities* and 2015 Goals

***Strategic priority definition:** The broad strategies or priority areas (no more than 4 to 5) the department will focus on for the next three years to address critical issues and close the gap between our current state and future vision. They answer the question "Where do we need to focus our time and energy to achieve our vision?" These priorities serve as the guideposts for setting our annual goals.

Priority #1: Integrate the use of data and technology.

Use statistics and technology to become a data-driven department so that we are better able to focus our resources to reduce and prevent crime.

- **2015 Goal:** Create a reliable method/system to track critical crime data and trends. ("DCIS" - DuPont Crime Information System).
- **2015 Goal:** Update department website to provide accurate and useful information to our citizens.
- **2015 Budget Goal:** Purchase updated identification machine.

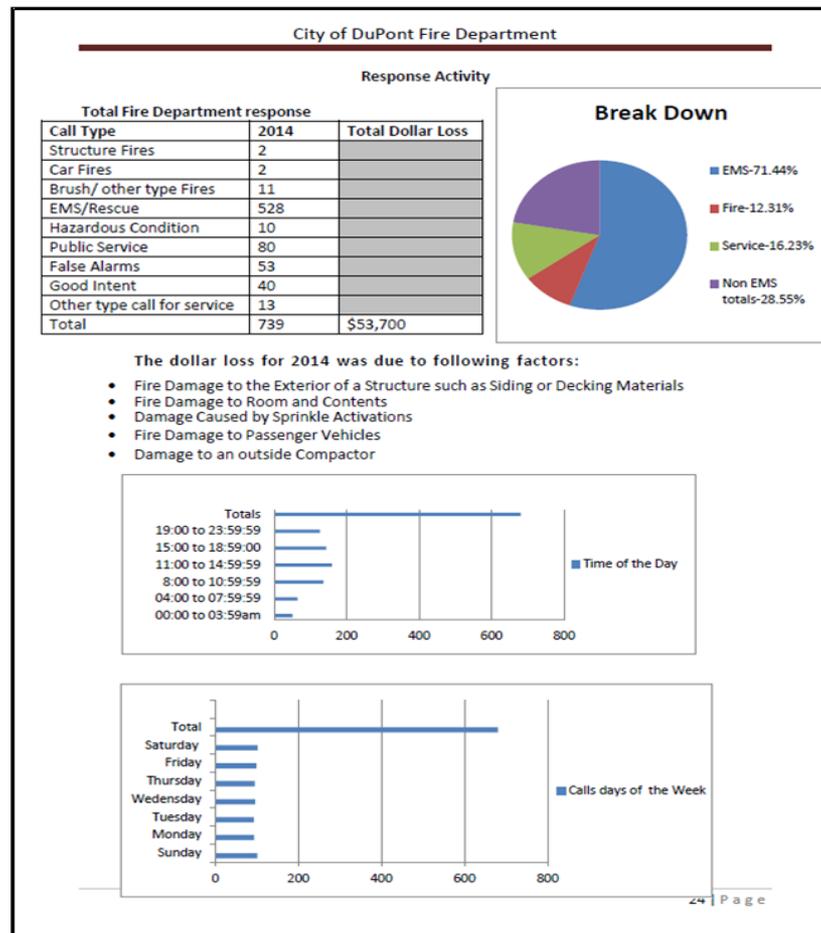
Priority #2: Strengthen community partnerships (Expand DPD's Community Policing programs).

Further develop an active partnership with our citizens so that we are proactively responding to the safety and security needs of the community and are collaboratively solving problems and implementing solutions and services that are truly community based.

- **2015 Budget Goal:** Complete the Citizens' Academy.
- **2015 Budget Goal:** Increase participation in the volunteer program.
- **2015 Budget Goal:** Create plan to organize the villages and begin to implement.
- **2015 Budget Goal:** Create trail watch program.
- **2015 Budget Goal:** Create process for annual community survey.

Meaningful Metrics

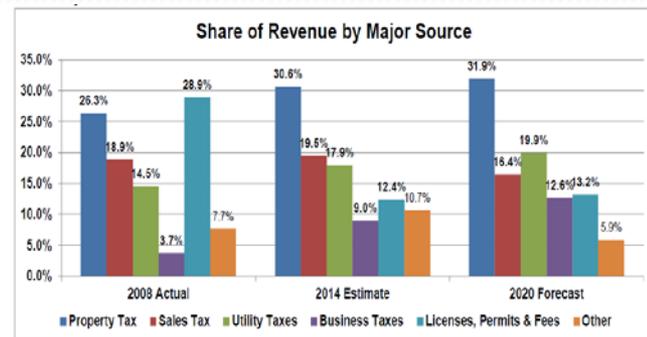
Developing, enhancing, and implementing new tools and reporting processes in 2014; allow for improved measurable data metrics moving forward.



Long-term Financial Forecast

The Long-term Financial Forecast, developed in October 2014, provides insight into the City's future financial capacity.

This tool in collaboration with monthly departmental reports, creates an avenue for long-term budgeting, effective contract negotiations, and to achieve long-term sustainability.



October 14, 2014

City of DuPont, WA
Preliminary Financial Forecast: 2015-2020

Sample of Monthly Departmental (Finance) Report to Council

Financial Condition Update

Overall General Fund revenue collections continue to lag 2013 as of November. This is due almost exclusively to significant building permit revenue that was received in 2013 and the decrease in overall development this year. As for General Fund expenditures, nearly all departments are on track with expected and historical expenditure rates. Legal services expenditures are slightly higher than was originally projected and this is reflected in the 4th quarter budget amendment.

Highlights of General Fund revenues include:

- **Sales Tax** – November receipts rose above the same time period as last year, breaking a trend that started in July. The year-to-date remains below 2013 by 5.1 percent. This is reflective of the lower level of construction occurring in the City this year compared with 2013. The following tables and graph show monthly sales tax collections for 2013 and 2014 by month and by business sector.

Month	Sales Tax Receipts		Dollar Change	Percent Change
	2013	2014		
January	64,778	65,763	985	1.5%
February	75,671	107,071	31,400	41.5%
March	61,072	73,626	12,554	20.6%
April	86,712	121,298	34,586	39.9%
May	147,557	120,435	(27,122)	-18.4%
June	134,000	146,534	12,534	9.4%
July	136,102	119,401	(16,701)	-12.3%
August	172,877	111,245	(61,632)	-35.7%
September	136,935	94,829	(42,106)	-30.7%
October	100,672	87,823	(12,849)	-12.8%
November	88,366	95,273	6,907	7.8%
Total	1,116,376	1,048,025	(68,351)	-6.1%

Transparent & Accessible

- Key Focus Area: Best Run Government
- Increasing Transparency and Accessibility
- Info publicly available through our website
- Results, challenges, and next steps provided publicly each quarter at City Council meetings
- Long-term Revenue updates provided each quarter to the public at City Council meetings
- Results shared in quarterly newsletters, mailed to residents and businesses

New Website



- Cloud-based solutions to analyze historical trends, manage current-year operations, and plan for the future
- On demand, up to date, and easily accessible to staff, citizens, and Council
- Initiated in 2014 implementation in 2015

Newsletter to Report Progress

THE END OF BUSINESS AS USUAL

People are excited about the progress and many positive changes seen at City Hall these past two years. We're doing things differently, focusing on the future, and taking City operations to the next level. Here are some highlights:

- ✓ **Financial Stability & Long-term Financial Planning:** We've developed the City's first long-term financial model that enables us to plan ahead for a six-year horizon. Today, we have a solid understanding of our City's current and future revenue, and provide quarterly reports to the public and City Council to ensure transparency and proactive decision-making. Standard & Poor's (S&P) recently upgraded the City's credit rating from A+ to AA, saying, "We view the city's management conditions as strong, supported by good financial policies and practices."
- ✓ **Work Plans by Boards, Commissions, and Agencies:** The DuPont Youth Council, Planning Agency, Parks Agency, and Tree Board have developed work plans and are making presentations to the City Council. This is part of an ongoing effort to have better planning, interaction, and communication with the community. This culture change may seem small, but it helps create a new and deliberative way of doing business.
- ✓ **Planting the Right Trees & Vegetation in the Right Places:** We've partnered with the Washington State Dept. of Natural Resources and secured a grant to

Seamless Docs: implemented in 2015 (rolling deployment)

The Most Seamless Way to Exchange a Doc
Converting your PDF into a SeamlessDoc is easy, legally binding and seamlessly syncs with your cloud.

Legally Binding

All SeamlessDocs eSignatures are 100% compliant and legally binding. We use SSL and encryption technology to make sure your data and documents are always private and secure.

Field Detection

SeamlessDocs' technology automatically detects fields and signatures. The drag and drop tools allow for easy reordering of any fields. Content any document like a Check, Invoice, Property document.

Cloud Sync

SeamlessDocs instantly builds a database of the info collected upon submission. With one click you can sync with your favorite cloud provider like Dropbox or GDrive.

Results Focused

Financial Stability & Long-term Financial Planning:

Developed the City's first long-term financial model

- ✓ Solid understanding of our City's current and future revenue
- ✓ Plan ahead for a six-year horizon
- ✓ Provide quarterly reports to the public and City Council
- ✓ Transparent and proactive decision-making
- ✓ Standard & Poor's (S&P) recently upgraded the City's credit rating from A+ to AA (*"We view the city's management conditions as strong, supported by good financial policies and practices."*)

Results Focused...continued

Work Plans by Boards, Commissions, and Agencies:

The DuPont Youth Council Planning Agency, Parks Agency, and Tree Board

- ✓ developed work plans
- ✓ presentations to Council
- ✓ better planning, interaction, and communication with the community
- ✓ culture change, new and deliberative way of doing business

Results Focused...continued

Fire:

- Improved response time:
(City Council Goal= 90%) 93.08% in 2014 vs. 88.09% in 2013
NFPA 1710 overall response times from approx 27% to 86%
- New reserve program allowed for increased staffing levels:
145 shifts had a reserve allowing for 4 person staffing (43% increase)
34 shifts had a 2nd reserve allowing for 5 person staffing (15% increase)
- Saved 40% on annual maintenance contract in 2014
Freed money for unforeseen ladder, engine repairs
2015 Contract further savings of \$42,000

Police:

- Developed and implemented 3-year Strategic Business Plan
- Switched from Pierce County District Court to Lakewood Municipal Court
Saving approximately \$140,000 annually
- DUI arrests up over 125%
- Recruited, tested, and hired 2 new officers
Reducing outside department help, saving approximately \$10,000

Results Focused...continued

Public Works *(includes Parks, Recreation, Museum, Tourism):*

- Public outreach on street sweeping
Reducing leaves in street by approx 30%
- Designed first-ever vegetation management plan
Ensured extra \$30,000 allocation was tracked and used correctly
First-time ever tracking of cost per acre, park, facility, etc
- Removed heather and replanted Center Dr median
\$10,000 in grants
Over 100 volunteers saved the City more than 800 hours of labor costs in 2 projects
- Determined Fair Market Value of Community Center
Rented it out long-term, over \$14,000 per year
- Contracted out baseball league
100% sponsorship of teams (first time)
Saved over \$1,000
- First DuPont grant applications in Recreation
Secured Clock Tower bathrooms, over \$30,000
Secured Safe Kids Texting Program, \$750
Nisqually Tribe, \$5,000

Results Focused...continued

Building & Planning:

- Implemented permit changes in August 2014
 - Permit coordination with Northwest Landing Association
 - Permit time down from 5 months average to 4.1 months
 - First permit through the revised process was Hilton Home 2 Suites Hotel

Governance (includes Administration, Human Resources, Clerk):

- Improved recruitment and career mapping process
 - Initiated in 2014, ongoing revision of process in 2015 (full implementation in 2016)
 - 20 Recruitments in 2014 vs. 14 in 2013 (permanent, seasonal, and temporary positions)
 - Drafted 7 new position descriptions, qualifications, etc.
 - Saved approx \$19,000 in recruitment expense for Director level position
- Revised HR position
 - Annual salary savings of \$20,000
- Directed file storage, disposal program
 - Current for first time in over 5 years

Results Focused...continued

Finance:

- Extended City Hall business hours to 5 p.m.
Increased availability to customers by 14%
- New online bill pay system
Processed 630 transactions online totaling \$65,707 since January 6, 2015
- Lean Kaizen event
New purchasing process
Streamlined inefficiencies by over
10 touches per transaction





Next Steps

- LEAN improvement process- continue the momentum of first “Kaizen” event
Evaluate and prioritize processes, applying LEAN concepts
- Focus on staff training and application of project management principles
- Define Meaningful Metrics through Performance Measures and report quarterly at City Council meetings
- Further our integrated approach by continuing to solicit ideas, feedback and insights from Council, citizens and staff. Utilize guidance and resources from our performance management experts (State Auditor’s Office, University of Washington, other municipalities, etc.)
- Adhere to our customer Bill of Rights



Customer Bill of Rights

When doing business with the City of DuPont, customers are entitled to efficient, excellent service focused on community values.

Easy and Understandable

City products and services should be easy to locate and access.

- A customer should receive clear and accurate information.
- A customer should be able to locate City products and services or initiate a request with a single phone call, letter, visit to www.dupontwa.gov, or visit to City Hall.
- When a customer's request involves multiple City Offices or departments, the City should coordinate the work.

Responsive

City employees will strive to provide courteous and knowledgeable service, connecting customers with appropriate resources.

- The City will provide service hours and locations that are convenient to customers.
- The City will provide estimates of how long, and how much it will cost to fulfill a request.
- The City will keep the customer apprised of progress on pending requests.

Fair

There are no economic, social or cultural barriers to City products or services.

- The City should collaborate with its customers to ensure their needs are met.
- The City will provide interpretation services when necessary.
- A customer will be treated with courtesy and respect.

Results Driven

Customers should get results, not just process.

- The City will work with customers until requests are resolved.
- The City should regularly communicate overall performance in addressing and resolving customers' needs.

For more information, contact City Hall at 253-964-8121

Or visit www.dupontwa.gov

Additional Information

- Performance Measures, included as part of Mayor Michael Grayum's 2015 Budget
- State Auditor's Assessment, requested by City of DuPont April 2012
- Police Department Work Plan
- 2014 Budget Message
- 2015 Budget Message

Questions, ideas, and insights ?