

Shari Metcalfe, City of Durham
Scott Steinhilber, New Hanover County

Agenda & Take Aways



- New Hanover County – Where they have come from and where they are going
- City of Durham – Case Study and samples of integration processes
- Group Share Out

**The goal of today's session
is that everyone leaves the room
with at least ONE new idea for how to
integrate data into their budget process**

New Hanover County



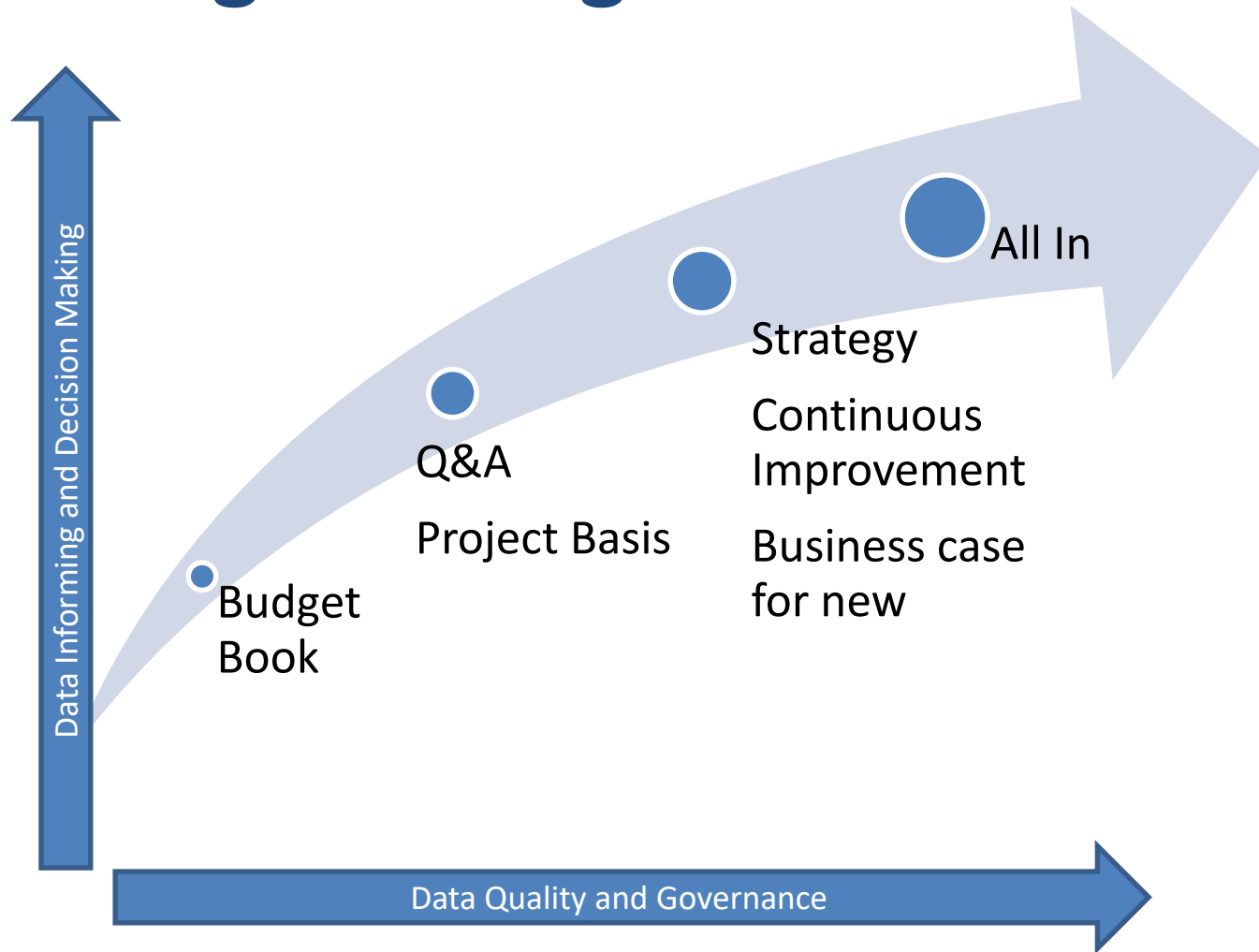
Strategy and Budget

New Hanover County

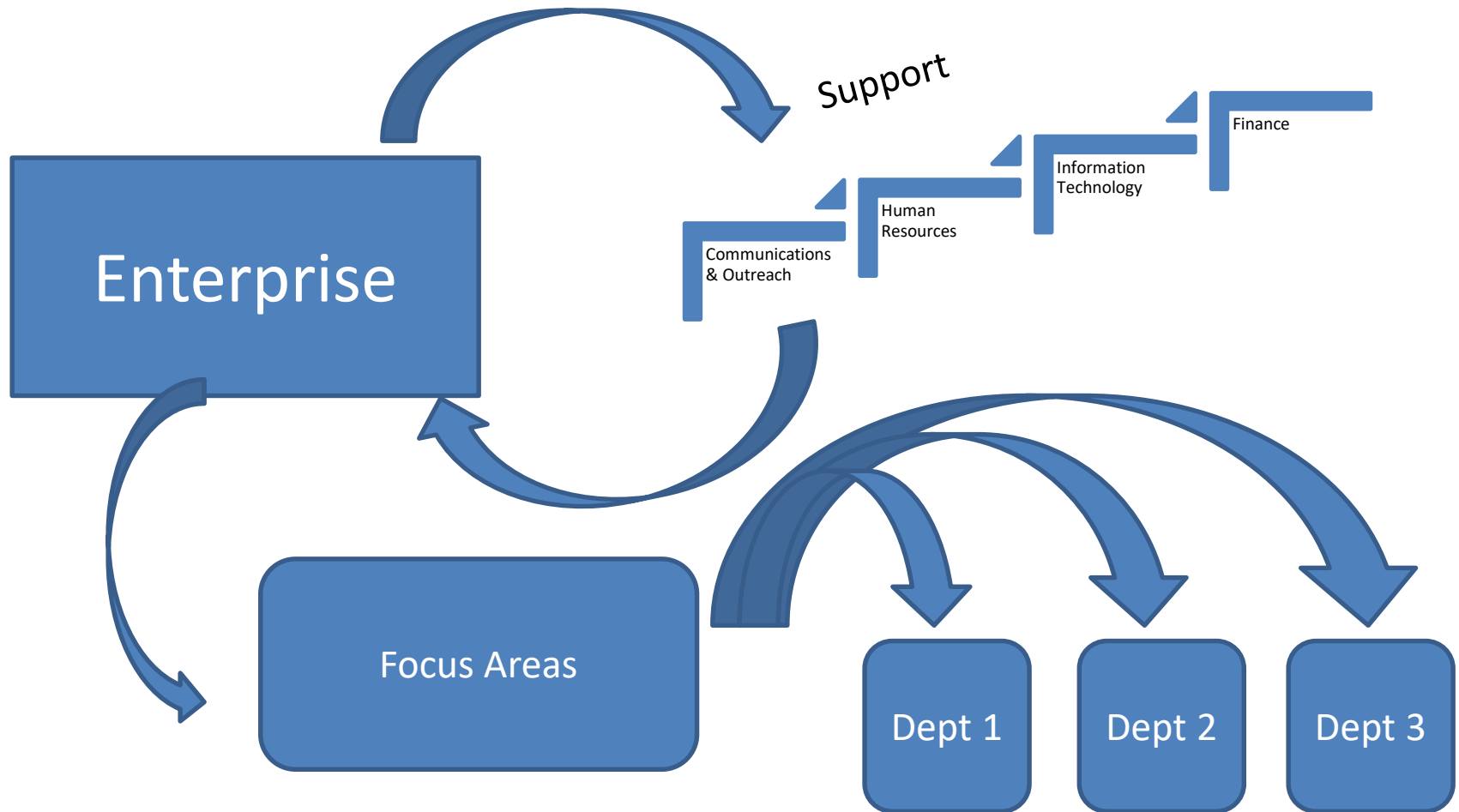
December 14, 2017

Slide 3

Growing into Alignment

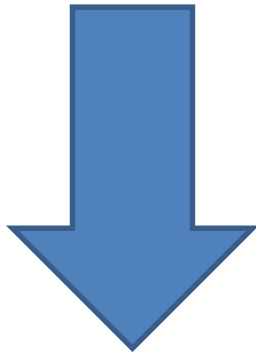


Cascading Strategy Map



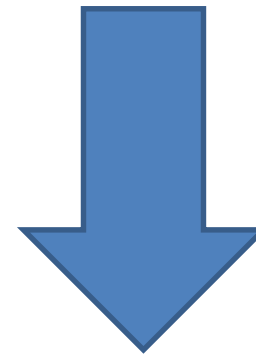
Strategic and Operational Measures

Operational Measures



Continuous Improvement
Lean
Operational Management

Strategic Measures



Strategic Goals
Moving the Needle
Strategic Management



Make a Little, Sell a Little

Jail Diversion/Rehab Facility

1. Stop Gap Needed until Facility is Built
2. Two different models of service
3. Tested both Simultaneously
4. Expansion based on success



Make a Little, Sell a Little

Fire Response

1. Seeing negative trends in call response times
2. Hotspots Developed between Stations
3. New Stations Needed?
4. Alternate Service Delivery?



Funding Programs that move the Needle

1. Is it evidence based or evidence informed?
2. Does it align with the strategic or operational objectives?
3. What is the impact for the money?
4. Are resources allocated to work across all elements of the strategy?



City of Durham





Strategic Plan



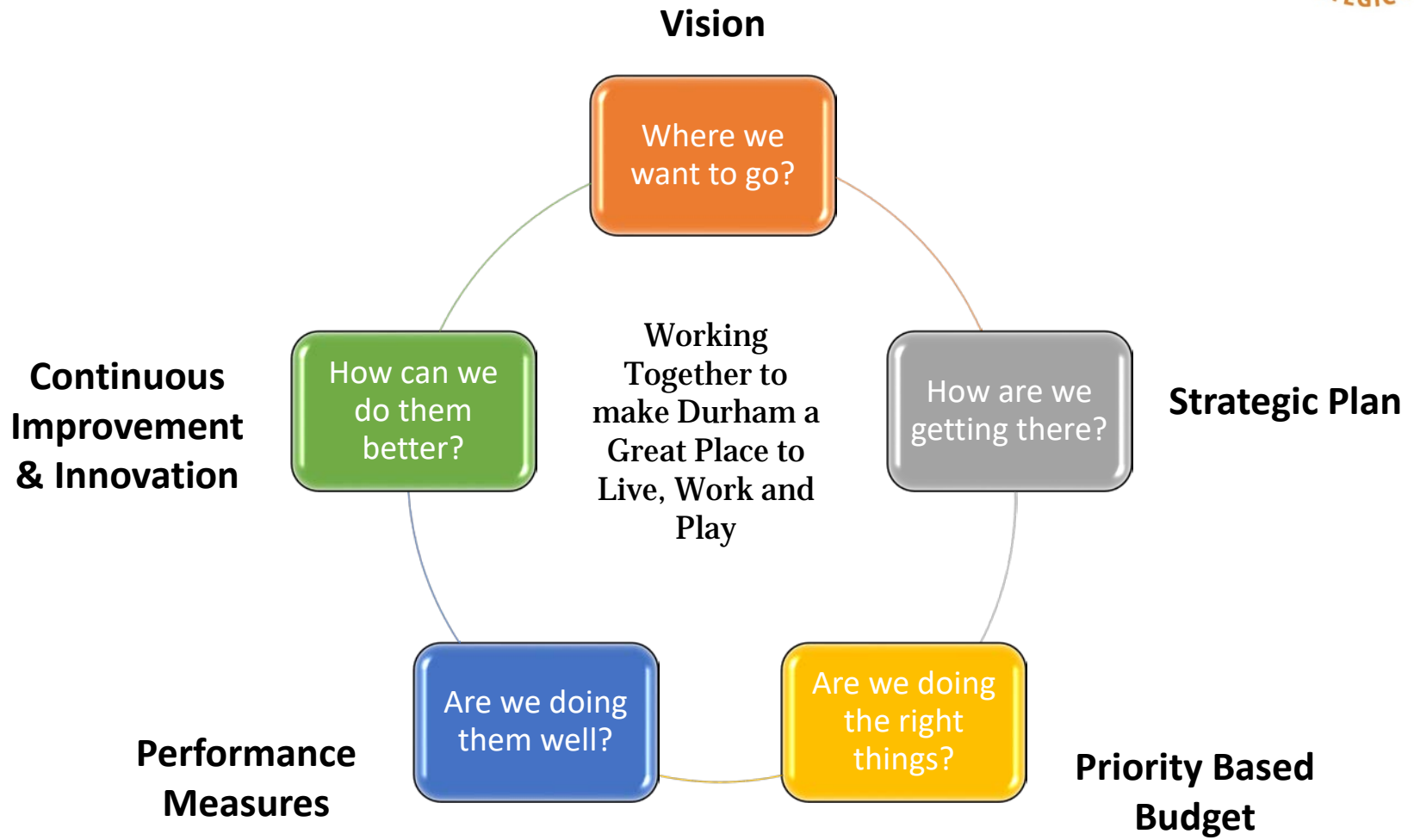
Performance Measures



Budget Process



Putting it all Together



We had one BIG problem...



- Problem:

Too many measures with no way to manage them or use them in an efficient and productive way and no way to link strategic planning to performance or the budget

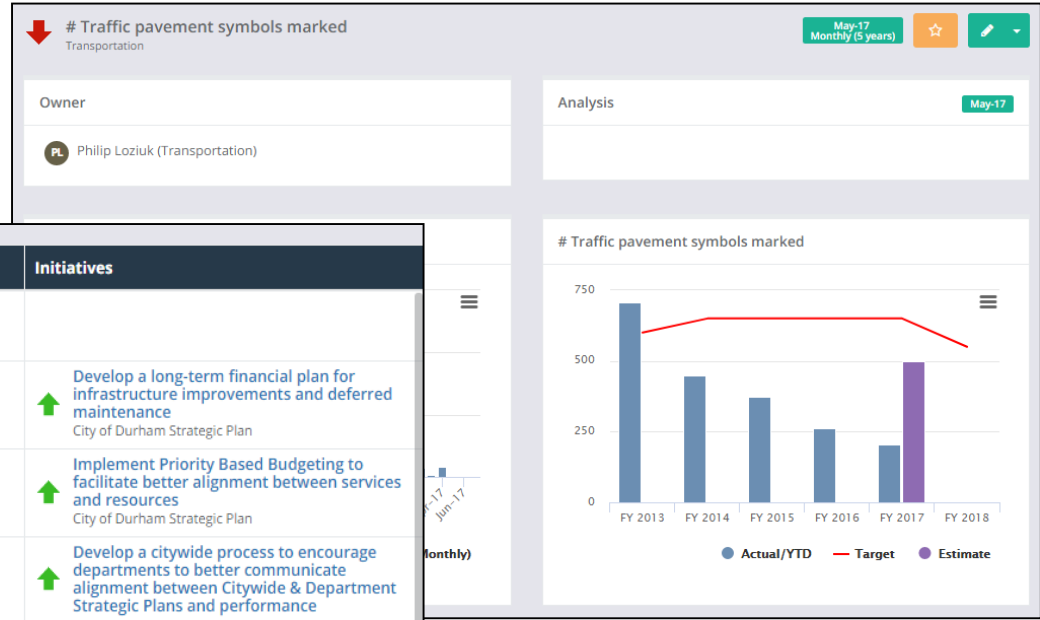
- Solution:

Software system to house and manage all measures in the organization

ClearPoint
Strategy



ClearPoint Strategies



Objectives	Measures	Initiatives
✓ Presentation Intro	↓ Value received for your local taxes and fees per Resident Satisfaction Survey City of Durham Strategic Plan	
↑ Align Financial Resources with the City Priorities and promote financial sustainability	↑ Percent of approved capital need requests funded City of Durham Strategic Plan ↑ Percent of Citywide programs "aligned" or "strongly aligned" with Citywide Strategic Plan goals (Program Based Analysis) City of Durham Strategic Plan ↓ Percent of deferred maintenance (maintenance replacement) needs funded City of Durham Strategic Plan ↑ Percent/dollar "aligned" or "strongly aligned" with Citywide Strategic Plan goals (Program Based Analysis) City of Durham Strategic Plan	↑ Develop a long-term financial plan for infrastructure improvements and deferred maintenance City of Durham Strategic Plan ↑ Implement Priority Based Budgeting to facilitate better alignment between services and resources City of Durham Strategic Plan ↑ Develop a citywide process to encourage departments to better communicate alignment between Citywide & Department Strategic Plans and performance

Objectives	Measures	Dec-13	Dec-15	Dec-16
Resident Engagement Measures	Percent of residents who are satisfied or very satisfied with the ease of locating information on the City website City of Durham Strategic Plan	—	↑	↑
	Effectiveness of Communication with the Public	↑	↑	↑
	Public Involvement in Local Decisions per the Resident Survey Index	■	■	↓
Public Safety Measures	Quality of Fire Protection and Rescue Services	■	■	↑
	Response time for Fire services	—	■	■
	Quality of Police Protection	■	■	↑
	Overall Police Relationship with Community	↓	↑	↓



Build a Plan


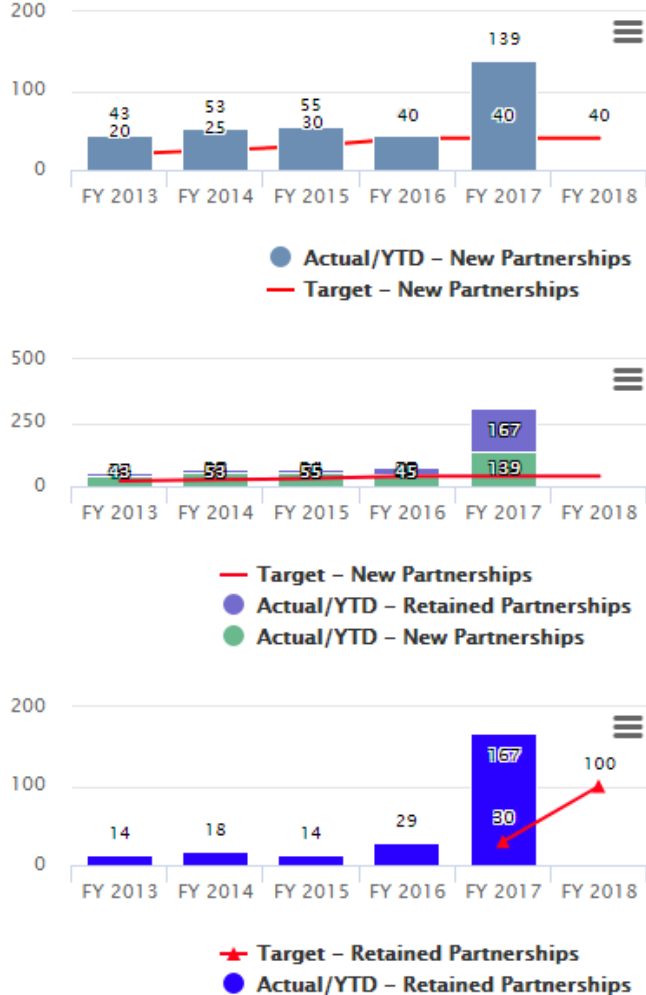


Processes needed to....

- Help build a culture of data driven decisions
- Integrate measures into the budget process
- Use the Strategic Plan to drive new funding requests
- Prove need with data

Example #1: Monthly Core Measure Report



Measure	Analysis	Charts																																																																						
<p data-bbox="112 848 421 919">  Keep Durham Beautiful Partnerships Erin Victor (General Services) </p>	<p data-bbox="459 562 1128 619">KDB has surpassed our partnership goals for FY16-17, 146 new partners and 160 retained partners as of April 2017.</p> <p data-bbox="459 642 1070 696">We believe that the increase in new partnerships and high retention rate of previous partners is due to:</p> <ul data-bbox="498 719 1136 1119" style="list-style-type: none"> • The increase in staff capacity with the addition of one FTE , 3 AmeriCorps members, and a communications intern joining the KDB Team • Improvements in partnership tracking system. This may have caused some inflation on the partnership numbers. • In January 2017 the large spike in new partnerships was due to the Bulb Blitz which engaged 63 community groups who received and planted bulbs throughout Durham, many of which had not previously worked with KDB. • In April 2017 we had 37 volunteer events, many with new partners or partners that we worked with for the first time this FY (retained). <p data-bbox="459 1142 1128 1196">We estimate that KDB will create 155 new partnerships in FY16-17 and retain 165 partners from last prior years.</p>	 <p>Actual/YTD - New Partnerships</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual/YTD - New Partnerships</th> <th>Target - New Partnerships</th> </tr> </thead> <tbody> <tr> <td>FY 2013</td> <td>43</td> <td>20</td> </tr> <tr> <td>FY 2014</td> <td>53</td> <td>25</td> </tr> <tr> <td>FY 2015</td> <td>55</td> <td>30</td> </tr> <tr> <td>FY 2016</td> <td>40</td> <td>40</td> </tr> <tr> <td>FY 2017</td> <td>139</td> <td>40</td> </tr> <tr> <td>FY 2018</td> <td>-</td> <td>40</td> </tr> </tbody> </table> <p>Actual/YTD - Retained Partnerships</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual/YTD - Retained Partnerships</th> <th>Actual/YTD - New Partnerships</th> <th>Target - New Partnerships</th> </tr> </thead> <tbody> <tr> <td>FY 2013</td> <td>43</td> <td>20</td> <td>20</td> </tr> <tr> <td>FY 2014</td> <td>53</td> <td>25</td> <td>25</td> </tr> <tr> <td>FY 2015</td> <td>55</td> <td>30</td> <td>30</td> </tr> <tr> <td>FY 2016</td> <td>45</td> <td>40</td> <td>40</td> </tr> <tr> <td>FY 2017</td> <td>167</td> <td>139</td> <td>40</td> </tr> <tr> <td>FY 2018</td> <td>-</td> <td>-</td> <td>40</td> </tr> </tbody> </table> <p>Actual/YTD - Retained Partnerships</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual/YTD - Retained Partnerships</th> <th>Target - Retained Partnerships</th> </tr> </thead> <tbody> <tr> <td>FY 2013</td> <td>14</td> <td>-</td> </tr> <tr> <td>FY 2014</td> <td>18</td> <td>-</td> </tr> <tr> <td>FY 2015</td> <td>14</td> <td>-</td> </tr> <tr> <td>FY 2016</td> <td>29</td> <td>-</td> </tr> <tr> <td>FY 2017</td> <td>167</td> <td>30</td> </tr> <tr> <td>FY 2018</td> <td>-</td> <td>100</td> </tr> </tbody> </table>	Fiscal Year	Actual/YTD - New Partnerships	Target - New Partnerships	FY 2013	43	20	FY 2014	53	25	FY 2015	55	30	FY 2016	40	40	FY 2017	139	40	FY 2018	-	40	Fiscal Year	Actual/YTD - Retained Partnerships	Actual/YTD - New Partnerships	Target - New Partnerships	FY 2013	43	20	20	FY 2014	53	25	25	FY 2015	55	30	30	FY 2016	45	40	40	FY 2017	167	139	40	FY 2018	-	-	40	Fiscal Year	Actual/YTD - Retained Partnerships	Target - Retained Partnerships	FY 2013	14	-	FY 2014	18	-	FY 2015	14	-	FY 2016	29	-	FY 2017	167	30	FY 2018	-	100
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Example #2: Pre-Budget Strategy Presentations

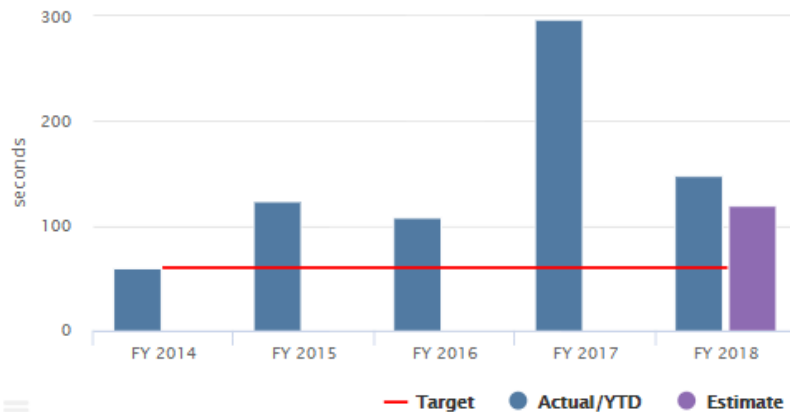


CUSTOMER SERVICE

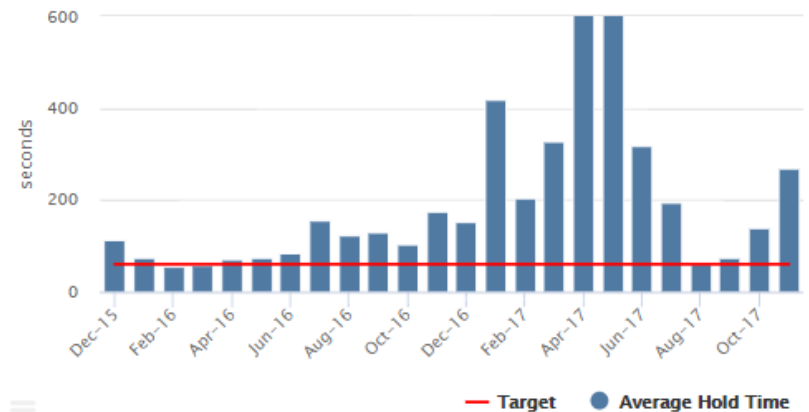
FY 2019 New Initiatives:

- DOC Contact Center representative FTE (City Manager)
- New Customer Services Positions 5.0 FTEs (Water Management)

↓ Annual: DOC Average Wait Time for Calls to be Answered



↓ Monthly: DOC Average Wait Time for Calls to be Answered



Example #3: Goal Team Prioritization



	B	C	D	L	M	N
1	Goal 3 Summary			Goal 3 Total (out of 12)	Attributes Total (out of 16)	Program Total (out of 104)
2	Department	Division	Program	Goal 3 Total	Attributes Total	Program Total
3	Public Works	Engineering/ SW	Development Review & Post Development Compliance	9	16	61
4	Planning	Development	Land Use	8	15	53
5	Planning	Strategic Planning	Policy and Urban Design	8	11	47
6	NIS		Community Engagement	8	9	45
7	NIS		Human Relations	8	12	43
8	NIS		Code Enforcement	7	12	44
9	NIS		Impact Team	7	9	43
10	NIS		COMPASS	7	9	30
11	Community Development		NEIGHBORHOOD INVESTMENT & AFFORDABLE HOUSING PROGRAM	7	10	24
12	Transportation	Transit	Fixed route transit service	7	10	19
13	Parks and Recreation	Operational Services	Park Planning	6	8	47
14	Community Development		HOMELESSNESS PROGRAM	6	9	18

Example #4: New Funding Requests



Example #5: Budget Office Recommendations

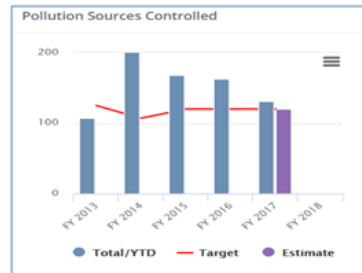
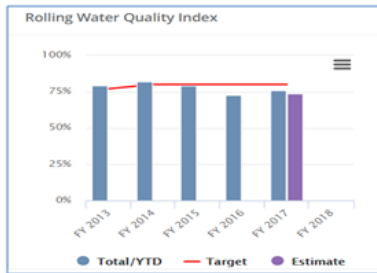


Department: Public Works
Analyst: Christina Tookes

Fiscal Year: 2018
Target: \$20,341,410

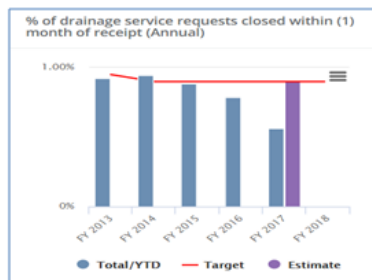
Program: Stormwater Quality

The Rolling Water Quality Index regional benchmark increased to 80 in FY15. Rolling water quality index is currently performing below target due to heavy precipitation during the fall and winter, which increased the number of sediments in the water. The department has expressed interest in getting away from tracking this measure, as many of the factors impacting its performance are outside of the department's control, therefore no FY18 target has been determined. The analyst will continue to report out this measure until others are proposed by the department. The number of pollution sources controlled has been trending downward since FY 14. At the same point last year, the department had addressed 120 pollution sources, versus 85 through the same period this year. Department anticipates ending the year at or near target.



Program: Stormwater Infrastructure, Maintenance, Street and Bus Stop Cleaning

Staffing issues are impacting the department's ability to effectively address Stormwater drainage service requests. To date, only 56% of requests are addressed within one month, although the department proposed achieving target by the end of the fiscal year. The average cost to address drainage service request has a year-to-date figure, at \$256, and is anticipated to meet target of \$275 by year end. The need to hire temporary staffing and overtime costs directly impact this figure. The July 2016 flood event at PWOC has had a significant impact on the department's ability to meet its curb miles swept for the year. PW is in the process of renting equipment from TYMCO in order to continue some level of services in this area.

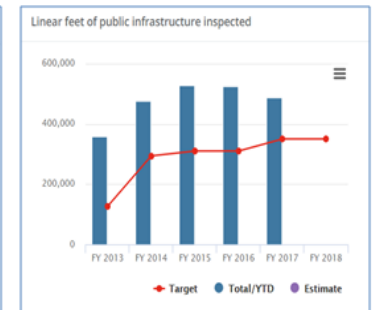
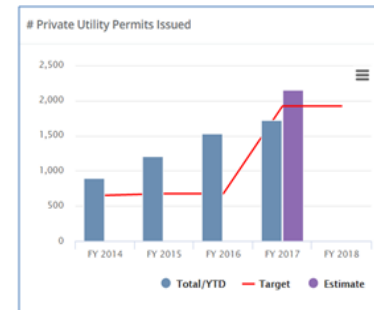


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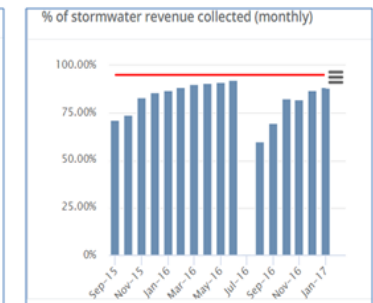
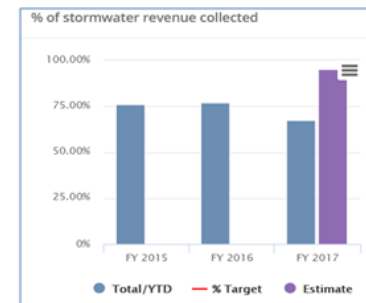
Program: Engineering Inspections

Workload in the Engineering Inspections division has been trending upward over the past few years, primarily due to the increase in projects based on the growth within City limits. To date, Engineering Inspections has inspected 486,672 ft. (92.17 miles) of public infrastructure, and anticipates inspecting in excess of 500,000 feet (94.7 miles) by the end of the year. In comparison to this same time last year, there has been an increase in linear feet of public infrastructure of 172,475 ft. (154%). If one inspector can inspect about 25 miles in a year (132K linear feet), it would require a minimum of 2 additional staff to address the current build rate. The department has requested new staff and, if approved, will dedicate those resources directly to this area of need.

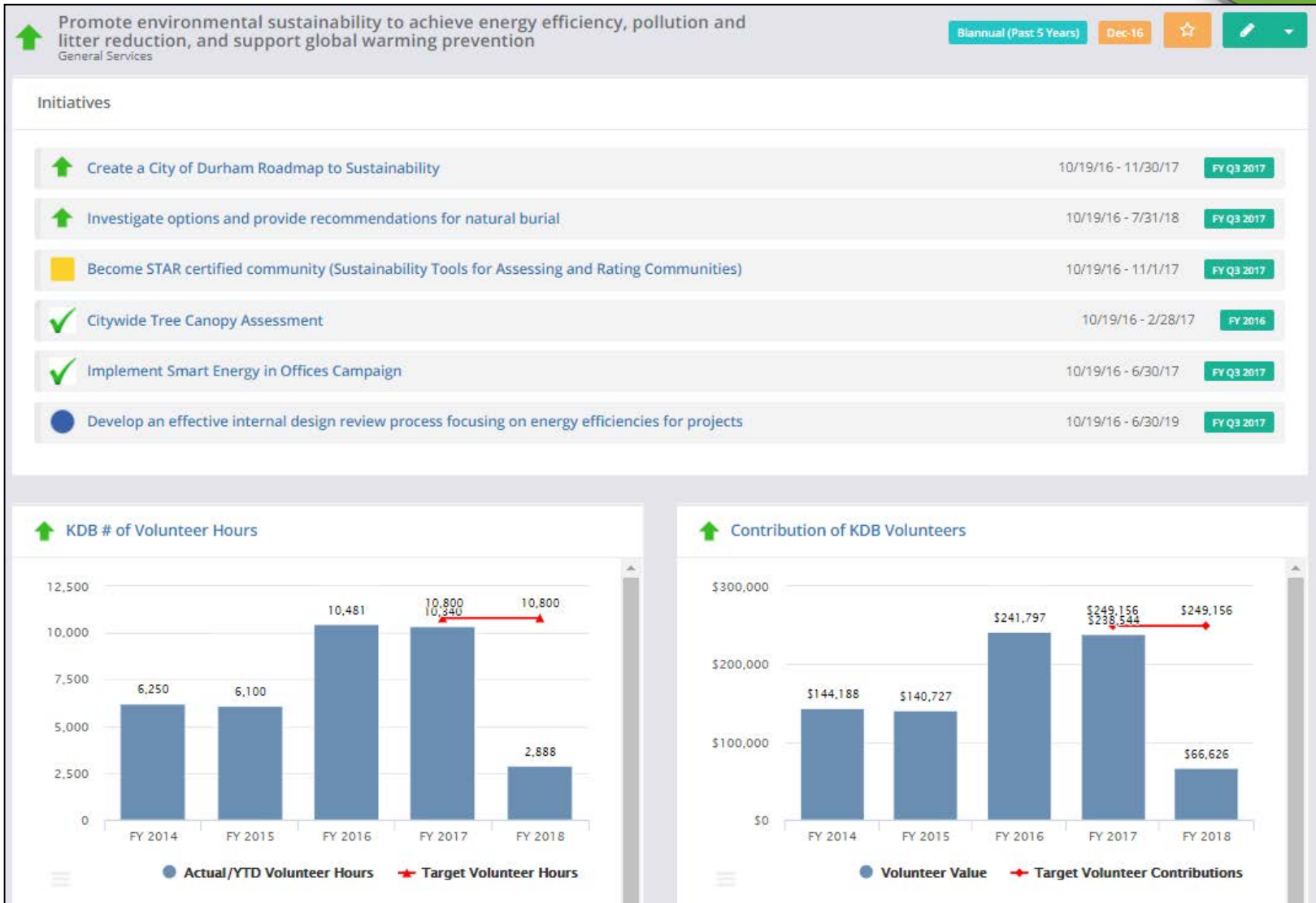


Program: GIS & Stormwater Billing

To date, the GIS and Stormwater Billing program has collected 79% of budgeted Stormwater revenues, and anticipates collecting all budgeted revenue by the end of the fiscal year. Last year, the department exceeded revenue budget and it is not unreasonable to expect the same for the current fiscal year. Collections are trending at 67.3% year to date, slightly below the 95% assumption built into the rate model. As the department has improved the billing process, it has found customers requesting monthly/quarterly billing of stormwater charges have slowed the average collection rate.



Example #6: Dept Budget Presentations





Group Discussion