



# City of The Dalles Performance Benchmarking

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**Last Updated March 2021**



The people of The Dalles are justifiably proud of their community. It has a long and valued history and continues to play a key role of North Central Oregon's social, cultural, economic, and government activities. We are passionate about our home and desire to see our community strengthen and prosper.

Nearly three decades ago, starting in 1992 the community began planning for change, and to harness such change to improve The Dalles, by creating a Vision Action Plan. This vision was updated in 2002, again in 2011, and plans are being laid to update the vision in 2018. Throughout this period, national, regional, and local dynamics have brought substantial change to our community. Our Vision can help us manage these forces and define the community that we want to become.

The City of The Dalles has a mission, has a duty, to take action in relevant areas to help our community achieve our vision. For our Vision and

Mission to have an everyday meaning to us, it must be accompanied by deliberate planning efforts where we can see how our efforts will move our organization and our community forward.

This document details a framework to organize our efforts, track, and then celebrate them together.

This document is intended as a work in progress. Our mission, vision, values, and goals will evolve as our community changes although they should remain fairly constant. The objectives and strategies identified by our Departments and Divisions will require periodic review, refinement, creation, and deletion.

Detailed documents such as the Comprehensive Plan, Capital Improvement Plan, Transportation System Plan, Water Master Plan, Sewer Master Plan, Urban Renewal Agency Master Plan, Airport Master Plan, and related planning documents are integral to the support of our mission.

# *Our Vision*

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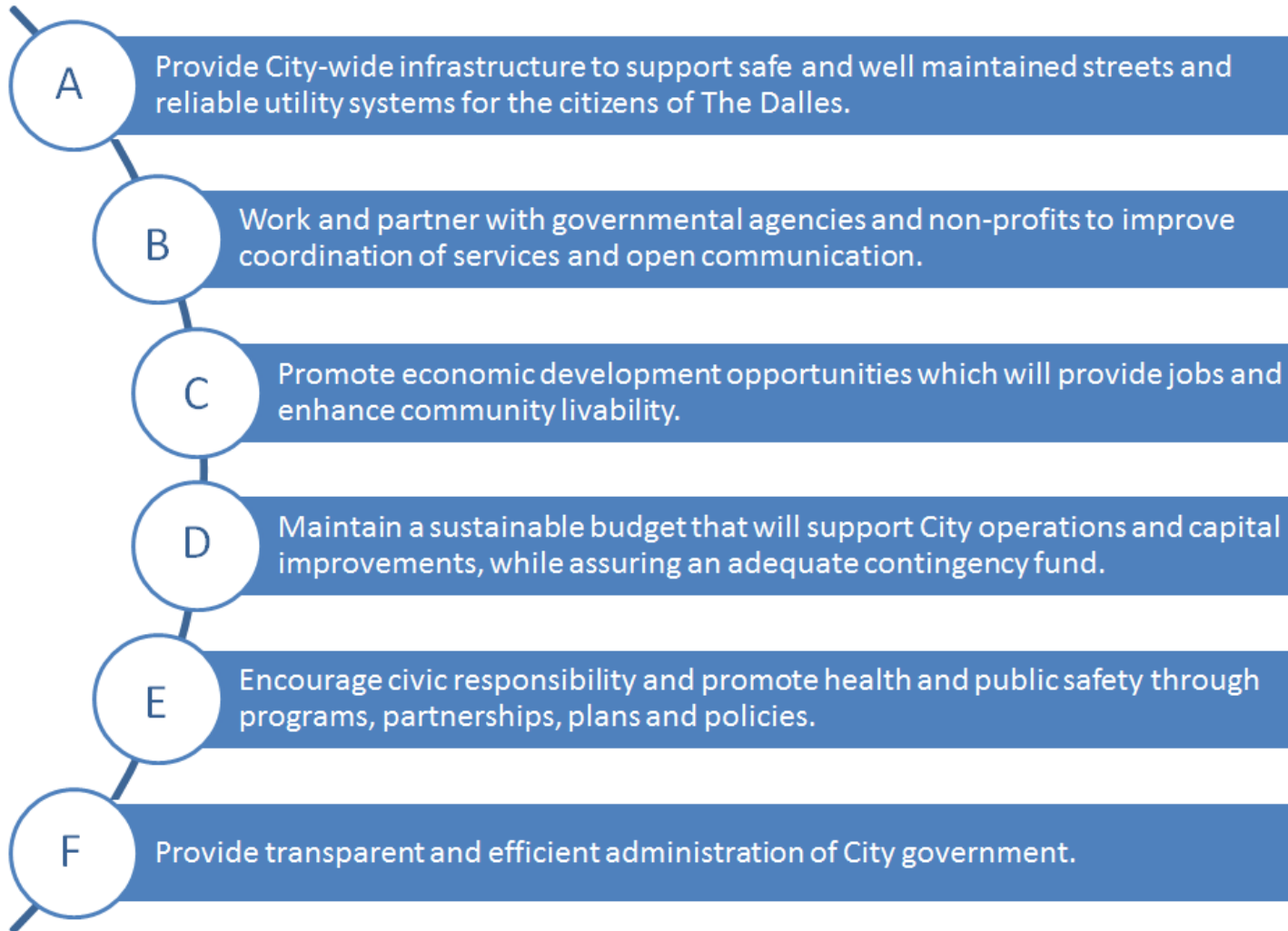
A community that has involved citizens of all ages, strong local collaboration, green spaces, a revitalized downtown, efficient government, is a commercial hub, honors our cultural diversity, has a proactive education system, has compatible neighborhoods, a far ranging transportation system, and a comprehensive medical system. (Compiled summary of VAP)

# *Our Mission*

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“By working together, we will provide services that enhance the vitality of The Dalles”

# *Our Goals*



# Our Values



Our Values are our everyday framework that guides *all* of our decision making processes, our relationships with the community, and our workplace cultural environment.

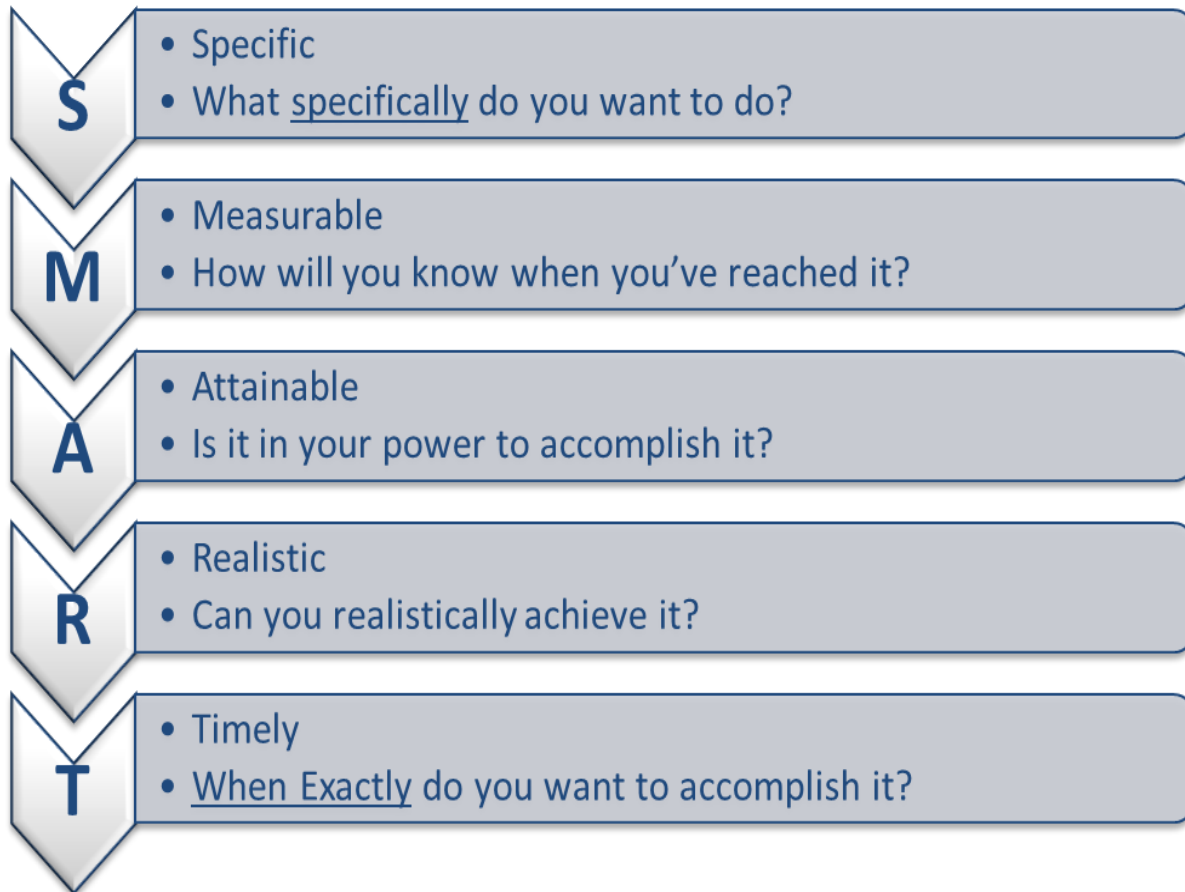
# Review and Update Process

**Vision, Mission, Values: Every 10 years (Community)**

**Goals: Every 5 years (City Council)**

**Objectives and Strategies: Annually  
(Departments craft; Reviewed by City Council)**

The below image details aspects to think about when developing our goals, objectives, and strategies:





# Terminology

**Vision:** What do the citizens want the community to become?

**Mission:** What is the City's role in achieving that vision?

**Values:** What guides our efforts in every situation?

**Goals:** How will the City achieve the mission?

**Objectives:** How will Departments achieve the goals?

**Operations and Maintenance:  
Ongoing Efforts**

**Capital: Time Definitive**

**Strategies:** What actions will be taken to achieve the Department objectives?

**Strategies:** How do we effectively complete time definitive projects?

**Benchmarks:** What will we measure to determine if the strategy is achieving the objective and goal?

**Benchmarks:** What will be measured to evaluate capital projects?



# Operations and Maintenance

| Goals  | Objectives  | Strategies  | Performance Benchmarks  |
|--|---|---|---|
| <p><b>A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles.</b></p> | <p><u><b>IT</b></u></p> <ul style="list-style-type: none"> <li>• Use electronic data gathering of City activities for productivity and efficiency analysis</li> </ul> <p><u><b>Street Division</b></u></p> <ul style="list-style-type: none"> <li>• Take pro-active efforts to preserve roadways</li> </ul> <p><u><b>Waste Water Division</b></u></p> <ul style="list-style-type: none"> <li>• Monitor Federal and State regulation changes and make necessary adjustments/improvements for waste water system compliance</li> <li>• Use Capacity, Management, Operation and Maintenance (CMOM) for continuous</li> </ul> | <ul style="list-style-type: none"> <li>○ Extend mobile electronic record keeping and work order systems used by departments/divisions</li> <li>○ Implement remote working opportunities to meet needs of the community and protect employees and their families.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>○ Develop a DCI Pavement Condition Index with matrix that helps decide what roads get work and what type of work they receive</li> <li>○ Develop 5-10 year Pavement management program</li> </ul> <hr/> <ul style="list-style-type: none"> <li>○ Continue to implement EPA guidance for capacity, management, operations, and maintenance program by using EPA Publication 305-B-05-002 to evaluate Capacity, Management, Operation and Maintenance (CMOM) programs</li> <li>○ Develop/update existing Standard Operating</li> </ul> | <ul style="list-style-type: none"> <li>• Measure average response time of service requests before and after utilization of electronic record keeping</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Percentage of pavement management program completed each year</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Complete CMOM evaluation yearly</li> </ul> |

**A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles.**

**improvement and preventive actions in wastewater utility operations**

- Conduct activities to support the renewal of the City's Wastewater Treatment Plant NPDES discharge permit through Oregon DEQ

**Water Division**

- Maintain yearly schedule of water meter replacement (4,810 meters total) and PRV maintenance

**WICKS**

- Provide safe water by meeting all State and Federal safety regulations

- Conduct monthly Crow Creek Dam and Dog River Inspections

**Procedures for wastewater utility operations**

- Update Sanitary Sewer Overflow Prevention Program
- Conduct a pH monitoring program in the Columbia River
- Prepare a Mercury Minimization Plan
- Update Local Limits evaluation

- Opportunity driven, route-by-route
- Reserve time in early spring to facilitate
- Explore pre-fabs for increased efficiency

- Review and update operating protocols
- Provide training opportunities on new technology and operating protocols
- Track implementation of Lead and Copper Rule (LCR) and develop compliance plan

- Identify possible efficiencies and additional resources that could be obtained to allow staff to conduct inspections

- Completed implementation of an acceptable pH monitoring report
- Acceptable Mercury Minimization Plan
- Implement updated Local Limits
- 

- Replace 8% of water meters each year
- Rebuild 12 valves each year

- Zero safety incidents and all inspections passed
- Achieve/maintain SHARP designation
- Staff has met the required 2 continuing Education Credits needed every 2 years
- Develop LCR compliance program

- 12 yearly inspections completed on the Crow Creek Dam and Dog River Pipeline

**Administration**

- **Maintain infrastructure of City owned buildings and properties**

- **Maintain yearly schedule of needed maintenance**
- **Maintain standardized list of contractors who are licensed and bonded to perform work**

- **Yearly updated list of contractors**

**B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.**

**Administration**

- Maintain monthly meetings between City Manager/Department heads and community partners
- Communicate with community on topics and pressing issues
- Expand relationship with local Tribes
- Communicate timelines and schedules of developments/projects to applicable partners
- Timely provision of City meeting information to partners and community

- Setup a regular schedule of monthly meetings
- Attend Community Outreach Team (COT) meetings
- Review partner list each year
- Speak to Civic Groups
- Radio appearances
- Request permission to have City Mayor and Manager attend Tribal meetings
- Support Native American cultural events
- Continue to acknowledge Tribal rights established at the commercial dock
- Project Manager assigned to each project will identify and reach out to potential partners in advance of implementation
- Timely provide agenda packets to partner list
- Yearly update the partner list based on COT members and active city partnerships
- Increase number of people who receive newsletter by adding newsletter signup option

- Number of meetings attended
- Monthly radio appearances
- Monthly Mayors Message
- 1 Civic group a quarter
- Attendance of at least 1 Tribal Council meeting each year
- Attendance at Tribal cultural events
- Partnerships to logistically or financially support Tribal events
- Opportunities identified for efficiencies
- Partnerships and efficiencies reported through newsletter
- Number of email receipts and email “open rates”
- Number of people attending meetings

**B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.**

**IT and Police**

- Work with County 911 for shared dispatch services

**WICKS**

- Provide water testing services to community and partnering agencies as availability and resources permit

- Work with partners to continue adult and youth hunting outings in The Dalles Watershed

- Bring back the annual public tours of the Wicks Water Treatment Plant

- Increase traffic on website and Facebook by posting agendas, press releases etc.

- Support upgrades and audit compliance, secure shared resources according to Criminal Justice Information Services (CJIS) Security Policy

- Offer testing services for irrigation water as available
- Recoup all staff and materials cost for providing said testing
- Share billing and payment reports between Finance and WICKS

- Work with ODFW to carry out annual controlled adult and youth Elk hunts in The Dalles watershed
- Assemble packets/permits for hunters and facilitate check in/check out stations

- Select a day for tour and publicize

- Increase in Facebook, website traffic, and newsletter readership

- Pass Criminal Justice Information Services Security Policy audit (Every 3 years) with little to no remediation steps needed

- Number of outside partners utilizing services
- Cost vs revenue ratio
- 95% recovery of accounts for testing provided
- Adherence to providing safe water to Dalles residents as a priority

- 1 controlled adult hunt and 1 controlled youth hunt per year

- 1 yearly public tour

**B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.**

**Community Development Dept.**

- **Begin the update to The Dalles Vision Plan (2020)**

- **Develop work plan to complete update.**
- **Seek public engagement through surveys and public meetings.**

- **Adopted Vision Plan by June, 2022.**

**C. Promote economic development opportunities which will provide jobs and enhance community livability.**

**Administration and CED**

- Develop and manage economic development tools for the City
  
- Conduct studies to guide community development, recruitment and retention efforts
  
- Leverage outside resources to reduce development barriers and assist with community development

**Engineering and CED**

- Provide timely plan review

- Manage Enterprise Zone and comply with all State requirements, conduct awareness efforts
- Manage Vertical Housing Development Zone and comply with all State requirements, conduct awareness effort
- Manage/assist with Urban Renewal projects
  
- Update and utilize the Vision Action Plan
- Conduct a market and an economic opportunities analysis to guide retention and recruitment efforts
  
- Apply for grants to conduct items such as a Priority Brownfields Database, integration of Housing and TSP, etc.

- Develop jointly accessed database between CED and Public Works that details when plans are received, where they currently are, and status. Develop notification system when updated

- Number of applicants submitted
- 100% of companies with an Enterprise Zone submit timely yearly required reporting
- Number of jobs created
- Amount of private investment in community
  
- Updated VAP every 10 years
- Yearly review of VAP with Council and Boards
  
- Number of grants acquired
- Amount of grant funding acquired
  
- 7 day turnaround time on plan review, average of 5-6 days
- Meet State processing time guidelines in 100% of cases



**C. Promote economic development opportunities which will provide jobs and enhance community livability.**

- CED**
- Enforce City Code
- Library**
- Provide community access to equipment and education to encourage collaborative creation.
  - Increase Library patronage
- Community Development Dept.**
- Use the full palette of existing economic development tools to promote vital development to downtown and throughout the City.

- Employ both responsive and pro-active code enforcement
- 
- Develop and establish a makerspace to complement the Teen Programming and Digital Media Room
  - Provide diverse collections by reviewing and updating collections with new and newly published materials
  - Provide diverse programming for the community
  - Increase/improve marketing of the Library through social media, flyers, newsletter, radio, and digital message boards
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- Develop new marketing materials to promote the existing Vertical Housing District in downtown.
  - Revisit the Urban Renewal Grant and Loan Programs to ensure the existing program is consistent with this goal. Amend the program, as needed

- Number of yearly code complaints
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- Number of patrons attending programs
  - Number of distinct programs
  - Number of library cards
  - Total number of visitors for the year
  - Number of distinct programs
  - Social media following and engagement on posts
  - Circulation Numbers
  - Number of newsletters distributed, radio spots,
- 
- Materials to be completed and distributed by January 1, 2022.

**C. Promote economic development opportunities which will provide jobs and enhance community livability.**

- **Consider an urban renewal system development charge subsidy for new dwelling units within target areas within the district boundary.**
- **Prioritize the completion of infrastructure projects within the Urban Renewal Area to achieve this goal – such as First Street, Federal Plaza, and Third Street improvements.**

**D. Maintain a sustainable budget that will support City operations and capital improvements, while assuring an adequate contingency fund.**

**Water Division**

- Reduce sources of lost revenue

**Finance**

- Keep City Manager, Councilors, and Department Managers informed of financial goals during decision making processes

**Human Resources**

- Reduce costs associated with workers compensation

**Street Division**

- Sustainably finance street maintenance and construction

- Replace old and inaccurate water meters

- Updates on maintaining contingency and ending fund balance
- Software alerts to Departments/Divisions that are close to budget limits
- One-sheet of financial goals/requirements provided at Council dais

- Conduct safety committee meetings
- Review previous incidents and root causes and report most common type of injury and how to prevent yearly
- Utilize SAIF funds to improve workplace safety

- Develop a funding tool such as a street utility fee to fund department

- Estimated/actual reduction in revenue loss

- Maintain contingency and ending fund balance
- Decrease in Departments/divisions that have line items that go over budget

- Workers Compensation Rating Factor
- Number of claims and amount of time loss

- Percentage of street maintenance and construction funded by its own funding means versus supplemented by other funding sources

**E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies**

**Police, City Manager & Legal**

- Explore possible methods to address increasing crime/complaint incidents
- Utilize technology to better capture obligated and non-obligated police work

**Police**

- Identify patrol enforcement priorities

**CED**

- Educate the community in the control and removal of puncture vine, meter protection, snow removal, and community cleanup day

- Draft and facilitate a discussion regarding an Exclusion Zone ordinance
- Explore resources and partnerships for housing, employment, mental health, and other resources
- Allow community service as restitution in lieu of fines
- Explore the efficient use and integration of newly acquired tablets to better account for police activity/work

- Yearly review to establish/confirm patrol enforcement priorities such as DUII, Distracted Drivers, Speed Enforcement, etc.
- Seek grants and other resources to conduct enforcement exercises
- Public awareness through social media, newsletter, paper media, and community outreach

- Yearly postcard reminder insert in City billing
- Door knockers
- Block letters
- Facebook posts

- Reduction in crime and complaints
- Increase in client participation in various resources
- Aggregate community service hours
- Integration of tablets in accounting for non-obligated contacts
- Number of non-obligated contacts

- Identified patrol enforcement priorities and communicate to officers, city, and community via newsletter, press releases, etc.
- Enforcement exercises conducted
- Reduction in identified priorities

- Reduction in code complaints for described issues

**E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies**

- Implement parking codes/ordinances that balance enforcement and utilization of resources

Library

- Maintain a diverse selection of materials; paper media, digital, and special collections

- Increase patronage and circulation of offered materials

Community Development Dept.

- Prepare LUDO Amendments to address shelter siting, affordable housing, and middle housing language

- Hotline for standard questions and inquiries about puncture vines, etc.
- Work with Police Department and legal to review and update parking codes/ordinances

- Update collections as required and documented under State guidelines
- Explore and strengthen concept of a, “library of things” not “just” books through special grants and other partnerships
- Increase marketing efforts and educational opportunities through programs
- Maintain diverse collections

- Evaluate new statewide tools available to The Dalles to address sheltering options for houseless populations.
- Remove existing barriers in the Municipal Code to support affordable and innovative housing and shelter solutions for residents.

- Reduction in code complaints
- Number of parking violations that involved police enforcement

- New content/materials offered at the library
- Expansion of special collections

- Program attendance
- Number of new visitors, current members, new members

- Be in compliance with State law.

- Shelter siting amendments will be completed by September 30, 2021.

**F. Provide transparent and efficient administration of City government.**

**Human Resources**

- **Maintain compliance with all Federal and State regulations**
- **Ensure cost effective recruitment for open positions**
- **Reduce non-retirement turnover**
- **Ensure all employees have required trainings to perform job functions**
- **Reduce number of safety incidents**

- **Review policies and procedures on a yearly basis and document using database**
- **Utilize new systems, processes and software in posting positions and evaluate return on investment (ROI)**
- **Provide holistic incentives for employee retention**
- **Insure employees perceived risks and issue are assessed by investigation and evaluation**
- **Provide continuing education and management training to staff identified through personnel evaluation**
- **Utilize matrix of employee names by job function to identify needed trainings and track documentation in personnel files**
- **Conduct safety committee meetings**
- **Review previous incidents and root causes and report most common type of injury and how to prevent yearly**

- **All policies are reviewed yearly and are in compliance with Federal and State regulations**
- **Reduction/stable percentage of budget spent on hiring**
- **Reduction/stable total cost per hire**
- **Reduction in staff turnover due to non-retirement reasons**
- **Increase in average length of employment**
- **Percentage of employees who have all required trainings 25% to 90% in 3 years**
- **Ultimate goal of 0. 45 incidents since 2013, step down to 10, 8, 7, etc.**
- **0.9% Safety Rating or below**

**F. Provide transparent and efficient administration of City government.**

**Finance**

- Reduce the number of phone calls and staff time spent on billing
  
- Reduce amount of time spend on hand entered documentation/processing

**Administration**

- Improve the ability for citizens to learn and be involved about City government
  
- Consolidation of records and consistent recording and maintenance of records per retention schedule
  
- All resolutions, ordinances, agreements, contracts, deeds, easements, leases, and encroachment paper original filed with City Clerk with

- Establish capability for users to view and pay their water/sewer bill online
  
- Evaluate new finance system for tools to complete transactions electronically

- Live stream City Council meetings
- Establish a Citizens Academy type learning course
  
- Continuous use and update of records retention management software
- Monitor uploads to retention software quarterly
- Biannual informational meetings; reminder emails/newsletter article
- Use of retention software auto notification system for files that need to be destroyed/deleted
  
- Confirm all departments have proper record retention policies that are being followed

- Increase in % of bills paid online
- Reduction in phone calls and staff time process bills paid in person
  
- Number of transaction types that rely on hand entered steps
  
- Number of viewers
- Increase in total volunteers across City boards and committees
  
- Record retention policies are updated yearly
  
- Checks completed all four quarters



**E. Provide transparent and efficient administration of City government.**

exception of construction contracts (held by Public Works)

- Maintain modern Website

- Establish Public Information Officer focused on Economic Recovery Assistance post COVID-19

Legal

- Complete, finalize, and distribute all contracts and agreements to appropriate parties

- Quarterly check on department uploads to digital records management system
- Annual record retention meeting with managers
- Develop RFP
- Facilitate development of website with translation option visible on site
- Annual review of department pages and forms
- Utilize ever changing technology to engage public
- Develop scope of work/office location
- Contract consultant/part-time staff
- Outreach to Spanish speaking

- Maintain a database/tracking sheet of contracts and agreements in process

- 80% manager attendance at annual meeting
- Completed website
- Checks completed annually
- Check analytics quarterly to identify what is working
- Scope of work complete
- Number of businesses contacted
- Number of grants assisted in locating available, applications completed, applications awarded
- Hire translations services for all press releases and forms
- Creation of ongoing Standard Operating procedures for future outreach

- 100% of contracts and agreements finalized, distributed to appropriate parties, and properly documented

**F. Provide transparent and efficient administration of City government.**

- Reduce ticket delinquency

- Develop a payment plan for all delinquent accounts
- Send out bill reminders

- 100% of accounts on payment plan
- Ratio of paid in full vs. payment plan

# Capital Projects

| Goals  | Objectives   | Strategies  | Performance Benchmarks   |
|--|--|---|--|
| <p><b>A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles.</b></p> | <p><b><u>All Departments</u></b></p> <ul style="list-style-type: none"> <li>• <b>List Capital Projects necessary for the long term sustainability of the City Government and whole community.</b></li> </ul> | <p><b><u>All Departments</u></b></p> <ul style="list-style-type: none"> <li>○ <b>A 5 year Capital Improvement Plan will be continually updated and executed</b></li> <li>○ <b>Every project has an estimated timeline, budget, and safety plan</b></li> </ul> | <ul style="list-style-type: none"> <li>➤ <b>All Projects are completed within 10% of estimated timeline</b></li> <li>➤ <b>Projects are completed within 10% of estimated budget</b></li> <li>➤ <b>Projects are completed with zero safety incidents</b></li> </ul> |
| <p><b>B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.</b></p>                   |  |   |  |
| <p><b>C. Promote economic development opportunities which will provide jobs and enhance community livability.</b></p>                                      |  |   |  |
| <p><b>D. Maintain a sustainable budget that will support City operations and capital improvements, while assuring an adequate contingency fund.</b></p>    |  |   |  |
| <p><b>E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies</b></p>                   |  |   |  |
| <p><b>F. Provide transparent and efficient administration of City government.</b></p>  |  |   |  |

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