

DuPont City Council

Strategic Plan

This document updates the City of DuPont Vision and Mission Statements. Priority Goals and Guidance Policies are articulated to provide more clarity and guidance to operating departments.

City of DuPont

Vision Statement: DuPont is a vital city known for its planned setting and hometown sense of community. The City successfully blends natural beauty and a rich northwest history.

DuPont City Council's Mission Statements:

To provide the citizens of the City of DuPont a beautiful natural environment; high quality government services; progressive leadership and community inclusion.

Goals and Guidance Policies:

The City Council as the legislative body is tasked with providing a clear framework of goals and policies to guide municipal operations. This is a process accomplished primarily during budget development.

The goals and policies in this document are the Council's guidelines to the Mayor and executive staff. They are a framework, which guides the efforts of the Mayor, City Administrator and Department Directors in budget development and operational decisions.

Goal Statement #1 - City Leaders and Workforce

- To maintain an effective city leadership team and a professional workforce.

Guidance Policies:

1. Support a culture of excellence.
2. Strive for employee retention and organizational stability.
3. Provide regular performance audits and reviews.
4. Formally recognize employee excellence.
5. Facilitate collaboration, partnerships and teamwork.

Goal Statement #2 – Innovation

- Reward organization initiatives that challenge current processes and result in improved business practices.

Guidance Policies:

1. Ensure customer service is a primary value.
2. Seek new options for the delivery of services.
3. Support the use of best management practices.
4. Outsource services where there is a cost or quality incentive.
5. Use citizen input to improve services and operations.

Goal Statement #3 – Budget

- The primary financial plan is the City Budget. It should link the City's Mission Statement, Goals and Policy Guidance, and Departmental Operating Plans.

Guidance Policies:

1. The annual budget must be simple, clear and defensible.
2. Use a five-year revenue and expenditure model.
3. Explore what-if scenarios as a decision tool.
4. Actively seek alternative revenue sources.
5. Services must be in balance with financial resources.
6. Utility rates must fully support all operating and capital costs.

Goal Statement #4 – Financial Management

- **Financial controls shall insure proper expenditure of public funds, accurate financial records, and timely, reliable monitoring reports.**

Guidance Policies

1. **The City's credit rating should be at least AA.**
2. **Financial statements should be timely and accurate.**
3. **The State Audit Report should have no material findings.**
4. **Expenditures should be less than appropriations.**
5. **Fund Balances should be increasing.**
6. **Financial Policies should provide clear direction to departments.**

Goal Statement #5 – Levels of Service

- **Service levels should be based on objective standards, changes in demand, and the most efficient use of personnel, equipment and technology.**

Guidance Policies:

1. **The city core services are public utilities, public safety, code enforcement, leisure services and governance.**
2. **Police service levels should be based on current population, known crime risks and experience.**
3. **Fire service levels should be based on real risks, objective response standards, and affordable cost.**
4. **Public utilities must operate with the lowest reasonable level of service interruption.**
5. **The City Emergency Management Plan shall emphasize quick mobilization and self-reliance.**
6. **Leisure services shall be provided in a variety of spaces, with activities useful to all age groups.**

Goal Statement # 6 – Preservation

- **The City will preserve and enhance its natural and historic resources**

Guidance Policies:

1. **Historic sites and artifacts will be actively protected in cooperation with the Historic Society.**
2. **Public education efforts should promote DuPont’s natural and historic treasures.**
3. **The City will collaborate with Tribal Governments to protect and preserve their sites of special significance.**
4. **Historic sites and markers will be developed to build community pride, regional identity, and tourism.**

Goal Statement #7 - Parks and Recreation

- **The City encourages the development of a mix of options for passive and active recreation.**

Guidance Policies:

1. **Master plans for all parks, trails and open spaces will manage development and use.**
2. **Provide a balance in park and recreation development between active and passive uses.**
3. **Develop facilities sensitive to maintenance costs and security.**
4. **Explore creative funding mechanisms such as fees, charges, special districts, and public/private partnerships.**

Goal Statement # 8 – Economic Development

- **The City will focus its attention on a timely, consistent, predictable community development process and will encourage proactive economic development practices.**

Guidance Policies:

1. **The Comprehensive Plan should encourage long-term economic health and a sustainable business community.**
2. **The City encourages diverse commercial and industrial development.**
3. **Development should mitigate its impacts.**
4. **The City will partner with the business community to work on issues of mutual interest.**

Goal Statement #9 – Community Relations

- **The City will actively inform its citizens about city operations and actions and seek opportunities for partnerships.**

Guidance Policies:

1. **The City will have an ongoing system for cultivating and increasing citizen involvement.**
2. **The budget process will encourage citizen comments and ideas.**
3. **A community identity as many villages but one City will be promoted.**
4. **Department communications will inform the public on important issues of health, safety, and security.**
5. **City officials will represent Dupont's interests at regional forums.**
6. **The City will maximize the use of communications technology to create a virtual City Hall.**

2008 BUDGET PROCESS CALENDAR

AUGUST 14

- Mid-Year Progress Report

SEPTEMBER 6

- Council Workshop – Goals & Objectives

OCTOBER 9

- Mayor’s Draft of Recommended 2008 Budget distributed to City Council

OCTOBER 16

Budget Workshop

- Department Budget Reviews
 - Community Development
 - Public Works

OCTOBER 29

Budget Workshop

- Department Budget Reviews
 - Police
 - Fire

NOVEMBER 5

Budget Workshop

- Department Budget Reviews
 - Governance
 - Support Services

NOVEMBER 13

(Regular Council Meeting)

- Mayor’s Proposed 2008 Budget
- Public Hearing – 2008 Budget & Revenue
- 1st Reading – Property Tax, Special Levy, and EMS Property Tax Ordinances

NOVEMBER 20

Budget Workshop

NOVEMBER 27

(Council Meeting)

- Council Adoption of Property Tax, Special Levy, and EMS Property Tax Ordinances
- 1st Reading – 2008 Budget Ordinance
- Public Hearing – Citizen Comments

DECEMBER 4

Budget Workshop

DECEMBER 11

(Regular Council Meeting)

- Council Adoption of 2008 Budget

City of DuPont Organizational Chart

