

**STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
PROGRAM PERFORMANCE REPORT**

Name of Department: Vermont Department of Public Safety

Period of Performance You Are Reporting On: The reporting period varies but the focus is on the period 2011 – 2013.

Describe Contribution Of Program To Vermont Quality Of Life: The indicators that the Department of Public Safety have chosen to document and review consists of three basic life safety issues that have the potential to impact, in a serious way, residents and visitors to Vermont. These measures represents life safety issues that affect our residents and visitors.

The Department of Public Safety’s mission is to provide planning, prevention, and protection services through the work of its five Divisions, to ensure a safe and secure environment and enhanced quality of life for the Citizens of the State of Vermont.

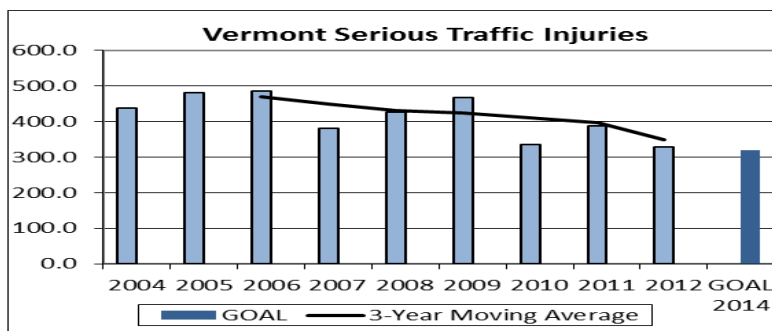
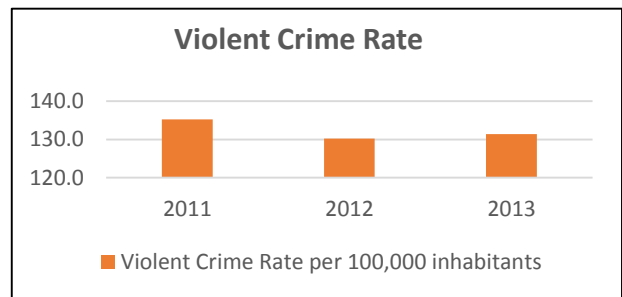
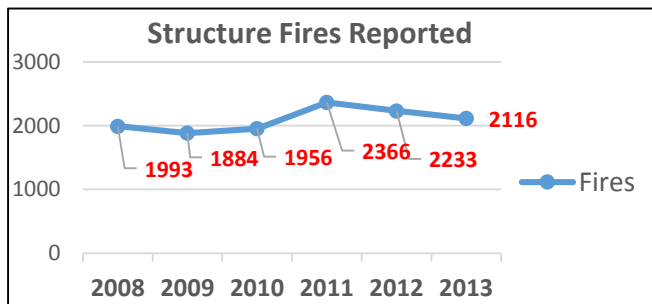
Basic Facts About Program:

The Division of fire Safety records and tracks structure fires reported. There efforts through education and inspections help reduce fires and promote fire safety.

The violent crime rate is an overall indicator of how many crimes occur within the overall population. In this case it based on a 100,000 population rate.

Vermont Serious Traffic Injuries shows the number of injuries over time and is an indicator of the results of law enforcements efforts in enforcing our motor vehicle laws and providing education surrounding highway safety.

Performance: (Show the 3-5 most important performance measures in the form of baselines with at least 3 years of actual history. Optional: provide a 2 year forecast of performance at current effort level. Performance measures must be those that that best answer the questions: 1) How well are we delivering services and 2) Are our customers better off?)



Story Behind (The Last 3 Years Of) Performance

Structure Fires – The reduction of structure fires is directly attributed to the fire prevention efforts practiced in Vermont and the number of inspections that are performed by the Division of Fire Safety. The chart identifying the number of structure fires reported indicated a downward trend since 2011 and slows an upward trend that began in 2009.

Violent Crime Rate – This measure is a summary of serious crime that is reported by all law enforcement agencies in Vermont. The number is rate per 100,000 inhabitants as reported to the Federal Bureau of Investigation uniform crime reporting system. The violent crime rate in Vermont can be impacted in a variety of ways by the Department of Public Safety. The Vermont State Police are the enforcement arm of the Department and provide investigative support in areas where they are the primary law enforcement agency but they also provide investigative support to local agencies when requested. A strong enforcement effort helps reduce the number of incidents. The Vermont Forensic Laboratory helps provide analysis of crime evidence. The Vermont Crime Information Center provides criminal history record support to the criminal justice system. A new initiative in the Department is to work with agencies providing them with information to perform crime analysis and to help them make better decisions regarding their response to crime based on the best evidence of what works and what does not work. This violent crime rate trend seems to be declining since 2011.

Serious Traffic Injuries – This measure shows a declining trend in traffic injuries in Vermont. The Department of Public Safety is using this measure because it tends to impact a large number of people. Traffic accidents are a leading cause of injury to our citizens and visitors. Keeping people safe on the highways is effort that is shared by a variety of agencies/departments and work units. This performance measure is impacted through the enforcement efforts of the Vermont State Police, the Governors Highway Safety Program through their efforts to increase enforcement between all agencies, provide educational materials, and encourage improvements in emergency medical service response and to encourage engineering improvements in Vermont's roadways. The Vermont State Police and the Governors Highway Safety Program are active members in the Vermont Highway Safety Alliance.

What Do You Propose To Do To Improve Performance In The Next Two Years? This is the first attempt at trying to develop performance indicators that reflect the department's strategic work surrounding three key life safety issues. The department will continue its work in 2015 identifying the key measures that will show progress regarding life safety issues.

**STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
PROGRAM PERFORMANCE REPORT**

Name of Department: Vermont Department of Public Safety, Division of Criminal Justice Services

Period of Performance You Are Reporting On: The reporting period varies but the focus is on the period 2011 – 2013.

Describe Contribution Of Program To Vermont Quality Of Life: The indicators that the Department of Public Safety Division of Criminal Justice Service have chosen to document and review consists of measures in two very visible units of the division and of the department; the Vermont Crime Information Center and the Vermont Forensic Laboratory.

The Department of Public Safety’s mission is to provide planning, prevention, and protection services through the work of its five Divisions, to ensure a safe and secure environment and enhanced quality of life for the Citizens of the State of Vermont.

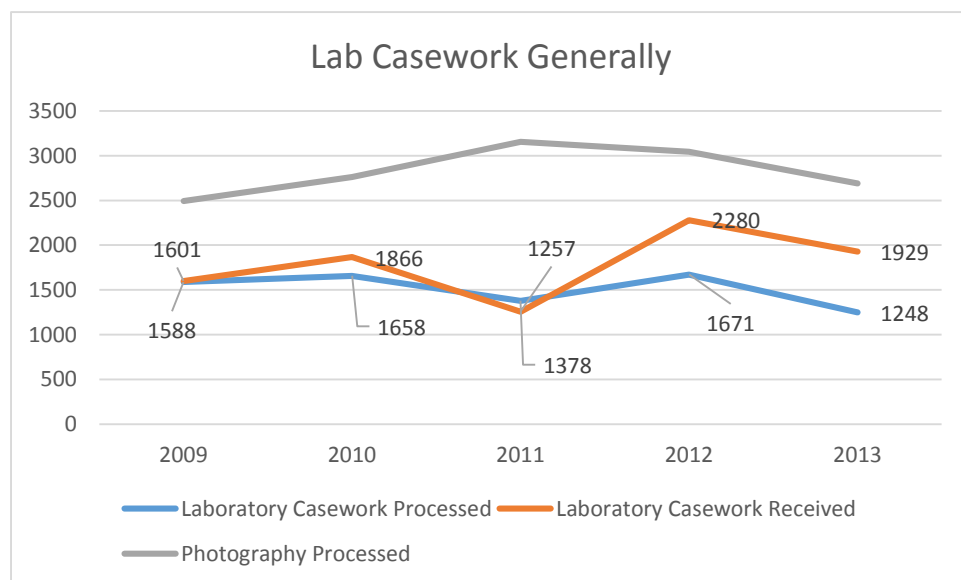
Basic Facts About Program:

The Division of Criminal Justice Services is comprised of the Vermont Crime Information Center, the Vermont Forensic Laboratory, the Office of Technology Management and the Radio Communications section. For the purposes of this performance report we have chosen indicators from our more visible programs.

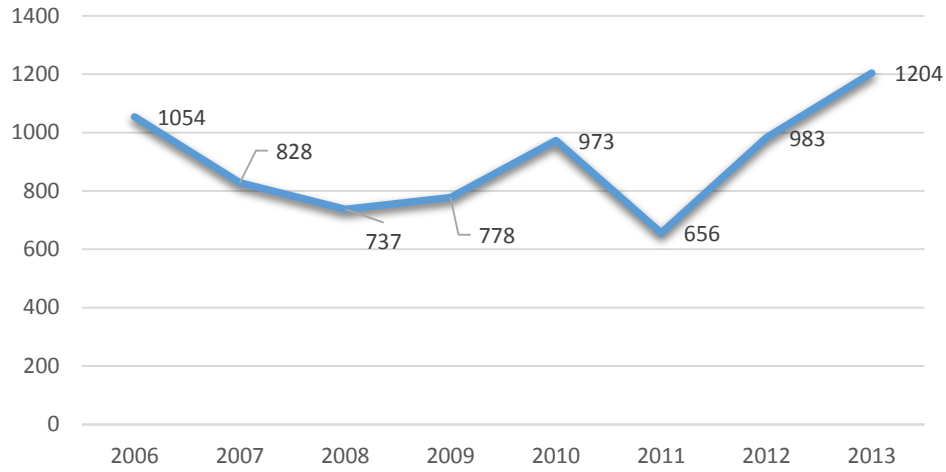
The Vermont Forensic Laboratory provides crime evidence analysis in several areas. These consists of firearms, fingerprints, alcohol breath testing analysis, drug analysis, serology, photography, paint and trace evidence and DNA analysis.

The Vermont Crime Information Center is the repository for a variety of data bases needed to foster the administration of justice and protection of the public. They provide a repository of information related to criminal history records, fingerprints, sex offenders, marijuana for therapeutic purposes

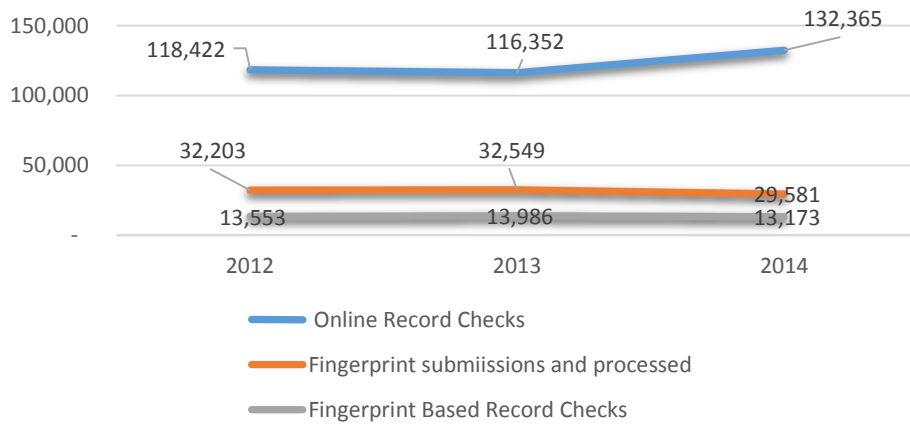
Performance: (Show the 3-5 most important performance measures in the form of baselines with at least 3 years of actual history. Optional: provide a 2 year forecast of performance at current effort level. Performance measures must be those that that best answer the questions: 1) How well are we delivering services and 2) Are our customers better off?)



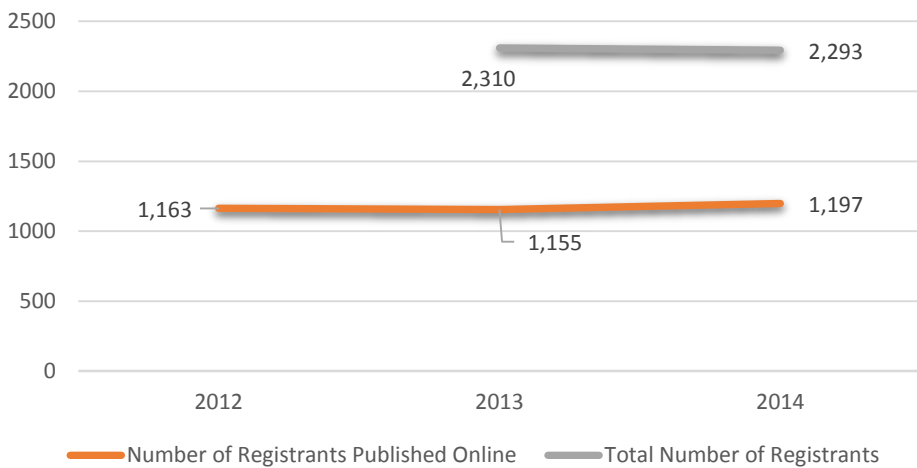
Drugs Submitted



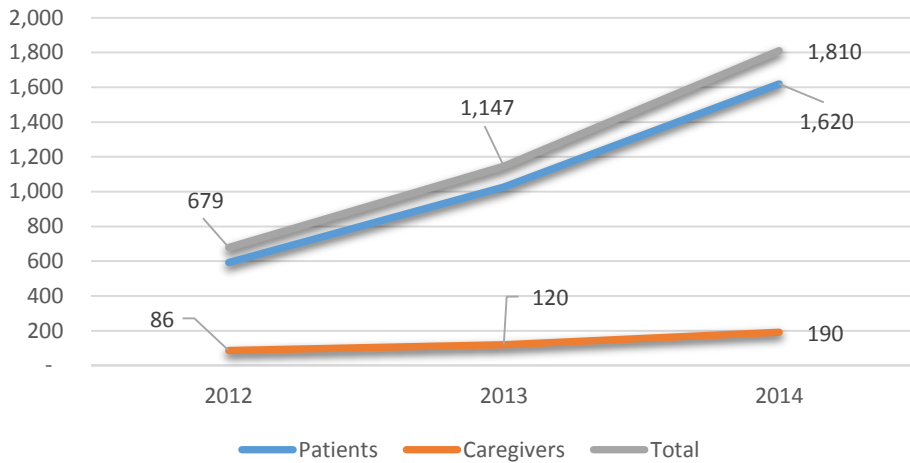
Fingerprints, Fingerprint Record Checks and Online Record Checks



Sex Offender Registry



Marijuana Registry



Story Behind (The Last 3 Years Of) Performance

Lab Casework Generally and drugs submitted – This chart shows a reduction in casework performed in 2013. It is indicative of a trend within the laboratory. The overall casework backlog within the lab is 1,741 cases of these backlogs 661 cases are for drug analysis and 171 are DNA cases. We do not have previous year's backlog numbers but it is believed that drug cases in terms of the quantity of drugs contained in the cases load are rising and therefore contribute to the backlog of casework.

Fingerprints, Fingerprint Record Checks and Online Record Checks, Sex Offender Registry, Marijuana Registry – These measures are key program areas within the Vermont Crime Information Center and show that these databases are growing.

What Do You Propose To Do To Improve Performance In The Next Two Years? The Vermont Crime Information Center will continue to focus on improving the quality of the records within the sex offender registry and will continue to manage and regulate the marijuana program.

The Vermont Forensic Laboratory is required to move to ISO accreditation by July 1, 2015 and will spend a great deal of time revising a re-writing procedures in order to meet this new standard.

All work units of the Division of Criminal Justice Services will continue to work towards documenting performance measures in search of trying to determine the right measures and indicators that are indicative of the work they perform. It is imperative that these measures and indicators are documented in a way that shows performance progress.

**STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
DIVISION PERFORMANCE REPORT**

Name of Division:

Emergency Management and Homeland Security

Period of Performance You Are Reporting On:

SFY2012-2014

Describe Contribution Of Program To Vermont Quality Of Life: (Briefly explain, so a taxpayer could understand, how your program, in conjunction with other public and private partners, contributes to the quality of life of the people of Vermont)

The mission of the Vermont Division of Emergency Management and Homeland Security is to ensure the state's resilience to disasters. DEMHS contribution to Vermont is to assist the people and communities of Vermont to prevent, prepare for, protect against, mitigate, respond to, and recover from natural and man-made threats and hazards in order to ensure the safety, quality of life, and economic vitality of the state and its citizens.

Basic Facts About Program: (Briefly describe your Division/Program's 5 most important functions. Include sources of funding.)

The 5 primary functions of DEMHS are to work with local governments, first responders, regional planning commissions, state agencies, the private sector and federal partners to prevent, protect, mitigate, respond to, and recover from natural and man-made threats and hazards.

The Vermont Legislature through a General Fund Appropriation has invested in the DEMHS Recovery & Mitigation Section since SFY '14. This section is charged with administering FEMA Public Assistance dollars to local jurisdictions and other eligible applicants in the wake of federally declared disasters. Recovery & Mitigation also manages the FEMA Hazard Mitigation Grant Program. This program is funded through a formula based on Individual and Public Assistance dollars that come to Vermont resulting from federally declared disasters. Hazard Mitigation projects can be undertaken anywhere in the state and not just where the disaster event occurred. The section provides outreach, technical assistance and preparedness training in both program areas throughout the year to address non-disaster related mitigation opportunities.

All other functions of DEMHS, its personnel, operating costs, supplies, equipment, fees for space, indirect rates, programs, projects and training and exercising come solely through federal funding from the Department of Homeland Security.

Performance: (Show the 3-5 most important performance measures in the form of baselines with at least 3 years of actual history if possible. Optional: provide a 2 year forecast of performance at current effort level. Performance measures must be those that best answer the questions: 1) How well are we delivering services and 2) Are our customers better off?)

See Appendix C

Story Behind (The Last 3 Years Of) Performance: (Briefly explain, so a taxpayer could understand, the causes behind your performance for the past 3 years, including an explanation of the picture of performance shown in the baselines above. Reference your accomplishments where they have contributed to improved performance. Use additional performance data as necessary to tell this story. Best formatting is short paragraphs with the first sentence underlined)

- a. DEMHS monitored events throughout the year such as flooding in April and July, the escalating Ebola situation through summer and fall, and the ongoing Fairpoint strike. The State Emergency Operations Center upgraded to Partial Activation for the March snowstorm, the April flooding, and the December winter storm. DEMHS continued to administer federal funding to locals and other eligible applicants from the five major disaster declarations since TS Irene.
- b. The **State Emergency Relief and Assistance Fund (ERAF)** policy was implemented, including the incentive for all towns to have an updated **Local Emergency Operations Plan (LEOP)** and **Local Hazard Mitigation Plan (LHMP)** to qualify for larger state share of disaster assistance funding. Over 70% of towns have a 2014 Local Emergency Operations Plans, 42% of towns have updated Hazard Mitigation plans and over 75% of towns have up-to-date transportation standard. After a declared disaster the damage to public infrastructure including roads and culverts may approach a million dollars. Here is how the cost of damage will be carried by federal, state, and municipal taxpayers:

	7.5% ERAF Rate	12.5% ERAF Rate	17.5% ERAF Rate
Federal Share	\$750,000	\$750,000	\$750,000
State Share	\$75,000	\$125,000	\$175,000
Municipal Share	\$175,000	\$125,000	\$75,000
Total	\$1,000,000	\$1,000,000	\$1,000,000

- c. For the past three years, completed the annual DHS FEMA-required **Threat/Hazard Identification & Risk Assessment and State Preparedness Report (THIRA and SPR)** with input from state, regional and local agencies.
- d. DEMHS undertook a comprehensive assessment on the disaster management software system used in the State Emergency Operations Center (SEOC). This project consisted of a review of the existing disaster management software system with input from state and regional partners. Upon completion of the assessment, DEMHS decided to continue using a new and improved **Disaster-LAN (DLAN)** product. The new version of Disaster-LAN, accompanied with an updated training curriculum, will be released in January 2015.
- e. After making the determination that Disaster-LAN was the product Vermont would continue to use, DEMHS formed an SEOC steering committee to coordinate all product and process changes.
- f. DEMHS conducted process mapping of the SEOC with state, regional, and local partners. This exercise is currently driving plan changes and updates.

What Do You Propose To Do To Improve Performance and Maximize/Save Resources In The Next Two Years? (Include no-cost and low-cost ideas and the contribution of partners. Best formatting is short paragraphs with action item underlined. Tie to budget submission wherever possible)

- a. DPS Continuity of Operations Plan was not signed in 2014 – plan is to be approved in 2015.
- b. Limited SEOC staff tested the alternate site for the SEOC – we should hold additional trainings and exercises in 2015.
- c. DEMHS did not effectively reach all of its partners / intended audience during the spring flooding/ ice jam tour. DEMHS will continue to host spring flood tours and will work to reach all partners.
- d. The LEPCs require constant management. DEMHS continues to explore possibilities with the LEPCs to enhance membership and leadership.
- e. The CERT program is challenged with flagging enrollment. DEMHS continues to explore possibilities with the CERT program, to include joining multiple counties into a team, and provide leadership with DLAN training.
- f. As a result of the Homeland Security Training coordinator position relocation, an interim hiatus in course management resulted. Database records will need to be updated.
- g. Delivering on the vision of regionalized services (4 regions) was not accomplished this year and remains an important goal.
- h. The Critical Infrastructure Program needs to be completed more quickly.
- i. Documentation needs to be updated to standardize Programmatic Monitoring.
- j. Provide more education on grant processes for locals.
- k. Sub-grants and payments for the public assistance program could go out more quickly. We will pursue some procedural streamlining of the sub-grant award process.

Attach Appendix A: Data development Agenda: List priorities for new or better data on performance

Attach Appendix B: Link to Budget: Provide details on priorities identified above which are included in the current or proposed budget.

**STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
DEMHS PERFORMANCE REPORT**

Appendix A

DATA DEVELOPMENT AGENDA

- Quarterly reporting of the status of Local Emergency Operations Plans and Local or Regional Hazard Mitigation Plans to measure progress.
- Routine periodic coordination with FEMA Region I and sub recipients on the development of Public Assistance project worksheets through the completion of closeout.
 - List progress reports received, reviewed and submitted:
 - List site visits conducted (date, location):
 - List monitoring visits conducted (date, location):
 - List closeout visits conducted (date location):
 - List outreach/technical assistance activities conducted (date, location):
- Routine periodic coordination with FEMA Region I and sub recipients on the approval of Hazard Mitigation applications through the completion of closeout.
 - List progress reports received, reviewed and submitted by program:
 - List site visits conducted:
 - List monitoring visits conducted:
- Measure the time in days for issuance of sub-grants for all programs to sub recipients from receipt of grantee funding to distribution. This will establish a baseline.
- EOC Operations
 - List equipment acquired:
 - Report training conducted (date, # of attendees, participating agencies, subject):
 - List SEOC activations for incidents:
 - List SEOC activations for exercises:
 - List procedure updates:
 - List software upgrades:
 - List other system changes (EAS, Notification system, Disaster software management system):
 - Indicate GIS/Mapping display coordination activities:
- Operational Sustainment
 - Report periodic equipment replacements other than in the SEOC (capital improvement or failure):
 - Report when office supplies/equipment are ordered/received:
 - Report fleet maintenance activities (usage, services, additions to/removal from the fleet):
 - Report status of sustainment contracts (system maintenance, storage and communications):
 - Report Division Position or Personnel Changes:
 - Positions created/lost
 - Hiring status
 - Departures
- Interagency Coordination
 - List any interagency coordination activities on behalf of local jurisdictions (PDA and debris management coordination, regional and local jurisdiction updates and briefings):
 - List SRAAT preparedness and deployment activities:

- List interagency coordination activities which support local jurisdiction requests for assistance (HMRT and special team deployments):
- Training Program
 - Report DEMHS developed training conducted (dates, location & attendance):
 - EMD Training
 - EOC Training
 - D-Ian trainings conducted (dates, location, target audience & attendance):
 - Report any other training scheduled, conducted or supported by DEMHS:
 - Report all staff individual participation in training during the quarter (any classroom & independent study training accomplished):
 - Report statewide participation in National Incident Management System (NIMS) Training:
 - IS100;
 - IS200;
 - IS700;
 - IS800;
 - IS139;
 - IS230a;
 - IS235a;
 - IS240a;
 - IS241a;
 - IS242a;
 - IS244a).
 - Update the multi-year Training & Exercise Program (TEP) calendar with projected training information, as requested:
- Exercise Program
 - Report exercises in which DEMHS staff participated as players:
 - Report exercises in which DEMHS staff was part of the exercise design team:
 - Report exercises in which DEMHS personnel were controllers or evaluators:
 - Update the multi-year Training & Exercise Program (TEP) calendar with projected exercise information, as requested:

**STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
DEMHS PERFORMANCE REPORT**

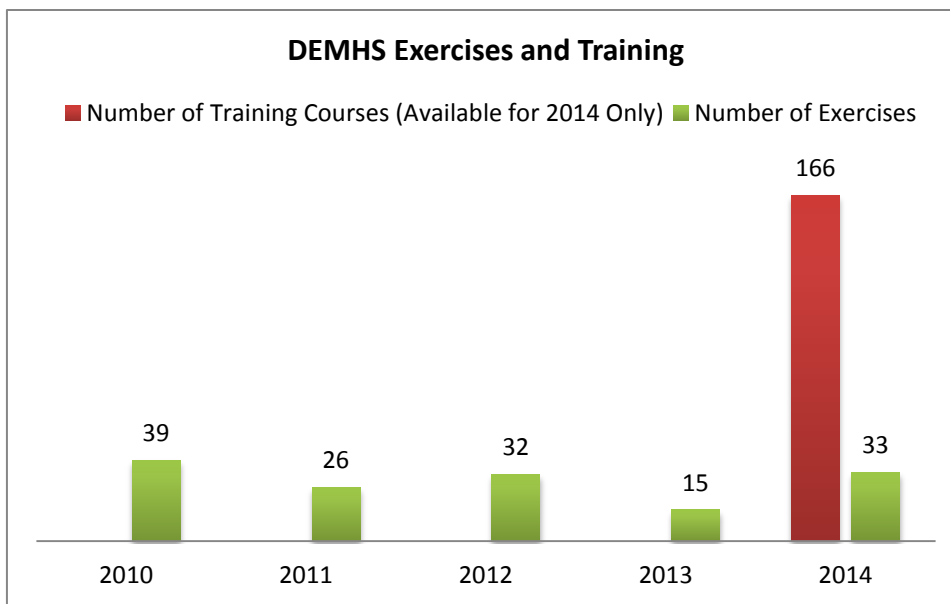
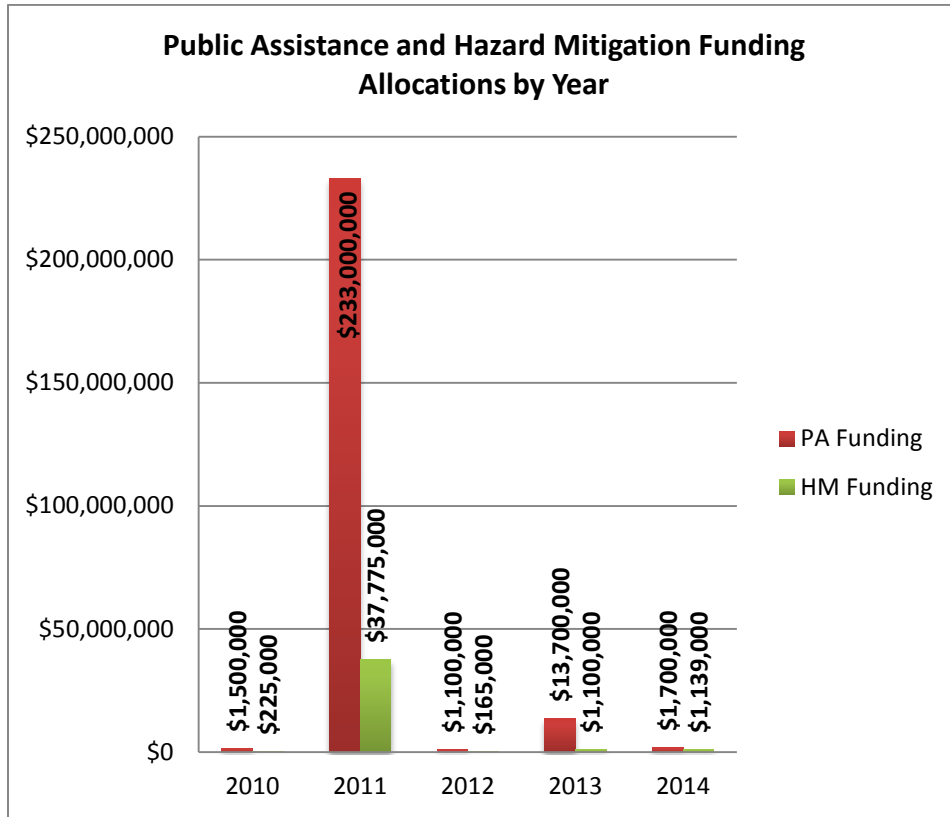
Appendix B

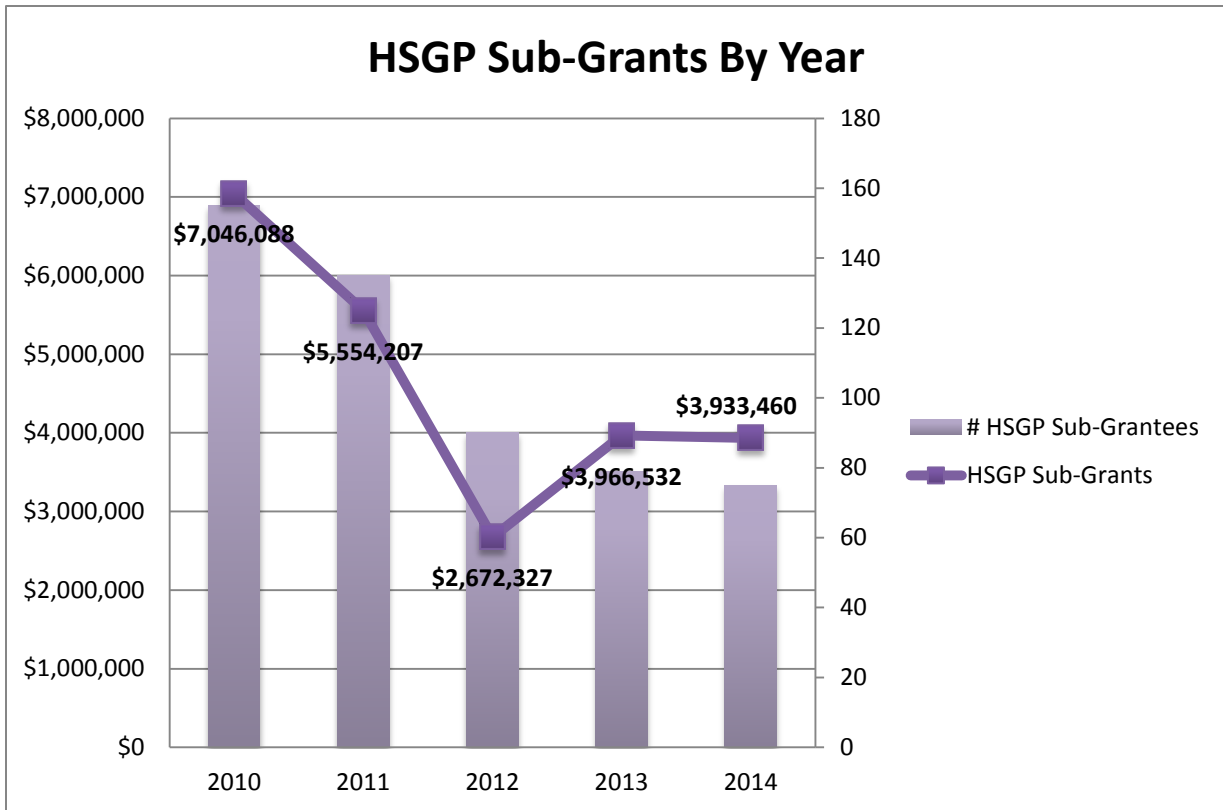
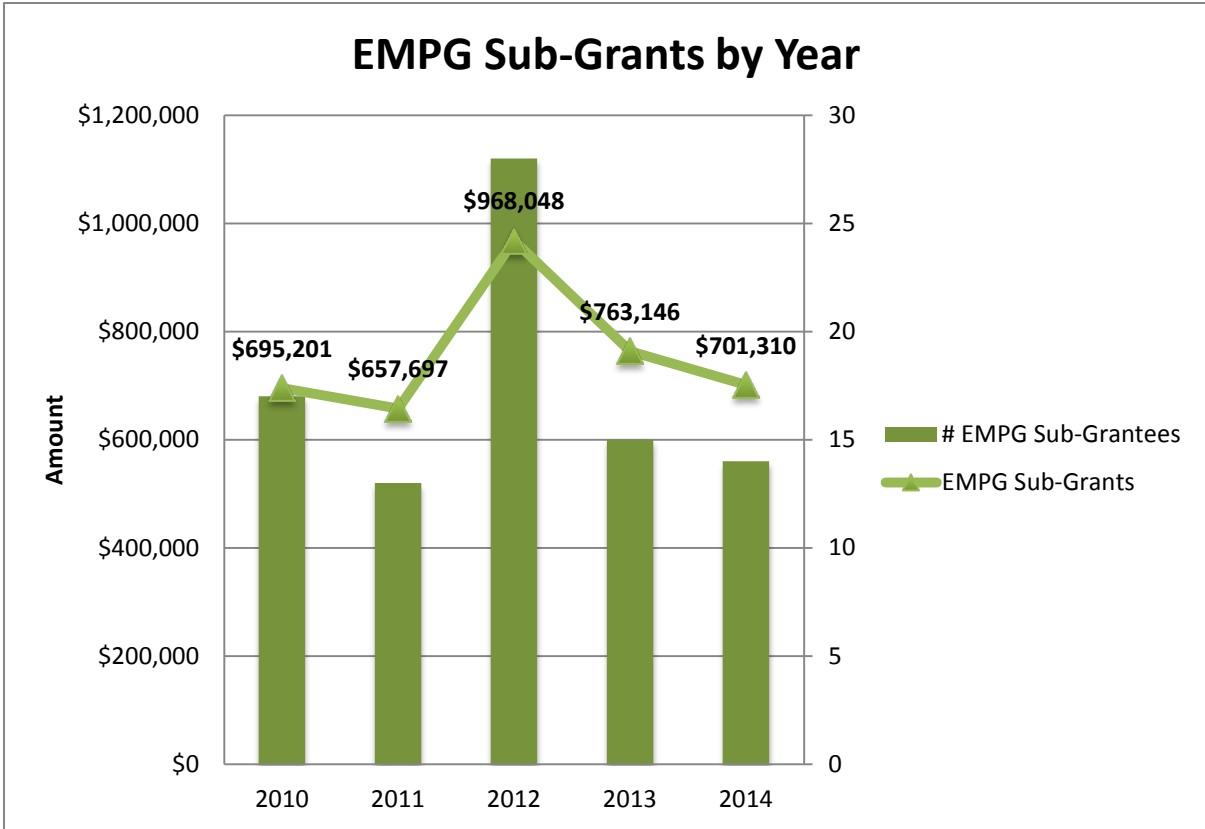
BUDGET PRIORITIES

1. Support an integrated funding approach by maximizing the benefit of all funding streams (EMPG, HSGP, General Fund, HMEP, PA and HMGP) as identified in the DEMHS Strategic Plan and appropriate grant applications, where possible.
2. Continually review the Hazard Inventory/Risk Assessment (HI/RA) as outlined in the State Hazard Mitigation Plan and State Operations Plan, Threat Hazard Inventory/Risk Assessment (THIRA) as outlined in the State Preparedness Report, the Department of Public Safety Budget Narrative and accepted Improvement Plan recommendations to update budget priorities.
3. Maximize support to local jurisdictions, first responders and partners that improve prevention, protection, preparedness, response, mitigation and recovery capabilities.
4. Look for opportunities to partner with other agencies to combine funding sources to fulfill priorities identified above.
5. Continually review expenditures for cost savings opportunities.

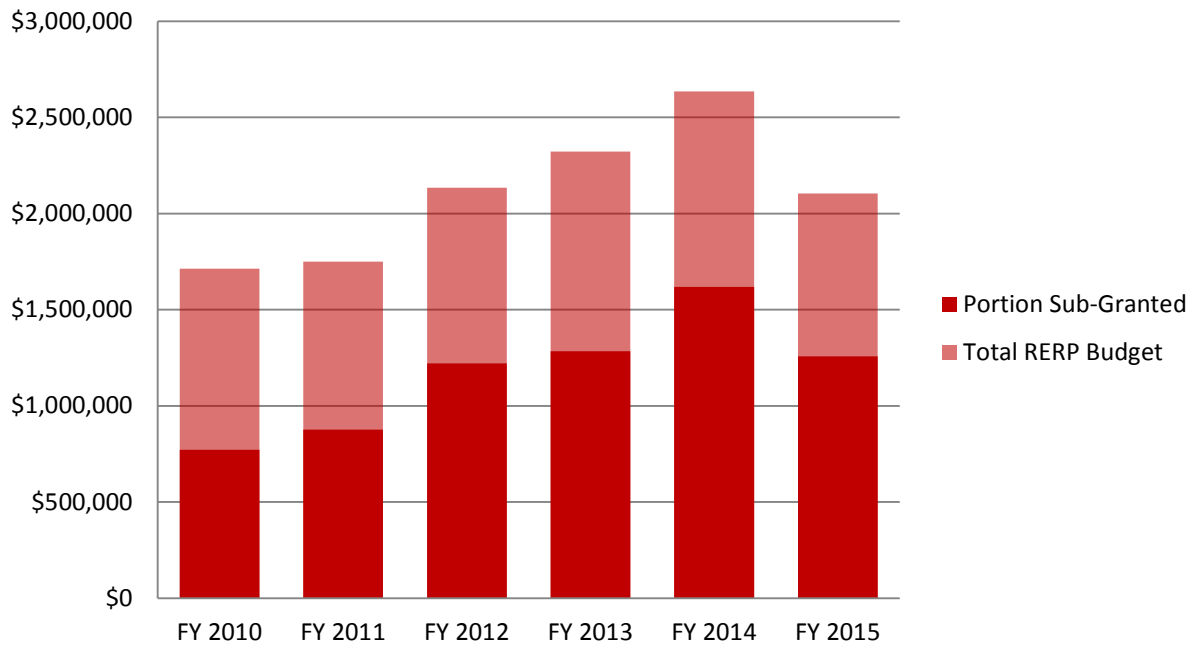
APPENDIX C

PERFORMANCE INFORMATIONAL GRAPHS

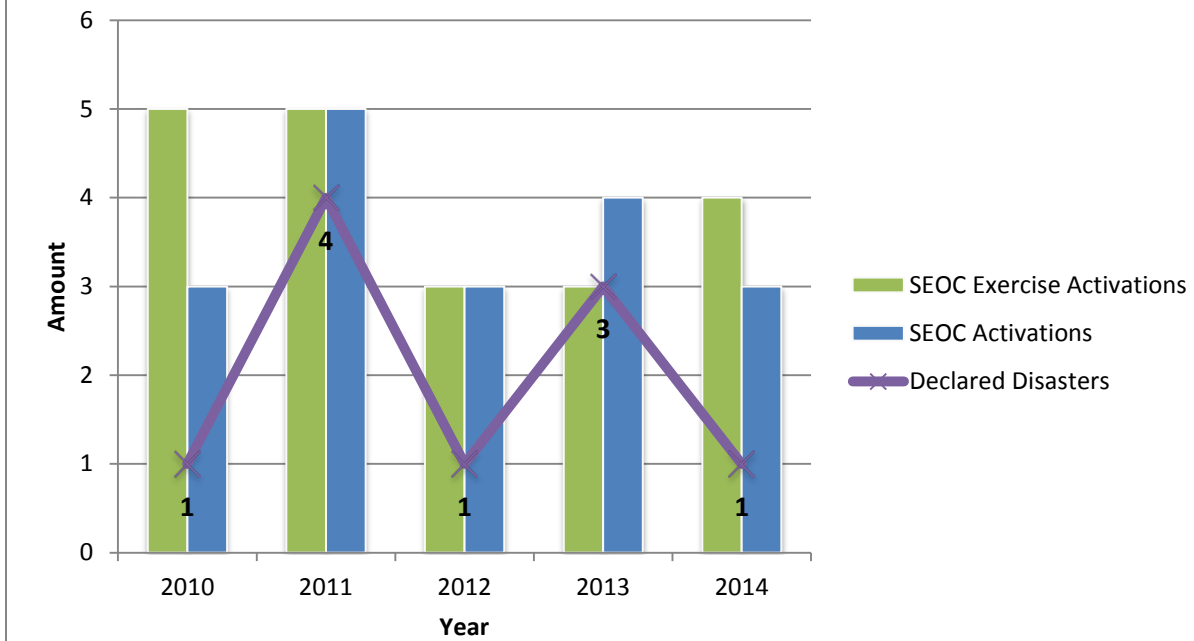




RERP Budget and Subgrants by Year



SEOC Activations and Declared Disasters



STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
DIVISION PERFORMANCE REPORT

Name of Division: Department of Public Safety
Division of Fire Safety

Period of Performance You Are Reporting On:

For the purposes of identifying trends and pressures the period of performance may vary in order to reflect the desired outcome. In some circumstances I went back additional years to show historic data to capture relevant information.

Describe Contribution Of Program To Vermont Quality Of Life: (Briefly explain, so a taxpayer could understand, how your program, in conjunction with other public and private partners, contributes to the quality of life of the people of Vermont)

The Division of Fire Safety is responsible for life safety and building code enforcement, fire investigation, hazardous material response, fire prevention public education and fire service training. We work collaboratively with many local municipalities, career and volunteer fire departments, professional trade groups, associations, non-profits, state agencies, boards, historic preservation, federal agencies, safety advocates and national associations. Our relationships allow us to better understand all the outside pressures resulting in a fair and practical approach to applying our rules. Establishing partnerships and networking reduces confrontation and builds a trusting relationship based on mutual respect between the State of Vermont and the private sector. At the end of the day our desired outcome is to protect Vermonters from fire, explosions, hazardous material and structural collapse and to provide training to all first responders reducing fatalities and injuries.

Basic Facts About Program: (Briefly describe your Division/Program's 5 most important functions. Include sources of funding.)

Plan Review and Permitting: (Special Funding from construction permit application fees)

- Construction documents/plans are submitted to one of our 4 district offices where they are reviewed for compliance with life safety and building codes and once reviewed and approved a building permit is issued. o

Building Inspections/Code Enforcement/Fire Investigation: (Special Funding)

- Final inspections are conducted once the building project is completed validating the work was completed in compliance with the codes. This includes fire, electrical and plumbing.
- When requested, we conduct purchase and sale inspections of public buildings so the purchaser knows he/she is purchasing a code complying structure.
- Inspections are conducted in response to complaints alleging unsafe conditions.
- Fire investigations are conducted at the request of the local Fire Chief.

Licensing & Certification: (Special Funding)

- We license electricians and plumbers.
- We certify gas installers, fire alarm installers, sprinkler installers, suppression system installers, boiler inspectors, elevator mechanics and oil service technicians.

Hazardous Material Response Team: (Special Funding- Tier 2 Reporting)

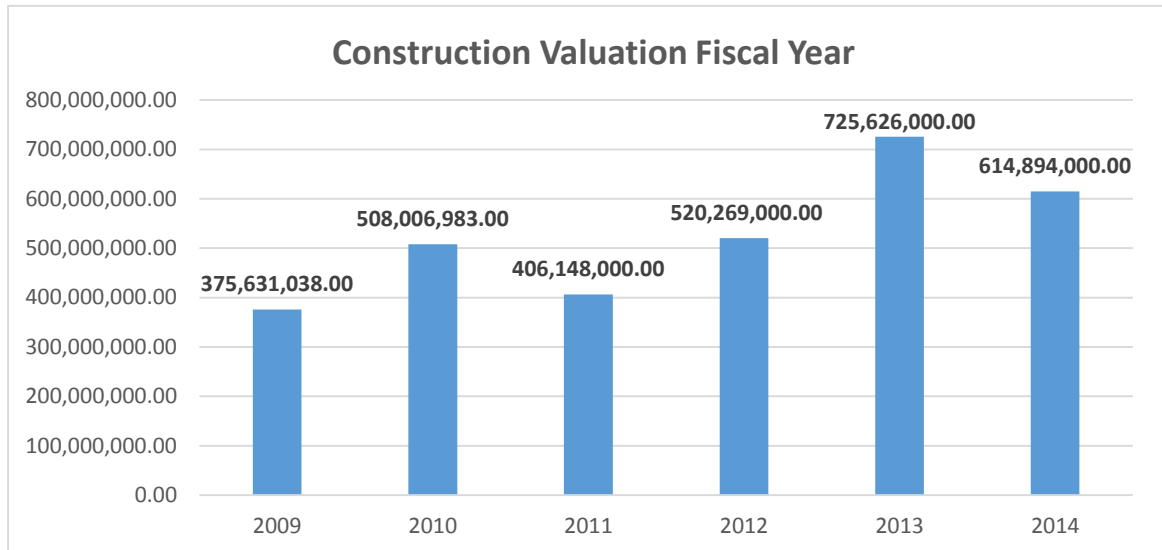
- Respond to hazardous material incidents at the request of the on scene Incident Commander.
- Provides life safety skill training to first responders at no cost.

Fire Service Training: (General Fund- Staffing) (Special Funding -Delivery of Training)

- Deliver fire service training to fire departments at no cost to first responders.
- Sponsor classes at County Regional Fire Schools at no cost to first responders.
- Sponsor fire service training classes at the academy.

Performance: (Show the 3-5 most important performance measures in the form of baselines with at least 3 years of actual history if possible. Optional: provide a 2 year forecast of performance at current effort level. Performance measures must be those that that best answer the questions: 1) How well are we delivering services and 2) Are our customers better off?)

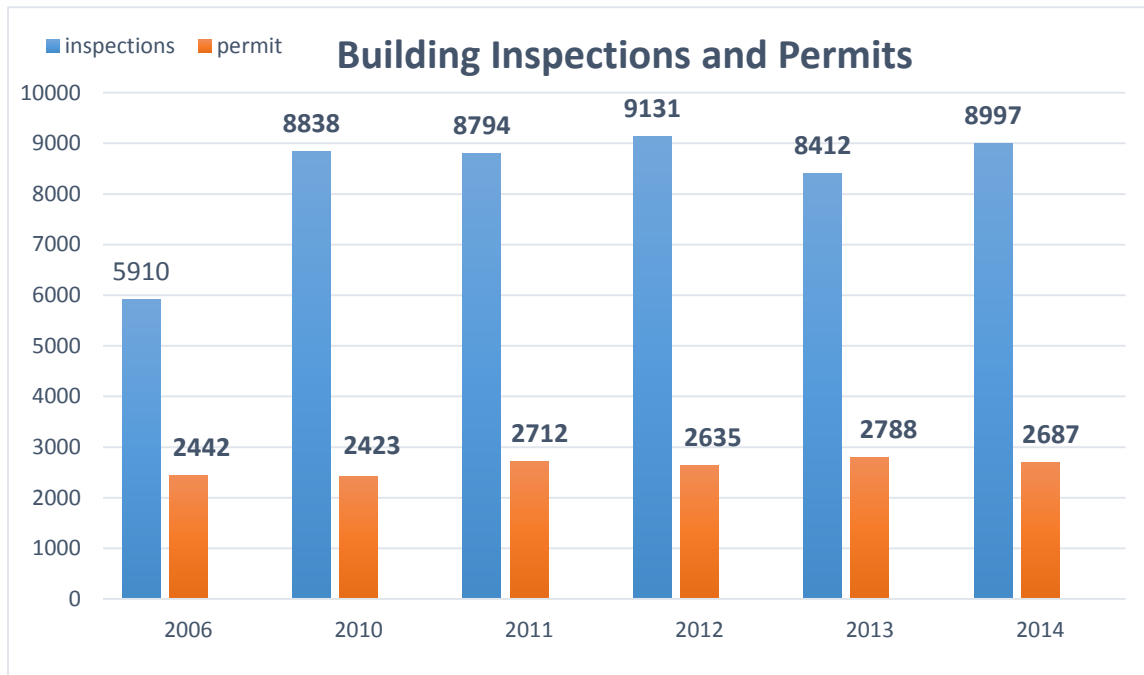
Chart 1: Construction Valuation



Story Behind (The Last 3 Years Of) Performance: (Briefly explain, so a taxpayer could understand, the causes behind your performance for the past 3 years, including an explanation of the picture of performance shown in the baselines above. Reference your accomplishments where they have contributed to improved performance. Use additional performance data as necessary to tell this story. Best formatting is short paragraphs with the first sentence underlined)

The yearly construction valuation values represent the total cost of construction for public building projects permitted by the Division of Fire Safety. The relevant information depicts a significant increase in construction throughout Vermont between 2009 to date. Construction valuation does not necessarily reflect a large increase in the number of construction permits received but it does reflect the fact we have seen a large increase in larger construction projects. Larger construction projects result in more pre-construction meetings, more technical assistance, more variances, more site inspections, more admin staff work, and longer review time for plan review staff. The steady increase in construction puts more pressure on our electrical and plumbing inspectors and it takes more time for our inspectors to conduct inspections on our larger projects. Additionally, with the increase demand on our resources to deal with the increase in new construction, I have been forced to re-allocate resources from our residential inspection initiative to keep up with new construction inspections.

Chart 2: Building Inspections and Permit Applications Received



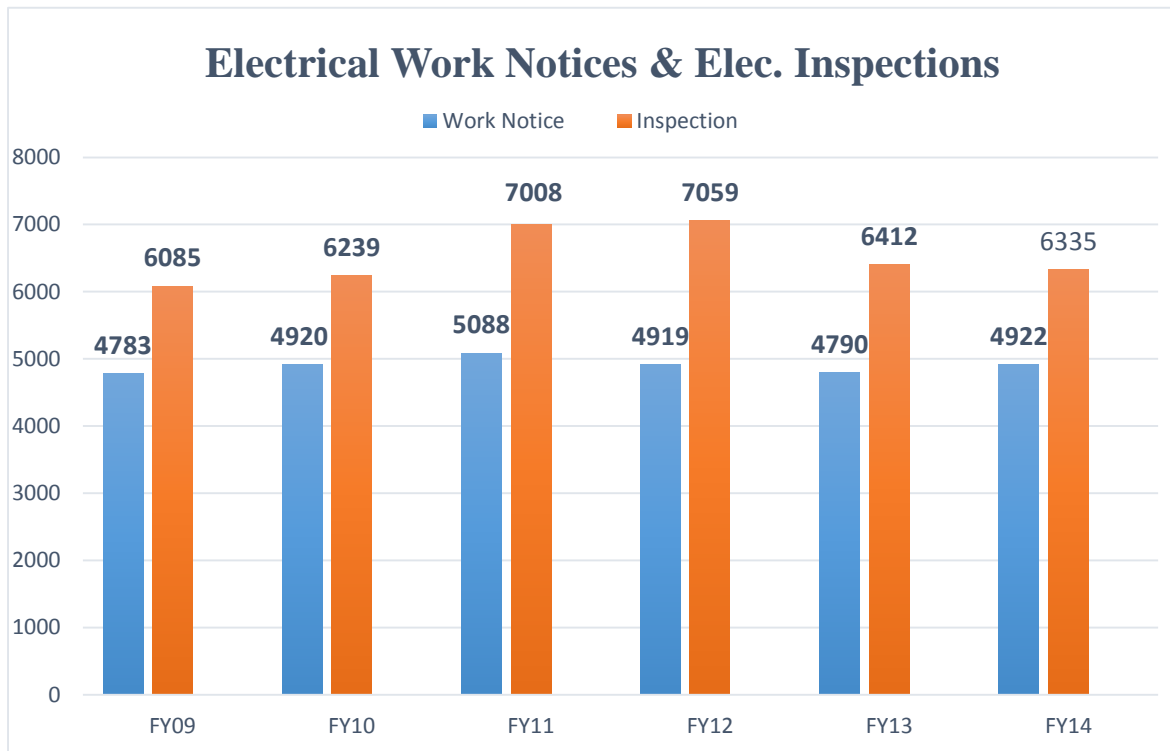
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Building Inspections: The number of inspections from 2006 to date have increased significantly from 5900 to an average of 8800 annually. The increase in the number of inspections can be contributed to the following;

- The Vermont Legislators approved the hiring of 4 inspectors in 2006 funded by special funds. The 4 inspectors were assigned to inspect existing residential properties that were not previously inspected by the division (pro-active inspections) as this is where we experience our fire fatalities. On average our inspectors conduct approximately 500 inspections annually with the exception of the 4 residential inspectors. Inspectors engaged in pro-active residential inspections do not conducted the volume of inspections our other inspectors complete. In part this is because the residential inspector has to spend considerable time locating building owners and scheduling inspections.
- Lap top computers were provided to all the field inspectors allowing inspectors to enter inspections reports in the field by accessing our data base through Citrix. This approach saved hours of windshield time and allowed inspectors to conduct many more inspections. Reports could be entered in the car and then emailed to the stakeholders reducing paper and saving many hours of administrative time.

Permit Applications: The number of permit applications remain pretty consistent year to year however, the sheer volume of major projects has increased. We see construction projects over 10 million dollars frequently throughout the year. These projects require a lot of resources including; pre-construction meetings, variances in some cases, additional inspections throughout construction and more management oversight.

Chart 3: Electrical Work Notices and Electrical Inspections



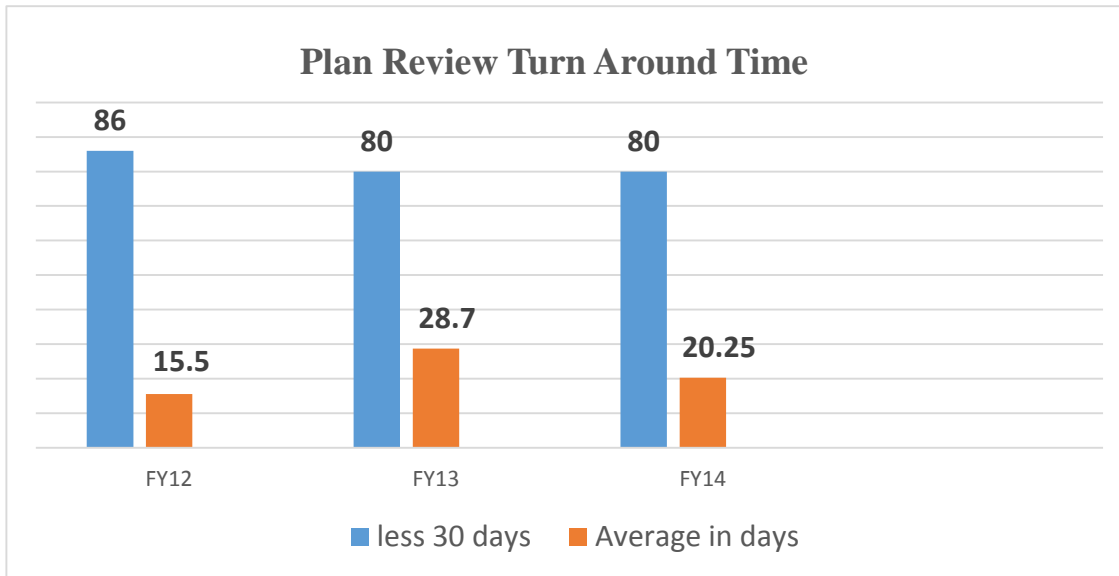
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Electrical Work Notices: Electrical work notices are filed by Licensed Electricians for projects involving electrical wiring. To close out an electrical work notice there are typically 3 inspections required; (1) energizing (2) rough (3) final. When viewing the chart you will see the number of electrical inspections do not exceed 3 times the work notice number. The sheer volume of electrical work makes it impossible to keep up with the work load. A single electrical work notice for a new building may take an inspector 3-4 hours to inspect. In FY13 and FY14 we lost a couple of electrical inspectors due to other job offers thus for a number of months we were down electrical inspectors.

We have established an inspection priority policy based on risk and hazard. Electrical inspectors can assign low inspection priorities to those projects deemed low priority. Assigning risk to an electrocution hazard is challenging. Example; a vehicle charging station would be a low inspection priority versus a nursing home however an improper installation of an electric vehicle charging station could electrocute someone.

The Vermont Legislators approved an additional electrical inspector for our Williston Regional Office in FY15 which we have filled. This will allow us to better manage the electrical inspection request in this area as the sheer volume of work in Chittenden County warranted an additional inspector.

Chart 4: Plan Review Turn Around Time



Story Behind (The Last 3 Years Of) Performance: (Briefly explain, so a taxpayer could understand, the causes behind your performance for the past 3 years, including an explanation of the picture of performance shown in the baselines above. Reference your accomplishments where they have contributed to improved performance. Use additional performance data as necessary to tell this story. Best formatting is short paragraphs with the first sentence underlined)

The division of fire safety attempts to review and issue building permits within 30 days of receipt of the permit application. The chart reflects we are averaging around 82% and on average applicants receive a permit within an average of 21 days.

What Do You Propose To Do To Improve Performance and Maximize/Save Resources In The Next Two Years? (Include no-cost and low-cost ideas and the contribution of partners. Best formatting is short paragraphs with action item underlined. Tie to budget submission wherever possible)

The most relevant performance issue we have is the issuance of permits in a timely manner. There are many reasons why a permit may be delayed beyond the 30days. Below are just a few of the common items;

- Incomplete or inaccurate information on the application.
- Plans have missing building features not limited to (no elevator, no sprinkler system, no foundation plan, no site plan, architect stamp missing, and wrong occupancy designation.
- Due to the sheer volume of plans there may be a delay.

What are we doing?

- We have put together a check list to include in our permit application alerting applicants to what is required to be completed prior to submittal.
- We are actively working on a list of conditions we can accept on a submittal in order to facilitate the issuance of a conditional permit pending the receipt of additional information. This will assist us in-house with consistency between regional offices.
- For those projects small in scope plans are assigned to field staff in an effort to expedite the review time. This takes some pressure off the central office plan reviewer allowing a more timely review in the field.
- Finding good plan review training is very difficult. In the past we had programs sponsored through the National Fire Administration. Over the next two years the division will focus on getting all inspectors trained in plan review. This measure will allow us a larger pool of reviewers to participate in reviewing plans.
- We need to network with the Engineering and Architectural community we all have a role in the process.

Attach Appendix A: Data development Agenda: List priorities for new or better data on performance

Attach Appendix B: Link to Budget: Provide details on priorities identified above which are included in the current or proposed budget.

STATE OF VERMONT
DEPARTMENT OF PUBLIC SAFETY
DIVISION PERFORMANCE REPORT

Name of Division: Administration/Finance

Period of Performance You Are Reporting On: July 1, 2013 -June 30, 2014 (State Fiscal Year 2014)

Describe Contribution Of Program To Vermont Quality Of Life: (Briefly explain, so a taxpayer could understand, how your program, in conjunction with other public and private partners, contributes to the quality of life of the people of Vermont)

The Administrative Services Division, led by a classified Director, provides a full range of financial services, payroll administration, grants management, auditing, purchasing, and contract administration for all Public Safety divisions. Budget preparation and monitoring, accounts payable and receivable, purchasing administration, payroll, grant management, and internal compliance auditing activities are all managed through a central office operation consisting of 16 classified positions at the department headquarters in Waterbury.

Basic Facts About Program: (Briefly describe your Division/Program's 5 most important functions. Include sources of funding.)

The Division's functions are organized into three operational units as described below. The Administration Division operations are funded in the FY15 Proposed Budget with 65% General Funds, 29% Interdepartmental Funds, and 6% Federal Funds.

DPS Administration/Finance Units:

Policy, Audit, and Compliance Unit: Responsible for working with both DPS staff and its' sub-grantees to ensure compliance with all federal and state regulations and guidelines for financial management. Ensures that risk is controlled proactively with appropriate internal accounting, process controls, and coordination of DPS-wide policy development where required. Also provides support to all DPS staff for payroll and expense reimbursement processing.

Accounting, Budget, and Procurement Unit: Responsible for the daily accounting operations activities including invoice payments and accounts receivable processing. Oversees contract development and approval, purchasing of general supplies, asset management, and the DPS Purchasing Card program. Provides budget development, tracking, and monitoring services.

The Grant Management Unit: Responsible for working with all DPS Division Directors and program coordinators to administer all State and Federal funded grant programs

Performance: (Show the 3-5 most important performance measures in the form of baselines with at least 3 years of actual history if possible. Optional: provide a 2 year forecast of performance at current effort level. Performance measures must be those that best answer the questions: 1) How well are we delivering services and 2) Are our customers better off?)

The Administration Division has defined three key performance indicators as part of our integration of the Results-Based Accountability concepts. This Division has not previously tracked data for evaluating performance and understanding the results of our efforts to improve efficiency. The outcomes we are attempting to improve are as follows:

Performance Outcome Desired: *Improve the efficiency of administrative services that our Division provides to our key internal and external customers with the goal of improving support for the achievement of the State, Department, and Division missions.*

Performance Indicators: The DPS Administration Division has not previously tracked performance data, so, in FY16, we will begin to establish baselines for tracking the following performance indicators to improve outcomes as defined above. In our report next year, we will report our baseline data in a graphical format, and establish a performance improvement goal for the next budgeting period. The indicators we will begin to track in FY16 are as follows:

- 1) Average number of days required to fully execute a contractual agreement
- 2) Average number of days required to pay an invoice (based on invoice date)
- 3) Annual customer satisfaction survey

Story Behind (The Last 3 Years Of) Performance: (Briefly explain, so a taxpayer could understand, the causes behind your performance for the past 3 years, including an explanation of the picture of performance shown in the baselines above. Reference your accomplishments where they have contributed to improved performance. Use additional performance data as necessary to tell this story. Best formatting is short paragraphs with the first sentence underlined)

- 1) **Staff Turnover:** As staffing resources have been stretched, positions scooped/lost, and workloads increased, the stress on our staff has led to a concerning increase in staff turnover in FY15 after many years of stability. In an area where minute attention to detail is critical, the loss of experience and organizational memory is of much concern. We have identified technology improvements that would help to create efficiencies thus decreasing frustration and stress, but it has also been extremely difficult to get technology projects approved to move forward. It is a key focus in FY16 to find a way to provide some relief for staff and improved outcomes through technology improvements.
- 2) **Technology Needs:** DPS badly needs systems that will help us to move away from archaic paper processes and streamline the process of capturing, storing, approving, retrieving, and reporting on data. The complexity, scope, and pace of our work has grown exponentially over the past five years, while our available resources have dwindled (positions and funding). To manage this requires that we find efficiencies in how we manage data and workflow. Improvements in our data management will benefit not only the Administration Division, but all DPS Divisions who rely on our services in support of their programs.
- 3) **Better Control Risk in our Procurement Processes:** DPS has a decentralized procurement structure which creates challenges in controlling cost and risk. With locations throughout the State, and a mission that requires us to respond to emergencies quickly, there are significant challenges to ensuring that procedures are followed as required while at the same time ensuring that the needs of the programs are met.

What Do You Propose To Do To Improve Performance and Maximize/Save Resources In The Next Two Years?

(Include no-cost and low-cost ideas and the contribution of partners. Best formatting is short paragraphs with action item underlined. Tie to budget submission wherever possible)

- 1) **Continue to develop our Policy, Audit, and Compliance Unit Processes and Schedules:** It is critical for DPS to build a sound process oversight/audit infrastructure to ensure that risk is managed in key areas. As federal audit requirements have become more and more stringent over the past several years, as federal funds have become scarcer and more tenuous, DPS must ensure that we are able to meet these federal standards in audit oversight of sub-granted federal funds, as well as to ensure that our internal processes are effectively managing risk. Two new audit positions were added in FY15 to help to make our overall audit function more robust. In FY16 these positions will work to further establish internal and external audit schedules that meet all federal requirements and effectively identify and control risk and prevent fraud.
- 2) **DPS-wide Policy Development and Compliance Auditing:** Continuing to work to ensure that DPS-wide policies are in place for all key administrative processes.
- 3) **Procurement Process improvement:** Working on a full revamping of how procurement and asset-management is handled throughout DPS. One of our key priorities in this budget year will be to introduce a new centralized procurement structure. This will help all Divisions to procure needed goods and services more efficiently and with less resource impact while ensuring compliance with all federal and state requirements.
- 4) **Incorporate new Federal “Uniform Guidance” into DPS processes:** 2 CFR, Section 200 goes into effect as of December 26, 2014 and consolidates multiple sets of federal regulations guiding financial grant management into a single document. There have been some significant changes that we have been working over the past

year to learn and to understand, and will be working to incorporate these changes into our processes throughout FY16.

- 5) **Improve Technology Utilization:** Utilize technology more effectively to streamline key administrative processes in the face of ongoing staffing issues. Proper technology will not only create efficiency within the Admin/Finance division, but also across all DPS Divisions who must depend upon our Division to accomplish their missions. Two examples of this are the Electronic Grant Management System, which will create efficiency not only for DPS but also for all of our sub-grantees; and Electronic Document Management, which will streamline several inefficient administrative processes currently in place.

- 6) **Reduce Staff Turnover:** As staffing resources have been stretched, positions scooped/lost, and workloads increased, the stress on our staff has led to a concerning increase in staff turnover in FY15 after many years of stability. In an area where minute attention to detail is critical, the loss of experience and organizational memory is of much concern. We have identified technology improvements that would help to create efficiencies thus decreasing frustration and stress, but it has also been extremely difficult to get technology projects approved to move forward. It is a key focus in FY16 to find a way to provide some relief for staff and improved outcomes through technology improvements.

Attach Appendix A: Data development Agenda: List priorities for new or better data on performance

(SEE "PERFORMANCE SECTION ABOVE FOR DATA DEVELOPMENT PLAN)

Attach Appendix B: Link to Budget: Provide details on priorities identified above which are included in the current or proposed budget.