

City of Camas Strategic Plan











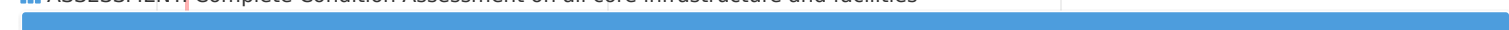




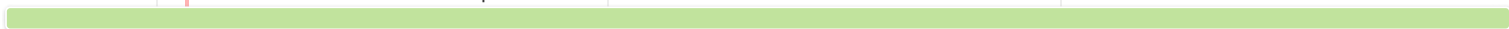



Years 2018 - 2020

Management Report

Goals & Initiatives Three Year Calendar

Initiatives Owners and Status

Initiative Milestones Roadmap

		2018					2019				2020				
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
City of Camas Strategic Plan 2018-2020	Meet COMMUNITY NEEDS with optimal use of community resources	SERVICE LEVELS: Define and prioritize including performance measures 													
		LEAN PROCESS: Implement city-wide 													
		TECHNOLOGY ROADMAP: develop three year roadmap 													
		SERVICE DELIVERY MODEL: Evaluate core services 													
		COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy 													
		IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council 													
	Build FINANCIAL SUSTAINABILITY for our City	POLICIES: Update all Financial Policies to GFOA best practices 													
		RATES & FEES: Update Utility Rates, Impact Fees and SDCs 													
		REVENUE STRATEGY: (overall size and diversification) 													
		FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs 													
	Ensure CORE INFRASTRUCTURE to meet community needs	ASSESSMENT: Complete Condition Assessment on all core infrastructure and facilities 													
		INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan 													
CAPITAL PLAN: Infrastructure and Facilities Capital Plan 															
TECHNOLOGY SYSTEM: Asset Management System specified 															
SERVICE LEVELS: Water & Sewer Level of Service Analysis 															
Proactively MANAGE GROWTH in line with our vision and decision principles	LACAMAS LAKE BACKDROP: Protect backdrop on North Shore 														
	PARKS RECREATION & OPEN SPACE: Prioritize, fund and implement updated PROS 														
	GRASS VALLEY: Complete subarea plan 														
	TRANSPORTATION CAPITAL FACILITIES PLAN: Create plan and level of services analysis 														

Initiative name	Initiative description	Initiative start date	Initiative end date	Initiative status
🚩 Meet COMMUNITY NEEDS with optimal use of community resources				
SERVICE LEVELS: Define and prioritize including performance measures	PETE CAPELL, Owner	Oct 01, 2017	Dec 31, 2020	Started
LEAN PROCESS: Implement city-wide	BERNIE BACON, Owner	Sep 01, 2017	Dec 31, 2020	Started
TECHNOLOGY ROADMAP: develop three year roadmap	SHERRY COULTER, Owner	Jan 01, 2018	Mar 31, 2019	25% Complete
SERVICE DELIVERY MODEL: Evaluate core services	MITCH LACKEY, Owner	Jan 01, 2019	Dec 31, 2020	Not started
COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy	SHERRY COULTER, Owner	Jan 01, 2018	Dec 31, 2020	Started
IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council	PHIL BOURQUIN, Owner	Oct 01, 2017	Dec 31, 2020	Started
🚩 Build FINANCIAL SUSTAINABILITY for our City				
POLICIES: Update all Financial Policies to GFOA best practices	CATHY HUBER NICKERSON, Owner	Sep 01, 2017	Jun 30, 2019	Started
BUDGET: Open and transparent program-based budget	CATHY HUBER NICKERSON, Owner	Jan 01, 2020	Dec 31, 2020	Started
RATES & FEES: Update Utility Rates, Impact Fees and SDCs	STEVE WALL, Owner	Sep 01, 2017	Sep 01, 2018	50% Complete
REVENUE STRATEGY: (overall size and diversification)	CATHY HUBER NICKERSON, owner	Sep 01, 2017	Mar 31, 2020	Started
FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs	CATHY HUBER NICKERSON, Owner	Dec 01, 2017	Jun 30, 2018	Not started
🚩 Ensure CORE INFRASTRUCTURE to meet community needs				
ASSESSMENT: Complete Condition Assessment on all core infrastructure and facilities	STEVE WALL, Owner	Sep 13, 2017	Dec 31, 2020	Started

INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan	CURLEIGH CAROTHERS, Owner	Sep 01, 2017	Jan 15, 2021	Started
CAPITAL PLAN: Infrastructure and Facilities Capital Plan	STEVE WALL, Owner	Sep 01, 2017	May 31, 2020	Started
TECHNOLOGY SYSTEM: Asset Management System specified	STEVE WALL, Owner	Nov 01, 2017	Dec 31, 2018	Not started
SERVICE LEVELS: Water & Sewer Level of Service Analysis	SAM ADAMS, Owner	Sep 01, 2017	Dec 31, 2020	Started
🚩 Proactively MANAGE GROWTH in line with our vision and decision principles				
LACAMAS LAKE BACKDROP: Protect backdrop on North Shore	JERRY ACHESON, Owner	Sep 01, 2017	Dec 31, 2020	Started
PARKS RECREATION & OPEN SPACE: Prioritize, fund and implement updated PROS	JERRY ACHESON, Owner	Sep 01, 2017	Dec 31, 2020	Started
GRASS VALLEY: Complete subarea plan	PHIL BOURQUIN, Owner	Oct 01, 2017	Nov 30, 2018	Started
TRANSPORTATION CAPITAL FACILITIES PLAN: Create plan and level of services analysis	CURLEIGH CAROTHERS, Owner	Sep 01, 2017	Oct 01, 2018	Started

Initiative name	Initiative start date	Initiative end date	Project milestones status	Project milestones phase name	Project milestones phase start	Project milestones phase end
🚩 Meet COMMUNITY NEEDS with optimal use of community resources						
SERVICE LEVELS: Define and prioritize including performance measures	Oct 01, 2017	Dec 31, 2020	Started	M1: Determine what services to Measure	Oct 01, 2017	Oct 31, 2017
				M2: Document current level of service for each of the services to be measured	Oct 30, 2017	Dec 31, 2017
				M3: Presentations to Council	Jan 01, 2018	Mar 31, 2018
				M4: Develop resources required to achieve desired level of service	Feb 01, 2018	Jun 30, 2018
				M5: Determine additional services to measure	Feb 01, 2018	May 31, 2018
				M6: Performance Measures	Oct 01, 2017	Dec 31, 2020
				M7: Review and Monitoring	Jan 01, 2018	Dec 31, 2020
LEAN PROCESS: Implement city-wide	Sep 01, 2017	Dec 31, 2020	Started	1: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				2: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				3: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				4: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				5: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				6: 2018 Lean Process	Jan 01, 2018	Jan 01, 2018
				M1: Establish Stakeholders, Communications Plan, Schedule and Action Plan	Sep 01, 2017	Oct 30, 2017
				M2: Project Schedule and Risk & Issues Log	Oct 30, 2017	Nov 17, 2017
				M3: Review Current State and Perform Root Cause Analysis	Nov 17, 2017	Dec 15, 2017
				M4: Draft Future State Processes and Procedures for Testing	Dec 15, 2017	Feb 02, 2018
				M5: Monitor New Processes Results and Incorporate Lessons Learned	Feb 02, 2018	Mar 23, 2018
				M6: Define Roles & Responsibilities, Tasks and Schedules	Mar 23, 2018	May 23, 2018
				M7: Monitor and Ensure Compliance	May 23, 2018	Dec 31, 2020
				M8: Implement Lean Process - Year 2019	Jan 01, 2019	Dec 31, 2019
M9: Implement Lean Process - Year 2020	Jan 01, 2020	Dec 31, 2020				
TECHNOLOGY ROADMAP: develop three year roadmap	Jan 01, 2018	Mar 31, 2019	Started	M1: Create an outline of the Technology Roadmap for review	Jan 01, 2018	Jun 01, 2018
				M2: Update the City's Technology Inventory and Replacement Plan	Jan 01, 2018	May 01, 2018
				M3: Work with Management Team to identify and prioritize technology resources	May 01, 2018	Aug 01, 2018
				M4: Present priorities and funding implications to Mayor and Council	Aug 01, 2018	Jan 01, 2019
				M5: Establish the Implementation Process based on the Road Map priorities	Jan 01, 2019	Mar 01, 2019
				M6: Prepare and present a finalized Technology Roadmap	Mar 01, 2019	May 01, 2019
SERVICE DELIVERY MODEL: Evaluate core services	Jan 01, 2019	Dec 31, 2020	Started	M1: Research Service Delivery Models Applicable to Governments	Jan 01, 2019	Mar 01, 2019
				M2: Develop List of Key City of Camas Services	Mar 01, 2019	Apr 01, 2019
				M3: Review Past Experience Using Alternative Service Delivery Models	Apr 01, 2019	Aug 01, 2019
				M4: Citizen Input	Aug 01, 2019	Oct 01, 2019
				M5: Application of the Models to Existing City Services	Oct 01, 2019	Mar 01, 2020
				M6: Recommendation	Mar 01, 2020	Mar 31, 2020
				M7: Adoption of Recommendations	Mar 01, 2020	Dec 31, 2020
				M8: Develop List of Municipal Services Provided to the Community	Dec 31, 2020	Dec 31, 2020

<p>COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy</p>	Jan 01, 2018	Dec 31, 2020	Started	<p>M1: Management Team Overview -- Inventory Current Processes and Resources.</p> <p>M2: Establish a Community Engagement/Communications Leadership Team and Schedule Meetings</p> <p>M3: Present Communications Strategic Plan results to Management Team and Council</p> <p>M4: Review Staffing Needs - Possible PIO or Marketing Consultant</p> <p>M5: Fund, Purchase and install new tools and/or resources identified</p> <p>M6: Train Key Staff and assign responsibilities</p> <p>M7: Monitor results and continue to make improvements to the process</p>	<p>Jan 10, 2018</p> <p>Mar 10, 2018</p> <p>Jun 10, 2018</p> <p>Jun 10, 2018</p> <p>Aug 09, 2018</p> <p>Oct 09, 2018</p> <p>Jan 10, 2019</p>	<p>Mar 10, 2018</p> <p>Aug 09, 2018</p> <p>Aug 09, 2018</p> <p>Oct 09, 2019</p> <p>Jan 09, 2021</p>
	<p>IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council</p>	Oct 01, 2017	Dec 31, 2020	Started	<p>M1: Establish a steering committee with regularly scheduled meetings</p> <p>M2: Communication Survey</p> <p>M3: Steering Committee Evaluation of Study Responses</p>	<p>Oct 01, 2017</p> <p>Jan 12, 2018</p> <p>Apr 12, 2018</p>
<p>🚩 Build FINANCIAL SUSTAINABILITY for our City</p>						
<p>POLICIES: Update all Financial Policies to GFOA best practices</p>	Sep 01, 2017	Jun 30, 2019	Started	<p>M1: Scope the Policy Project including determining Policy Format and Process</p> <p>M2: Draft the Performance Measures and Financial Reporting Policies</p> <p>M3: Draft Asset Management, Cash Management and Investment Policies</p> <p>M4: Draft Budget, Reserve Funds, Fund Balance, ERR and Six Year Financial Plan Policies</p> <p>M5: Draft Structural Balance, Revenue, and Grant Accounting Policies</p> <p>M6: Draft Updates for Purchasing, Purchase Card, and Travel Policies</p> <p>M7: Draft Debt, Cost Accounting, and Internal Control Polices</p>	<p>Sep 01, 2017</p> <p>Jan 01, 2019</p> <p>Jan 01, 2018</p> <p>Apr 01, 2018</p> <p>Oct 01, 2018</p> <p>Jan 01, 2019</p> <p>Apr 01, 2019</p>	<p>Oct 01, 2017</p> <p>Jan 01, 2019</p> <p>Mar 29, 2019</p> <p>Sep 30, 2018</p> <p>Dec 31, 2018</p> <p>Mar 31, 2019</p> <p>Jun 30, 2019</p>
	<p>BUDGET: Open and transparent program-based budget</p>	Jan 01, 2020	Dec 31, 2020	Started	<p>M1: Research Program-Based Budgeting</p> <p>M2: Develop programs tied to levels of service</p> <p>M3: Develop performance measures tied to level of service and programs</p> <p>M4: Pilot a program and tie a budget to the program</p> <p>M5: Identify associated revenue</p> <p>M6: Pilot the Budget with Socrata and Accela</p> <p>M7: Develop a plan for a City-wide rollout</p>	<p>Jan 01, 2020</p> <p>Apr 01, 2020</p> <p>Apr 01, 2020</p> <p>Jul 01, 2020</p> <p>Jul 01, 2020</p> <p>Oct 01, 2020</p>
<p>RATES & FEES: Update Utility Rates, Impact Fees and SDCs</p>	Sep 01, 2017	Sep 01, 2018	50% Complete	<p>M1: Consultant Selection and Scoping</p> <p>M2: Data Collection</p> <p>M3: Water/Sewer/Stormwater Revenue Requirement Analysis</p> <p>M4: Solid Waste and Transportation Capital Facilities Plan Update</p> <p>M5: Utility Operating Rate Design</p> <p>M6: SDC and Impact Fee Analysis</p> <p>M7: Council Consideration and Adoption of Rates, SDCs and Fees</p>	<p>Sep 01, 2017</p> <p>Sep 01, 2017</p> <p>Sep 01, 2017</p> <p>Sep 01, 2017</p> <p>Sep 01, 2017</p> <p>Jan 01, 2018</p> <p>Jun 01, 2018</p>	<p>Sep 01, 2017</p> <p>Apr 01, 2018</p> <p>Dec 31, 2017</p> <p>Jun 01, 2018</p> <p>Mar 01, 2018</p> <p>May 31, 2018</p> <p>Sep 01, 2018</p>

REVENUE STRATEGY: (overall size and diversification) FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs	Sep 01, 2017	Mar 31, 2020	Started	<ul style="list-style-type: none"> M1: Research and Provide Options for Utility Taxes M2: Research and Provide Options for Metropolitan Park District M3: Research and Provide Options for Transportation Benefit District M4: Evaluate Existing Fee Structures M5: Study Public-Private Partnerships M6: Implement Council's Direction 	Jan 01, 2018 Sep 01, 2017 Apr 01, 2018 Jan 01, 2019 Jan 01, 2020 Oct 01, 2017	Mar 31, 2018 Sep 01, 2017 Jun 30, 2018 Dec 31, 2019 Mar 31, 2020 Dec 31, 2020
	Dec 01, 2017	Jun 30, 2018	Not started	<ul style="list-style-type: none"> M1: Define Scope of the Model M2: Develop Model M3: Review Model with Management M4: Review with Finance Committee and City Council 	Dec 01, 2017 Jan 01, 2018 Apr 01, 2018 Jun 01, 2018	Dec 31, 2017 Mar 31, 2018 Apr 30, 2018 Jun 30, 2018

Ensure CORE INFRASTRUCTURE to meet community needs

ASSESSMENT: Complete Condition Assessment on all core infrastructure and facilities INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan CAPITAL PLAN: Infrastructure and Facilities Capital Plan	Sep 13, 2017	Dec 31, 2020	Started	<ul style="list-style-type: none"> M1: Consultant Selection and Scoping Process M2: Inventory and Analyze Existing Infrastructure and Facilities M3: Complete Condition and Criticality Rating based on Desired Level of Service M4: Identify Recommended Improvements and Identify Funding Strategy 	Sep 01, 2017 Sep 01, 2017 Sep 01, 2017 Sep 01, 2017	Feb 28, 2018 Dec 31, 2018 Jun 30, 2020 Dec 31, 2020
	Sep 01, 2017	Jan 15, 2021	Started	<ul style="list-style-type: none"> M1: Consultant Selection and Scoping Process M2: Review Growth Projections and Analyze Current Infrastructure and Facilities M3: Develop Lake/Everett Intersection Funding Plan and Implement M4: Develop CIP Projects for the corridor M5: Develop Funding Strategy M6: Council Consideration and Adoption of Corridor Plan 	Oct 14, 2017 Oct 14, 2017 Mar 19, 2018 Mar 19, 2018 Jun 19, 2018 Jun 19, 2018	Dec 18, 2017 Mar 19, 2018 Feb 17, 2021 Jun 18, 2018 Sep 18, 2018 Oct 19, 2018
	Sep 01, 2017	May 31, 2020	Started	<ul style="list-style-type: none"> M1: Consultant Selection and Scoping Process M2: Review Growth Projections and Analyze Current Infrastructure and Facilities M3: Develop CIPs for Each Plan M4: Develop Funding Strategy M5: Council Consideration and Adoption of Planning Documents 	Sep 01, 2017 Sep 01, 2017 Sep 01, 2017 Sep 01, 2017 Mar 01, 2018	Dec 31, 2018 Apr 30, 2019 Aug 30, 2019 Dec 31, 2019 May 31, 2020
TECHNOLOGY SYSTEM: Asset Management System specified	Nov 01, 2017	Dec 31, 2018	Started	<ul style="list-style-type: none"> M1: Identify Current State M2: Retain Consultant Services M3: Identify Future State Desired M4: Action Plan for Implementation M5: Program Recommendation 	Nov 01, 2017 Jan 01, 2018 Jan 01, 2018 Apr 01, 2018 Oct 01, 2018	Jan 01, 2018 Mar 30, 2018 Mar 30, 2018 Oct 01, 2018 Dec 31, 2018
SERVICE LEVELS: Water & Sewer Level of Service Analysis	Sep 01, 2017	Dec 31, 2020	Started	<ul style="list-style-type: none"> M1: Complete Water System Plan Update (WSP) and General Sewer Plan (GSP) Update M2: Strategy/Policy Discussion with City Council M3: Revise WSP and GSP 	Sep 01, 2017 Jun 01, 2020 Aug 01, 2020	May 31, 2020 Jul 31, 2020 Dec 31, 2020

Proactively MANAGE GROWTH in line with our vision and decision principles

<p>LACAMAS LAKE BACKDROP: Protect backdrop on North Shore</p>	<p>Sep 01, 2017</p>	<p>Dec 31, 2020</p>	<p>Started</p>	<p>M1: Identify potential parcels for protection M2: Contact Property Owners M3: Identify potential funding sources M4: Aquire Property</p>	<p>Sep 01, 2017 Sep 01, 2017 Jan 01, 2018 Sep 01, 2017</p>	<p>Oct 01, 2017 Jan 01, 2018 Jun 01, 2018 Dec 31, 2020</p>
<p>PARKS RECREATION & OPEN SPACE: Prioritize, fund and implement updated PROS</p>	<p>Sep 01, 2017</p>	<p>Dec 31, 2020</p>	<p>Started</p>	<p>M1: Prioritize list of capital projects M2: Fund prioritized PROS capital projects M3: Implement prioritized and funded capital project list</p>	<p>Sep 01, 2017 Feb 01, 2018 Feb 01, 2018</p>	<p>Feb 01, 2018 Dec 31, 2020 Dec 31, 2020</p>
<p>GRASS VALLEY: Complete subarea plan</p>	<p>Oct 01, 2017</p>	<p>Nov 30, 2018</p>	<p>Started</p>	<p>M1: Individual Stakeholder Meetings M2: Project scoping and Timeline: Consultant selection M3: Development of Sub-Area Plan Draft M4: State Environmental Policy Act M5: Washington State Commerce Dept. Notification M6: Planning Commission Workshop on Draft sub-area plan M7: Planning Commission Hearing</p>	<p>Oct 01, 2017 Jan 01, 2018 Mar 01, 2018 Sep 30, 2018 Oct 01, 2018 Oct 01, 2018 Nov 01, 2018</p>	<p>Jan 31, 2018 Mar 01, 2018 Sep 30, 2018 Oct 31, 2018 Oct 31, 2018 Oct 31, 2018 Nov 30, 2018</p>
<p>TRANSPORTATION CAPITAL FACILITIES PLAN: Create plan and level of services analysis</p>	<p>Sep 01, 2017</p>	<p>Oct 01, 2018</p>	<p>Started</p>	<p>M1: Consultant Selection and Scoping Process M2: Review Growth Projections and Analyze Current Infrastructure and Facilities M3: Develop CIP M4: Develop Funding Strategy M5: Council Consideration and Adoption of Transportation Plan</p>	<p>Sep 01, 2017 Nov 01, 2017 Feb 01, 2018 Feb 01, 2018 Jul 01, 2018</p>	<p>Oct 31, 2017 Feb 01, 2018 May 01, 2018 Jun 30, 2018 Oct 01, 2018</p>