

# City of Camas Strategic Plan

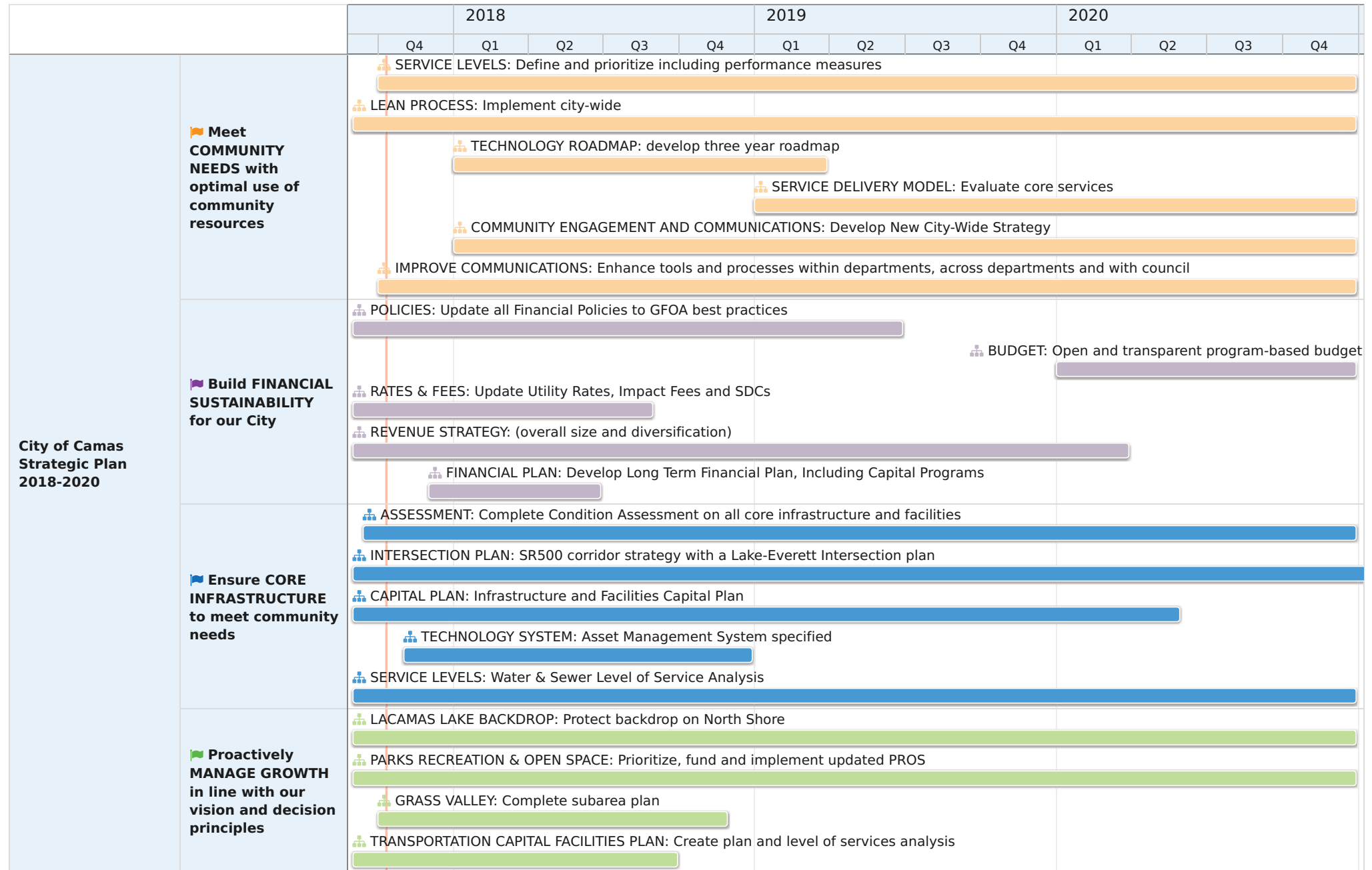
## Years 2018 - 2020

### **Management Report**

Goals & Initiatives Three Year Calendar

Initiatives Owners and Status

Initiative Milestones Roadmap



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	<div>Not started</div>
LEAN PROCESS: Implement city-wide	BERNIE BACON, Owner	Sep 01, 2017	Dec 31, 2020	<div>Started</div>
TECHNOLOGY ROADMAP: develop three year roadmap	SHERRY COULTER, Owner	Jan 01, 2018	Mar 31, 2019	<div>Not started</div>
SERVICE DELIVERY MODEL: Evaluate core services	MITCH LACKEY, Owner	Jan 01, 2019	Dec 31, 2020	<div>Not started</div>
COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City-Wide Strategy	SHERRY COULTER, Owner	Jan 01, 2018	Dec 31, 2020	<div>Not started</div>
IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council	PHIL BOURQUIN, Owner	Oct 01, 2017	Dec 31, 2020	<div>Started</div>
	🏠 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	<div>Started</div>
BUDGET: Open and transparent program-based budget	CATHY HUBER NICKERSON, Owner	Jan 01, 2020	Dec 31, 2020	<div>Not started</div>
RATES & FEES: Update Utility Rates, Impact Fees and SDCs	STEVE WALL, Owner	Sep 01, 2017	Sep 01, 2018	<div>Started</div>
REVENUE STRATEGY: (overall size and diversification)	CATHY HUBER NICKERSON, owner	Sep 01, 2017	Mar 31, 2020	<div>Started</div>
FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs	CATHY HUBER NICKERSON, Owner	Dec 01, 2017	Jun 30, 2018	<div>Not started</div>
	🚧 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	<div>Started</div>
INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan	CURLEIGH CAROTHERS, Owner	Sep 01, 2017	Jan 15, 2021	<div>Started</div>
CAPITAL PLAN: Infrastructure and Facilities Capital Plan	STEVE WALL, Owner	Sep 01, 2017	May 31, 2020	<div>Started</div>

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	Not 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	Not started	M1: Create an outline of the Technology Roadmap for review	Jan 12, 2018	May 12, 2018
				M2: Update the City's Technology Inventory and Replacement Plan	Jan 12, 2018	Apr 12, 2018
				M3: Work with Management Team to identify and prioritize technology resources	Apr 12, 2018	Aug 12, 2018
				M4: Present priorities and funding implications to Mayor and Council	Aug 12, 2018	Jan 11, 2019
				M5: Establish the Implementation Process based on the Road Map priorities	Jan 12, 2019	Feb 11, 2019
				M6: Prepare and present a finalized Technology Roadmap	Feb 11, 2019	Mar 12, 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



COMMUNITY ENGAGEMENT AND COMMUNICATIONS: Develop New City- Wide Strategy	Jan 01, 2018	Dec 31, 2020	Not started	M1: Management Team Overview -- Inventory Current Processes and Resources.	Jan 01, 2018	Mar 01, 2018
				M2: Establish a Community Engagement/Communications Leadership Team and Schedule Meetings	Mar 01, 2018	Mar 01, 2018
				M3: Present Communications Strategic Plan results to Management Team and Council	Jun 01, 2018	Jul 31, 2018
				M4: Review Staffing Needs - Possible PIO or Marketing Consultant	Jun 01, 2018	Jul 31, 2018
				M5: Fund, Purchase and install new tools and/or resources identified	Jul 31, 2018	Sep 30, 2018
				M6: Train Key Staff and assign responsibilities	Sep 30, 2018	Dec 31, 2018
				M7: Monitor results and continue to make improvements to the process	Jan 01, 2019	Dec 31, 2020
IMPROVE COMMUNICATIONS: Enhance tools and processes within departments, across departments and with council	Oct 01, 2017	Dec 31, 2020	Not started	M1: Establish a steering committee with regularly scheduled meetings	Oct 12, 2017	Jan 11, 2021
				M2: Communication Survey	Jan 12, 2018	Jan 12, 2018
				M3: Steering Committee Evaluation of Study Responses	Apr 12, 2018	Apr 12, 2018
				🚩 Build FINANCIAL SUSTAINABILITY for our City		
POLICIES: Update all Financial Policies to GFOA best practices	Sep 01, 2017	Jun 30, 2019	Started	M1: Scope the Policy Project including determining Policy Format and Process	Sep 01, 2017	Oct 01, 2017
				M2: Draft the Performance Measures and Financial Reporting Policies	Sep 01, 2017	Dec 31, 2017
				M3: Draft Asset Management, Cash Management and Investment Policies	Jan 01, 2018	Mar 31, 2018
				M4: Draft Budget, Reserve Funds, Fund Balance, ERR and Six Year Financial Plan Policies	Apr 01, 2018	Sep 30, 2018
				M5: Draft Structural Balance, Revenue, and Grant Accounting Policies	Oct 01, 2018	Dec 31, 2018
				M6: Draft Updates for Purchasing, Purchase Card, and Travel Policies	Jan 01, 2019	Mar 31, 2019
				M7: Draft Debt, Cost Accounting, and Internal Control Polices	Apr 01, 2019	Jun 30, 2019
BUDGET: Open and transparent program-based budget	Jan 01, 2020	Dec 31, 2020	Not started	M1: Research Program-Based Budgeting	Jan 01, 2020	Mar 31, 2020
				M2: Develop programs tied to levels of service	Apr 01, 2020	Jun 30, 2020
				M3: Develop performance measures tied to level of service and programs	Apr 01, 2020	Jun 30, 2020
				M4: Pilot a program and tie a budget to the program	Jul 01, 2020	Sep 30, 2020
				M5: Identify associated revenue	Jul 01, 2020	Sep 30, 2020
				M6: Pilot the Budget with Socrata and Accela	Jul 01, 2020	Sep 30, 2020
				M7: Develop a plan for a City-wide rollout	Oct 01, 2020	Dec 31, 2020
RATES & FEES: Update Utility Rates, Impact Fees and SDCs	Sep 01, 2017	Sep 01, 2018	Started	M1: Consultant Selection and Scoping	Sep 01, 2017	Sep 01, 2017
				M2: Data Collection	Sep 01, 2017	Apr 01, 2018
				M3: Water/Sewer/Stormwater Revenue Requirement Analysis	Sep 01, 2017	Dec 31, 2017
				M4: Solid Waste and Transportation Capital Facilities Plan Update	Sep 01, 2017	Jun 01, 2018
				M5: Utility Operating Rate Design	Sep 01, 2017	Mar 01, 2018
				M6: SDC and Impact Fee Analysis	Jan 01, 2018	May 31, 2018
				M7: Council Consideration and Adoption of Rates, SDCs and Fees	Jun 01, 2018	Sep 01, 2018
REVENUE STRATEGY: (overall size and diversification)	Sep 01, 2017	Mar 31, 2020	Started	M1: Research and Provide Options for Utility Taxes	Jan 01, 2018	Mar 31, 2018
				M2: Research and Provide Options for Metropolitan Park District	Sep 01, 2017	Sep 01, 2017
				M3: Research and Provide Options for Transportation Benefit District	Apr 01, 2018	Jun 30, 2018
				M4: Evaluate Existing Fee Structures	Jan 01, 2019	Dec 31, 2019
				M5: Study Public-Private Partnerships	Jan 01, 2020	Mar 31, 2020
				M6: Implement Council's Direction	Oct 01, 2017	Dec 31, 2020

FINANCIAL PLAN: Develop Long Term Financial Plan, Including Capital Programs	Dec 01, 2017	Jun 30, 2018	Not started	M1: Define Scope of the Model	Dec 01, 2017	Dec 31, 2017
				M2: Develop Model	Jan 01, 2018	Mar 31, 2018
				M3: Review Model with Management	Apr 01, 2018	Apr 30, 2018
				M4: Review with Finance Committee and City Council	Jun 01, 2018	Jun 30, 2018
				🚧 Ensure CORE INFRASTRUCTURE to meet community needs		
ASSESSMENT: Complete Condition Assessment on all core infrastructure and facilities	Sep 13, 2017	Dec 31, 2020	Started	M1: Consultant Selection and Scoping Process	Sep 13, 2017	Feb 28, 2018
				M2: Inventory and Analyze Existing Infrastructure and Facilities	Sep 13, 2017	Dec 31, 2018
				M3: Complete Condition and Criticality Rating based on Desired Level of Service	Sep 13, 2017	Jun 30, 2020
				M4: Identify Recommended Improvements and Identify Funding Strategy	Sep 13, 2017	Dec 31, 2020
INTERSECTION PLAN: SR500 corridor strategy with a Lake-Everett Intersection plan	Sep 01, 2017	Jan 15, 2021	Started	M1: Consultant Selection and Scoping Process	Sep 26, 2017	Nov 25, 2017
				M2: Review Growth Projections and Analyze Current Infrastructure and Facilities	Sep 26, 2017	Feb 26, 2018
				M3: Develop Lake/Everett Intersection Funding Plan and Implement	Feb 26, 2018	Jan 25, 2021
				M4: Develop CIP Projects for the corridor	Feb 26, 2018	May 26, 2018
				M5: Develop Funding Strategy	May 26, 2018	Jul 26, 2018
				M6: Council Consideration and Adoption of Corridor Plan	May 26, 2018	Sep 25, 2018
CAPITAL PLAN: Infrastructure and Facilities Capital Plan	Sep 01, 2017	May 31, 2020	Started	M1: Consultant Selection and Scoping Process	Sep 01, 2017	Dec 31, 2018
				M2: Review Growth Projections and Analyze Current Infrastructure and Facilities	Sep 01, 2017	Apr 30, 2019
				M3: Develop CIPs for Each Plan	Sep 01, 2017	Aug 30, 2019
				M4: Develop Funding Strategy	Sep 01, 2017	Dec 31, 2019
				M5: Council Consideration and Adoption of Planning Documents	Mar 01, 2018	May 31, 2020
TECHNOLOGY SYSTEM: Asset Management System specified	Nov 01, 2017	Dec 31, 2018	Started	M1: Retain Consultant Services	Jan 01, 2018	Mar 30, 2018
				M2: Identify Current State	Nov 01, 2017	Jan 01, 2018
				M3: Identify Future State Desired	Jan 01, 2018	Mar 30, 2018
				M4: Action Plan for Implementation	Apr 01, 2018	Oct 01, 2018
				M5: Program Recommendation	Oct 01, 2018	Dec 31, 2018
SERVICE LEVELS: Water & Sewer Level of Service Analysis	Sep 01, 2017	Dec 31, 2020	Started	M1: Complete Water System Plan Update (WSP) and General Sewer Plan (GSP) Update	Sep 01, 2017	May 31, 2020
				M2: Strategy/Policy Discussion with City Council	Jun 01, 2020	Jul 31, 2020
				M3: Revise WSP and GSP	Aug 01, 2020	Dec 31, 2020
🏡 Proactively MANAGE GROWTH in line with our vision and decision principles						
LACAMAS LAKE BACKDROP: Protect backdrop on North Shore	Sep 01, 2017	Dec 31, 2020	Started	M1: Identify potential parcels for protection	Sep 01, 2017	Oct 01, 2017
				M2: Contact Property Owners	Sep 01, 2017	Jan 01, 2018
				M3: Identify potential funding sources	Jan 01, 2018	Jun 01, 2018
				M4: Aquire Property	Sep 01, 2017	Dec 31, 2020



PARKS RECREATION & OPEN SPACE: Prioritize, fund and implement updated PROS	Sep 01, 2017	Dec 31, 2020	Started	M1: Prioritize list of capital projects	Sep 01, 2017	Feb 01, 2018
				M2: Fund prioritized PROS capital projects	Feb 01, 2018	Dec 31, 2020
				M3: Implement prioritized and funded capital project list	Feb 01, 2018	Dec 31, 2020
GRASS VALLEY: Complete subarea plan	Oct 01, 2017	Nov 30, 2018	Not started	M1: Individual Stakeholder Meetings	Oct 01, 2017	Jan 31, 2018
				M2: Project scoping and Timeline: Consultant selection	Jan 01, 2018	Mar 01, 2018
				M3: Development of Sub-Area Plan Draft	Mar 01, 2018	Sep 30, 2018
				M4: State Environmental Policy Act	Sep 30, 2018	Oct 31, 2018
				M5: Washington State Commerce Dept. Notification	Oct 01, 2018	Oct 31, 2018
				M6: Planning Commission Workshop on Draft sub-area plan	Oct 01, 2018	Oct 31, 2018
				M7: Planning Commission Hearing	Nov 01, 2018	Nov 30, 2018
TRANSPORTATION CAPITAL FACILITIES PLAN: Create plan and level of services analysis	Sep 01, 2017	Oct 01, 2018	Started	M1: Consultant Selection and Scoping Process	Sep 01, 2017	Oct 31, 2017
				M2: Review Growth Projections and Analyze Current Infrastructure and Facilities	Nov 01, 2017	Feb 01, 2018
				M3: Develop CIP	Feb 01, 2018	May 01, 2018
				M4: Develop Funding Strategy	Feb 01, 2018	Jun 30, 2018
				M5: Council Consideration and Adoption of Transportation Plan	Jul 01, 2018	Oct 01, 2018