



**City Council Annual Planning Conference Day 7
Special Meeting Agenda
Friday, September 30, 2022, 9:00 AM
Council Chambers, 616 NE 4th AVE**

To Participate Remotely:

OPTION 1 – Video & Audio *(able to public comment)*

Use Zoom app and Meeting ID – 844-1625-3308; or click <https://zoom.us/j/84416253308>

OPTION 2 – Audio-only *(able to public comment)*

By phone: 877-853-5257, Meeting ID – 844-1625-3308

OPTION 3 – Observe video & audio *(no public comment)*

Go to www.cityofcamas.us/meetings and click "Watch Livestream" (left on page)

CALL TO ORDER

ROLL CALL

WORKSHOP TOPICS

1. Introduction and Review
Presenters: Jeff Swanson, Interim City Administrator
Time Estimate: 30 minutes
2. [City Issues and Priorities Discussion](#)
[Presenters: Jeff Swanson, Interim City Administrator](#)
[Time Estimate: 135 minutes](#)
3. Priority Setting and Next Steps
Presenters: Jeff Swanson, Interim City Administrator
Time Estimate: 75 minutes

CLOSE OF MEETING

Jeff Swanson, Facilitator

September 30, 2022

Planning Conference Session #...??



Agenda

- (1) Non-rep compensation proposal; related budget practices; PTO accrual over cap buy-back
- (2) Issues and priorities
- (3) 2023-2024 Mayor's Proposed Budget

Position	Camas Range		65th Percentile		Variance		Proposed Banding*		Variance from 65th%		Variance from	Item 2.	ent
City Administrator	\$ 14,417	\$ 17,083	\$ 13,934	\$ 16,695	\$ (483)	\$ (388)	\$ 13,501	\$ 17,083	\$ (433)	\$ 388	\$ (916)	\$ -	
Fire Chief	\$ 12,177	\$ 14,539	\$ 12,194	\$ 15,660	\$ 17	\$ 1,121	\$ 12,116	\$ 15,330	\$ (78)	\$ (330)	\$ (61)	\$ 791	
Police Chief	\$ 11,037	\$ 13,220	\$ 11,478	\$ 13,699	\$ 441	\$ 479	\$ 12,116	\$ 15,330	\$ 638	\$ 1,631	\$ 1,079	\$ 2,110	
Public Works Director	\$ 10,314	\$ 12,355	\$ 10,763	\$ 13,784	\$ 449	\$ 1,429	\$ 10,620	\$ 13,437	\$ (143)	\$ (347)	\$ 306	\$ 1,082	
Comm. Dev. Director	\$ 10,314	\$ 12,355	\$ 10,531	\$ 13,567	\$ 217	\$ 1,212	\$ 10,620	\$ 13,437	\$ 89	\$ (130)	\$ 306	\$ 1,082	
Finance Director	\$ 10,314	\$ 12,355	\$ 10,520	\$ 13,200	\$ 206	\$ 845	\$ 10,620	\$ 13,437	\$ 100	\$ 237	\$ 306	\$ 1,082	
Admin Svcs. Director	\$ 10,314	\$ 12,355	\$ 10,478	\$ 13,224	\$ 164	\$ 869	\$ 10,620	\$ 13,437	\$ 142	\$ 213	\$ 306	\$ 1,082	
Fire Division Chief	\$ 10,588	\$ 12,643	\$ 10,505	\$ 14,765	\$ (83)	\$ 2,122	\$ 9,992	\$ 12,643	\$ (513)	\$ (2,122)	\$ (596)	\$ -	
Fire Marshall	\$ 10,588	\$ 12,643	\$ 10,304	\$ 12,574	\$ (284)	\$ (69)	\$ 9,992	\$ 12,643	\$ (312)	\$ 69	\$ (596)	\$ -	
Police Captain	\$ 9,116	\$ 10,919	\$ 9,963	\$ 12,163	\$ 847	\$ 1,244	\$ 9,937	\$ 12,574	\$ (26)	\$ 411	\$ 821	\$ 1,655	
Parks/Rec Director	\$ 8,937	\$ 10,704	\$ 10,098	\$ 12,521	\$ 1,161	\$ 1,817	\$ 9,879	\$ 12,500	\$ (219)	\$ (21)	\$ 942	\$ 1,796	
Library Director	\$ 8,937	\$ 10,704	\$ 9,273	\$ 11,765	\$ 336	\$ 1,061	\$ 9,879	\$ 12,500	\$ 606	\$ 735	\$ 942	\$ 1,796	
IT Director	\$ 8,937	\$ 10,704	\$ 9,285	\$ 11,378	\$ 348	\$ 674	\$ 9,879	\$ 12,500	\$ 594	\$ 1,122	\$ 942	\$ 1,796	
City Engineer	\$ 8,937	\$ 10,704	\$ 9,381	\$ 11,853	\$ 444	\$ 1,149	\$ 9,289	\$ 11,753	\$ (92)	\$ (100)	\$ 352	\$ 1,049	
Utilities Manager	\$ 8,937	\$ 10,704	\$ 8,977	\$ 11,653	\$ 40	\$ 949	\$ 9,289	\$ 11,753	\$ 312	\$ 100	\$ 352	\$ 1,049	
PW Ops Manager	\$ 8,122	\$ 9,728	\$ 8,478	\$ 11,152	\$ 356	\$ 1,424	\$ 8,814	\$ 11,152	\$ 336	\$ -	\$ 692	\$ 1,424	
Communications Director	\$ 8,122	\$ 9,728	\$ 8,424	\$ 10,847	\$ 302	\$ 1,119	\$ 8,460	\$ 10,704	\$ 36	\$ (143)	\$ 338	\$ 976	
Asst. Finance Director	\$ 8,937	\$ 10,704	\$ 8,226	\$ 10,330	\$ (711)	\$ (374)	\$ 8,460	\$ 10,704	\$ 234	\$ 374	\$ (477)	\$ -	
Building Official	\$ 8,122	\$ 9,728	\$ 8,221	\$ 10,440	\$ 99	\$ 712	\$ 8,460	\$ 10,704	\$ 239	\$ 264	\$ 338	\$ 976	
Planning Manager	\$ 8,122	\$ 9,728	\$ 8,136	\$ 10,602	\$ 14	\$ 874	\$ 8,460	\$ 10,704	\$ 324	\$ 102	\$ 338	\$ 976	
Wastewater Ops Manager	\$ 7,403	\$ 8,840	\$ 8,365	\$ 10,636	\$ 962	\$ 1,796	\$ 8,460	\$ 10,704	\$ 95	\$ 68	\$ 1,057	\$ 1,864	
Water/Sewer Ops Manager	\$ 7,403	\$ 8,840	\$ 8,365	\$ 10,636	\$ 962	\$ 1,796	\$ 8,460	\$ 10,704	\$ 95	\$ 68	\$ 1,057	\$ 1,864	
Asst. Library Director	\$ 6,708	\$ 8,036	\$ 6,551	\$ 8,237	\$ (157)	\$ 201	\$ 6,510	\$ 8,237	\$ (41)	\$ -	\$ (198)	\$ 201	
*7 steps, 4% between steps													
Div. chiefs 25% below chief													4

Current Budget Practices/Proposed Changes

Scenarios

- New position (no budget authority or job description)
- Employee reclassification to position not on roster
- Title or pay change for position currently on roster
- Adoption of budget/Non-rep resolution

Proposed Policy/Practice Changes

- New position → no change to current practice
- Eliminate use of position roster and replace with authorized headcount by department
 - Reclass, Title/Pay Change → No Council approval needed unless additional appropriation required
- Eliminate use of annual Non-rep salary resolution: appropriation decision already included in budget adoption

PTO Buy-back

Current practice (pandemic): roll over unused hours via resolution annual

Proposed: policy for non-rep positions providing for annual buy-back of hours over cap to accommodate staffing constraints and ERP project needs

Priority-Setting Framework

How do we determine what's important relative to other needs?

- 1 – Critical: life/safety/property/essential (impact of deferred investment)
- 2 – Compliance: regulated/non-discretionary
- 3 – Risk Management: loss prevention, exposure mitigation (generally non-discretionary)
- 4 – Discretionary
- 5 – “Enhanced Limping”

Issues and Priorities Database

(51 priorities, 34 in
proposed 2023-2024
budget)



Item 2.

2023-2024
Proposed Budget
Discussion



2023 - 2024 Budget	Title	Summary	Program, Capital, or Staffing?	Category	Status	Staff Lead	ARPA Funded Y/N	Estimated Cost	Fund	Criticality 1Critical 2Compliance 3RiskMgmt 4Discretionary
N/A	Cities/County Agenda	Cities' policy priorities with Clark County government; add CRESA governance; Services to unhoused population	Program	Policy and partnerships	In process	Mayor/CA	N	TBD	General	4
N/A	Dark Fiber Investment/Bandwidth Access	Partnerships to develop and deploy fiber infrastructure	Program	Place-making and economic development	Concept/scope discussion and development	Mayor/CA	Y	TBD	Unknown	4
N/A	Diversity, Equity, Inclusion	Develop policy and partnerships; define, prioritize equity; identify elements involved in inclusion, equity, diversity	Program	Policy and partnerships	In process	Mayor/CA	N	TBD	General	1
N/A	Practices to keep Council informed	Develop culture/practices/tactics to keep Council informed of relevant citizen issues	Program	City operations	In process	Mayor/CA	N	TBD	General	1
N/A	Schools partnership	Rec programs --> maintenance, management, scheduling of fields, avoiding duplication of capital investment and programming, community education programming; converting to turf fields; economic development/workforce; growth planning; health and well being of youth in community and relationship to other public health issues like houselessness and substance abuse/mental health challenges	Program	Policy and partnerships	In process	Mayor/CA	Y	TBD	General	4
N/A	North Shore Subarea Plan	Planning, zoning, and open space in recently annexed area	Program	Place-making and economic development	In process	Robert Maul	N	TBD	General	4
N/A	Grant Funding	Staffing, training --> work to obtain public and private sources of funding; public-private partnerships; increase bandwidth to obtain and manage grants/reporting requirements	Staffing	City operations	Concept/scope discussion and development	Mayor/CA	N	TBD	Multiple	4
N/A	Position control	Change budget process re: department headcount	Staffing Planning	Policy and partnerships	In process	Mayor/CA	N	TBD	Multiple	1
No	City Hall	Develop replacement program	Capital Assets	City operations	Concept/scope discussion and development	Mayor/CA		TBD	Multiple	1
No	Public Works Ops Center	Master planning process; \$50-\$60 million	Capital Assets	City operations	Concept/scope discussion and development	Steve Wall	N	\$60,000,000	Multiple	3
No	SR 500 Project	Planning, design, and engineering north of Lake Road roundabout	Capital Assets	Place-making and economic development	Concept/scope discussion and development	Steve Wall	N	TBD	Multiple	4
No	Space planning	Interim and long term	Capital Planning	City operations	Concept/scope discussion and development	Mayor/CA	N	TBD	Multiple	1
No	City Strategic Plan	Complete a strategic plan update; timing --> after community survey	Program	City operations	In process	Mayor/CA	N	TBD	General	1
No	Climate Action Plan	Define and assure alignment with City vision of environmental stewardship and sustainability	Program	Policy and partnerships	Concept/scope discussion and development	Mayor/CA	N	TBD	General	3
No	Economic Development	Program development; tax base and jobs/income base; create an interdisciplinary economic development working group	Program	Place-making and economic development	Concept/scope discussion and development	Mayor/CA	N	TBD	General	4
No	Forestry	Program development; Heritage Tree Program, Tree City USA, Street Trees, Tree Canopy, Forest Lands, volunteer coordination /invasive species removal, preservation/improvement of existing canopy; development regulation, rights of ways, programmatic approaches of land conservation and maintenance	Program	Place-making and economic development	Concept/scope discussion and development	Mayor/CA	Y	TBD	Multiple	4
No	Crown Road	Multi-jurisdictional road issue	Program	Place-making and economic development	Concept/scope discussion and development	Steve Wall	N	TBD	Streets	4
Yes	Fire CFP	Replace Station 41	Capital Assets	City operations	Concept/scope discussion and development	Cliff Free		\$14,000,000	General	1
Yes	Fire CFP	Replace Station 43	Capital Assets	City operations	Concept/scope discussion and development	Cliff Free		\$9,500,000	General	1
Yes	Fire Fleet	Engine replacement program, capitalization --> replace three more pumper trucks immediately; fourth truck and ladder truck in queue	Capital Assets	City operations	In process	Cliff Free	N	\$4,000,000	General	1

Yes	Phone System	Replace obsolete phone system	Capital Assets	City operations	Concept/scope discussion and development	Michelle Jackson	Y	TBD	Multiple	1
Yes	Annex Project	Tenant improvements to make Annex useful for 10-15 years	Capital Assets	City operations	In process	Steve Wall	N	TBD	Multiple	1
Yes	Library HVAC	Replace library HVAC system	Capital Assets	City operations	In process	Steve Wall	Y	TBD	General	1
Yes	Library Roof	Replace library roof	Capital Assets	City operations	In process	Steve Wall	N	TBD	General	1
Yes	Crown Park Master Plan	Implementation of Crown Park master plan	Capital Assets	Place-making and economic development	In process	Trang Lam	N	TBD	Multiple	4
Yes	T3 Trail Project	Complete Lacamas Trail segment	Capital Assets	Place-making and economic development	In process	Trang Lam	N	TBD	Multiple	4
Yes	Public Survey Project	Public input on city services and community quality; ability for Council to engage with community to gauge policy interest;	Program	Policy and partnerships	In process	Bryan Rachal	N	TBD	General	4
Yes	ARPA Policy	Develop policy to appropriate ARPA funds	Program	Policy and partnerships	In process	Cathy Huber Nickerson	Y	TBD	General	1
Yes	Revenue Diversification	Council policy development	Program	Policy and partnerships	In process	Cathy Huber Nickerson	N	TBD	General	1
Yes	Fire CFP	Adopt fire CFP and impact fees	Program	City operations	In process	Cliff Free	N	TBD	General	1
Yes	CWFD Partnership	Merina process to examine fire/EMS partnership and options; evaluate cost allocation model	Program	City operations	In process	Mayor/CA	N	TBD	General	1
Yes	Legislative Agenda	State and Federal legislative priorities updates	Program	Policy and partnerships	In process	Mayor/CA	N	TBD	General	4
Yes	Comprehensive Plan	Periodic GMA update	Program	Place-making and economic development	Concept/scope discussion and development	Robert Maul	N	TBD	General	2
Yes	Downtown Subarea Plan	Subarea plan, planned action area of downtown Camas; architectural renderings and plan for city-owned properties/City Hall development; infrastructure plan --> stormwater, sidewalks/frontages, streets, lighting, open space, tree canopy, parking, transportation	Program	Place-making and economic development	Concept/scope discussion and development	Robert Maul	N	TBD	General	4
Yes	Updating CFPs for growth	Updated impact fees	Program	Place-making and economic development	Concept/scope discussion and development	Robert Maul	N	TBD	General	1
Yes	Surface Water Quality	Program development; health and safety --> immediate and long term (sustainability); Lacamas, Round, and Fallen Leaf Lakes; rivers; stormwater management; Lake Management Plan	Program	Place-making and economic development	In process	Steve Wall	Y	TBD	Multiple	1,2,3,4
Yes	PROS Plan	Parks, recreation, and open space plan; capital priorities	Program	Place-making and economic development	In process	Trang Lam	N	TBD	General	1
Yes	Fire Staffing	Administration - restructure and add 1 FTE, reclass two FTE	Staffing	City operations	Concept/scope discussion and development	Cliff Free	N	TBD	General	1
Yes	Fire Staffing	USSERA and L&I - add 4 FTE	Staffing	City operations	Concept/scope discussion and development	Cliff Free	N	TBD	General	1
Yes	Fire Staffing	Implement three person engine companies - 12 FTE	Staffing	City operations	Concept/scope discussion and development	Cliff Free	N	TBD	General	1
Yes	Patrol Supervisor Staffing	Increase to provide 24-hour supervisory coverage	Staffing	City operations	In process	Mitch Lackey	N	TBD	General	1
Yes	Public Works Staffing	Stormwater - 2+ FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Stormwater	1
Yes	Public Works Staffing	Streets - 2+ FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Streets	1
Yes	Public Works Staffing	Water - 2 FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Water	1
Yes	Public Works Staffing	Cemetery - 1 FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Cemetery	1
Yes	Public Works Staffing	Wastewater - 3 FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Sewer	1

Yes	Public Works Staffing	Engineering - 1 FTE	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Multiple	1
Yes	Public Works Staffing	Fleet Supervisor (reclass)	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Multiple	1
Yes	Public Works Staffing	Project Manager/E-3 (reclass)	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Multiple	1
Yes	Public Works Staffing	Central Facilities Lead (reclass)	Staffing	City operations	Concept/scope discussion and development	Steve Wall	N	TBD	Multiple	1
Yes (highest priorities)	Facilities Assessments	Condition, adequacy, life cycle planning, preventive maintenance programming; \$17+ million over five-years for deficiencies	Capital Assets	City operations	In process	Steve Wall	N	\$17,000,000	Multiple	1