


City of Camas

Organizational Scan

January 15, 2021



1

Agenda

1. Project Purpose and Approach
2. Overview of Key Findings and Recommendations
3. Discussion

2

Our Presenters



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3

Project Purpose and Approach



4

4

Organizational Scan Project Purpose

Identify key focus areas for the City of Camas as it addresses community growth and growing service-level demands

Clarify additional study areas related to:

- Operations
- Staffing
- Structure
- Service levels
- Funding



5

Project Approach



Conducted Leadership Team workshop



Conducted virtual interviews with 22 City staff including:

- Members of the Leadership Team
- Key managers from each City department



Reviewed data and information provided by City



Prepared organizational scan project report

6

6

Overview of Recommendations



7

7



Photo courtesy of Eli Duke (Flickr)

Citywide Observations

Strengths to build upon

- Growing community
- Staff longevity and experience
- Commitment to meeting high service level expectations
- Strong customer-focus
- Safe and attractive place to live with a high quality of life

8



Photo courtesy of Eli Duke (Flickr)

Citywide Observations

Opportunities

- Growth constrains organization designed for a smaller community
- Organizational communication and strategic planning
- Management and support services
- Operations staffing and service level integration

9




Ensure alignment among Council priorities and department work plans

- Opportunity to strengthen governance and collaboration by updating strategic plan
- Enhancements to Citywide performance management system will foster communication and proactive work plan management
- Develop a communications needs assessment and work plan to maximize role of Communications Director

Adopt workforce development best practices

- Develop an employee performance evaluation program to standardize evaluation criteria and intentionally chart professional development pathways
- Develop a Citywide workforce development and succession planning program

10

10

Financial Management

- Enhance the City's budgeting and capital planning processes
 - › Develop a collaborative budget development and capital planning process
 - › Prepare an annual budget document that meets the Government Finance Officers Association (GFOA) best practices

11



11

Internal Support Services

- Evaluate the organizational structure, staffing and workload of the City's internal services functions
 - › Consider creation of an Assistant City Administrator position to oversee the internal services portfolio
- Assess staffing levels and workload for internal services functions
 - › HR has limited capacity
 - › Risk management housed with the Police Department
 - › IT system expansion and focus will facilitate efficiency and service delivery outcomes

12

Internal Support Services

People	<p>Perform a classification and compensation study update to maximize retention in key areas</p> <ul style="list-style-type: none"> • Portland area job growth creates competition
Process	<p>Ensure that all internal services policies and procedures are updated, communicated to staff, and enforced</p>
Decision Support	<p>Develop an Information Technology (IT) governance structure</p> <ul style="list-style-type: none"> • Need to be intentional about investment • Balance standardization with unique business/department needs
Collaboration	<p>Develop a collaborative project management approach for ERP implementation</p> <ul style="list-style-type: none"> • Support operations and service delivery

13

13

Community and Economic Development

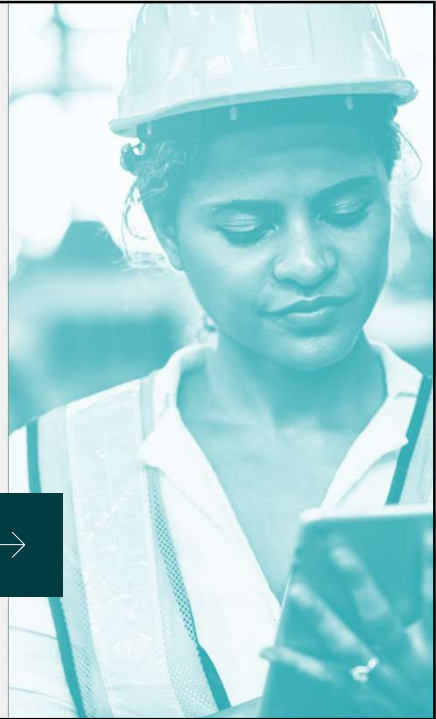
- Create an interdisciplinary economic development working group
 - › Leverage staff expertise to craft and execute a comprehensive strategy



14

Public Works and Infrastructure Management

- Continue to advance asset management processes in public works
 - › Infrastructure condition assessments
 - › Integrated capital and operations planning
 - › Enhanced work order system utilization
 - › Balance preventive and reactive work
- Create additional capacity in engineering to drive this process



15

Public Works and Infrastructure Management

- Staffing and deployment analysis needed in several key areas
 - › Facilities management and maintenance
 - › Water/Sewer collection/conveyance and distribution crew design
 - › Administrative support
- Necessary to maintain service level standards with growing infrastructure



16



Parks and Recreation

- Evaluate the organizational location of the parks maintenance function
 - › Maintenance and recreation program synergy
 - › Economies of scale
 - › Management and systems support
- Evaluate parks maintenance staffing needs
 - › Park inventory rapidly expanding

17

17



Law Enforcement

- Recurring gaps in patrol supervision need to be addressed
 - › Modern era of policing requires increased supervisory focus
- Current shift schedule for patrol offers training advantages, but a comparative assessment of the cost/benefit compared to other options needs to occur
- Opportunity to create specialization among patrol officers
 - › Professional development
 - › Internal capacity
 - › Continue to leverage regional services

18

18

Fire and EMS

- Fire Department Master Plan represents valid path forward
- Cost share model is equitable, but opportunity to create mechanisms to adjust cost share on a recurring basis
 - › Enhance the fire impact fee program in Camas
- Community growth and plan review has impacted existing occupancy inspection capacity
- Develop service level targets for existing occupancy inspections and pre planning processes



19

Next Steps and Implementation

- 1 Recommendations represents new work for the organization
- 2 Will take time to implement
- 3 May require adjustments as conditions and priorities change

20

20



Discussion

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21