

Oak Lodge Sanitary District
Surface Water Management Program Strategic Plan: Implementation Worksheet

Strategy	Actions	FY 10-11		FY 11-12		FY 12-13		FY 13-14		Assignment
		Staff	Funds	Staff	Funds	Staff	Funds	Staff	Funds	
Mission/Vision:										
Reaffirm OLSW Mission.	Board action: adopt strategic plan.	Neutral	Neutral							
Clarify / establish District policy and responsibilities regarding flood management and water quality.	Board action: adopt strategic plan.	Neutral	Neutral							
Articulate community values in OLSW Strategic Plan.	Completed.	Neutral	Neutral							
Capital Facilities:										
Pursue "green", multi-objective partnership projects for stream corridor restoration and other priorities (Stringfield Park model).	Continue seeking partners for District capital project.	Neutral	TBD	Neutral	TBD	Neutral	TBD	Neutral	TBD	
Update annually the selection criteria and priority list of Capital Improvement Projects.	Update CIP based upon Board/SWM CAC input and strategic plan.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
Place priority on Boardman Creek improvements; restore streams and riparian areas, prevent chronic nuisance flooding.	1. Revisit capital plan (CIP) to determine optimum schedule.			Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
	2. Develop financing schemes.			Neutral	\$10,000					
	3. Implement plan.			Neutral	TBD	Neutral	TBD	Neutral	TBD	
Expand public/private partnerships with streambank property owners, North Clackamas Parks & Recreation District, North Clackamas Watersheds Council, Urban Green, others.*	Integrate partnership opportunities with CIP and ensure updated ordinance is partnership "friendly".					Neutral	TBD	Neutral	TBD	
Evaluate CIP schedule.	Evaluate schedule and cash flow for rate impacts.	Neutral	TBD	Neutral	TBD	Neutral	TBD	Neutral	TBD	
Water Quality:										
Develop and implement a monitoring plan based upon Board / SWM CAC, including instream biological monitoring required in MS4 permit.	Develop a water quality monitoring plan.	Neutral	\$5,000	Neutral	\$35,000	Neutral	\$10,000	Neutral	\$10,000	
Update/expand water quality monitoring program to meet pending MS4 permit requirements, enabling District to make science-based decisions.	Implement expanded water quality monitoring program.	Neutral	\$10,000	Neutral	\$35,000	Neutral	\$35,000	Neutral	\$35,000	
Seek partnerships to expand water quality monitoring activities.*	Seek partnership with other jurisdictions, Watershed Council, PSU, local schools, etc.	Neutral	TBD	Neutral	TBD	Neutral	TBD	Neutral	TBD	
Evaluate effectiveness of SWM activities using expanded data.	Establish and monitor water quality goals.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
Ordinances:										
Develop ordinances needed to fulfill regulatory requirements and customer priorities.	1. Board / SWM CAC review / approve proposed ordinance updates.	Neutral	Neutral							
	2. Staff / consultants prepare draft ordinance.	Neutral	\$70,000	Neutral	\$30,000					
	3. Legal / public hearing process for ordinance.			Neutral	Neutral					
	4. Board adopt final ordinance.			Neutral	Neutral					
Make regulations clear for customers.	1. Staff coordinate ordinance update with affected jurisdictions: ODOT / Clackamas County / Gladstone / Milwaukie.	Neutral	\$10,000							
	2. Establish permitting customer service system	Neutral	Neutral							
Implement ordinances needed to fulfill regulatory requirements and customer priorities.	Continue to implement ordinance / tracking / inspections / investigations.					Neutral	Neutral	Neutral	Neutral	

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Intergovernmental:										
Determine MS4 requirements for jurisdictional responsibility within OLSLD jurisdiction.	Respond to MS4 requirements in coordination with effective jurisdictions.	Neutral	TBD	Neutral	TBD	Neutral	TBD	Neutral	TBD	
Clearly explain to customers the key SWM functions, duties for OLSLD, County, ODOT, cities, private property owners, others.	Establish customer service system that allows for coordination of customers concerns with other jurisdictions.	Neutral	Neutral							
Clarify and strengthen OLSLD relationship, shared responsibilities and opportunities with ODOT, Gladstone, Milwaukie.*	1. Revisit intergovernmental agreements for current concerns.			Neutral	Neutral					
	2. Establish new agreements.			Neutral	Neutral					
	3. Board action: adopt new agreements.			Neutral	Neutral					
Finalize Intergovernmental Agreement with Clackamas County Department of Transportation & Development (DTD): clarify County's and District's SWM duties.	1. In cooperation with Clackamas County, develop list of SWM tasks.					Neutral	Neutral			
	2. Determine resource needs and responsibilities for tasks.					Neutral	Neutral			
	3. Negotiate allocation of SWM tasks.					Neutral	Neutral			
	4. Board action: adopt intergovernmental agreement.					Neutral	Neutral			
OLSLD take SWM lead within District boundaries.	Implement intergovernmental agreement.							TBD	TBD	
Customer Service:										
Establish clear guidelines for customer response (tracking, reporting, and follow-up).	1. Ensure dedicated staff to SWM activities.	Neutral	Neutral							
	2. Establish clear policy based on ordinance and new intergovernmental agreements.	Neutral	Neutral							
Public Education:										
Educate customers on home/garden and pet waste best practices.	1. Dedicate staff to do public outreach.	Neutral	Neutral							
	2. Develop outreach plan.	Neutral	\$5,000							
	3. Develop materials.	Neutral	\$5,000							
Enlist customers to help meet SWM objectives.	Implement outreach plan.			Neutral	TBD	Neutral	TBD	Neutral	TBD	
Coordinate public education efforts with partner organizations.	Seek partnership with Oak Lodge Water District, Watershed Council, PSU, local schools, etc.			Neutral	TBD	Neutral	TBD	Neutral	TBD	
Develop an ongoing SWM public education program.	Ensure outreach tied to water quality / SWM objectives. Develop benchmarks and reporting mechanism.							Neutral	TBD	
Regulatory:										
Make permit compliance a top priority.	Illicit Discharge Detection and Elimination requirements	Neutral	TBD	Neutral	TBD	Neutral	Neutral	Neutral	Neutral	
	TMDL requirements	Neutral	Neutral	Neutral	TBD	Neutral	Neutral	Neutral	TBD	
	Industrial and Commercial Facilities requirements / Pollution Prevention for Municipal Operations requirements			0.25	\$25,000	Neutral	\$25,000	Neutral	\$25,000	
	Construction Site Pollutant Control requirements							Neutral	TBD	
	Post-Construction Site Runoff requirements	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	TBD	
	Hydromodification Assessment requirements			Neutral	\$5,000	Neutral	\$45,000	Neutral	TBD	
	Stormwater Retrofit Strategy Development requirements			Neutral	\$5,000	Neutral	\$45,000	Neutral	TBD	
Look ahead; adapt to changing regulations.	Continue participation in ACWA, co-permittee meetings and DEQ.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
Integrate SWM objectives in land/use development review procedures.	Develop improved coordination with Clackamas County DTD on implementation of adopted ordinances.			Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	

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Maintenance:										
Dedicate OLSD staff to SWM field, office assignments: a "SWM Team".	Dedicate current staff to SWM program as outlined in budget documents.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
Establish Maintenance Management Program: goals, level of service, benchmarks, measuring and reporting, monitoring protocols.	1. Convert existing GIS/Hansen database to new CMMS system.	Neutral	\$7,500	Neutral	\$50,000					
	2. Develop maintenance goals and objects / benchmarks.	Neutral	Neutral							
	3. Develop detailed maintenance plan for asset management.	Neutral	Neutral							
	4. Develop reporting mechanism for Board.	Neutral	Neutral							
	5. Begin ongoing maintenance program.			1.5	\$118,000	Neutral	\$118,000	Neutral	\$118,000	
Implement preventative (rather than only reactive) SWM maintenance program.	Structural Stormwater Controls Operation and Maintenance Activities requirements					0.25	\$25,000	Neutral	\$25,000	
Structure/Staffing:										
Delineate OLSD wastewater/SWM utility program activities and assignments.	1. Develop cost reporting mechanisms to ensure dedicated program utilization (time card system).	Neutral	Neutral							
	2. Increase supervisory responsibility for SWM operations performance.	0.5	\$40,500	Neutral	\$40,500	Neutral	\$40,500	Neutral	\$40,500	
	3. Develop operations strategy for near-term maintenance requirements / MS4 requirement.	Neutral	Neutral							
Identify future SWM staffing needs: for administration, water quality, public education.	Develop staffing needs based on strategic plan.	Neutral	Neutral							
Legal:										
Clarify OLSD legal authority to conduct SWM activities; clear debris from streams, etc.	Complete as part of ordinance update.	Neutral	Neutral							
Funding:										
Ensure sustainable utility funding.	Board action: adopt strategic plan and accompanying financial plan.	Neutral	Neutral							
Fully utilize current SWM funds effectively, efficiently.	Board action: adopt strategic plan.	Neutral	Neutral							
Evaluate other funding methods, such as local improvement districts (LIDs), to solve localized problems.	Staff will evaluate and make recommendations each budget year.	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	Neutral	
Consider bond funding to jump-start long deferred capital projects.	Board and SWM CAC to evaluate project schedule and available funds, funding mechanics available and make formal recommendation to Board each fiscal year.	Neutral	TBD	Neutral	TBD	Neutral	TBD	Neutral	TBD	
Determine County DTD SWM contributions.	Continue intergovernmental coordination efforts to negotiate an agreement with Clackamas County.			Neutral	TBD					
Establish a SWM system development charge.	1. Revisit capital plan for SDCs related expenses.			Neutral	Neutral					
	2. Establish SDCs methodology for SWM.			Neutral	\$10,000					
	3. Conduct public hearings.			Neutral	Neutral					
	4. Board action: adopt SDCs.			Neutral	Neutral					
MS4 Permit Requirement		0.5	\$153,000	1.75	\$363,500	0.25	\$343,500	0	\$253,500	

Staffing: Neutral means work can be complete within current staffing resources.
Funds: shown as additional funds beyond current budget.