

Clark County Public Works

Mission

We enhance Clark County's quality of life by providing transportation, environmental, and parks facilities and services.

Guiding Principles

Comprehensive Vision

- Visionary stewardship
- Advanced planning
- Creativity
- Anticipating issues and being prepared
- Keep up with technology

Communication

- Participatory decisions
- Documenting our policies
- Collaboration and cooperation with the community and other agencies
- Leveraging our investments through partnerships
- Keeping employees and the public informed

Credibility

- Personal and organizational integrity
- Protecting the public trust
- Fiscal accountability
- Protecting public investments

Commitment

- Empowered employees
- Working together and cooperating in good humor
- Positive "can-do" attitudes
- Being problem solvers rather than rule enforcers
- Hard work
- Pride
- Flexibility
- Goal-oriented
- Working safely
- Superior customer service
- Diverse work force

Conservation

- Respect for the natural environment
- Creating a safer environment
- Embrace sustainability

Vision

We deliver superior service that is responsive and cost-justified.

Values

- We work as a team.
- We learn, change, and improve.
- We work with integrity.
- We make Clark County better!



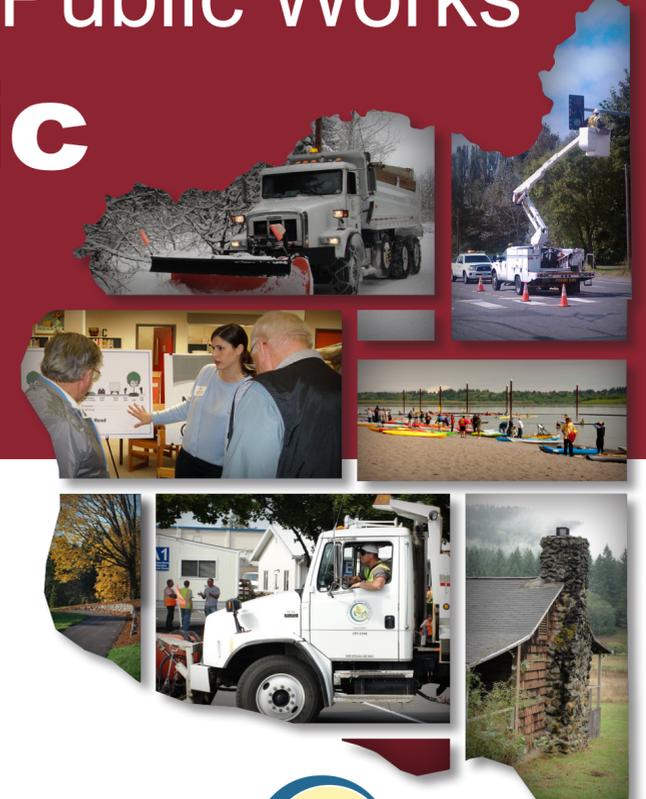
proud past, promising future

www.clark.wa.gov/publicworks

CLARK COUNTY
WASHINGTON

Clark County Public Works Strategic Plan

2015 - 2016 Biennium



For more information...

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proud past, promising future

Clark County Public Works Strategic Plan

Director's Message

January 2015

Clark County Public Works' strategic plan provides a foundation for our department, a statement for who we are and how we operate, along with goals, objectives and action items for the future.

Public Works updates its strategic plan every two years to reflect changing circumstances and priorities. This year, we added two new goals, each with a subset of related objectives:

"Create and maintain a vibrant system of parks, trails and green spaces" recognizes an increased emphasis on parks, especially with the formation of a Parks Division within Public Works last year.

"Cultivate a nimble, responsive work force" underscores the importance of this department's primary asset, the 250-plus employees who work here.

We also have developed a new list of action items, most of which we hope to accomplish in the next two years, and others that will remain ongoing priorities.

One initiative already under way is to achieve accreditation through the American Public Works Association. By examining our policies and procedures within a framework established by national experts, we will become more efficient as an organization and more effective in serving our community.

We also are committed to improving our emergency preparedness for an earthquake, flood or other disaster. It is our continuing duty to be ready when we are needed most.

Clark County Public Works provides day-to-day services that may not be listed as specific action items but are critical to what the public expects and deserves. We will continue to patch potholes, treat wastewater, maintain parks and build roads, but we also will push ahead on short- and long-term initiatives that will make Clark County better.



Heath Henderson

Heath Henderson, P.E., Director/County Engineer
Clark County Public Works

Strategic Goals and Objectives

GOAL Provide safe and efficient transportation systems

Objectives:

- Direct available funding toward road preservation and priority mobility, safety and economic development projects
- Promote public safety through engineering, maintenance and development practices

GOAL Create and maintain a vibrant system of parks, trails and green spaces

Objectives:

- Promote a healthy community through outdoor activities and sports
- Strengthen partnerships, build community and reduce costs through volunteerism
- Preserve parks infrastructure and natural areas

GOAL Continue responsible stewardship of public funds

Objectives:

- Aggressively seek grants and other opportunities to leverage county funds
- Invest in technology to achieve greater efficiency
- Emphasize continuous improvement, "lean" process and other techniques to enhance operations
- Minimize the amount of waste generated; reduce, reuse and recycle whenever possible
- Focus on maintenance and preservation to extend the life of key assets

GOAL Promote family-wage job creation and economic development to support a thriving community

Objectives:

- Establish economic development goals and partnerships through coordination with stakeholders
- Provide efficient, cost-effective permitting processes
- Support job creation and economic development, especially in targeted areas, by building transportation projects

GOAL Maintain a healthy, desirable quality of life

Objectives:

- Build and maintain transportation, environmental and parks facilities
- Provide a variety of opportunities for healthy activities
- Create an accessible community with a network of sidewalks, trails and bicycle facilities

GOAL Increase partnerships and foster an engaged, informed community

Objectives:

- Improve communication and collaboration with other county departments, along with local, state and federal agencies
- Embrace transparency within Public Works and the overall community
- Publicize department services and recognize achievements so the community understands what Public Works does
- Seek new opportunities to work with community leaders and enhance existing cooperation

GOAL Cultivate a nimble, responsive work force

Objectives:

- Adapt to changing priorities and align services with community expectations
- Accelerate project and service delivery
- Seek creative, innovative solutions to problems
- Emphasize preparedness so we react quickly during emergencies
- Ensure adequate training to achieve a high level of service

GOAL Make Public Works a great place to work

Objectives:

- Foster a diverse, productive and talented work force
- Provide opportunities for employee growth and development
- Promote a safe work environment
- Celebrate our successes and learn from our shortcomings
- Have fun

Strategic Plan Action Items

Goals

Provide safe and efficient transportation systems - ▲										Division										
Create and maintain a vibrant system of parks, trails and green spaces - ▲										L = Lead S = Support										
Continue responsible stewardship of public funds - ▲										Administration & Finance	Development Engineering	Engineering & Construction	Fleet & Facilities	Parks	Road Maint. & Wastewater	Transportation & Asset Mgmt.				
Promote family-wage job creation and economic development to support a thriving community - ▲																				
Maintain a healthy, desirable quality of life - ▲																				
Increase partnerships and foster an engaged, informed community - ▲																				
Cultivate a nimble, responsive work force - ▲																				
Make Public Works a great place to work - ▲																				
2015-2016 One-Time Efforts (action items are not listed in priority order)										Timeline										
1	Develop a systematic approach to managing assets (parks, bridges, pavements, signs) through needs identification, prioritization and programming	Dec. 2016	▲	▲	▲	▲	▲	▲	▲											
2	Use Maple Pit rock for base stabilization projects	Dec. 2016	▲	▲	▲	▲	▲	▲	▲			S	S			L	L			S
3	Optimize Road Operations service delivery	July 2015	▲	▲	▲	▲	▲	▲	▲				S			L	L			
4	Work with Community Development to complete "lean" process for Type II reviews	Sep. 2015	▲	▲	▲	▲	▲	▲	▲			L								
5	Add staffing to match Development Engineering workload	Mar. 2015	▲	▲	▲	▲	▲	▲	▲			L								
6	Work with Community Development on Tidemark permit software replacement that will include electronic plan review	Dec. 2015	▲	▲	▲	▲	▲	▲	▲			S	L	S						
7	Achieve American Public Works Association (APWA) accreditation	Oct. 2017	▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	S
8	Complete clean up of Camp Bonneville's Central Valley Floor and initiate Phase 2 remediation	Dec. 2016										L	S		S					
9	Update Project Management Manual	Dec. 2015	▲	▲	▲	▲	▲	▲	▲			S	L							
10	Establish guidelines for property management activities (e.g. surplus lands)	July 2015	▲	▲	▲	▲	▲	▲	▲				L							S
11	Acquire property to support outdoor recreation according to Parks Comprehensive Plan	Dec. 2015											S		L					
12	Inventory existing pedestrian facilities and prioritize, with public participation, ADA-compliant sidewalk and path projects	Dec. 2016											S							L
13	Identify major parks maintenance projects and secure necessary funding	Apr. 2015														L				
14	Review space planning for maintenance sheds	Dec. 2015	▲	▲	▲	▲	▲	▲	▲											L
15	Establish right-of-way management policy (encroachments, vegetation, signs, memorials)	July 2015	▲	▲	▲	▲	▲	▲	▲				S		S	S	S	S	S	L
16	Transition to operating Salmon Creek Wastewater Treatment Plant under Discovery Clean Water Alliance	Dec. 2015										S								L
17	Formalize prioritization process for ongoing transportation programs (safety, traffic calming, intersections, corridors, ADA)	Dec. 2016	▲	▲	▲	▲	▲	▲	▲				S							L
18	Evaluate effectiveness of transportation advisory groups (TIPT, Traffic Safety Committee)	Dec. 2016											S							L
19	Formalize coordination with Community Planning and Community Development on transportation	May 2016	▲	▲	▲	▲	▲	▲	▲											L
20	Update Whatley Pit Operations Plan and improve accounting/billing	Jan. 2016										S		L						
21	Upgrade to FASTER Web and build interfaces to Financial Management System (FMS)	Dec. 2016										S		L						
22	Organize county-owned quarries under formal asset management system	Dec. 2016												L						
23	Update and implement Emergency Response Plan	Mar. 2016	▲	▲	▲	▲	▲	▲	▲			S	S	S	L	S	S	S	S	
24	Implement electronic bidding	Feb. 2016											L							
25	Update public information and outreach guidelines, including social media and email technology	Dec. 2015										L								
26	Establish idle reduction standards for all fleet vehicles and equipment	Dec. 2016													L					
27	Implement Maintenance Management System (MMS) parks module	July 2015																		L
28	Create framework to encourage private and public partnerships	Jun. 2015										L	S	S	S	S	S	S	S	
29	Upgrade hardware/software technology plan	Dec. 2015	▲	▲	▲	▲	▲	▲	▲			L	S							
2015-2016 Ongoing Efforts (action items are not listed in priority order)																				
A	Review department's work force plan		▲	▲	▲	▲	▲	▲	▲			L								
B	Improve and expand volunteer base and fully support volunteer program																			L
C	Pursue opportunities to share resources with other local agencies		▲	▲	▲	▲	▲	▲	▲			S	S	S	L	L	S	S	S	
D	Celebrate department's successes, both internally and externally		▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	
E	Encourage and support employee development		▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	
F	Comply with all safety training and certification requirements		▲	▲	▲	▲	▲	▲	▲			S	S	S	L	S	S	S	S	
G	Maintain ISO 14001 certification														L					
H	Enhance internal communication by director and managers attending work groups' staff meetings and scheduling field visits		▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	
I	Support work force involvement in implementing "lean" concepts		▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	
J	Increase external communication and outreach on routine department services											L								
K	Complete remaining facilities for Greater Clark Parks District as funding becomes available											S	S		L					
L	Ensure all staff are informed of department direction/decisions		▲	▲	▲	▲	▲	▲	▲			L	S	S	S	S	S	S	S	
M	Align project delivery with available funding		▲	▲	▲	▲	▲	▲	▲			S	L		S					S
N	Partner with internal and external agencies to preserve, protect and enhance natural areas												S		L					
O	Update level of service standards and communicate them internally and externally		▲	▲	▲	▲	▲	▲	▲			L			S	S	S	S	S	

Public Works Organizational Chart

Director/County Engineer

