

Clark County Public Works Strategic Plan

2017 - 2018 Biennium

For more information...

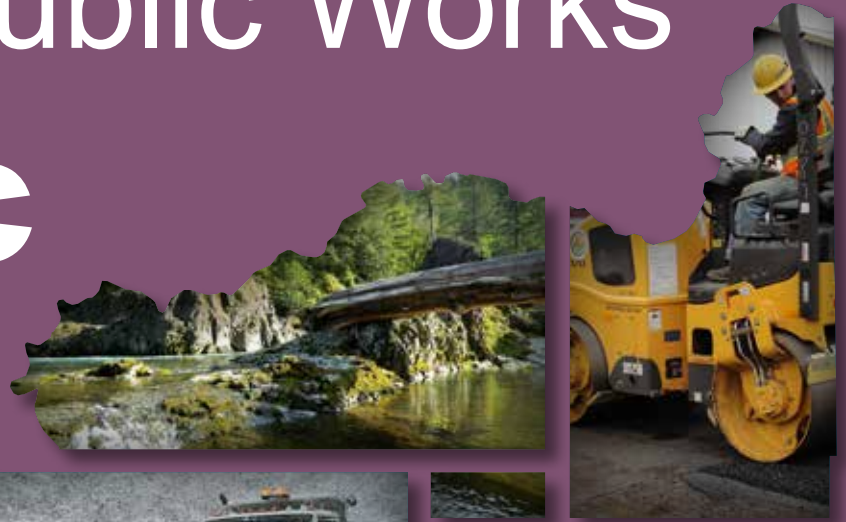
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CLARK COUNTY
WASHINGTON

proud past, promising future

Clark County Public Works **Strategic Plan**

Director's Message

April 2017

Every two years, Clark County Public Works updates its strategic plan to reflect upcoming priorities and initiatives.

Our mission, vision, values and guiding principles typically do not change from biennium to biennium as our core commitments to the community remain steadfast.

This year, we refined the strategic plan's goals and objectives. We also decided to eliminate ongoing action items and focus exclusively on what we hope to accomplish this biennium.

Action items provide a diverse "to do" list for our department. They range from complying with 400 best practices established by the American Public Works Association, a process known as accreditation, to building an 18-hole disc golf course at Hockinson Meadows Community Park.

These action items represent an ambitious but achievable work plan for the current biennium. Completing this list will move us closer to meeting the strategic plan's overarching goals and objectives.

The breadth of action items also mirrors the diversity of services we provide. Each day, we touch the lives of our community's residents in so many ways.

Last year's dissolution of Environmental Services added Clean Water, Environmental Permitting, Forestry, Legacy Lands and Vegetation Management to Public Works' services portfolio.

If anyone asks, "What does Public Works do?," we can answer that the department:

- Builds, maintains and preserves roads while improving safety and managing growing congestion.
- Builds, maintains and operates parks and conservation lands.
- Manages polluted storm runoff and treats wastewater from homes and businesses.
- Controls noxious weeds and manages county-owned forest lands.
- Ensures private development complies with the transportation and stormwater code.
- Provides fleet services to all county departments.
- Does all of this while looking for innovative ways to improve efficiency.

Much of our day-to-day efforts are not listed in this strategic plan, but this core work remains critical to our vision of delivering superior service that is responsive and cost-justified.



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



Strategic Goals and Objectives

GOAL Provide a safe, efficient transportation system

Objectives:

- Keep public safety as the top priority
- Support economic growth by providing quality infrastructure
- Direct capital funding toward priority safety and mobility projects
- Apply innovative technologies to improve safety and increase transportation capacity

GOAL Support a vibrant system of parks and natural areas while preserving the environment

Objectives:

- Build parks and recreation facilities to promote a healthy community
- Engage volunteers to strengthen partnerships, build community and reduce costs
- Provide connectivity so residents can walk and bike to and between parks, natural areas and sports fields
- Use best management practices to improve stormwater quality
- Encourage sustainable design and land management practices

GOAL Continue responsible stewardship of public funds

Objectives:

- Maintain and preserve roads, parks, stormwater facilities and other assets to reduce future costs
- Pursue 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 productivity
- Minimize waste; reduce, reuse and recycle whenever possible

GOAL Increase partnerships and foster an engaged, informed community

Objectives:

- Improve communication and collaboration with internal and external stakeholders
- Align department services with community expectations when possible
- Provide educational outreach to advance community partnerships
- Publicize department services and achievements to improve public awareness

GOAL Empower a skilled, responsive workforce

Objectives:

- Value creative thinking, innovative solutions and employee input
- Offer training opportunities to maintain a productive, talented workforce
- Emphasize preparedness for prompt reaction during emergencies
- Engage employees to accentuate safety and environmental stewardship in all aspects of work life
- Celebrate achievements and learn from experiences

GOAL Make Public Works a great place to work

Objectives:

- Champion success of employees and treat each other with kindness and respect
- Embrace diversity and inclusion to attract fresh ideas, perspectives and energy
- Coach and mentor employees for career development
- Nurture a culture where teamwork, humor and work-life balance are valued

Public Works **Organizational Chart**

Director/County Engineer

Administration & Finance

- Administration
- Budget/Finance
- Camp Bonneville
- Chelatchie Prairie Railroad
- Customer Service
- Equipment Repair/Maintenance
- Fleet Services
- Public Information
- Technology

Clean Water

- Capital Projects
- Clean Water Fee Administration
- Education and Outreach
- Salmon Creek Wastewater Treatment Plant
- Stormwater Permit Compliance
- Stream Monitoring/Assessment
- Technical Assistance

Engineering & Construction

- Construction Management/Inspection
- Design
- Project Management
- Real Property Services
- Survey

Parks & Lands

- 78th Street Heritage Farm
- Environmental Permitting
- Forestry
- Legacy Lands
- Parks Administration
- Parks/Campus/Grounds Maintenance
- Parks Planning/Development
- Vegetation Management
- Volunteer Program

Road Maintenance & Safety

- Asphalt/Guardrail
- Drainage/Water Quality
- Emergency Preparedness
- Road/Median Maintenance
- Safety

Transportation & Development

- Programming
- Developer Agreements
- Engineering Reviews
- Permit Customer Service
- Preservation
- Signal Engineering/Operations
- Traffic Concurrency
- Traffic Engineering/Operations



Strategic Plan Action Items

Provide a safe, efficient transportation system - ▲

Support a vibrant system of parks and natural areas while preserving the environment - ▲

Continue responsible stewardship of public funds - ▲

Increase partnerships and foster an engaged, informed community - ▲

Empower a skilled, responsive workforce - ▲

Make Public Works a great place to work - ▲

Divisions

L = Lead S = Support

Goals

Administration & Finance

Clean Water

Engineering & Construction

Parks & Lands

Road Maintenance & Safety

Transportation & Development

2017-2018 Action Items *(not listed in priority order)*

Timeline

1	Verify that organizational structure and resources are aligned with mission and priorities	Dec. 2017	▲	▲		▲			L	S	S	S	S	S
2	Update procedures and delegations related to the Clark County Charter	May 2017	▲	▲		▲			L					
3	Complete space and facilities planning	Dec. 2017	▲			▲			L	S	S	S	S	S
4	Develop an internal overhead allocation plan	Apr. 2017				▲			L	S	S	S	S	S
5	Plan for service and financial implications of annexations	Sep. 2017				▲	▲	▲	L	S	S	S	S	S
6	Establish roles and responsibilities for property management	Dec. 2017						▲	S	S	L	S	S	S
7	Define level of service for core activities	Jun. 2018	▲	▲		▲	▲	▲	L	S	S	S	S	S
8	Achieve American Public Works Association accreditation	Oct. 2017	▲	▲		▲			L	S	S	S	S	S
9	Continue Camp Bonneville cleanup and begin updating reuse plan	Dec. 2018				▲	▲		L		S	S		
10	Update and implement emergency response plan	Dec. 2017		▲	▲	▲			S	S	S	S	L	S
11	Update public information/outreach guidelines, including social media and email technology	Dec. 2017	▲	▲	▲				L	S	S	S	S	S
12	Refine Performance Management System	Dec. 2018	▲	▲		▲			L					
13	Develop guidelines for succession planning	Dec. 2018	▲	▲		▲			L	S	S	S	S	S
14	Establish Clean Water capital reserve fund	Jul. 2017				▲			S	L				
15	Complete data collection for stream health report	Dec. 2018	▲				▲			L				
16	Re-engage with Stormwater Partners of SW Washington	Apr. 2017	▲		▲	▲	▲		S	L				
17	Finalize property dedications policy	May 2017	▲			▲			S	L		S		S
18	Align Development Engineering staffing and fees with services demand	Jul. 2017				▲			S		S			L
19	Develop an environmental policy to support the 2015 standard for ISO 14001	Aug. 2017		▲		▲			S				L	
20	Continue support of POSSE implementation	Dec. 2017	▲	▲	▲	▲			S		S	S		L
21	Develop a project delivery manual	Dec. 2017	▲	▲	▲	▲	▲	▲			L	S		S
22	Review utility code, franchise agreements and associated fees	Oct. 2017			▲	▲		▲	S		L		S	S
23	Develop plan for using "renewable" diesel per RCW 43.19.648	Dec. 2018				▲	▲		L					
24	Complete fleet study	Jul. 2017				▲			L					
25	Upgrade vehicle fluid dispensing equipment in county shops	Jun. 2018				▲	▲		L					
26	Review and establish lease agreements with all facility users	Mar. 2018	▲		▲	▲			L					
27	Implement bar coding in county shops' parts room	Dec. 2017				▲			L					
28	Upgrade to FASTER web and build interfaces to Financial Management System	Dec. 2017				▲			L					
29	Develop funding strategy and update master plan for 78th Street Heritage Farm	Dec. 2017				▲	▲		S			L		
30	Finish site plans for Curtin Springs Wildlife Habitat, Curtin Creek & Cougar Creek Woods parks	Jun. 2018					▲				S	L		
31	Construct 18-hole disc golf course at Hockinson Meadows Community Park	Dec. 2017					▲				S	L		
32	Complete Camp Hope agreements	Jun. 2017			▲	▲	▲		S		S	L		
33	Establish Public Works procedures for homeless camp posting and cleanup	Dec. 2017				▲	▲		S			S	L	S
34	Establish goals for Whatley Pit	Dec. 2017	▲			▲		▲					L	
35	Update priority transportation safety needs	Mar. 2018	▲			▲	▲	▲						L
36	Create a uniform asset management system	Dec. 2018				▲	▲	▲	S					L
37	Re-engage public involvement process on Transportation Improvement Program	Dec. 2017			▲	▲		▲	S		S			L
38	Align preservation investment strategies with Board of County Councilors priorities	Sep. 2017				▲		▲	S					L
39	Develop and update right-of-way management policies and procedures	Jun. 2018				▲		▲	S		S			L
40	Update noxious weed control prioritization	May 2017			▲	▲	▲					L		
41	Plan for advanced or consolidated environmental mitigation strategies	Feb. 2018					▲				S	L		
42	Consolidate individual forestry stewardship plans into countywide forestry plan	Apr. 2017					▲					L		
43	Review forestry fees	Aug. 2017				▲	▲		S			L		
44	Complete planned Chelatchie Prairie Railroad projects, address private crossing issues	Dec. 2018			▲	▲		▲	L		S			
45	Develop stewardship plans for Legacy Lands properties	Dec. 2018				▲	▲					L		

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!

