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!

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.

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

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Clark County Public Works
Director/County Engineer
Clark County Public Works

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

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

www.clark.wa.gov/public-works
**Strategic Goals and Objectives**

**GOAL**: Provide a safe, efficient transportation system

- Increase partnerships and foster an engaged, informed community

**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

- Drive responsible stewardship of public funds

**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**: Empower a skilled, responsive workforce

- Value creative thinking, innovative solutions and employee input
- Offer training opportunities to maintain a productive, talented workforce
- Emphasize preparedness for prompt reaction during emergencies
- Coach and mentor employees for career development

**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**: Make Public Works a great place to work

- Offer training opportunities to maintain a productive, talented workforce
- Value creative thinking, innovative solutions and employee input
- Coach and mentor employees for career development

**Objectives**:
- Champion success of employees and treat each other with kindness and respect
- Embrace diversity and inclusion to attract fresh ideas, perspectives and energy
- Nurture a culture where teamwork, humor and work-life balance are valued
- Minimize waste, reduce, reuse and recycle whenever possible

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**Public Works Organizational Chart**

- **Director/County Engineer**
- **Division**
  - Administration & Finance
    - Administration
    - Budget/Finance
  - Clean Water
    - Capital Projects
    - Clean Water Fee Administration
    - Education and Outreach
    - Salmon Creek Wastewater Treatment Plant
    - Stormwater Permit Compliance
  - Engineering & Construction
    - Construction Management/Inspection
    - Design
    - Project Management
    - Real Property Services
  - Parks & Lands
    - 7th Street Heritage Farm
    - Environmental Permits
    - Forestry
    - Legacy Lands
    - Parks Administration
    - Parks/Campus Grounds Management
    - Technical Assistance
  - 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

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**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**
- **Empower a skilled, responsive workforce**
- **Make Public Works a great place to work**

**2017-2018 Action Items**

**Objectives**: Enhance productivity, improve safety and increase assets to reduce future costs

**Objectives**: Maintain and preserve roads, parks, wastewater facilities and other assets to reduce future costs

**Objectives**: Keep public safety as the top priority

**Division**

- **Administration & Finance**
  - Administration
  - Budget/Finance
- **Clean Water**
  - Capital Projects
  - Clean Water Fee Administration
  - Education and Outreach
  - Salmon Creek Wastewater Treatment Plant
  - Stormwater Permit Compliance
- **Engineering & Construction**
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  - 7th Street Heritage Farm
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  - Programming
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  - Engineering Reviews
  - Permit Customer Service
  - Preservation
  - Signal Engineering/Operations
  - Traffic Concurrency
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**Timeline**

- **2017**
  - Verification that organizational structure and resources are aligned with mission and priorities
  - Update procedures and delegations related to the Clark County Charter
  - Complete space and facilities planning
  - Develop an internal overhead allocation plan
  - Plan for service and financial implications of annexation
  - Establish roles and responsibilities for property management
  - Define levels of service for core activities
  - Achieve American Public Works Association accreditation
  - Continue Camp Bonneville closure and begin updating route plan
  - Update and implement emergency response plan
  - Update public information outreach guidelines, including social media and email technology
  - Refine Performance Management System
  - Develop guidelines for succession planning
  - Establish Clean Water capital reserve fund
  - Complete data collection for stream health report
  - Re-engage with Stormwater Partners of SW Washington
  - Finalize property dedications policy
  - Align Development Engineering staffing and fees with services demand
  - Develop an environmental policy to support the 2015 standard for ISO 14001
  - Continue support of POSS implementation
  - Develop a project delivery manual
  - Review utility code, franchise agreements and associated fees
  - Develop plan for using "innovative" diesel per RCW 43.19.648
  - Complete asset study
  - Complete 78th Street Heritage Farm agreements
  - Review and establish lease agreements with all facility users
  - Implement bar coding in county shop/pools room
  - Upgrade to FASTER web and build interfaces to Financial Management System
  - Develop funding strategy and update master plan for 78th Street Heritage Farm
  - Finish site plans for Auburn Springs Wildlife Habitat
  - Complete 18-hole disc golf course at Hawk’s Prairie Community Park
  - Complete Camp Hope agreements
  - Establish Public Works procedure for homeless camp posting and cleanup
  - Establish goals for Whatley Pit
  - Update priority transportation safety needs
  - Update real estate management system
  - Re-engage public involvement process on Transportation Improvement Program
  - Align preservation investment strategies with Board of County Councilors priorities
  - Develop and update right-of-way management policies and procedures
  - Update nuisance weed control prioritization
  - Plan for advanced or consolidated environmental mitigation strategies
  - Consolidate individual forestry stewardship plans into countywide forestry plan
  - Review forestry fees
  - Complete planned Chelatchie Prairie Railroad projects, address private crossing issues
  - Develop stewardship plans for Legacy Lands properties

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**Divisions**

- **Administration & Finance**
  - Administration
  - Budget/Finance
- **Clean Water**
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**www.clark.wa.gov/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:**
- Increase 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:**
- Embrace diversity and inclusion to attract fresh ideas, perspectives and energy
- Coach and mentor employees for career development
- Stewardship in all aspects of work life
- Align department services with community expectations when possible
- Offer training opportunities to maintain a productive, talented workforce

**GOAL: Make Public Works a great place to work**

**Objectives:**
- Emphasize continuous improvement, lean process and other techniques to enhance productivity
- Emphasize preparedness for prompt reaction during emergencies
- Offer training opportunities to maintain a productive, talented workforce
- Support a vibrant system of parks and natural areas while preserving the environment
- Keep public safety as the top priority

**Public Works Organizational Chart**

**Divisions**
- Administration
- Finance & Management
- Clean Water
- Engineering & Construction
- Parks & Lands
- Roadway Maintenance & Safety
- Transportation & Engineering

**Director/County Engineer**

**Timeline**

**2017-2018 Action Items**

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update noxious weed control prioritization</td>
<td>Aug. 2017</td>
</tr>
<tr>
<td>Develop an environmental policy to support the 2015 standard for ISO 14001</td>
<td>Aug. 2017</td>
</tr>
<tr>
<td>Create a uniform asset management system</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Develop a project delivery manual</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Review utility code, franchise agreements and associated fees</td>
<td>Oct. 2017</td>
</tr>
<tr>
<td>Develop plan for using &quot;innovative&quot; diesel per RCW 43.18.648</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Complete fleet study</td>
<td>Jul. 2017</td>
</tr>
<tr>
<td>Implement bar coding in county shops' parts room</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Enhance the PASTER web and build interfaces to the Financial Management System</td>
<td>Dec. 2017</td>
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<tr>
<td>Implement bar coding in county shops' parts room</td>
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<td>Update priority transportation safety needs</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Create a uniform asset management system</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Re-engine public involvement process on Transportation Improvement Program</td>
<td>Dec. 2017</td>
</tr>
<tr>
<td>Align preservation investment strategies with Board of County Commissioners priorities</td>
<td>Sep. 2017</td>
</tr>
<tr>
<td>Develop and update right-of-way management policies and procedures</td>
<td>Jun. 2018</td>
</tr>
<tr>
<td>Update noxious weed control prioritization</td>
<td>May 2017</td>
</tr>
<tr>
<td>Plan for additional or consolidated environmental mitigation strategies</td>
<td>Feb. 2018</td>
</tr>
<tr>
<td>Complete planned Chelatchie Prairie Railroad projects, address private crossing issues</td>
<td>Apr. 2017</td>
</tr>
<tr>
<td>Develop stewardship plans for Legacy Lands properties</td>
<td>Dec. 2018</td>
</tr>
</tbody>
</table>
### Objectives:

- **Invest in technology to achieve greater efficiency**
- **Pursue grants and other opportunities to leverage county funds**
- **Maintain and preserve roads, parks, stormwater facilities and other natural areas while preserving the environment**
- **Encourage sustainable design and land management practices**
- **Provide connectivity so residents can walk and bike to and between communities**
- **Engage volunteers to strengthen partnerships, build community and reduce costs**
- **Apply innovative technologies to improve safety and increase transportation capacity**
- **Keep public safety as the top priority**
- **Improve communication and collaboration with internal and external stakeholders**
- **Coach and mentor employees for career development**
- **Champion success of employees and treat each other with kindness**
- **Celebrate achievements and learn from experiences**
- **Value creative thinking, innovative solutions and employee input**
- **Emphasize preparedness for prompt reaction during emergencies**
- **Nurture a culture where teamwork, humor and work-life balance are valued**
- **Increase partnerships and foster an engaged, informed community”**
- **Continue responsible stewardship of public funds”**
- **Make Public Works a great place to work”**

### Goal

**Provide a safe, efficient transportation system**

- Objectives:
  - Keep public safety as the top priority
  - Support economic growth by providing quality infrastructure
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### Goal

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

- Objectives:
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### 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

### 2017-2018 Action Items (prioritized by L = lead, S = support)

- **1. Verify that organizational structure and resources are aligned with mission and priorities**
  - **Dec. 2017**
  - **L = Lead**

- **2. Update procedures and delegations related to the Clark County Charter**
  - **Dec. 2017**
  - **L = Lead**

- **3. Complete space and facility planning**
  - **Dec. 2017**
  - **L = Lead**

- **4. Develop an innovative floodplain inventory program**
  - **Dec. 2017**
  - **L = Lead**

- **5. Plan for service and financial implications of annexation**
  - **Sep. 2017**
  - **L = Lead**

- **6. Establish roles and responsibilities for property management**
  - **Dec. 2017**
  - **L = Lead**

- **7. Define levels of service for road activities**
  - **Jan. 2018**
  - **L = Lead**

- **8. Achieve American Public Works Association accreditation**
  - **Oct. 2017**
  - **L = Lead**

- **9. Continue Camp Bonneville closure and begin updating environmental plan**
  - **Dec. 2016**
  - **L = Lead**

- **10. Update and implement emergency response plan**
  - **Dec. 2017**
  - **L = Lead**

- **11. Update public information outreach guidelines, including social media and email technology**
  - **Dec. 2017**
  - **L = Lead**

- **12. Refine Performance Management System**
  - **Dec. 2018**
  - **L = Lead**

- **13. Develop guidelines for succession planning**
  - **Dec. 2018**
  - **L = Lead**

- **14. Establish Clean Water capital reserve fund**
  - **Jul. 2017**
  - **L = Lead**

- **15. Complete data collection for stream health report**
  - **Dec. 2018**
  - **L = Lead**

- **16. Re-engage with Stormwater Partners of SW Washington**
  - **Apr. 2017**
  - **L = Lead**

- **17. Finalize property dedications policy**
  - **May 2017**
  - **L = Lead**

- **18. Align Development Engineering staffing and fees with services demand**
  - **Jul. 2017**
  - **L = Lead**

- **19. Develop an environmental policy to support the ISO 14001 standard for 2015**
  - **Aug. 2017**
  - **L = Lead**

- **20. Continue support of POSS in implementation**
  - **Dec. 2017**
  - **L = Lead**

- **21. Develop a project delivery manual**
  - **Dec. 2017**
  - **L = Lead**

- **22. Review utility code, franchise agreements and associated fees**
  - **Oct. 2017**
  - **L = Lead**

- **23. Develop plan for using “innovative” diesel per RCW 43.18.648**
  - **Dec. 2018**
  - **L = Lead**

- **24. Complete final study**
  - **Jul. 2017**
  - **L = Lead**

- **25. Upgrade vehicle fuel dispensing equipment in county shops**
  - **Jun. 2018**
  - **L = Lead**

- **26. Review and establish lease agreements with all facility users**
  - **May 2018**
  - **L = Lead**

- **27. Update social media on county shop pool parties**
  - **Dec. 2017**
  - **L = Lead**

- **28. Upgrade to FASTER web and build interfaces to Financial Management System**
  - **Dec. 2017**
  - **L = Lead**

- **29. Develop funding strategy and update master plan for 7th Street Heritage Farm**
  - **Dec. 2017**
  - **L = Lead**

- **30. Finish site plans for Curtis Springs Wildlife Habitat, Curtis Creek & Cougar Creek Woods parks**
  - **Jun. 2018**
  - **L = Lead**

- **31. Complete 10-hole disc golf course at Hockinson Meadows Community Park**
  - **Dec. 2017**
  - **L = Lead**

- **32. Complete Camp Hope agreements**
  - **Jan. 2017**
  - **L = Lead**

- **33. Establish Public Works procedures for homeless camp posting and cleanup**
  - **Dec. 2017**
  - **L = Lead**

- **34. Establish goals for Whidbey PI**
  - **Dec. 2017**
  - **L = Lead**

- **35. Update priority transportation safety needs**
  - **Mar. 2018**
  - **L = Lead**

- **36. Create a uniform asset management system**
  - **Dec. 2018**
  - **L = Lead**

- **37. Re-engage public involvement process on Transportation Improvement Program**
  - **Dec. 2017**
  - **L = Lead**

- **38. Align preservation investment strategies with Board of County Commissioners priorities**
  - **Sep. 2017**
  - **L = Lead**

- **39. Develop and update right-of-way management policies and procedures**
  - **Jun. 2018**
  - **L = Lead**

- **40. Update nuisance weed control prioritization**
  - **May 2017**
  - **L = Lead**

- **41. Plan for advanced or consolidated environmental mitigation strategies**
  - **Feb. 2018**
  - **L = Lead**

- **42. Complete conditioned forest stewardship plans into countywide forest management plan**
  - **Apr. 2017**
  - **L = Lead**

- **43. Review forestry fees**
  - **Aug. 2017**
  - **L = Lead**

- **44. Complete planned Chelatche Prairie Railroad projects, address private crossing issues**
  - **Dec. 2018**
  - **L = Lead**

- **45. Devote stewardship plans for Legacy Lumber properties**
  - **Dec. 2018**
  - **L = Lead**
Director's Message
April 2017

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Clark County Public Works
Strategic Plan
2017 - 2018 Biennium

For more information...
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