

---

**CLARK REGIONAL WASTEWATER DISTRICT  
STRATEGIC PLAN**

**Policy #POL-031**

**Adopted: 07/14/09**

---

See attached Resolution #1518.

<b>REVIEWED:</b>	<b>REVISED:</b>	<b>EFFECTIVE:</b>  07/14/09	<b>APWA 5.0 PRACTICE #:</b> 1.1, 1.6, 1.7, 2.33
------------------	-----------------	-----------------------------------	--

CLARK REGIONAL WASTEWATER DISTRICT  
CLARK COUNTY, WASHINGTON  
RESOLUTION NO. 1518

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF CLARK REGIONAL WASTEWATER DISTRICT, CLARK COUNTY, WASHINGTON, ADOPTING THE CLARK REGIONAL WASTEWATER DISTRICT 2009 STRATEGIC PLAN.

**WHEREAS**, the Board of Sewer Commissioners has determined that the Clark Regional Wastewater District 2009 Strategic Plan should be adopted; NOW, THEREFORE

**BE IT RESOLVED** by the Board of Commissioners of Clark Regional Wastewater District, Clark County, Washington, that the Clark Regional Wastewater District 2009 Strategic Plan is adopted as set forth in Exhibit "A," attached to this resolution.

**ADOPTED** by the Board of Commissioners of Clark Regional Wastewater District of Clark County, Washington, at a regular meeting held on July 14, 2009.

CLARK REGIONAL WASTEWATER DISTRICT

Attest:

  
\_\_\_\_\_  
Norm Harker, Secretary

  
\_\_\_\_\_  
Neil Kimsey, President

  
\_\_\_\_\_  
Denny Kiggins, Vice President

# Clark Regional Wastewater District 2009 Strategic Plan



*“Expanding the Boundaries of Service”*



## **Board of Commissioners**

Neil Kimsey President  
Denny Kiggins Vice President  
Norm Harker Secretary

## **General Manager**

John M. Peterson, P.E.

## **Assistant Manager**

Shawn Moore, P.E.

## **Acknowledgements**

Written by Hugh Findlay and Shawn Moore  
with text edited by Bernie Dundas and Kim Thur

Cover photos: Moulton Falls Park, WSU Campus view of Mt. St. Helens, & Lewis River

Special thanks to District staff and the Leadership Team  
for their participation in this publication and Vaughn Brown, JLA Public Involvement

Adopted July 14, 2009

# Table of Contents

Board Presentation .....	1
Executive Summary .....	3
Introduction .....	7
History of the District.....	8
District Organization Chart.....	10
Current Situation .....	11
Strategic Planning Process .....	13
Strategic Planning Model .....	15
Timeline and History .....	16
Stakeholder Analysis .....	17
Mission, Vision and Values Themes .....	19
Strategic Plan.....	21
Mission, Vision and Values .....	22
District Strategic Planning Objectives .....	23
Long Range Planning .....	24
Partnership .....	25
Outreach .....	27
Culture .....	29
Effectiveness .....	31
Future Planning.....	35





*Clark Regional Wastewater District Commissioners: President Neil Kimsey, Secretary Norm Harker, Vice President Denny Kiggins*

As the President of the Board of Commissioners for Clark Regional Wastewater District, I am pleased to present our 2009 Strategic Plan. This document represents a dedicated effort by District staff, management and the Board to effectively plan and dedicate the District as an active partner in Clark County, supporting economic development and the management and protection of our water resources.

Neil Kimsey, President  
Board of Commissioners  
Clark Regional Wastewater District



# Executive Summary



*Clark Regional Wastewater District Administration Building*



## Executive Summary



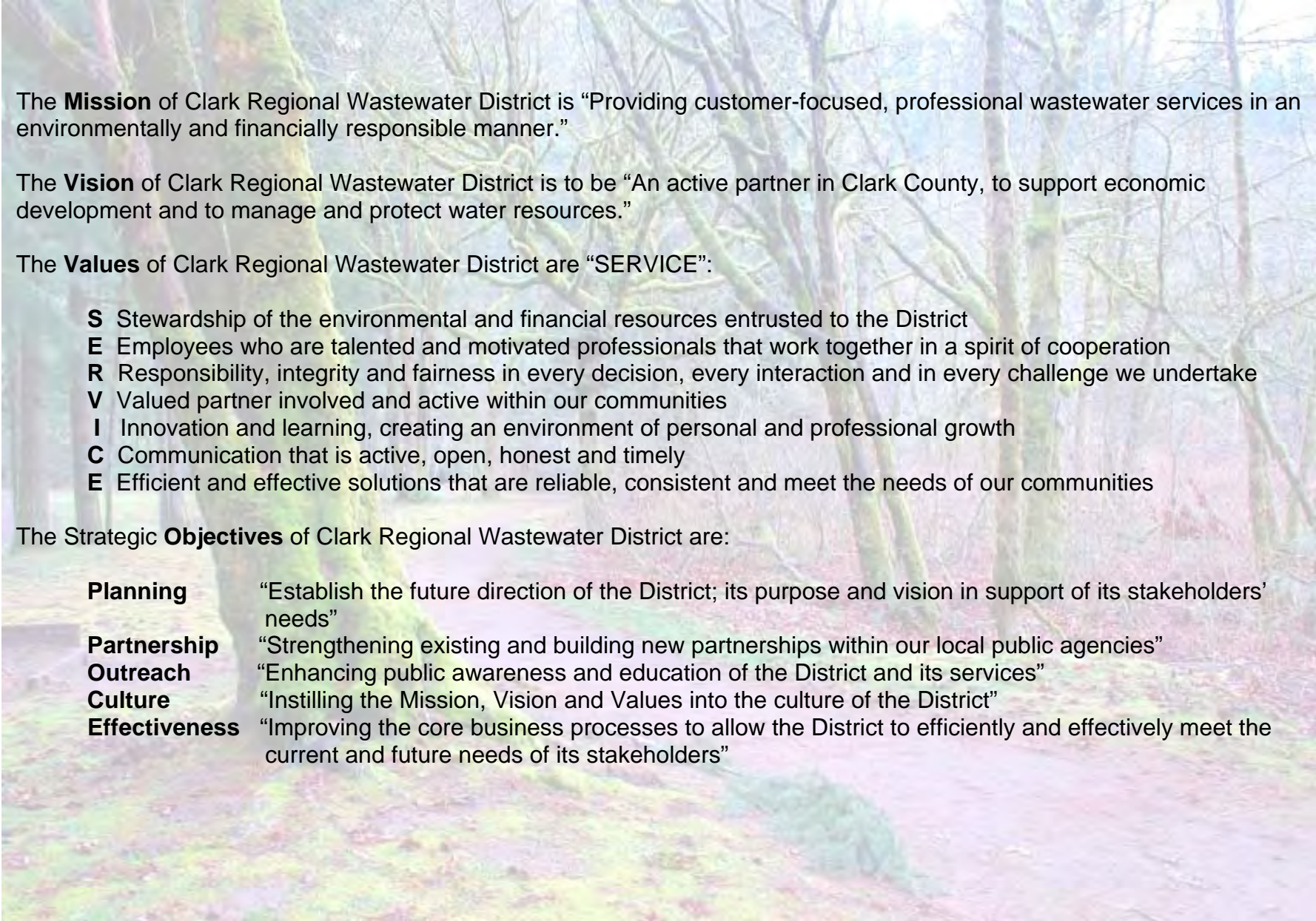

*Installation of manhole for gravity interceptor – Phase 4, Segment 2*

Clark Regional Wastewater District has a rich history of service to its ratepayers and to stakeholders throughout its service area. Formed in 1958 serving 300 Hazel Dell customers, it has grown to one of the largest wastewater districts in the state serving a growing population of over 80,000 with over 34,000 equivalent residential units billed. The District provides engineering, financial, administrative and operations support within a service area that covers over 34 square miles, maintaining over 382 miles of pipe and 49 pump stations. The District employs 44 staff, many with advanced degrees or state certification in wastewater management.

In the last few years, significant changes have taken place throughout Clark County. A robust economy drove development that put significant strains on wastewater infrastructure throughout Clark County's cities and the Vancouver Urban Growth Boundary followed by a dramatic drop/slow-down in development. This economic downturn has provided an opportunity for leadership throughout the county to catch their breath, and through the leadership of the District, begin to collectively plan for the next 50 years of wastewater services expected growth. While the future is uncertain, the need for leadership, partnership and support from the District is growing. Regional collaboration that may take on many forms will require a District that can quickly provide professional

wastewater services that are both financially responsible and environmentally conscious. The District needed to plan for the future in support of a regional perspective that provides for environmental and financial stewardship of the resources entrusted to the District today and tomorrow.

The District undertook a comprehensive Strategic Planning process following a model of service to its stakeholders that drives the mission, vision and values of the District. These in turn determine the objectives of the District which in turn drive the development of specific goals that create the levels and types of products and service one comes to expect from the District. Over a six-month period, the staff, leadership and Board of Commissioners researched, analyzed and developed a new Mission, Vision and Values (MVV) for the District. In addition, they developed a set of objectives that link over forty goals to the MVV. This document is the first step in preparing for the District's future resource management role in Clark County. Regional wastewater and water resource dynamics continue to develop and the role of the District today may be very different from its role in the future. Our new Strategic Plan provides us with a strong starting point and a well understood common vision to focus the significant resource at our disposal - our people. Our Strategic Plan will be, must be, dynamic to meet the challenges of the future. We look forward to the opportunities and challenges that we will face in support of a strong Clark County economy and the stewardship of its water resources.



The **Mission** of Clark Regional Wastewater District is “Providing customer-focused, professional wastewater services in an environmentally and financially responsible manner.”

The **Vision** of Clark Regional Wastewater District is to be “An active partner in Clark County, to support economic development and to manage and protect water resources.”

The **Values** of Clark Regional Wastewater District are “SERVICE”:

- S** Stewardship of the environmental and financial resources entrusted to the District
- E** Employees who are talented and motivated professionals that work together in a spirit of cooperation
- R** Responsibility, integrity and fairness in every decision, every interaction and in every challenge we undertake
- V** Valued partner involved and active within our communities
- I** Innovation and learning, creating an environment of personal and professional growth
- C** Communication that is active, open, honest and timely
- E** Efficient and effective solutions that are reliable, consistent and meet the needs of our communities

The Strategic **Objectives** of Clark Regional Wastewater District are:

- |                      |  |
|----------------------|--|
| <b>Planning</b>      | “Establish the future direction of the District; its purpose and vision in support of its stakeholders’ needs”                                     |
| <b>Partnership</b>   | “Strengthening existing and building new partnerships within our local public agencies”  |
| <b>Outreach</b>      | “Enhancing public awareness and education of the District and its services”  |
| <b>Culture</b>       | “Instilling the Mission, Vision and Values into the culture of the District”   |
| <b>Effectiveness</b> | “Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders” |





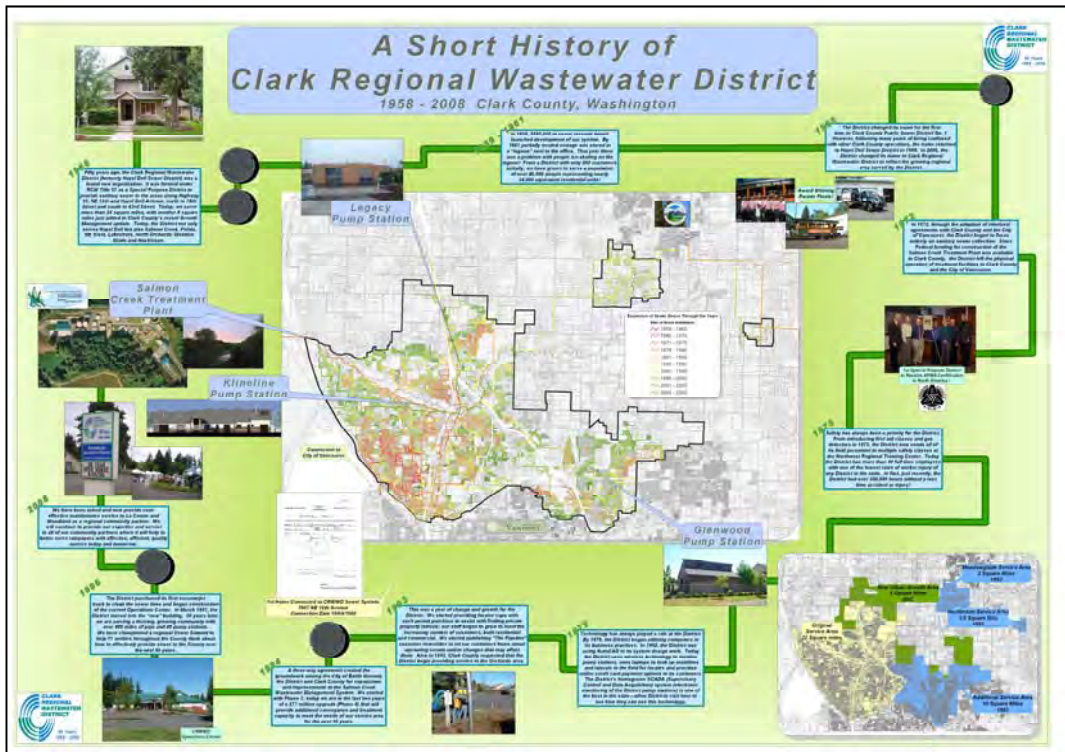
# Introduction



*Moulton Falls, Battle Ground*



## History of the District



*PNCWA Conference Poster Contest Award Winner, 2008 – created by Tom Sedlacek*

the County, the City of Battle Ground and the District entered into a three-way agreement to expand and improve the SCTP. The District and Battle Ground owned 100% of the capacity of the plant with the County providing the facility and operating staff. In 2003, the three partners, under the direction and management of the District, undertook a \$77 million dollar capital improvement upgrade of the SCTP. Today the project is completed providing treatment capacity for the next 10 years.

Clark Regional Wastewater District, formerly known as Hazel Dell Sewer District has a rich history of service and support for the communities it serves. In 1958, the District was formed to meet the needs of a growing business community that was not served by sewer. The newly formed District provided treatment and collection for 300 Hazel Dell customers. Today it serves a growing population of over 80,000 with over 34,000 Equivalent Residential Units (ERUs) billed. In 1972, through an interlocal agreement with Clark County and the City of Vancouver, the three parties acknowledged the economies of scale for treatment. This allowed the District to focus on transmission and collection with the County and City providing treatment through their existing plants. In 1993, the County requested the District to take over all of its collection and transmission functions leaving the County to focus only on treatment at the Salmon Creek Treatment Plant (SCTP). In 1994,

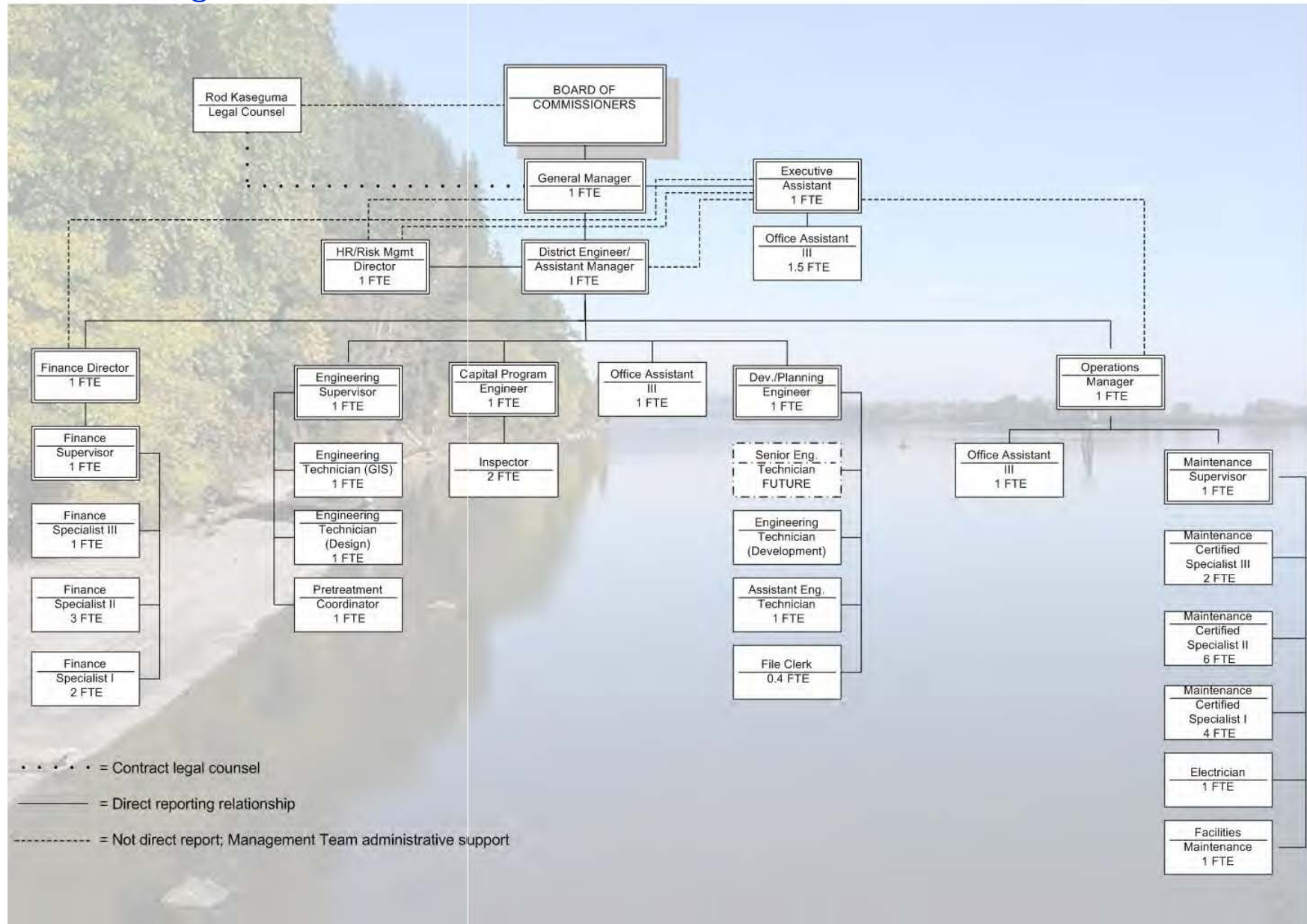


Clark County Sewer Service Areas

The District was formed under the name Clark County Public Sewer District No. 1. The District was later renamed Hazel Dell Sewer District and is now Clark Regional Wastewater District. The District, throughout its history, has responded to the growing and changing needs of its stakeholders including its current and future ratepayers. The District has grown from a few District staff supporting 300 customers in a small geographical area to 44 staff maintaining over 382 miles of pipe and 49 pump stations throughout the 34 square miles of territory. Today the District maintains this growing infrastructure with a highly skilled maintenance staff, supported by Maintenance Specialists who all hold state wastewater certifications from level 1 to level 4. Our highly professional Engineering Department provides engineering services that ensure new residential development, commercial development, repair and restoration projects and new capital projects are well planned, comply with District Code and protect the environment. This provides for wise investments that will last for decades meeting the needs of our current stakeholders today and in the future. The Finance Department provides customer service support, billing and investment strategies. It seeks to ensure stable rates, provide online billing options and easy access to information for our ratepayers.



# District Organization Chart



## Current Situation



*Clark Regional Wastewater District General Manager  
John Peterson*

The last few years have seen significant changes throughout Clark County. It has ranged from tremendous growth that strained the treatment and transmission capacities of many communities to significant declines in development and revenues. It has provided a unique perspective for leadership throughout the cities and communities within Clark County. It is providing, however, an important opportunity to effectively plan for the long-term future of the entire county, as well as for each community to plan for their own future. When the economy returns to a more robust development cycle, residential and commercial developments that were planned but not implemented will again create great growing pains on individual communities and the county as a whole. The Urban Growth Boundary has recently been increased by nine square miles providing significant growth opportunities when economic development returns in earnest. Large developments that were put on hold can quickly begin to redevelop and require significantly more collection and transmission lines and treatment capacity throughout the region.

In early 2008, the District knew that while the future was uncertain, the opportunities and issues facing the District would be significantly different and more challenging than they had been in the past. The Board of Commissioners knew the District could potentially go in two different directions. One was to remain a very locally focused District that provided quality customer service at a very reasonable cost to its current set of ratepayers. With the majority of the District's current service area within the City of Vancouver's Urban Growth Boundary, the District would ultimately become part of the City via annexation and assumption. The other direction was to respond to the requests for support and leadership in seeking to meet the wastewater needs on a more regional basis. The District, because of its single purpose mission and expertise in wastewater management, was being asked to support, lead and potentially manage a regional perspective for wastewater solutions. The Board determined that it had a public service responsibility to respond to this call for support and at least see what could be done to meet the wastewater management needs in much





*Leadership Team Strategic Planning Session, 3/18/09  
Battle Ground Community Center*

of Clark County. To begin to meet those challenges, the District hired a General Manager who has strong public and private sector wastewater experience and local engineering background. In addition, it hired a new Assistant Manager/District Engineer to support the growing engineering and planning needs. This position was also needed to effectively manage the day-to-day operations allowing the General Manager to more fully support the regional planning needs requested of it by its stakeholders throughout Clark County.

The District began a new Strategic Planning process to address the significantly changing economical, political and environmental needs associated with wastewater treatment and transmission across Clark County and to ensure the District had a well-defined foundation (MVV) from which to clearly chart its course in these challenging/changing times.

## Strategic Planning Process

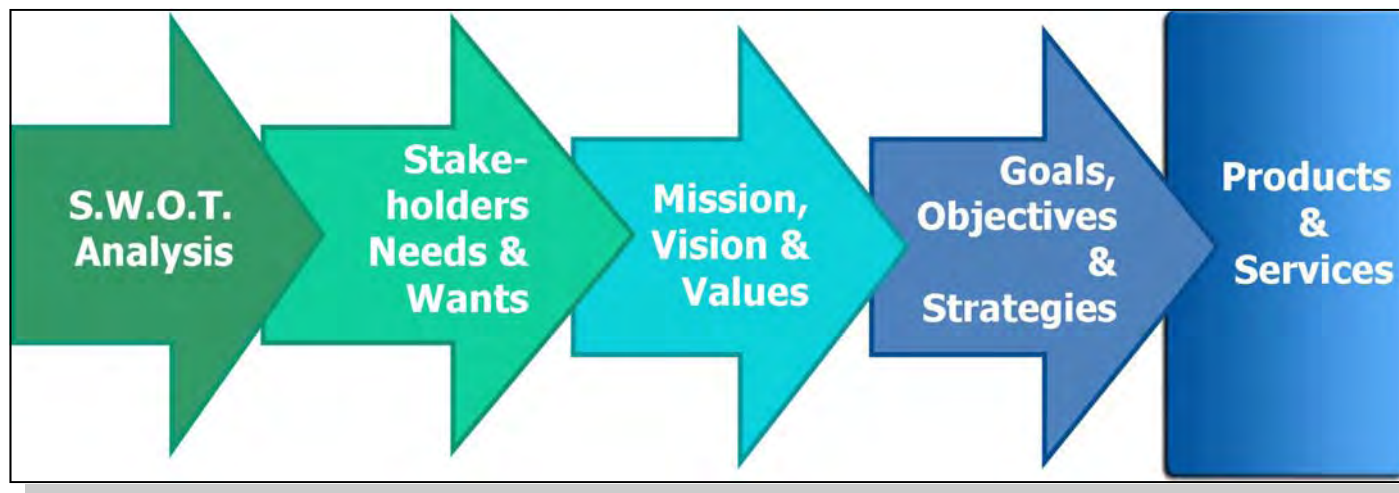


*Washington State University Campus, Vancouver*

## Strategic Planning Process

In 2003, Clark Regional Wastewater District, formerly Hazel Dell Sewer District, completed and published its first comprehensive Strategic Plan. It reflected the ideas and thinking of staff, a Citizen Advisory Committee and District management. It focused on its recent accomplishments, the increased demand for service by a growing local community and cost control. Its planning focus over the next five years was on becoming better at its core mission of providing excellent service to its existing ratepayers, controlling costs today and in the future and using technology to increase productivity.

In December of 2008, the Clark Regional Wastewater District finalized its 2003 plan, understanding that much had changed in its industry and in the needs of its stakeholders. The Board of Commissioners directed management to develop a new Mission, Vision and Values that reflected the changing industry and the changing needs of its growing list of stakeholders. They also understood that the political and economical implications of wastewater management were becoming a serious topic across Clark County which had the potential to change the mission of the District. With that in mind, the Board directed staff to limit their forecasting to a short-term planning horizon (two years) where strategies and goals that were identified, developed and initiated in 2009, would facilitate decision-making and support the District in whatever direction the Board would take the District. The new Strategic Plan would consolidate strengths, build core competencies and support a highly professional organization that could evaluate and respond to the future needs of its core stakeholder groups. To accomplish this, management developed the District's Strategic Planning model. This model was used to link stakeholder's needs and values to the ultimate products and services provided by the departments within the District.





## Strategic Planning Model

To begin the new Strategic Planning process, management developed a work plan to engage the entire District - staff, management and the Board of Commissioners in the analysis, development and ratification of a new Strategic Plan. The process included:

1. Leadership Team kick-off meeting to scope the project, identify opportunities and hurdles to the successful development and implementation of a new Strategic Plan
2. Development and implementation of a District-wide situational assessment, (SWOT analysis) soliciting strengths, weaknesses, opportunities and threats facing the District
3. Leadership Team full day, off-site facilitated planning meeting: to use the SWOT analysis and identify stakeholders, their needs and wants and then identify the core ideas and themes around a new Mission, Vision and Values
4. Feedback loop where the ideas and information generated at the off-site meeting is provided to District departments to review and provide input. That analysis would be provided back to the Leadership Team to consolidate ideas and information in preparation for the series of four work sessions with the Board of Commissioners
5. Board of Commissioners' work sessions where the Board and members of the Leadership Team systematically worked through the process of developing the Mission, Vision and Values, Strategic Planning objectives and linking the implementation goals to the new MVV.
6. Final review and development of the 2009 Strategic Plan process was conducted in a step-wise manner. This allowed for the vetting of each issue/topic multiple times before settling on a final version and allowing for input from management and staff. Process, input and final outcomes are summarized on the following pages.

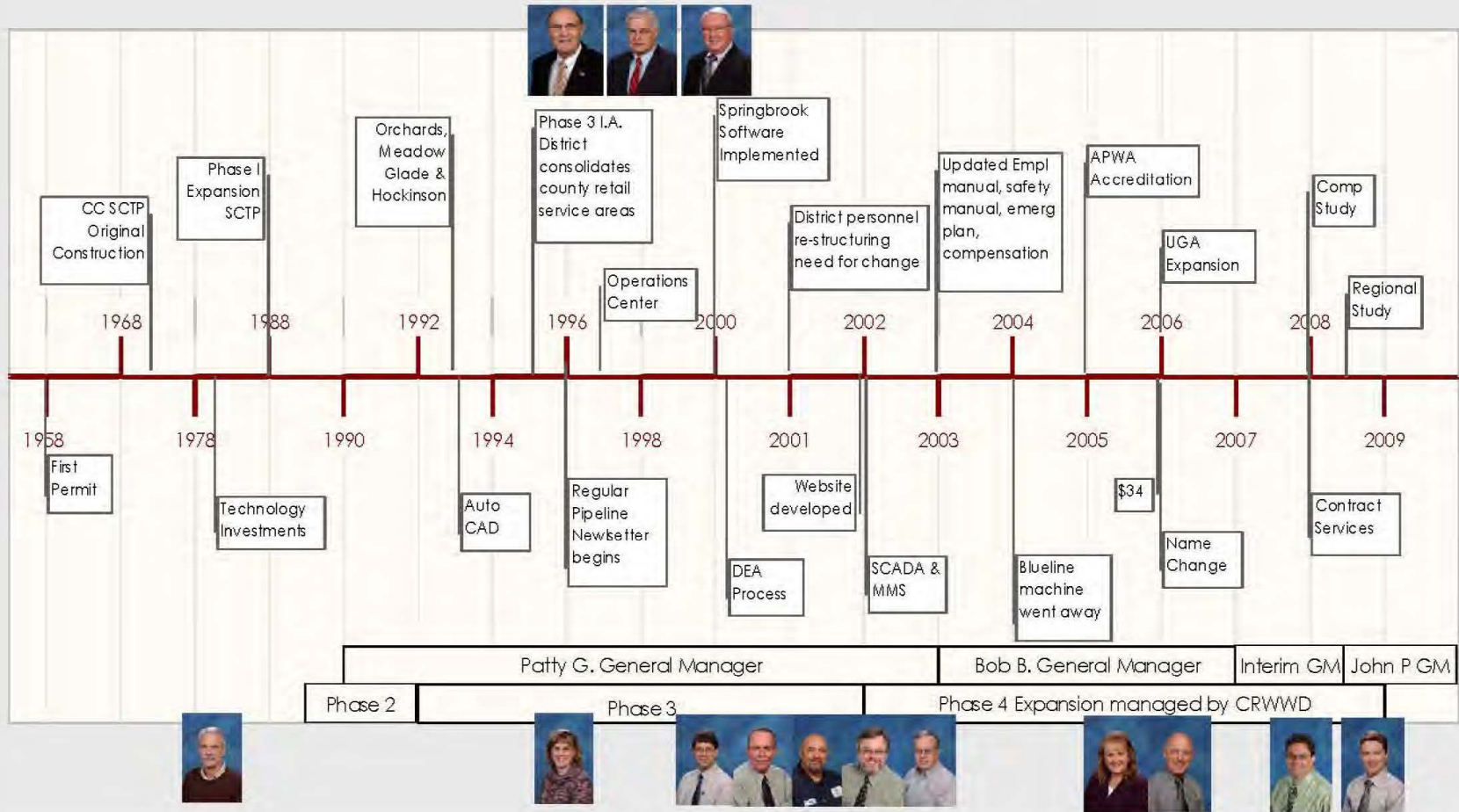
In February 2009, the District began the process of building a comprehensive situational assessment. The District developed an understanding of the District Strengths, Weaknesses, Opportunities and Threats (SWOTs). Initially, the Leadership Team responded to an internal SWOT analysis survey identifying the District's SWOTs around 10 factors including, but not limited to, Management and Staff's SKAs, Technology, Infrastructure and Culture. Management then asked each department's staff the same questions to get a more complete internal assessment of the District's SWOTs.

With a consolidated analysis of the District's SWOTs, the Leadership Team engaged a facilitator to lead the team on a full day strategic planning retreat. Here the team looked back on the history of the District, values and lessons learned over the last 50 years.



# History of the District

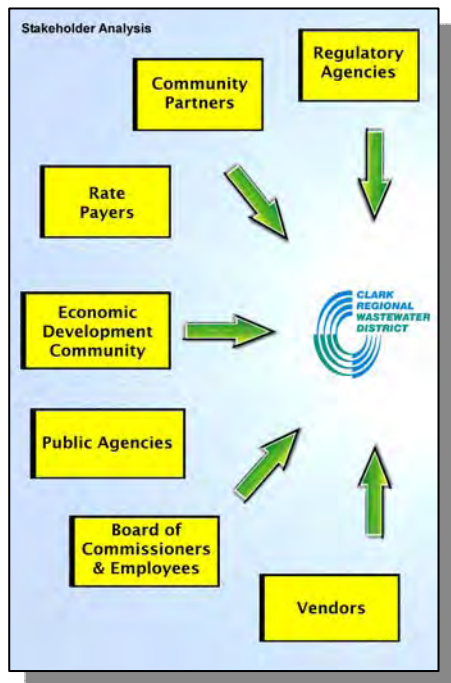
## Timeline & History



In looking back at where the District has come from to where the District is today, several “lessons learned” were identified.

Lessons learned include:

- Over the past 50 years of meeting the needs of the community it serves, the District has been requested to and has accepted the challenges of taking on significant numbers of additional customers and additional services in support of Clark County stakeholders
- The needs of stakeholders and the requirements of wastewater management in Clark County have never been static over the past 50 years; significant opportunities, growth and operational issues have been faced by the District throughout its history
- District successes have been achieved through proactive planning - ensuring it has the funding, people and processes in place to successfully meet needs and ratepayers’ expectations for fiscal stewardship; for example, financial planning and rate management allowed the District to maintain stable rates and funding for debt and capital projects in tough economic times



## Stakeholder Analysis

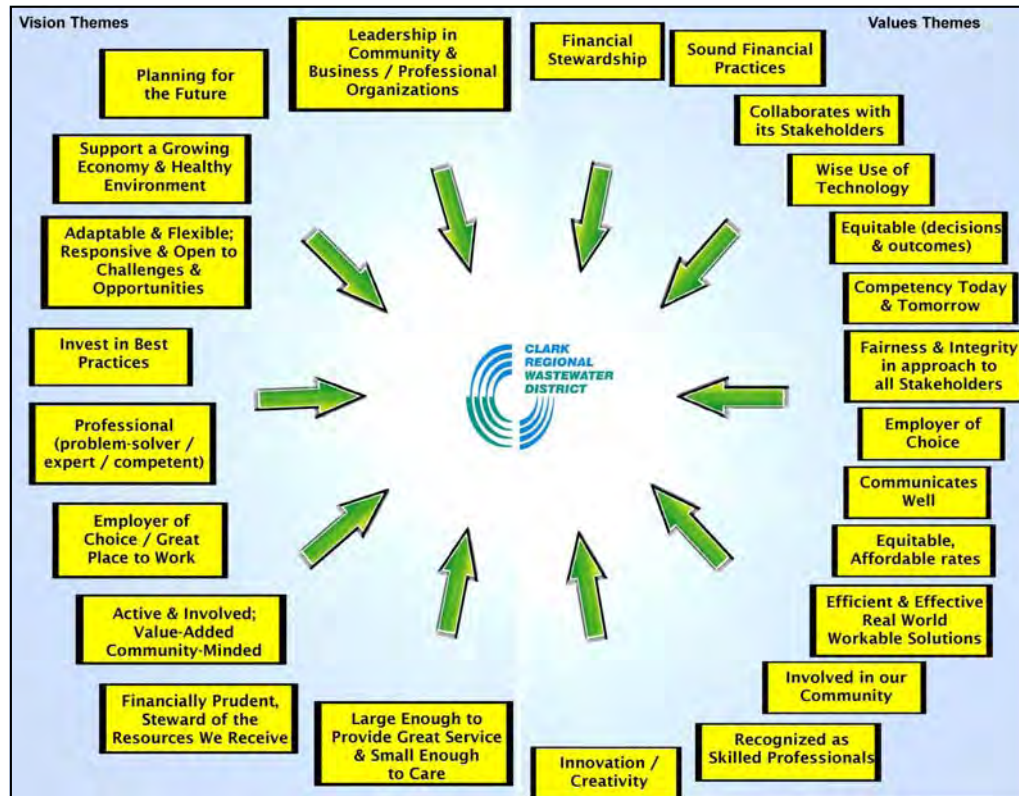
Working through a facilitated process, the District identified all of the current stakeholders that impact or are impacted by the District and the significant number of wants and needs they have for District products and services. The team consolidated the stakeholders’ wants and needs in an affinity process and looked to further understand what they desired from the District today and what we expect will be asked of the District in the future.

## Stakeholder Identification and Needs Analysis Summary

Stakeholders	Wants and Needs
<b>Ratepayer (examples)</b> <ul style="list-style-type: none"> <li>● Residential</li> <li>● Industrial/commercial</li> <li>● Septic owners</li> </ul>	<ol style="list-style-type: none"> <li>1. Reliable and responsive service</li> <li>2. Reasonable rates</li> <li>3. Efficient use of resources</li> <li>4. Flexible payment options</li> <li>5. Communication/ access</li> </ol>
<b>Community Partners (examples)</b> <ul style="list-style-type: none"> <li>● Homeowner associations</li> <li>● Environmental groups</li> <li>● Business associations</li> </ul>	<ol style="list-style-type: none"> <li>1. Environmental stewardship</li> <li>2. Technical expertise</li> <li>3. Leadership in wastewater issues</li> <li>4. Affordable sewer options</li> <li>5. Communication/access</li> <li>6. Participation in their organizations</li> </ol>
<b>Economic Development Community (examples)</b> <ul style="list-style-type: none"> <li>● Developers</li> <li>● Contractors</li> <li>● Consultants</li> <li>● CREDC/Port</li> </ul>	<ol style="list-style-type: none"> <li>1. Capacity assurance</li> <li>2. Professional experience (consistent standards and timely plan reviews)</li> <li>3. Fair and independent relationship</li> <li>4. Balance of infrastructure safeguards with real world complexities</li> <li>5. Well planned infrastructure investment strategy: CIP and R&amp;R program</li> </ol>
<b>Public Agencies (examples)</b> <ul style="list-style-type: none"> <li>● Cities</li> <li>● Clark County</li> <li>● COV</li> <li>● WASWD</li> <li>● Other Sewer/Water Districts</li> </ul>	<ol style="list-style-type: none"> <li>1. Technical solutions</li> <li>2. Leadership on ways to maximize investments across agency lines</li> <li>3. Long-range planning</li> <li>4. Timely responses to issues and questions</li> <li>5. Independent, non-bias, best practices viewpoint</li> <li>6. Annexation</li> <li>7. Communication</li> <li>8. Participation</li> </ol>
<b>Regulatory Agency (examples)</b> <ul style="list-style-type: none"> <li>● Ecology</li> <li>● Department of Health</li> </ul>	<ol style="list-style-type: none"> <li>1. Environmental protection and stewardship</li> <li>2. Compliance</li> <li>3. Reports and information</li> <li>4. Community and employee safety</li> </ol>
<b>Vendors</b>	<ol style="list-style-type: none"> <li>1. Fair process</li> <li>2. Accurate and timely payment</li> <li>3. Access/information</li> </ol>
<b>Board and Employees</b>	<ol style="list-style-type: none"> <li>1. Technical and management competency</li> <li>2. Leadership</li> <li>3. Ethics and values (fair, honest, customer service)</li> </ol>



## Mission, Vision and Values Themes



The Leadership Team engaged in several activities to determine what historic values and future values would best serve the District, as well as what trends and expected needs will be coming to the District, which would influence the District's Vision for the future. Out of this process, the team identified some consistent core elements that should be included in the District's Mission, Vision and Values, which would meet key stakeholders' needs and expectations today and in the future. These core elements were expressed as "themes." Those themes were then refined through a series of definitions and statements expressing the key attributes of a Mission, Vision and Values statement. The Mission statement is a concise, realistic action-oriented, well-understood statement. It lets everyone know why the District exists, what we do, for whom do we do it and how we get it done. The Vision statement provides a vivid picture and creates an image in our stakeholders' minds that defines our shared sense of purpose, tells them what is important

to the District and why and gives them a picture of what the future District will look and feel like. The Values statement identifies those principles, which are held consistent across both internal and external stakeholders. It reflects on what you see on a day-to-day basis that drives the District's culture. It states what is important and valued by our employees and our external stakeholders. Our values reflect our underlying priorities and principles that we adhere to in order to carry out our Mission and Vision. The Board and Leadership Team then answered the specific questions associated with a District Mission statement and from there went on to develop the District's new Mission statement.

Management and the Board of Commissioners worked through the two months in an iterative approach allowing time and input from throughout the District at each step of the process. This allowed for ideas, concepts and concerns to be identified and vetted prior to going on to the new phase of the plan development. By the end of May 2009, the Board and the staff of the District had developed the new Mission, Vision and Values for the District. In addition, the Board reviewed the linkage between the organization goals, the District's objectives and the newly completed Mission, Vision and Values of the District.

Board of Commissioners Strategic Plan Work Session Schedule:

<b>S.P. Work Session Date</b>	<b>Mission</b>	<b>Vision</b>	<b>Values</b>	<b>Other</b>
<b>April 14</b>	Identify Mission Themes		Identify Values (as they appear or are recognized)	Process Overview; Historic Learning & Stakeholder Analysis
<b>April 28</b>	Draft Mission Statements	Identify Vision Themes	Identify and Consolidate District Values	
<b>May 12</b>	Finalize Mission	Draft Vision Statements	Draft Value Statements	Review Current District Goals, Objectives & Strategies
<b>May 26</b>	Endorse Mission	Finalize & Endorse Vision	Finalize & Endorse Values	Finalize & Endorse District Goals, Objectives and Strategies; Discuss Linkage to Regional Study



## Strategic Plan



*Lewis River – East Fork*



## Mission

---

“Providing customer-focused, professional wastewater services in an environmentally and financially responsible manner”

## Vision

---

“An active partner in Clark County, to support economic development and to manage and protect water resources”

## Values

---

*Our values have always been and will continue to be dedication to “service.” The District is committed to provide a high level of service to its customers and the community. The District fulfills this commitment through its staff—a team of innovative, talented, high-performing individuals who work together seeking to make a difference and keeping the customer first. As an employer of choice, we seek out the best to provide the best service to all of our stakeholders.*

**S**teewardship of the environmental and financial resources entrusted to the District

**E**mployees who are talented and motivated professionals that work together in a spirit of cooperation

**R**esponsibility, integrity and fairness in every decision, every interaction and in every challenge we undertake

**V**alued Partner involved and active within our communities

**I**nnovation & Learning, creating an environment of personal and professional growth

**C**ommunication that is active, open, honest and timely

**E**fficient & Effective Solutions that are reliable, consistent and meet the needs of our communities

## District Strategic Planning Objectives



*Salmon Creek Nature Trail*

The District, in seeking to proactively accomplish/achieve the new Mission, Vision and Values, developed five District-wide Strategic Planning objectives. The objectives of Planning, Partnership, Outreach, Culture and Effectiveness define the District's overarching levels of service to its stakeholders and lay the foundation for the 40+ District goals. Each of these goals is linked to the District core values and the stakeholders served. The objectives and underlying goals, which support our values, reflect the District's commitment to service including goals that define and carry out levels of service to each of our stakeholders. Each department and functional team has and will continue to develop and refine their specific service levels that support the new Mission, Vision and Values of the District through the implementation of the objectives and goals. All of this is taking place in an effort to ensure effective delivery/fulfillment of the heart of the Strategic Planning model, which is to deliver services that our stakeholders value and need.

<b>Planning</b>	"Establish the future direction of the District; its purpose and vision in support of its stakeholders' needs"
<b>Partnership</b>	"Strengthening existing and building new partnerships within our local public agencies"
<b>Outreach</b>	"Enhancing public awareness and education of the District and its services"
<b>Culture</b>	"Instilling the Mission, Vision and Values into the culture of the District"
<b>Effectiveness</b>	"Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders"



Leadership Team Strategic Planning Session, 3/18/09  
Battle Ground Community Center

As noted in the District Strategic Planning Objectives overview, the **Long Range Planning** Objective links the Mission, Vision and Values of the District with stakeholders’ needs and their fulfillment by the District goals. The District needs to proactively prepare for the future while at the same time ensure that its current commitments to financial and environmental stewardship and economic development can take place. Historically, the District had been in a state of flux as various “merger/transition studies” had been undertaken. The outcome of the Planning Objective is to solidify the District’s future. The Sewer Coalition Planning Study Goal supports the planning and analysis for stakeholders to look at the needs of Clark County up to 50 years out. The Coordination of Wastewater Services Agreement with the City of Vancouver goal looks at the short term pragmatic needs of the stakeholders seeking efficient and effective solutions and addresses the current legislative reality and challenges of “assumption” over at least the next 12 years.

**Objective: Long Range Planning**

*“Establish the future direction of the District; its purpose and vision in support of its stakeholder’s needs”*

#	District Goals	District Values	District Stakeholders
1	Strategic Plan Update	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• All Stakeholders</li> </ul>
4	Sewer Coalition Planning Study	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Valued Partner</li> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Regulatory Agencies</li> <li>• Economic Development Community</li> <li>• Community Partners</li> </ul>
5	Coordination of Wastewater Services Agreement with City of Vancouver	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Efficient and Effective solutions</li> <li>• Valued Partner</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Ratepayers</li> </ul>





The District’s **Partnership** Objective communicates and provides structure around the goals and strategies to effectively support our relationships with key stakeholders throughout Clark County as defined in our Vision statement. The current goals identify specific activities and actions where the District is reaching out with its wastewater expertise to provide value added services and leadership. These services and leadership demonstrate the District’s commitment to supporting economic development and environmental and financial stewardship to both its current ratepayer base but also to other stakeholder groups. It also addresses the current

contractual agreements with some of our key stakeholders, ensuring that future changes required by our stakeholders are managed and addressed on a proactive basis. The Regional Maintenance Support to entities that do not have their own cleaning and CCTV services is but one example of sharing expertise and resources in a cost effective way. The Peer Relationship; Best Practices and Training Partnership goal will seek to develop active working relationships at all levels within the District to their peers within our community partners. The District will seek to leverage efficient and effective ideas, technology and processes where ever they exist. The District will continue to support and strengthen the existing relationships and seek to build new partnerships where the needs exist and where the District can serve.

**Objective: Partnership**

*“Strengthening existing and building new partnerships with our local public agencies”*

#	District Goals	District Values	Stakeholders
6	Battle Ground WRF Plan Coordination	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Ratepayers</li> </ul>
7	SCTP Permit Update	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> </ul>
28	Regional Maintenance Support	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Community Partners</li> </ul>
32	SCTP Phase 4 Completion	<ul style="list-style-type: none"> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> </ul>

**Objective: Partnership**

*“Strengthening existing and building new partnerships with our local public agencies”*

#	District Goals	District Values	Stakeholders
		<ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> </ul>
34	Bio-solids Management Plan	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Ratepayers</li> </ul>
38	Meadow Glade Transition Plan	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Ratepayers</li> </ul>
43	Peer Relationship Development; Best Practices and Training Partnerships	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Public Agencies</li> <li>• Ratepayers</li> </ul>



*Washougal River*



50 Year Anniversary Open House Celebration,  
June 21, 2008

The District's **Outreach** Objective of enhancing public awareness and education has traditionally been focused on its current ratepayer base. It has also used traditional venues of Board meetings, District newsletters, the District's website and ad-hoc telephone communication. The Public Outreach Strategy will develop a comprehensive plan for awareness, education and outreach to the stakeholders we partner with today and in the future. Our Community Involvement goal will continue to seek effective and efficient ways where we can enhance public awareness as stewards of the environmental and financial resources entrusted to the District.

The District not only seeks to increase its customer service through enhanced services like the new credit card payment process, but also seeks to provide and be available for more customer feedback and public awareness. It will focus not only within its current ratepayer base, but also out to additional stakeholders that we may be serving in limited ways today and more fully in

the future. Our Technology Opportunities goal will seek new ways to provide customer service to our ratepayers, the development community and the community at large.

**Objective: Outreach**

*“Enhancing public awareness and education of the District and it’s services”*

#	District Goals	Values	Stakeholders
12	Customer Survey follow-up	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Valued Partner</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Community Partners</li> <li>• Ratepayers</li> </ul>
25	Credit Card Payments	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> </ul>
29	Update STEP Manual	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> </ul>
36	Community Involvement: Parades & Safety Fairs	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• Community Partners</li> <li>• Public Agencies</li> </ul>



**Objective: Outreach**

*“Enhancing public awareness and education of the District and its services”*

#	District Goals	Values	Stakeholders
37	Development and Implementation of Public Outreach Strategy	<ul style="list-style-type: none"><li>• Communication</li><li>• Valued Partner</li></ul>	<ul style="list-style-type: none"><li>• Community Partners</li><li>• Public Agencies</li></ul>
44	Technology Opportunities Strategy; Service, Accessibility, Education and Outreach	<ul style="list-style-type: none"><li>• Communication</li><li>• Valued partner</li><li>• Efficient and Effective Solutions</li><li>• Responsibility</li><li>• Stewardship</li></ul>	<ul style="list-style-type: none"><li>• Ratepayers</li><li>• Community Partners</li><li>• Public Agencies</li></ul>



*Salmon Creek Watershed Nature Trail*



2009 Hazel Dell Parade of Bands Grand Marshall Award Winner  
Cliff Van Brunt, Rick Nelson, John Perala

The District's **Culture** Objective of Instilling the Mission, Vision and Values of the District into the organization's culture is a comprehensive approach to ensuring that the values of the District are understood by all of our staff and are reflected in how we conduct business and provide service on a daily basis. The Workplace Analysis goal, along with the training and education on process improvement tools, is designed to continue to move the culture of the organization to one based upon efficiency and effectiveness. All staff will have the authority and the responsibility to be an active steward of the resources given to the District. The Environmental Stewardship Strategy goal will begin the process necessary for the District to be a valued partner and steward of the environment including water resources. The recruitment and retention goal will help us retain and hire the best employees who can implement our Vision, Mission and Values, which will ensure that the District can be successful today and in the future.

**Objective: Culture**

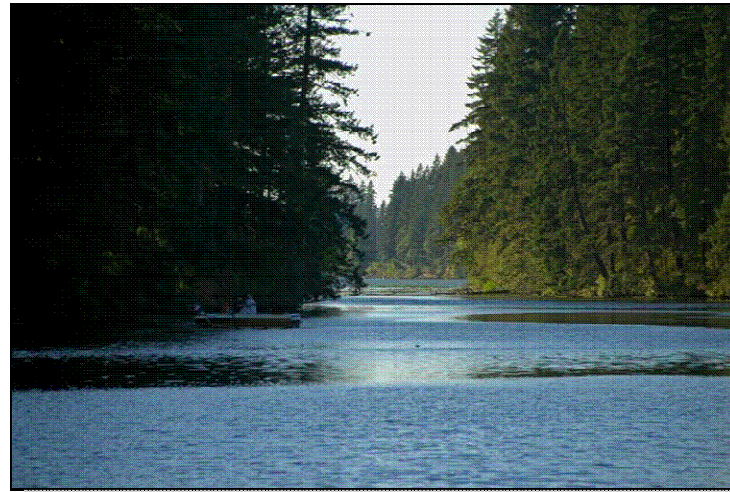
*"Instilling the Mission, Vision and Values into the culture of the District"*

#	District Goals	Values	Stakeholders
3	Updated Employee Handbook	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Communication</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Board and Employees</li> </ul>
27	Reward & Recognition Program	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Efficient and Effective solutions</li> <li>• Communication</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Board and Employees</li> <li>• Ratepayers</li> </ul>
35	Leadership Team Development	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Communication</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Board and Employees</li> </ul>
45	Retention and Recruitment; Annual Reviews,	<ul style="list-style-type: none"> <li>• All Values</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>

**Objective: Culture**

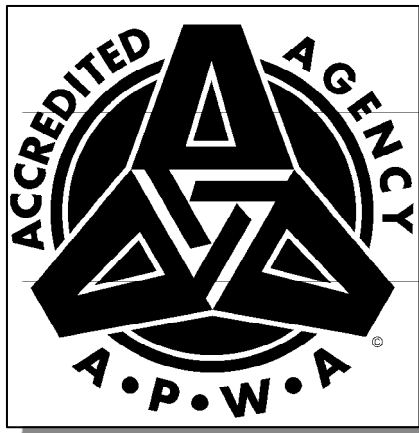
*“Instilling the Mission, Vision and Values into the culture of the District”*

#	District Goals	Values	Stakeholders
	Position Descriptions and Hiring Practices Review		
46	Employee Committee Development	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Efficient and Effective solutions</li> <li>• Innovation and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>
47	Education and Training on Efficient and Effective Tools and Strategies	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Innovation and learning</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Ratepayers</li> </ul>
48	Environmental Stewardship Strategy	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Innovation and Learning</li> <li>• Responsibility</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• All Stakeholders</li> </ul>
49	Workplace Analysis; ensure that the most efficient and effective process is in place leveraging available technology and tools	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Efficient and Effective solutions</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Ratepayers</li> </ul>



*Lacamas Lake*





*1<sup>st</sup> APWA Accredited Special Purpose District, 2005*

The District’s objective of **Effectiveness** has been a focus of the District in preparing for its future. The ability to succeed in our Mission and Vision is based upon our ability to efficiently and effectively deliver our retail services. The ability to support a growing retail base leveraging our skilled staff and using technology where available and appropriate provides the engine that will drive us into a successful future. Improvements here have the opportunity to pay significant dividends. The goals outlined below seek continuous improvement in smaller specific areas like record management and in highly leveraged areas like Capital and Repair and Replacement Programs where effective financial stewardship and planning provide the best use of the resources entrusted to the District. As the future needs of our stakeholders become evident, new goals will be developed to ensure that the District is a responsible steward of the financial resources entrusted to the District, supports economic development and manages and protects the water resources for Clark County.

**Objective: Effectiveness**

*“Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders”*

#	District Goals	District Values	District Stakeholders
2	APWA Re-accreditation	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Responsibility</li> <li>• Communication</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• Board and Employees</li> <li>• Ratepayers</li> </ul>
8	10 Year Financial Projections	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Stewardship</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Public Agencies</li> </ul>
9	Time Reporting	<ul style="list-style-type: none"> <li>• Innovation and Learning</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>
10	Cross Training	<ul style="list-style-type: none"> <li>• Innovation and learning</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Ratepayers</li> </ul>
11	Space Planning	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>

### Objective: Effectiveness

*“Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders”*

#	District Goals	District Values	District Stakeholders
		<ul style="list-style-type: none"> <li>• Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> </ul>
13	New Administration Team	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Ratepayers</li> </ul>
14	Electronic Records Management	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>
15	Electronic Files Update	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Employees</li> </ul>
16	District Specifications Update	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Communication</li> <li>• Responsibility</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Community</li> <li>• Ratepayers</li> </ul>
17	Capital Program	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Economic Development Community</li> <li>• Community Partners</li> </ul>
18	Repair and Replacement Program	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Economic Development Community</li> <li>• Community Partners</li> </ul>
19	District Annexation Plan	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Economic Development Community</li> </ul>

**Objective: Effectiveness**

*“Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders”*

#	District Goals	District Values	District Stakeholders
20	Development Metrics	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Innovation and Learning</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Economic Development Community</li> </ul>
21	2010 Budget	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Responsibility</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Employees</li> <li>• Public Agencies</li> <li>• Community Partners</li> </ul>
22	2009 CAFR	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Responsibility</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> <li>• Ratepayers</li> </ul>
23	District Audit	<ul style="list-style-type: none"> <li>• Responsibility</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> <li>• Ratepayers</li> </ul>
24	Agency Overhead Calculation	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Public Agencies</li> </ul>
26	OPEB Liability	<ul style="list-style-type: none"> <li>• Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> </ul>
30	Line Cleaning Rotation Schedule Update	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Regulatory Agencies</li> </ul>
31	UB Mailing Contract	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> </ul>
33	Stimulus Funding	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Valued Partner</li> </ul>	<ul style="list-style-type: none"> <li>• Community Partners</li> <li>• Ratepayers</li> </ul>



### Objective: Effectiveness

*“Improving the core business processes to allow the District to efficiently and effectively meet the current and future needs of its stakeholders”*

#	District Goals	District Values	District Stakeholders
39	Sustainability Policy/program Development	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Innovation and learning</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> <li>• Public Agencies</li> <li>• Community Partners</li> <li>• Ratepayers</li> </ul>
40	Expand Online Resources: GIS and Bidding	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> <li>• Innovation and learning</li> <li>• Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development Community</li> <li>• Ratepayers</li> </ul>
41	Hydraulic Collection Systems Model Development	<ul style="list-style-type: none"> <li>• Stewardship</li> <li>• Innovation and learning</li> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory Agencies</li> <li>• Economic Development Community</li> <li>• Ratepayers</li> </ul>
42	Space Planning: Customer Service, Permitting	<ul style="list-style-type: none"> <li>• Efficient and Effective solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Ratepayers</li> <li>• Economic Development Community</li> </ul>



*Upper Interceptor, Bypass Pump Test*

## Future Planning

Clark Regional Wastewater District's Strategic Plan and planning process is a living, dynamic vehicle. It must be in order to ensure the District is ready for the opportunities and issues facing Clark County stakeholders, water resource protection and management in balance with solid economic development today and tomorrow.

2009 planning focused heavily on organizational effectiveness around core business processes. 2010 planning will require additional focus, on not only organizational effectiveness, but also continued outreach, partnership development and solidifying the future of the District. District management and the Board of Commissioners now have a well defined and understood Mission, Vision and Values to move the culture of the District in support of the District's Strategic Planning objectives and the ever challenging and changing needs of our stakeholders and the industry we serve.



*Clark Regional Wastewater District Staff, 2009*

