



County Manager Goals 2023-2025 Adopted November 30, 2022

Strategic Actions are a direct reference to the adopted [Vision, Mission and Strategic Actions](#) established for Clark County. The six groupings or categories of Strategic Actions include Community Relations, Customer Service, Decision Making Process, Employee Relations, Finance, and Technology. For the County as a whole, Strategic Actions are grouped by category as shown on the January 2016 statement on [Vision, Mission and Strategic Actions](#) (link), and for the County Manager, goals are grouped into the same categories of Strategic Actions. It should be noted that many of the goals overlap with more than one Strategic Action category; therefore, the goals are attached the dominating Strategic Action. County Manager Goals will be updated as needed, but at a minimum annually.

1. Community Relationships

Maintain and expand intentional internal and external partnerships and leverage relationships to receive feedback, ensure inclusiveness and involvement with appropriate steps of processes to accomplish County goals.

Outcomes may include, but not limited to:

- Expand 1:1 collaborative discussions with all the cities residing in Clark County, providing updates and soliciting feedback on county matters as well as identifying potential partnerships that may increase efficiency for applicable services and policy direction. Meetings to be scheduled monthly beginning 2023.
- Establish additional relationships with other county leaders locally and throughout the state of Washington and Oregon with the intention of sharing and receiving feedback on county operational and policy matters, challenges, successes, etc. Meetings will be scheduled monthly beginning 2023.
- Recognize and establish additional relationships with non-city and county leadership stakeholders to develop, maximize and leverage partnerships creating collaborative efforts on countywide initiatives and operations. Identified partnerships will be done by the 2023 Q1 and meetings will be scheduled monthly, or bi-monthly.
- Continue discussions and collaboration with the Clark County's separate elected officials including the Treasurer, Assessor, Clerk, Prosecuting Attorney, Auditor and Sheriff as well as Superior and District Courts. Discussions include sharing and receiving feedback on county matters and hearing input of items that are affecting their business.
- Continue monthly discussions with the Senior Leadership Team for all team members to provide updates, receive feedback, etc. on matters relating to County policies and operations.
- All topics of discussion will be based on the identified policy and operational matters. Examples of topics may include, but is not limited to, jail services, comprehensive planning, 179th street development, code updates, county policies, county processes (e.g. permitting, code enforcement, budget, etc.), and other short- and long-term policy and operational



items.

2. Customer Service

Support and develop business processes respecting and operating with consistency, innovation, tracking questions/concerns brought forward and identifying notable trends, and utilize evidence-based practices and data driven recommendations in a timely manner.

Outcomes may include, but not limited to:

- Enhance the tracking system of constituent questions/concerns to include data such as responses, recommended outcomes, etc.
- Work with departments to review and document business processes, ensuring efficiency, consistency, and transparency. This will be included in the operational and policy goals as outlined in item number 3.

3. Decision Making Process

Align department and Council strategic operational and policy goals with the Clark County Vision, Mission and Strategic Actions. Create dashboards with specific operational and policy goals, key milestones, data, etc., identifying the applicable Strategic Action and post online for transparency and accountability.

Outcomes may include, but not limited to:

- Operational and policy goals developed in 2023 Q1.
- Dashboard developed during 2023 Q1, anticipated on-line 2023 Q2.
- Departments and Offices identify and align specific Strategic Actions with 2024 budget requests.

4. Employee Relations

Support and develop a workplace where all employees know they are valued, are supported for success, understand what is expected, have the tools and training to do their work, and receive continuous feedback. Additionally, create a workplace where Clark County is an employer of choice; an employer that is inclusive of all people, promotes integrity, and creates a fair and safe workplace practices.

Outcomes may include, but not limited to:

- Utilize a Professional Development Plan with direct reports, identifying personal and professional goals during 2023 Q1.
- Meet and discuss status of goals, projects, etc., at a minimum monthly, for both the employee and County Manager to provide feedback including, but not limited to, what is going well, what are challenges being faced, is there a change in direction needed, etc. Feedback will be summarized on the Professional Development Plan.
- Develop a leadership training series for county leadership. Training to start no later than 2023 Q2.
- Continue annual county-wide diversity training
- Identify opportunities to review policies and procedures, ensuring clarity, consistency and utilizing an inclusive lens.
- Finalize updated Human Resources Policies by 2023 Q3.

5. Finance

Continue to review and adhere to finance policies that support a sustainable budget for current operations and current and future capital programs.

Outcomes may include, but not limited to:

- Develop six-year forecasts for all major funds.

- Develop fund balance policies for all major funds.
- Develop and implement a capital budgeting program in 2023.

6. Technology

Continue to be a learner, expanding knowledge, both personally and professionally, including, but not limited to, public policy, growth management act, comprehensive planning, etc.

Outcomes may include, but not limited to:

- Read and attend training on the growth management act and comprehensive planning (e.g. [Washington State Department of Commerce Short Course](#))
- Review available webinars and training to enhance knowledge in public policy and local government. Trainings and publications are offered through a variety of sources, including, but not limited to, [MRSC](#), [International City/County Management Association](#), [Washington City/County Management Association – including affiliate associations](#), [Association of Washington Cities](#), [National Association of County Administrators](#), [Washington State Department of Enterprise Services](#), etc.