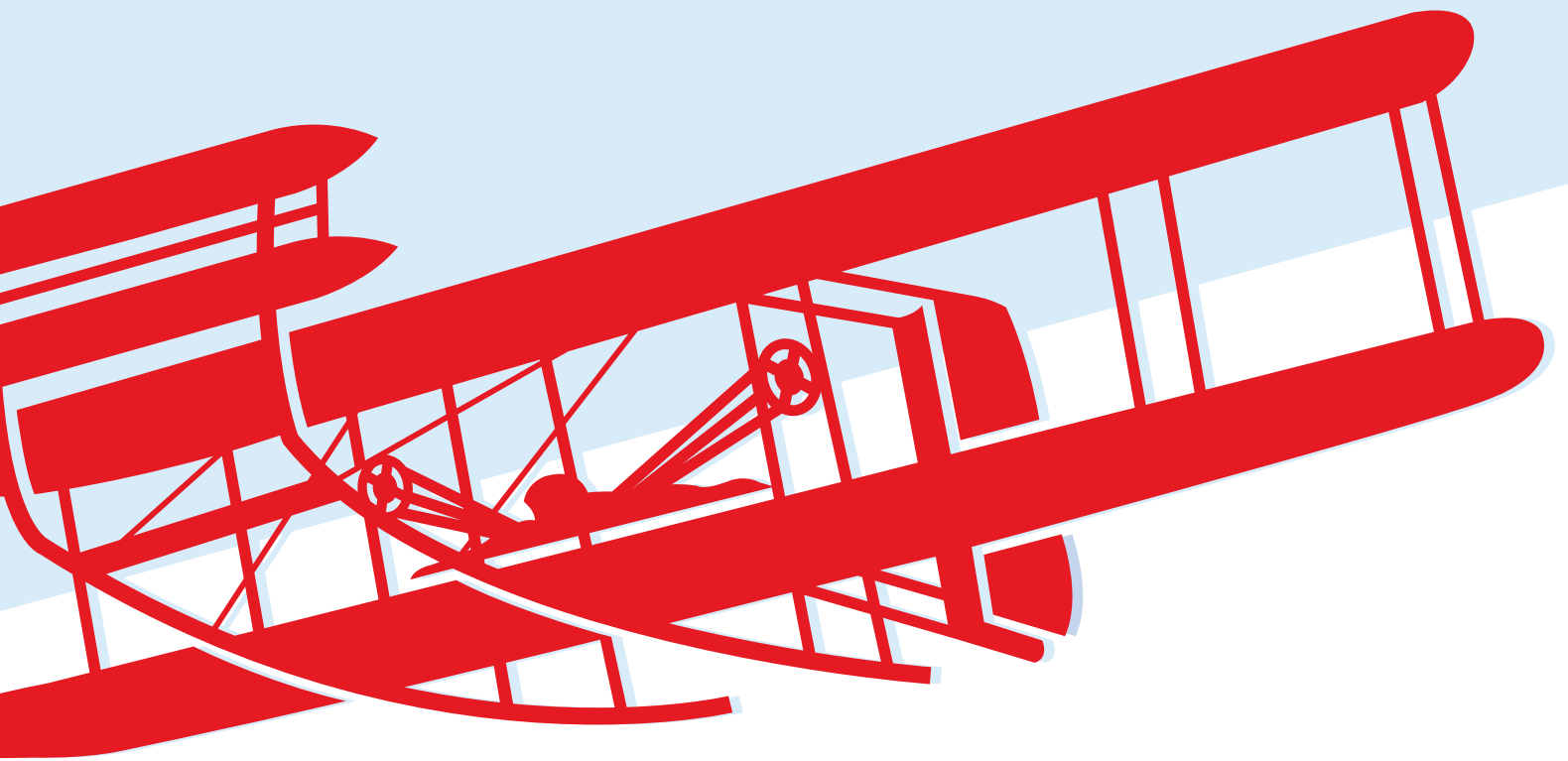


20 STRATEGIC 17 PLAN



**MONTGOMERY COUNTY
ENVIRONMENTAL SERVICES**



MONTGOMERY COUNTY BOARD OF COUNTY COMMISSIONERS

Montgomery County Environmental Services (MCES) fully supports the Vision, Mission, Principles, and Management Philosophy of the Board of County Commissioners (BCC).



JUDY DODGE

BCC VISION

Montgomery County is a nationally recognized leader in all of the services that we provide. Montgomery County is a preferred employer, diverse in its workforce, accepting of differences, where individuals can reach their maximum potential.



DAN FOLEY

BCC MISSION

To improve the health, safety and welfare of our citizens, the strength of our economy and the quality of our environment.



DEBBIE LIEBERMAN

BCC OPERATING PRINCIPLES

Teamwork: We collaborate, share resources and problem-solve together.

Integrity: Our actions follow our words.

Commitment: We have a strong sense of ownership and we are all responsible for outcomes.

Excellence: We are proud of our quality services and our continuous improvement efforts.

Innovation: We are open to new ideas and methods of providing service.

Mutual Respect: We display positive regard and value the ideas of others.

CONTENTS

- 2 Montgomery County Board of County Commissioners
- 3 Message from the Director
- 4 About MCES
- 5 Why We Need a Plan?
- 6 Environmental Scan
- 8 SOAR
- 9 What's Next?
- 9 Realizing the Vision
- 10 Strategic framework

MESSAGE FROM THE

Director



PAT TURNBULL

I want to start by thanking all of our staff who have helped update our Strategic Plan and create meaningful Key Performance Indicators for our department. We received input from all levels of our organization, which helped to create a forward-looking document to guide future decisions. This process helped us develop goals in the areas of:

- Optimization - Infrastructure and Operations
- Customer and Stakeholder Engagement
- Employee Engagement
- Employee Development
- Financial Viability

In the coming years, our organization will face a number of challenges that we must overcome—deteriorating infrastructure, increased regulation, finite resources, and a loss of institutional knowledge. We are not alone in facing these obstacles. It is a national problem. Across the country, we must invest more in our people and our infrastructure, as well as educate the public about the importance of what we do to protect public health and the environment. The five goals outlined in this plan were developed to address these very issues. I am counting on all of you to help our organization meet these challenges and achieve our goals.

Now, each of us must make these goals part of our everyday work. Our five goal teams will continue to develop tactics and strategies to help us achieve these goals, and our progress will be measured and reported to all of you on a regular basis. I hope each and every one of you will continue to be involved and offer your feedback as we embark on this work together.

With our skilled workforce and our committed staff, I know that we can make this plan a reality and be prepared for the challenges ahead.

M *about* C E S

Montgomery County Environmental Services (MCES) provides water, solid waste, wastewater, and recycling services, for more than 250,000 citizens and businesses in Montgomery County, Ohio.

MCES has provided water reclamation and drinking water distribution services to the areas of Montgomery County that surround the City of Dayton since 1917, when the State of Ohio passed legislation to establish Water and Sewer Districts. Today, MCES operates and maintains 1,380 miles of water line, 1,210 miles of sanitary sewer line, two wastewater treatment plants, three equalization basins, 14 water

storage facilities (e.g., towers, reservoirs), 36 sanitary lift stations, 12 pump stations, 32,119 sanitary manholes, and 12,763 fire hydrants.

Additionally, our Solid Waste District was formed in 1956, assuming responsibility for solid waste disposal in Montgomery County. Today, this facility processes approximately 500,000 tons of solid waste and 10,000 tons of recyclables every year.

OUR VISION, MISSION, & VALUES

VISION

To be leaders and trusted stewards of the environment focused on service, collaboration, innovation, and financial responsibility.

MISSION STATEMENT

We serve our community by providing high quality water, wastewater, recycling, and solid waste services to support a sustainable environment.

VALUES

Do the right thing through:

- Responsiveness to our customers' needs
- Mutual respect for our coworkers
- Collaboration with our stakeholders
- Responsible management of our resources
- Commitment to our environment

why we need a **PLAN**

In 2016, MCES embarked on an update to the organization's strategic plan to address several challenges, such as increased regulation, deteriorating infrastructure, decreasing financial resources and a loss of institutional knowledge.



This strategic plan provides a clear direction to help our organization focus on and meet these challenges. The updated plan will also incorporate Key Performance Indicators (KPIs) to track and measure the department's progress. The strategic planning process has allowed MCES to create a unified vision, develop relevant goals, and harness KPIs to measure success.

KEY PERFORMANCE INDICATOR PROJECT

In February 2016, MCES developed Key Performance Indicators (KPIs) to measure and improve organizational performance. These KPIs will help measure the organization's success as it strives to achieve the long-term goals outlined in the Strategic Plan.

STAKEHOLDER INPUT

The strategic planning process involved input from a diverse group of stakeholders, including employees, customers, local business leaders, local municipalities, and county administration officials. Input was obtained through a combination of interviews, surveys, and focus groups. MCES provided regular updates about the project's progress, and involved a wide variety of staff to help develop strategic goals and a shared vision, mission and values.



ENVIRONMENTAL *scan*

Early in the strategic planning process, MCES conducted an environmental scan to analyze how external influences may impact operations now and in the future. The organization's operating environment was documented by considering important industry trends and conducting a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis.

INDUSTRY TRENDS



UTILITY FINANCIAL CONSTRAINTS

Water, Wastewater, and Solid Waste are both in sound financial positions, however, MCES faces aging infrastructure needs, as well as political pressure to keep water and wastewater costs low.

What Must We Do?

MCES must develop a plan and strategy to implement acceptable rate increases and define acceptable levels of service.



CUSTOMER EXPECTATIONS

Customers expect reliable service and a high level of transparency in communications.

What Must We Do?

MCES must inform the public of MCES' value and the services that we offer, consider different communication avenues to reach a broad audience, and be transparent.



WORKFORCE ISSUES

MCES is faced with a loss of institutional knowledge as the workforce has aged out. At the same time, MCES has experienced difficulty in finding qualified applicants with the necessary knowledge, skills, and abilities.

What Must We Do?

MCES must utilize succession planning and training programs at all levels and business units, while marketing to the community that MCES is a great place to work.



TECHNOLOGY

MCES uses multiple IT systems with large amounts of data located across the organization, and is exploring additional mobile and external access opportunities.

What Must We Do?

MCES must continue to align IT projects with business needs, consider new and innovative solutions, and leverage IT data to make better decisions.



DECREASED WATER DEMAND

MCES expects the water industry trend of declining per capita demand to continue even as its geographic service area expands, and for solid waste demand growth to be flat even as the percent of material recycled increases. MCES expects development to drive new service connections, but for demand to not increase proportionally.

What Must We Do?

MCES is currently conducting a rate study to address these issues and must also make operational improvements, invest in new technologies, leverage data, and be open to regional collaboration when available.



INCREASED OVERSIGHT AND STRICTER REGULATIONS

MCES expects more stringent lead and copper regulations for water services, as well as more emphasis on total phosphorous permits and increased scrutiny on capacity, management, operation, and maintenance (CMOM) for wastewater services. For Solid Waste, MCES anticipates changing State expectations regarding recycling percentages as well as legislative review of House Bill 592 (dealing with flow control).

What Must We Do?

MCES must identify the resources needed to monitor, meet, and exceed regulations, while also working to renew contracts with MCES' 28 partner municipalities on the solid waste side. On the water and sewer side, we must be able to negotiate contracts and agreements with other municipalities as well.

Sources for *the numbers* to the right: 1. AWWA State of the Water Industry Survey; 2. U.S. Environmental Protection Agency

the numbers

Water use in Montgomery County decreased

20%

from 2005 to 2010.



The recycling rate in the U.S. increased

3.4x

from 1980 to 2012. How will MCES accommodate future demand for recycling?²



MCES receives

500,000 TONS

per year (2,200 tons per day) of municipal solid waste. We process about 800 vehicles per day with an average cycle time of 11.13 minutes.



72%

of water and wastewater utilities reported little change, flat, or declining total water sales in the last 10 years.¹



50%

of MCES' underground water and wastewater infrastructure is at least 50 years old.

SOAR

MCES used a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to inform development of the organization’s vision, mission, values, and strategic goals.

Strengths help develop a Vision and Mission focused on what MCES does extremely well

Opportunities help develop strategies to meet current and future challenges and opportunities

Aspirations help develop the Vision by identifying expectations and hopes of stakeholders

Results help define desired future outcomes

SUMMARY OF THE SOAR ANALYSIS

- S**
- Employee knowledge, skills, abilities, and commitment to MCES
 - Cooperation and trust between MCES and external stakeholders
 - Robust financial and logistical analysis capabilities

- O**
- To connect capital and financial needs of the organization with public expectations
 - To provide supervisory training and development to employees who aspire to be supervisors
 - To improve trust and communication between diverse work groups and people

- A**
- To leverage data to make informed, data-driven decisions across all levels of the organization
 - To continue to be good financial stewards and manage financial resources to support and achieve long-term goals
 - To exhibit trust in decision making at all levels of the organization

- R**
- Identify and appropriately fund capital needs
 - Improve employee engagement and satisfaction
 - Identify, evaluate, and improve customer satisfaction



WHAT'S NEXT?

Effective communication is critical for the successful implementation of the strategic plan, as well as the organization's overall success.

Our multidisciplinary goal teams will now begin to develop tactics to meet our five goals. Work Plans will be developed for each strategy in the plan to prioritize and gauge operational impact. Performance indicators will be used to evaluate the effectiveness of these tactics and our progress towards achieving our goals.



REALIZING THE VISION

Our vision is “to be leaders and trusted stewards of the environment focused on service, collaboration, innovation, and financial responsibility.” This is attainable. To make that future a reality, we must have a plan in place to guide us in making the right decisions and the right investments of our limited time and resources.

We have created this plan with the input of our staff and our external stakeholders to ensure that we meet and exceed their expectations. MCES is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our shared goals.



STRATEGIC framework

MCES used stakeholder input and the environmental scan to develop goals that will position MCES to address challenges and opportunities it faces. Key Performance Indicators (KPIs) are the metrics that evaluate the most critical functions, processes, and outcomes of the efforts MCES makes towards reaching its goals. Strategies are the detailed, intentional allocation of MCES resources necessary to achieve the organization's goals.

VISION

To be leaders and trusted stewards of the environment focused on service, collaboration, innovation, and financial responsibility.

MISSION

We serve our community by providing high quality water, wastewater, recycling, and solid waste services to support a sustainable environment.

VALUES

DO THE RIGHT THING THROUGH:

- Responsiveness to our customers' needs
- Mutual respect for our coworkers
- Collaboration with our stakeholders
- Responsible management of our resources
- Commitment to our environment

GOAL STATEMENTS

OPTIMIZATION – INFRASTRUCTURE AND OPERATIONS

To build, maintain, and operate facilities and infrastructure to deliver high quality, reliable, and efficient services

CUSTOMER AND STAKEHOLDER ENGAGEMENT

To understand our customers' and stakeholders' needs and enhance confidence in our services

EMPLOYEE ENGAGEMENT

To create organizational commitment to our mission by involving and empowering employees

EMPLOYEE DEVELOPMENT

To continuously develop, retain, and support a professional and skilled workforce

FINANCIAL VIABILITY

To manage financial resources in accordance with established financial policies that support operational and customer needs

KEY PERFORMANCE INDICATORS

STRATEGIES

- Unit operating costs
- Total overtime labor costs reacting to system failures
- Percent (%) of high risk assets beyond useful life

1. Identify, test, and invest in appropriate technologies to meet our operational objectives
2. Drive operational efficiency through continuous improvement
3. Develop operating procedures that balance risk with level of service
4. Utilize asset management to prioritize and strategically plan for capital and infrastructure projects

- Overall customer and stakeholder satisfaction
- Overall customer and stakeholder understanding of services
- Number (#) of media mentions
- Percent (%) of positive and accurate media references

1. Develop a comprehensive communications program
2. Enhance educational outreach
3. Develop partnerships to leverage resources
4. Increase internal awareness and empathy for customer and stakeholder concerns
5. Improve customer and stakeholder satisfaction

- Survey employee sense of engagement, empowerment, and trust
- Number (#) of focused, rapid improvement events held
- Number (#) of hours management spends in employee's work environment

1. Consistently hold each other accountable for working together, project outcomes, and decision making
2. Work to create a culture of collaboration
3. Encourage innovations and celebrate successes

- Percent (%) of positions that have a Formal Training Program
- Number (#) of employees who meet minimum requirements for positions one level above their current position
- Percent (%) of probationary employees who have completed probationary reviews

1. Establish an employee career development program
2. Identify, document, and communicate work flows, processes, and procedures to ensure knowledge transfer
3. Develop and implement a program for supervisors, focused on supervisory skills and leadership
4. Create and implement a structured onboarding process for new hires

- Ratio of: (operating expense - debt service) / total revenue
- Percent (%) of financial policies met
- Ratio of actual to forecast revenue

1. Increase knowledge of department financial processes, policies, and impacts
2. Develop rates and fee structures that recognize cost and level of service and that comply with financial policies
3. Institute improved budgeting processes
4. Enhance contract and vendor management processes
5. Establish capital project funding strategies



MONTGOMERY
C O U N T Y

ENVIRONMENTAL SERVICES

WWW.MCOHIO.ORG

1850 Spaulding Road
Kettering, OH 45432