STRATEGIC PLANNING:
CREATING A GAME PLAN FOR THE FUTURE

One Water
Ohio WEA/AWWA
Technical Conference
& Exposition
August 28, 2014

Presented by:
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Montgomery County
Environmental Services
Kettering, Ohio 45432
DO YOU KNOW HOW TO GET WHERE YOU ARE GOING?

Strategic Planning
The roadmap to a successful future
STRATEGIC MAPPING

Vision – Where are we going?
Mission – Where are we now?

Strategic Plan – How do we get there?

Strategic Planning is time consuming...there are many routes to the achieving a vision. Finding the one right path is the key.

Typically, Strategic Plans are made for 1-3 years, but can be 20+ years. (Scenario Planning “what if?..”)
TODAY’S BATTING ORDER (OBJECTIVES)

1. Our past and present
2. Why SP’s fail?
3. Benefits of SP’s
4. Implementing the SP
5. Envisioning the Future

<table>
<thead>
<tr>
<th>Cincinnati Reds</th>
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<tr>
<td>6</td>
<td>Hamilton</td>
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<td>19</td>
<td>Votto</td>
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<td>Phillips</td>
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<td>Bruce</td>
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<td>Mesoraco</td>
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<td>Cozart</td>
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<td>31</td>
<td>Simon</td>
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HISTORY – WHERE WE’VE BEEN (STATS)

- 2001 - 2005 – SP discussions w/consultant
- 2006 - 2010 – Many drafts, too meetings, water only focus, roll-out w/o action plans
- 2011 - New Director, New Vision, Mission, etc.
- 2012 - Expectations, Values developed, Restart with “The Iceberg Concept” with commitment, urgency and buy-in to do this ourselves.
Transforming Organizations
"The Iceberg Concept"

Capstone: (Learning Organization)
Bricks: (8 Strategic Building Blocks)
Mortar: (Trust)
Cornerstone: (Authentic Relationships)

Strategic Elements Above the Surface

Strategic Elements Below the Surface

Leadership Principles

Core Values

Clear Expectations

The Leader’s Vision

Survey

Foundation

Rebar

Blueprints

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Strategic Elements Above the Surface

- Trust
- Cornerstone

Strategic Elements Below the Surface:

- Authentic Relationships
- Empower Teams
- Strategic Planning
- Build Systems
- Measure Performance
- Recalibrate Systems
- Discover Culture
- Repeat Message
- Learning Organization

Leadership Principles
- Core Values
- Clear Expectations
- The Leader's Vision

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SOMETIMES YOU JUST NEED TO START OVER!

UNDER CONSTRUCTION
CONTENT WILL BE AVAILABLE SOON

Photo / Al Behrman
WHY DO STRATEGIC PLANS FAIL?

- Top Leadership not committed (#1 reason)
- Stakeholders & staff not involved
- Vision/Values minimized
- History not considered
- No milestones/rewards
- Lack of flexibility
- No focus

L. Bottary, Executive Street, 2012
NEGATIVE STATISTICS ON STRATEGIC PLANNING

- 95% of the workforce doesn’t understand organization’s strategy.
- 86% of executives spend <1 hour/month discussing strategy.
- More than 70% of organizations with a SP don’t execute it.
- 67% of business failures had no written plan
- 60% of organizations don’t link strategy to budgets.
- Only 23% of organizations use a SP to make important decisions.
CHALLENGING TIMES REQUIRE US TO:

- Have a game plan
- Embrace teamwork, collaboration
- Communicate with stakeholders
- Know our roles, responsibilities
- Learn from our failures
- Accomplish new goals

“Never let the fear of striking out get in your way.”
PUBLIC UTILITY PRESSURES

- Environmental
- Political
- Economic
- Community
- Workforce
- Infrastructure
- Safety/Health
IT’S A NEW SEASON

- 6/2012 – 1st Strategic Planning meeting
- 7/2012 – Assign tasks, responsibilities
- 8/2012 – History, Background, Overview
- 9/2012 – Draft #1; SOC’s - Strengths, Opportunities, Challenges
- 10/2012 – Draft #2; Strategic Goals
- 11/2012 – Employee Survey results
- 12/2012 – Draft #3; Objectives
- 1/2013 – Draft #4; Action Plans
A NEW DAY

- 2/2013 – Draft #5, Breakfast, Principles
- 3/2013 – Draft #6 out to all employees
- 5/2013 – Roll-out to Dept. & stakeholders
A STRATEGIC PLAN IS...

“A tool for making resource allocation decisions among core business functions, and investments in expanding and/or diversifying business functions, in a way that positions the utility to increase value to customers / shareholders.”

AWWA, 2003

Wah, Wah, Wah, just hit me with your best pitch.
WHAT REALLY IS A STRATEGIC PLAN?

- Vision of desired future
- Plan of action
- Process to achieve goals
- Measure progress
- Adjust Course
A STRATEGIC PLAN MUST BE...

- A living document (continuous)
- Revisited annually
- Simple
- Sustainable
- Actionable
- Measurable
- Used and applied
A STRATEGIC PLAN CONNECTS;

All we do; Hiring, Structure, Performance, Teams, Systems, Recognition, Learning, etc.

Environmental Services; Vision, Mission, Values, Principles, Expectations, Goals...

Montgomery County Vision, Mission, Principles, Philosophy, Initiatives ...
STRATEGIC STEPS

- Vision/Mission
- Values/Principles
- Strengths, Opportunities, Challenges
- Strategic Goals
- Objectives
- Action Items
- Responsibilities
- Due Dates
- Metrics
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About Montgomery County Environmental Services

The Montgomery County Department of Environmental Services includes the water, solid waste, wastewater, and recycling services. Our department provides trash disposal, recycling collection, drinking water distribution, and wastewater treatment to the citizens of Montgomery County. The department provides services that help citizens, businesses, and nonprofit reduce waste, recycle more, and conserve resources. We also offer educational outreach to local schools, communities, and businesses that want to learn more about conservation and sustainability in Montgomery County.

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

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.

BCC Mission

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

Montgomery County Strategic Plan: Goals for 2013-2016

Contribute to the educational attainment of residents.

We will increase the percentage of adults who have a college or post-high-school credential that certifies they have a skill or trade.

Diversify the Economy

We will target County economic development assistance to small and emerging businesses.

Coordinate, Collaborate, Cooperate

We will collaborate to save money and improve competitiveness.

Measure and Market

We will use solid metrics to improve our operational efficiency.

We will effectively tell the County's quality of life story.
POSITIVE STATISTICS ON STRATEGIC PLANNING

+ Users of Strategic Planning are 12% more profitable.
+ Reduces risk
+ Improves operational performance
+ Increased transparency and business insight
+ Gives a sense of shared purpose
+ 64% of leaders using SP’s meet their goals

Mission Facilitators International, 2013
A Map for the Road Ahead

Our Strategic Plan will strengthen our organization and provide a roadmap to help us achieve our vision, while adhering to our core values. Each Strategic Goal has been forged through our interactions with customers, employees, and other stakeholders. These interactions have presented us with opportunities for change and continuous improvement. We will commit to these goals, act on these goals, and be accountable for these goals.

**Goal 1**
To Improve our Operational Practices
Identify opportunities to merge technologies across divisions and continually improve business operations.

**Goal 2**
To Effectively Communicate, Build Relationships and Trust
Expand our communication to improve the relationship between internal and external stakeholders with more frequent, open, and direct interactions.

**Goal 3**
Clearly Brand and Promote Environmental Services
Create a recognizable and uniform brand for our department, and improve public awareness about our services.

**Goal 4**
To Promote Regional Collaboration
Be recognized as a preferred partner when regional collaboration opportunities arise, and position ourselves as a trustworthy and transparent partner to local businesses and government.

**Goal 5**
To Improve Workforce Versatility
Create career pathways that allow for versatility in department structure and work assignments, while enabling career growth, increasing satisfaction and retention of skilled employees, and by providing appropriate training and development.
GAINING BUY-IN

- Be accessible
- Ask questions
- Show interest
- Actively listen
- Model the way

- Create “positive turbulence” – Challenge the process not the person.

Kotter on Resistance
The purest form of insanity is to leave everything the same and the same time hope that things will change.

Albert Einstein
HOW TO GET PEOPLE TO WANT TO CHANGE?

“Step by step! The most effective change processes are incremental...successful leaders help others by breaking the journey down into measurable goals and milestones...start with actions that are within their control, that are tangible, doable and can get the ball rolling.”

Kouzes & Posner, 2002
Our Plan of Action

These action plans ensure that our Strategic Plan will be used consistently as a guide for our day-to-day decision making and long-term planning. This plan is a living document and should be reviewed and updated regularly. Our goals will be met by setting specific dates for completion, and evaluated using reliable metrics.

Goal 1: Improve our Operational Practices

Objective 1: Sustain maintenance management program.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsible Person</th>
<th>Start Date</th>
<th>Scheduled Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Track scheduled vs. non-scheduled work (field maintenance).</td>
<td>Maintenance Manager</td>
<td>Current</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Track scheduled vs. non-scheduled work (water reclamation plants).</td>
<td>Water Reclamation Manager</td>
<td>Current</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Identify life-cycle costs per field station.</td>
<td>Maintenance Manager</td>
<td>Current</td>
<td>December 2013</td>
</tr>
<tr>
<td>Identify life-cycle costs at water reclamation plants.</td>
<td>Water Reclamation Manager</td>
<td>Current</td>
<td>December 2014</td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Maintain 85% planned maintenance vs. unplanned maintenance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Maintain cost per 1000 CF at budgeted portion of revenue rate.</td>
<td></td>
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Objective 2: Develop a prioritized infrastructure capital, repair and replacement program to improve the budgeting process.

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<tr>
<th>Action Item</th>
<th>Responsible Person</th>
<th>Start Date</th>
<th>Scheduled Completion</th>
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</thead>
<tbody>
<tr>
<td>Complete asset management program.</td>
<td>Field Services Manager</td>
<td>June 2013</td>
<td>December 2014</td>
</tr>
<tr>
<td>Ensure budget process is included when asset program is developed.</td>
<td>Financial Services Managers</td>
<td>June 2013</td>
<td>December 2014</td>
</tr>
<tr>
<td>Develop a five-year asset replacement list.</td>
<td>Field Services Manager</td>
<td>June 2013</td>
<td>December 2014</td>
</tr>
<tr>
<td>Water Reclamation Manager</td>
<td>Maintenance Manager</td>
<td>Solid Waste Services Manager</td>
<td></td>
</tr>
<tr>
<td>Update departmental vehicle policies and procedures</td>
<td>Maintenance Manager</td>
<td>May 2013</td>
<td>December 2014</td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Obtain prioritized list for assets that require repair.</td>
<td></td>
<td></td>
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<tr>
<td>Performance Indicator</td>
<td>Determine appropriate level of service of water and sewer systems.</td>
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Goal 1: Improve our Operational Practices

Objective 3: Fully utilize Cityworks to document all department project work.

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<th>Responsible Person</th>
<th>Start Date</th>
<th>Scheduled Completion</th>
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</thead>
<tbody>
<tr>
<td>Capture vehicle information, including mileage(hours) in Cityworks.</td>
<td>Maintenance Manager</td>
<td>June 2013</td>
<td>December 2013</td>
</tr>
<tr>
<td>Build appropriate interfaces between systems to leverage business logic that can be used to properly manage assets. These interfaces include pulling pump run times from SCADA.</td>
<td>MCES IT Services Manager</td>
<td>March 2013</td>
<td>September 2013</td>
</tr>
<tr>
<td>Create a plan that expands the work management functionality of the CMMS (Cityworks) to include: engineering, inspection, solid waste, meter services.</td>
<td>MCES IT Services Manager</td>
<td>June 2013</td>
<td>December 2014</td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Scheduling maintenance based on data.</td>
<td></td>
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<tr>
<td>Performance Indicator</td>
<td>Create the plan.</td>
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Goal 1: Improve our Operational Practices

Objective 4: Organize and improve our customer service and meter services procedures.

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<th>Responsible Person</th>
<th>Start Date</th>
<th>Scheduled Completion</th>
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</thead>
<tbody>
<tr>
<td>Update customer phone numbers and contact information.</td>
<td>Customer Service Manager</td>
<td>March 2013</td>
<td>January 2014</td>
</tr>
<tr>
<td>Track the number of customer calls we receive, and classify customer concerns (e.g., high water bill, landlord/tenant dispute). Create a monthly report to analyze this data.</td>
<td>Customer Service Manager</td>
<td>June 2013</td>
<td>December 2013</td>
</tr>
<tr>
<td>Create general phone scripts for Customer Service Reps based on the new policy manual and customer data.</td>
<td>Communications Coordinator</td>
<td>January 2014</td>
<td>March 2014</td>
</tr>
<tr>
<td>Performance Indicator</td>
<td>Establish a baseline to track customer concerns.</td>
<td></td>
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“70% of major change efforts either don’t get started or fail.”

“Need 50% buy-in to accelerate the plan.”

“The top 5% of leaders who actually made something terrific happen – they were very good at communicating in a way that won people over.”

Forbes, Jan. 4, 2012
<table>
<thead>
<tr>
<th>Strategy Development</th>
<th>Leadership Team</th>
<th>Strategic Planning</th>
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<td>Innovative Thinking</td>
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<td>Strategy Implementation</td>
<td>OST, FST, staff</td>
<td>Strategic Acceleration</td>
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<tr>
<td>Guiding Coalition</td>
<td>Communication</td>
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J. Kotter, Forbes, 2012
HOW DOES THE SP APPLY TO ME?

- Identifies how we get there
- It’s a road map to follow
- Enables decision making
- Helps achieve goals
- Gets you out of a rut

“The leader becomes the chief strategist; the job cannot be outsourced.”

C. Montgomery, HBR Jan. 2008
I think we need a new plan.

“Leadership is the capacity to translate vision into reality.”

Warren Bennis
CAN YOU ENVISION THE FUTURE?

What could be?

Becomes real!
DO YOU HAVE A GAME PLAN?
IF SO, ...

Questions? Comments?

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