



MONTGOMERY
C O U N T Y

ENVIRONMENTAL SERVICES

MONTGOMERY COUNTY
Environmental Services

Strategic Plan 2013-2015



Our mascots, Curby the Cardinal and Dewey and Splash, attending the annual Montgomery County Environmental Calendar Contest

Looking to the Future



Patrick Turnbull
Director

Montgomery County Environmental Services (MCES) is pleased to share our three-year strategic plan with you. MCES is a leader in utility management in the Miami Valley region, continually striving to improve our services to the community. More than 250,000 residents and 6,000 businesses depend on us for safe drinking water, healthy environments, and fire protection. Additionally, we provide solid waste disposal and recycling services to all Montgomery County residents.

Faced with the ever-changing dynamics of providing drinking water, wastewater treatment, solid waste disposal and recycling services, we developed this strategic plan to engage our stakeholders and create a roadmap for the future.

Strategic planning is the formal consideration of an organization's future course, and it outlines the business environment within which the utility will operate. Basically, our Mission describes where we are today, our Vision states where we need to go, and the Strategic Plan is a roadmap that shows how we get there. Investing our time and resources in strategic planning is essential because:

- aging infrastructure and limited resources require new methods to reduce operating costs and generate new sources of revenue;
- customer priorities are shifting with regards to demand, cost, regulations, convenience, and responsiveness, and we need to be able to anticipate their needs;
- stakeholders have higher expectations for environmental protection and water quality;
- economic and political forces are shifting resources away from public utilities;
- public approval ratings of government entities are at an all-time low;
- new technologies will help us better manage our information and services.

This plan is a living document that identifies strategic investments to be made in restructuring, improving technology, and changing work practices. It also clarifies key initiatives that will improve performance, enhance economic development, and sustain our relationships with the public and our employees to meet the challenges ahead.

We look forward to working with you to achieve our goals.

Sincerely,

Patrick Turnbull, P.E.

Steve Schulze, PhD

About Montgomery County Environmental Services

The Montgomery County Department of Environmental Services includes the Solid Waste District, and Water and Wastewater services. Our department provides trash disposal, recycling, drinking water distribution, and wastewater treatment to the citizens of Montgomery County. The department provides services that help citizens, businesses, and nonprofits 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.



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Building the Foundation

Our vision, mission, and values will guide all that we do. We will realize our vision by creating a common purpose and a shared sense of responsibility for our organization's future, and by respecting the customers we serve.



Our Vision

Improve the quality of life through our environmental services

Our Mission

We manage water, wastewater, recycling, and solid waste

Our Values

Leadership
Communication
Credibility
Customer Service
Empowerment
Relationships
Safety



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. 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.