



*Sustainable*

# STRATEGIC PLAN

**“Hope is not a strategy”**

-Vince Lombardi

**“A Goal without a plan is just a wish”**

**“If you do not know where you are going, you  
might wind up someplace else”**

-Yogi Berra

**“Someone is sitting in the shade today  
because someone planted a tree a  
long time ago”**

-Warren Buffett

**“Before you criticize someone, you should walk a  
mile in their shoes....  
...That way, when you criticize them, you are a mile  
away from them and you have their shoes.”**



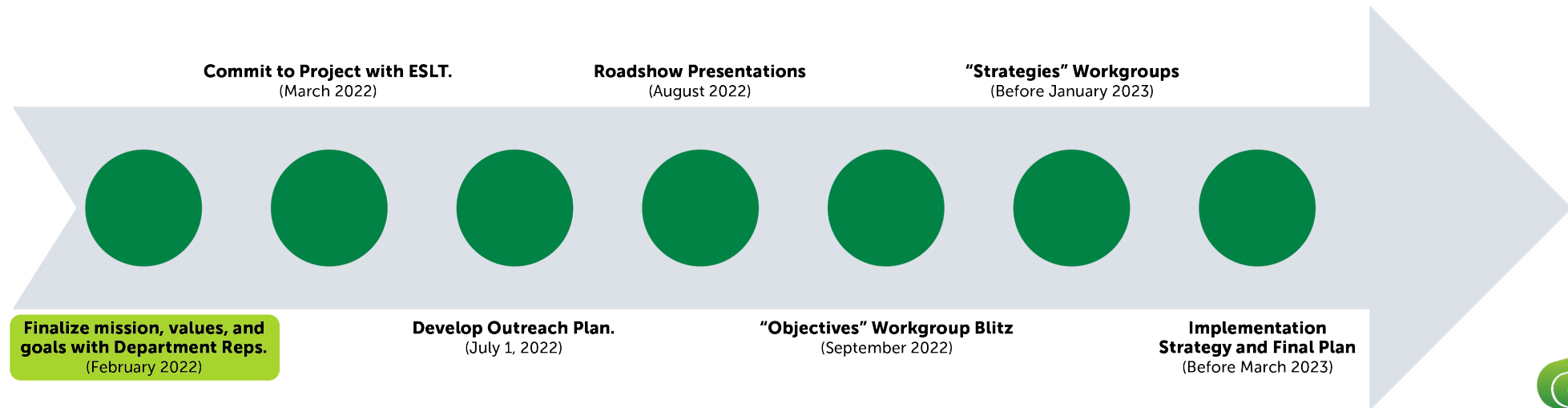
# Development PROCESS



# Development PROCESS

## Mission

- To a large extent, our Mission emerges from the responsibility we have been given by our City Council and the City Charter.
- Mission statements often too brief to provide sufficient detail.
- Leadership has been working to develop value statements.





# *Mission* STATEMENTS

## CONTINUED



*The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield.*

### **WE WILL ACHIEVE THIS THROUGH:**

#### **Integrity and Pride of Service**

*In everything we say and do, and with dedication to quality.*

#### **Cooperation and Communication**

*With one another and with citizens to ensure open government and open management with no surprises.*

#### **Continuous Improvement of Services**

*Through cost-effective utilization of people, materials, and technology.*

#### **Leadership and Knowledge**

*Through staff training and development.*

#### **Innovation**

*In how we meet present and future needs of our city.*

# *Mission* STATEMENTS



Environmental Services strives to protect the quality of life of our citizens and the unique natural resources of our region by providing exceptional management of **wastewater**, **stormwater**, and **solid waste** for the visitors and citizens of Springfield, MO.

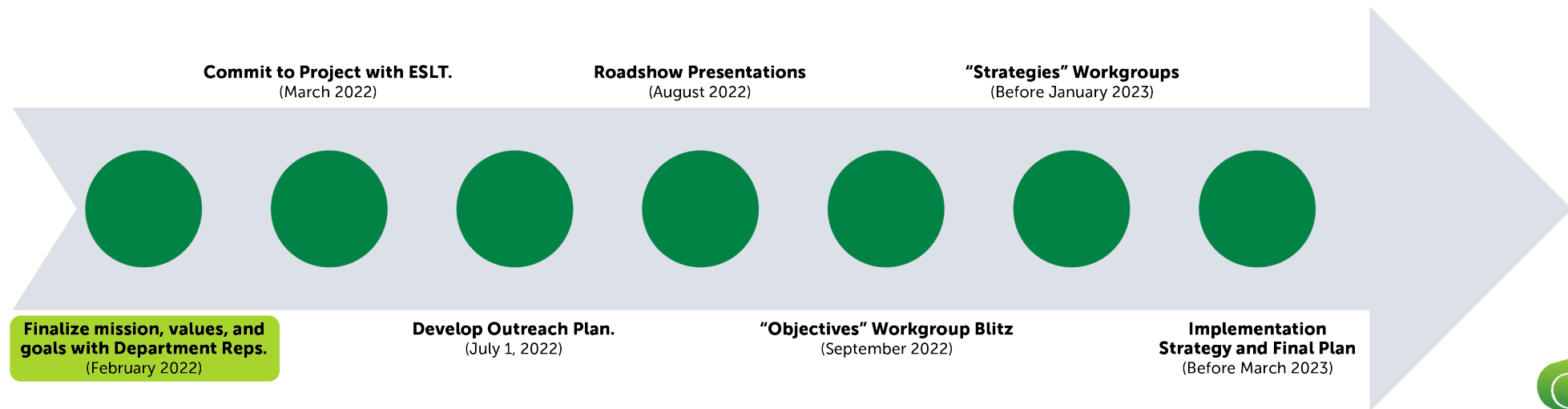
# Development PROCESS CONTINUED

## Value Statements

- Clarify key principles we hold as an organization.

## Goals

- Employees collaborated on these to describe what the department would look like in 20 years if we act according to these principles.



# *Value* STATEMENTS

## Be a world class workplace.

- ***We uphold the mission*** of Environmental Services while encouraging a healthy and sustainable work/life balance for all employees.
- ***We create and sustain a workplace*** where supervisors are approachable, and employees show mutual respect for each other.
- ***We strive to provide*** a safe, happy, productive place to work.

## Continually cultivate a public image that reflects the value we provide to the community.

- ***We communicate effectively*** with the community we serve.
- ***We intentionally manage*** our finances in the best interest of our rate payers.
- ***We maintain*** a high level of technical competency for all department staff.
- ***We recognize, appreciate, and reflect*** the diversity of the community we serve.

# Value STATEMENTS

## CONTINUED

### Serve our community with integrity and competence.

- **We display** a high level of integrity within the community.
- **We make decisions** that are in the best interest of our community for both the short and long term.
- **We function interdependently** with other City departments.
- **We communicate efficiently** and effectively across the department.

### Protect our natural resources.

- **We will be devoted** to the stewardship of our natural resources.
- **We work to achieve** the maximum net benefit from the solutions we implement.



# Goals



## **1. We are a Best Place to Work in Springfield**

Environmental Services is the premier employer in the Springfield area for people who are driven to serve others in a supportive and rewarding work environment.



## **2. We Are the Best Wastewater, Stormwater, and Solid Waste Service Provider in Missouri**

Environmental Services delivers reliable, cost-effective services to our customers while providing extraordinary customer service.



## **3. Springfield Missouri is Nationally Recognized for its High-Quality Natural Resources**

Environmental Services is entrusted with protecting the quality of our regional Air, Water, and Land resources, now and for future generations.



## **4. Springfield Citizens are Highly Engaged and Knowledgeable Partners in Fulfilling our Mission**

Our Citizens recognize that the services we provide are critical to our community and that the protection of our natural resources is essential to our quality of life and requires the combined efforts of our organization, businesses, and citizens.



## **5. Environmental Services is the Most Effectively Managed Public Service Organization in Missouri**

We play a vital role for the citizens of Springfield, Missouri and we will be exceptional stewards of the responsibilities and resources that have been entrusted to us.



## **6. We are a Resilient Organization that is Committed to Sustainability**

We operate under the principle that the decisions we make today will impact the citizens of Springfield for decades to come.

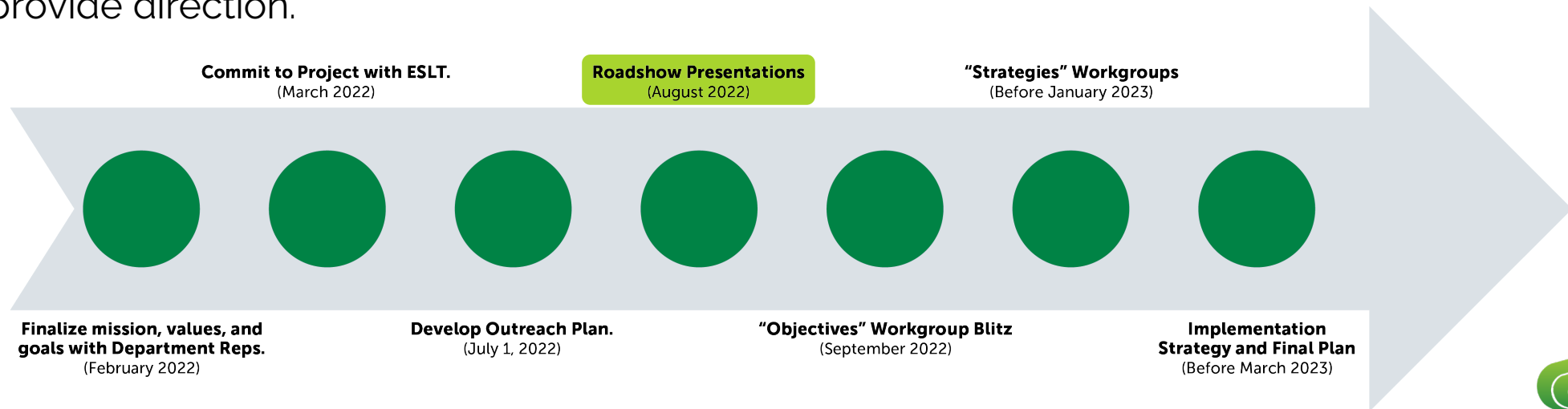
# Development PROCESS CONTINUED

## Employee Survey

- More than 70% of ES employees participated in a Department-wide survey to help benchmark success and provide direction.

## Work Groups

- Formed consisting of 20-30 representatives across all divisions.



# Overview

## **WHAT IS Sustainability?**

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

## **Incorporating Sustainability**

1. Allows us to recognize and address the connectedness of systems, understanding our impact on the environment and society and responding with responsible practices that consider the bigger picture.
  - Amplifies our value to the community, enhances our reputation and builds stronger, more trusted relationships with stakeholders.
  - Helps to prepare the organization for future challenges and regulatory changes.
2. Encourages innovation, driving the development of services and processes that represent the best value for our customers.

3. Lastly, sustainability initiatives can lead to cost savings through increased energy efficiency, waste reduction, and improved resource management, thus contributing to the organization's long-term financial position.

**The incorporation of Sustainability into the Strategic Plan is vital for Environmental Services to create a positive impact, stay ahead of the curve, and build a sustainable future.**

# Development PROCESS CONTINUED

 **Employee Goal Survey** 

Would you like to participate in the creation of the Strategic Sustainability Plan? (Circle One)  
**Yes or No**

Rank your preference using each number one time from 1 to 6 (one being most preferred, six being least) the goal you would like to participate in to define objectives.

- Environmental Services is a best place to work in Springfield. \_\_\_\_\_
- We are the best wastewater, stormwater, and solid waste service provider in Missouri. \_\_\_\_\_
- Springfield Missouri is nationally recognized for its high quality natural resources. \_\_\_\_\_
- Springfield citizens are highly engaged and knowledgeable partners in fulfilling our mission. \_\_\_\_\_
- Environmental Services is the most effectively managed public service organization in Missouri. \_\_\_\_\_
- We are a resilient organization that is committed to sustainability. \_\_\_\_\_

Your Name \_\_\_\_\_

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 **Employee Goal Survey** 

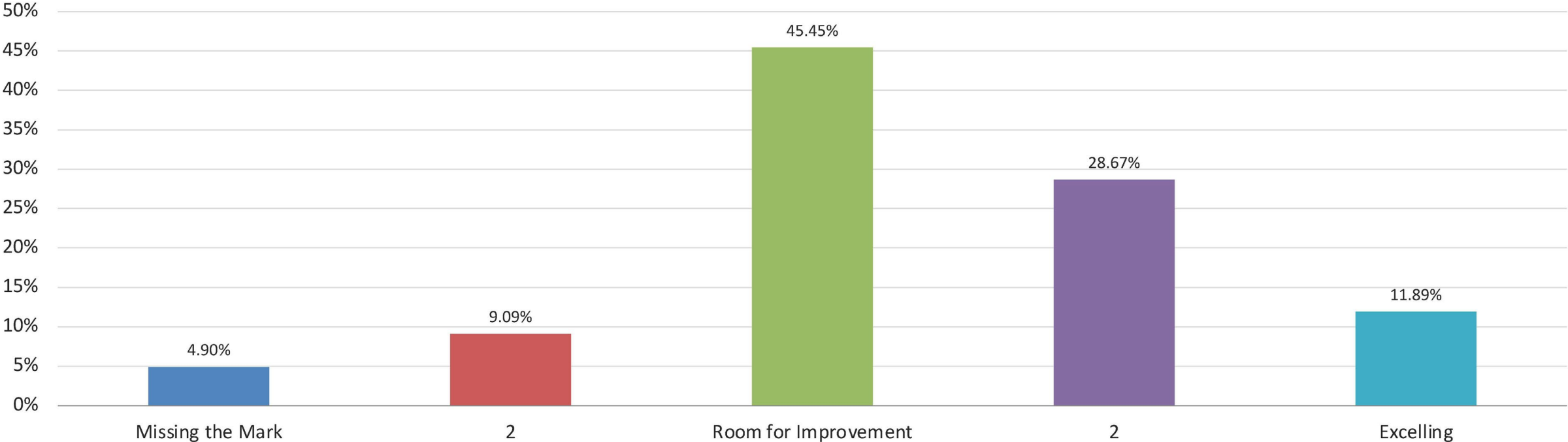
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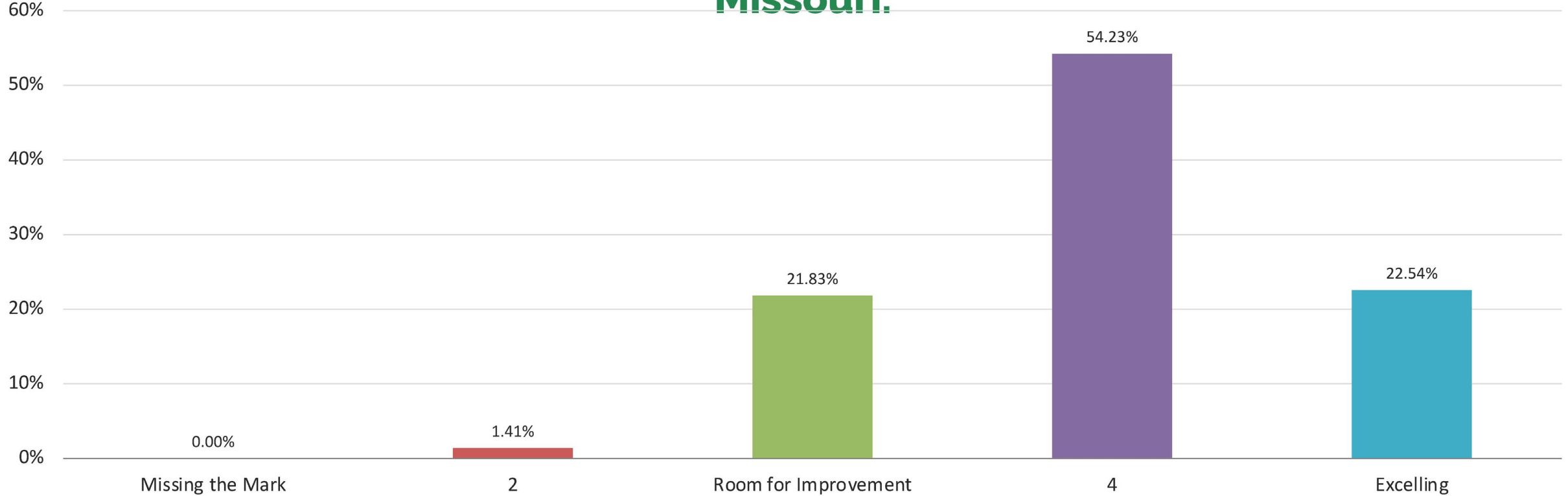
Your Name \_\_\_\_\_

# We are a best place to work in Springfield.

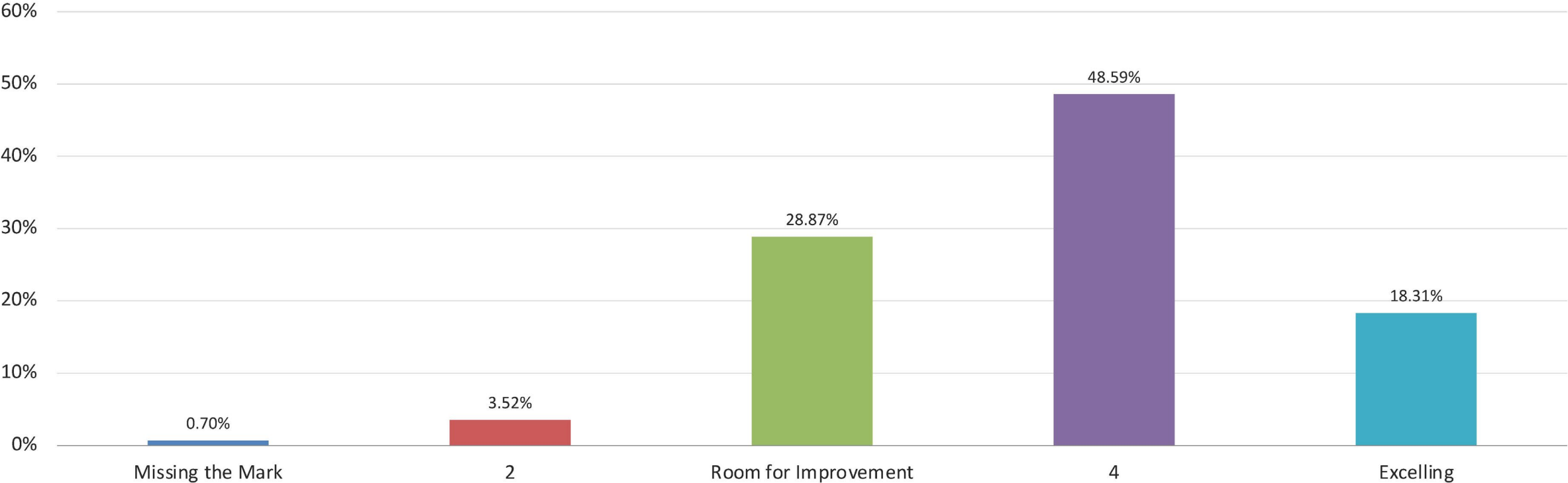




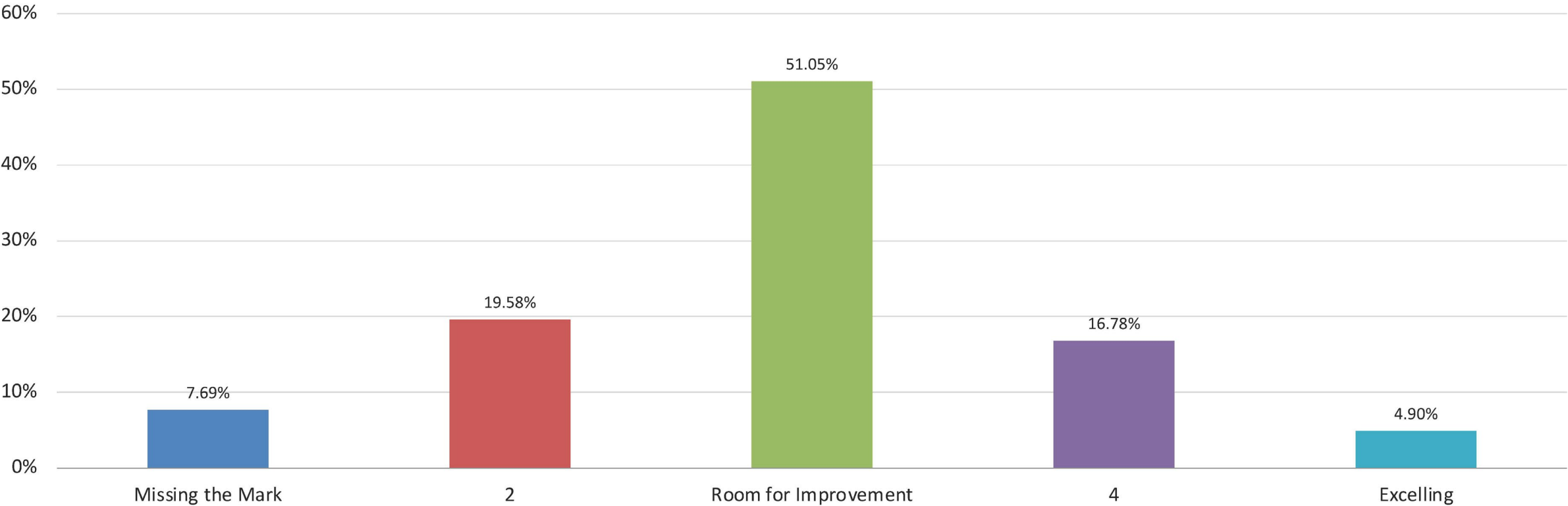
# We are the best wastewater, stormwater, and solid waste service provider in Missouri.



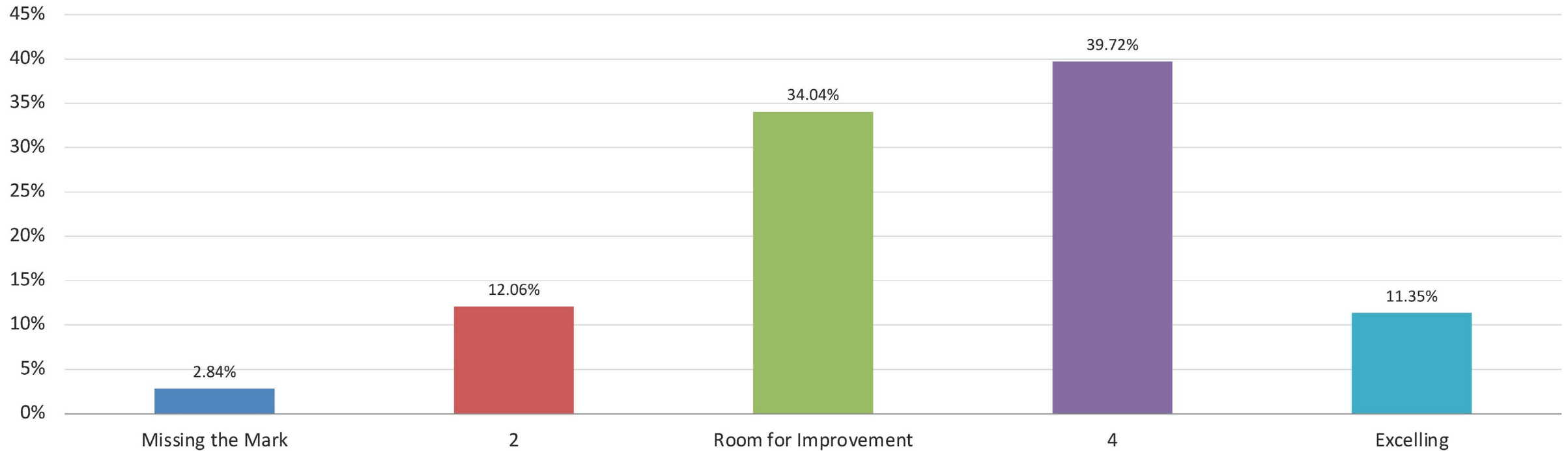
# Springfield, MO is nationally recognized for its high-quality natural resources.



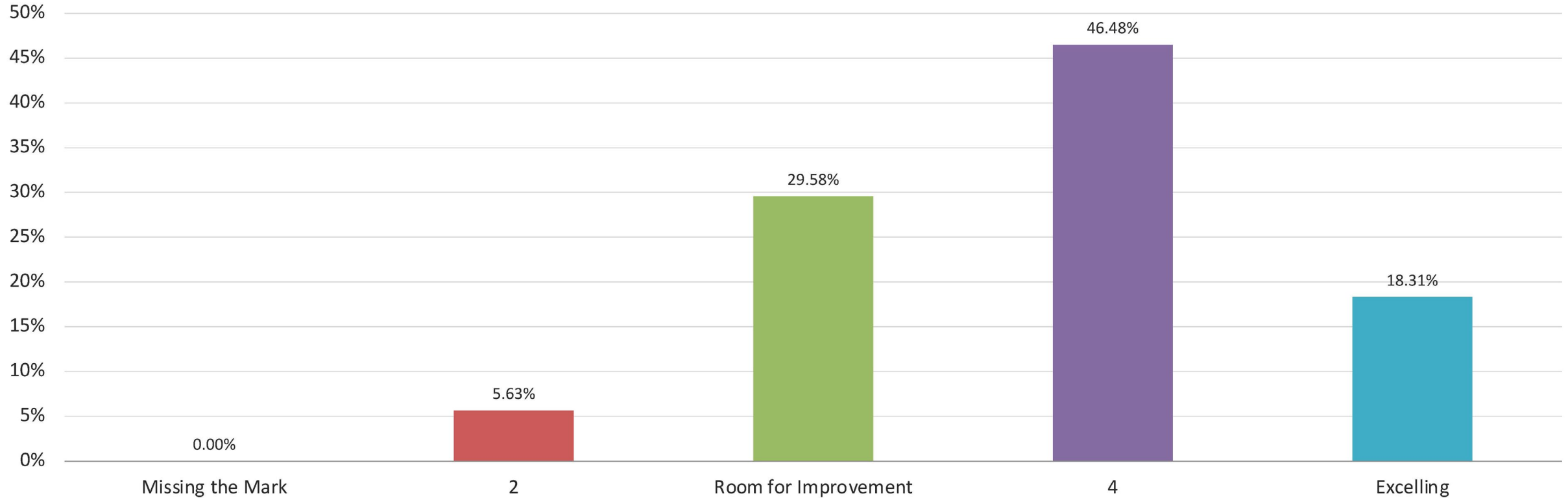
# Springfield citizens are highly engaged and knowledgeable partners in fulfilling our mission.



# Environmental Services is the most effectively managed public service organization in Missouri.



# We are a resilient organization that is committed to sustainability.

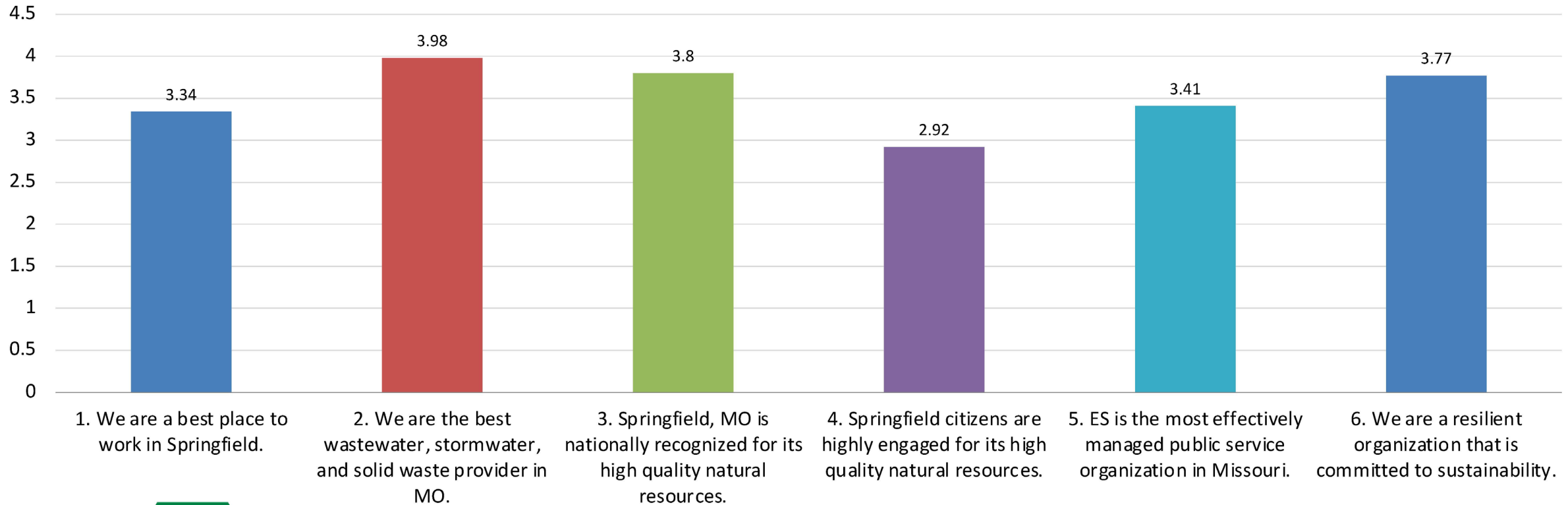


*Sustainable*  
**STRATEGIC  
PLAN**



# OVERALL RESPONSE AVERAGES:

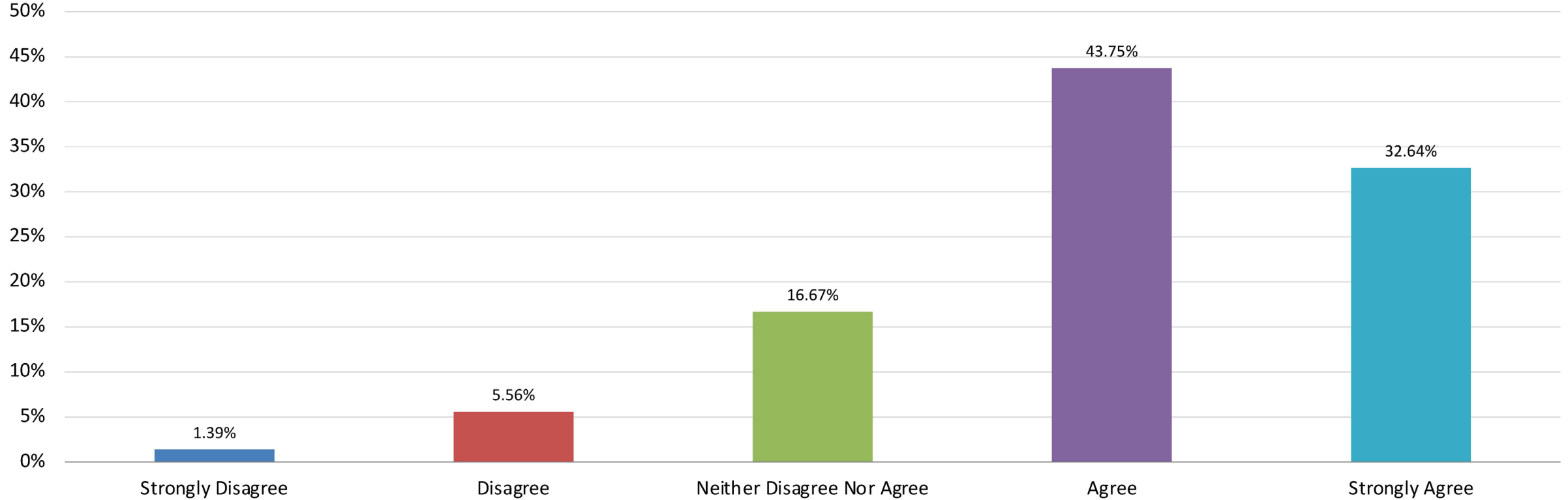
Please tell us how well Environmental Services is currently accomplishing the following goals:



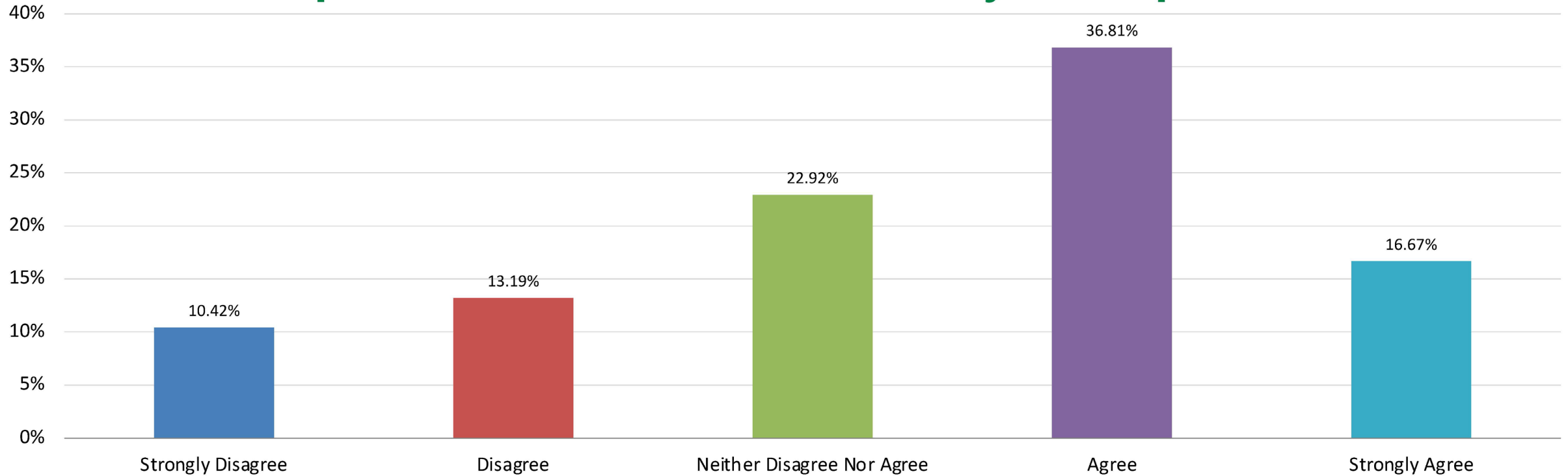
*Sustainable*  
**STRATEGIC  
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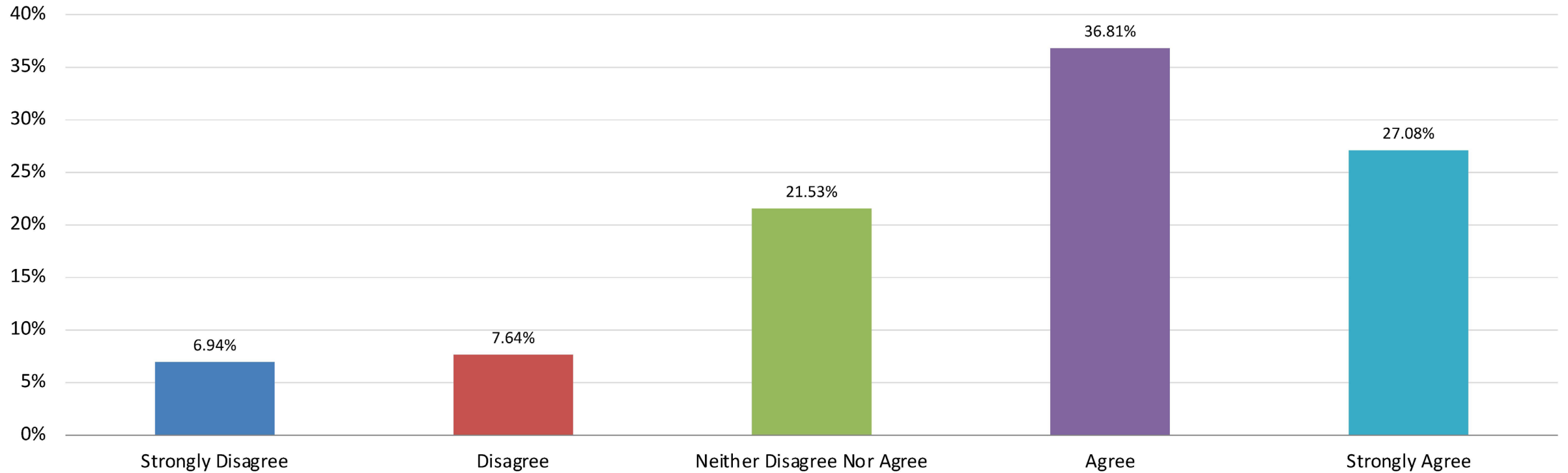
# The mission of Environmental Services makes me feel my job is important.



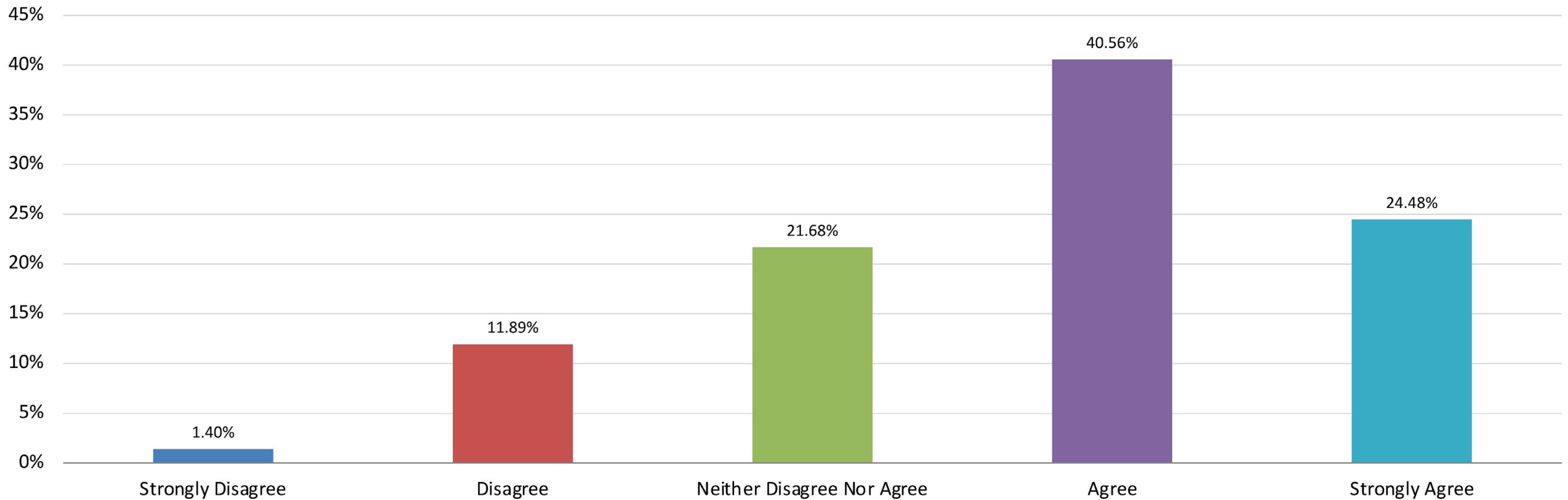
## Environmental Service's Leadership provides enough communication to keep me well informed about the City and department.



## Over the past year I have had opportunities at work to learn and grow.

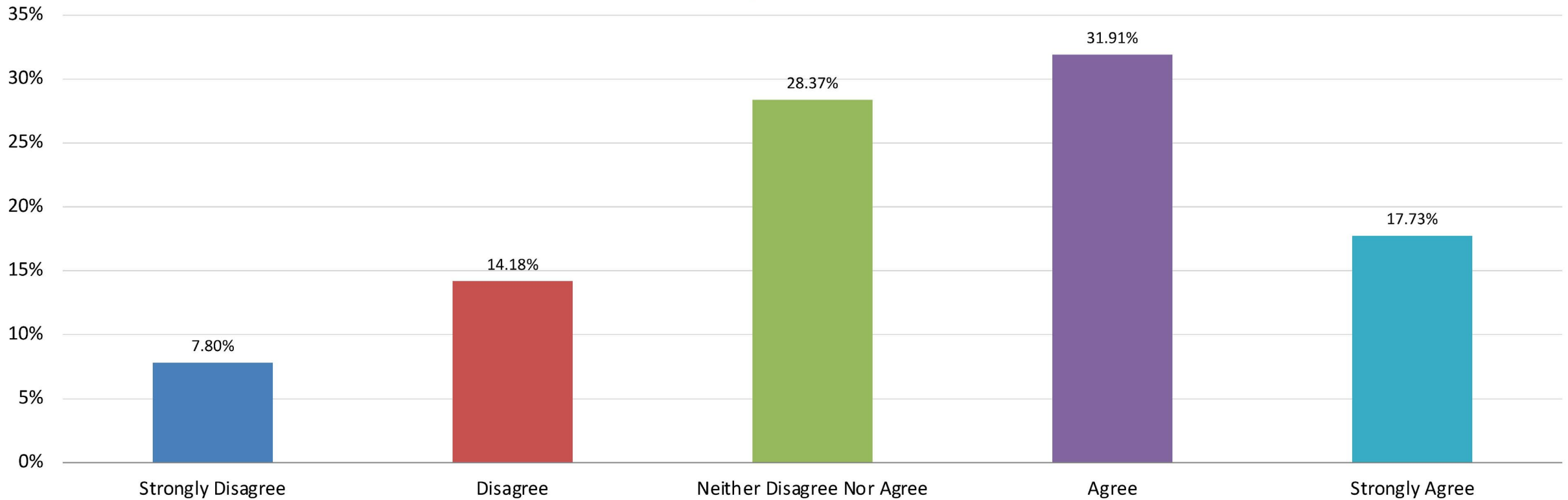


# I have the resources and work processes in place to do quality work in an efficient manner.

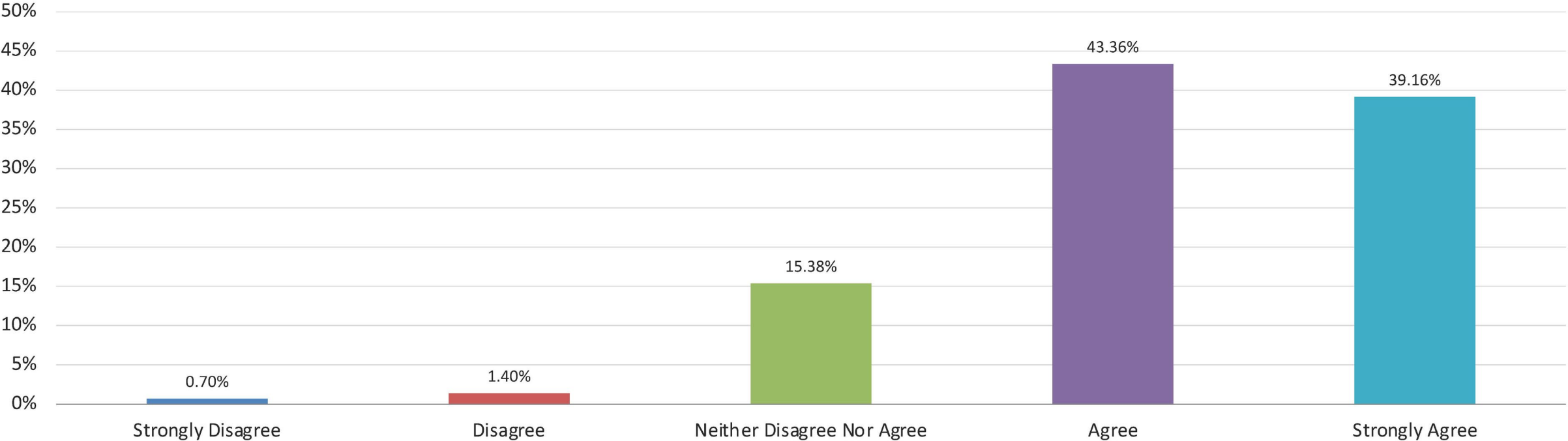




# I am empowered to suggest changes I believe will improve the workplace or work processes.

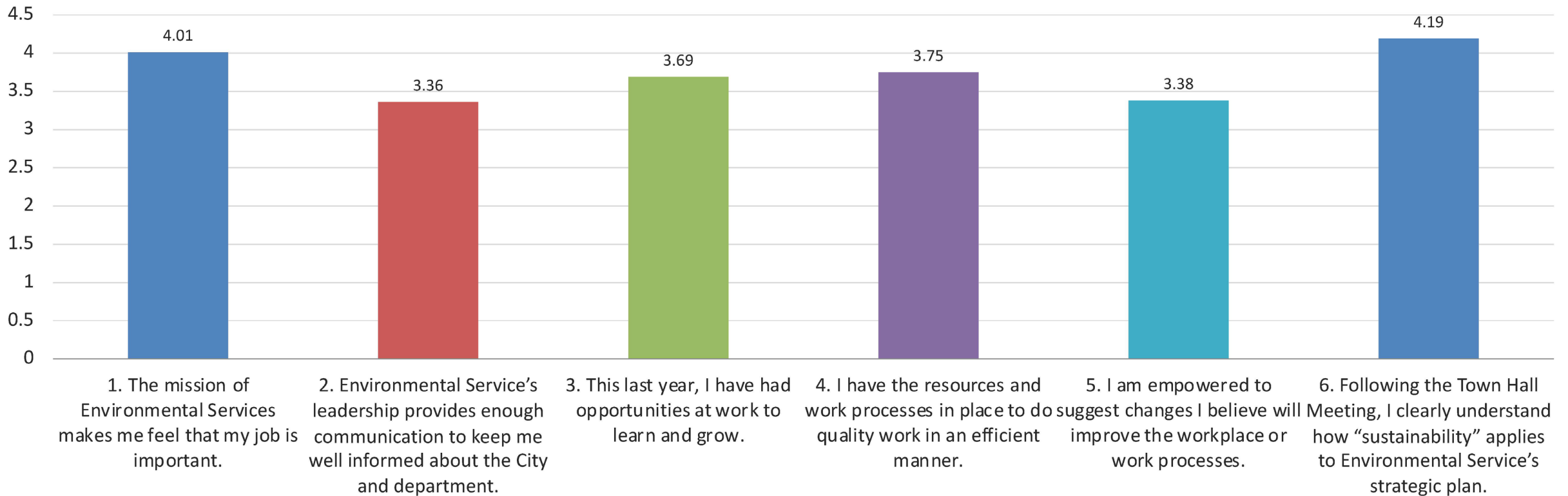


# Following the Town Hall Meeting (week of August 1st), I clearly understand how "Sustainability" applies to Environmental Service's strategic plan.



# OVERALL RESPONSE AVERAGES:

Please tell us how much you agree or disagree with the following statements:



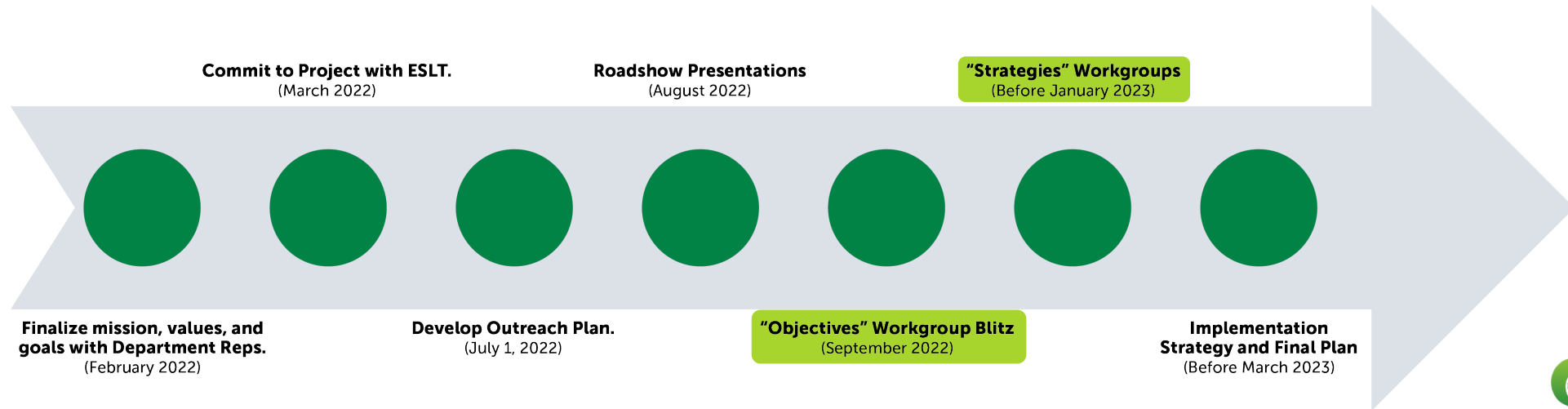
# Development PROCESS CONTINUED

## Objectives

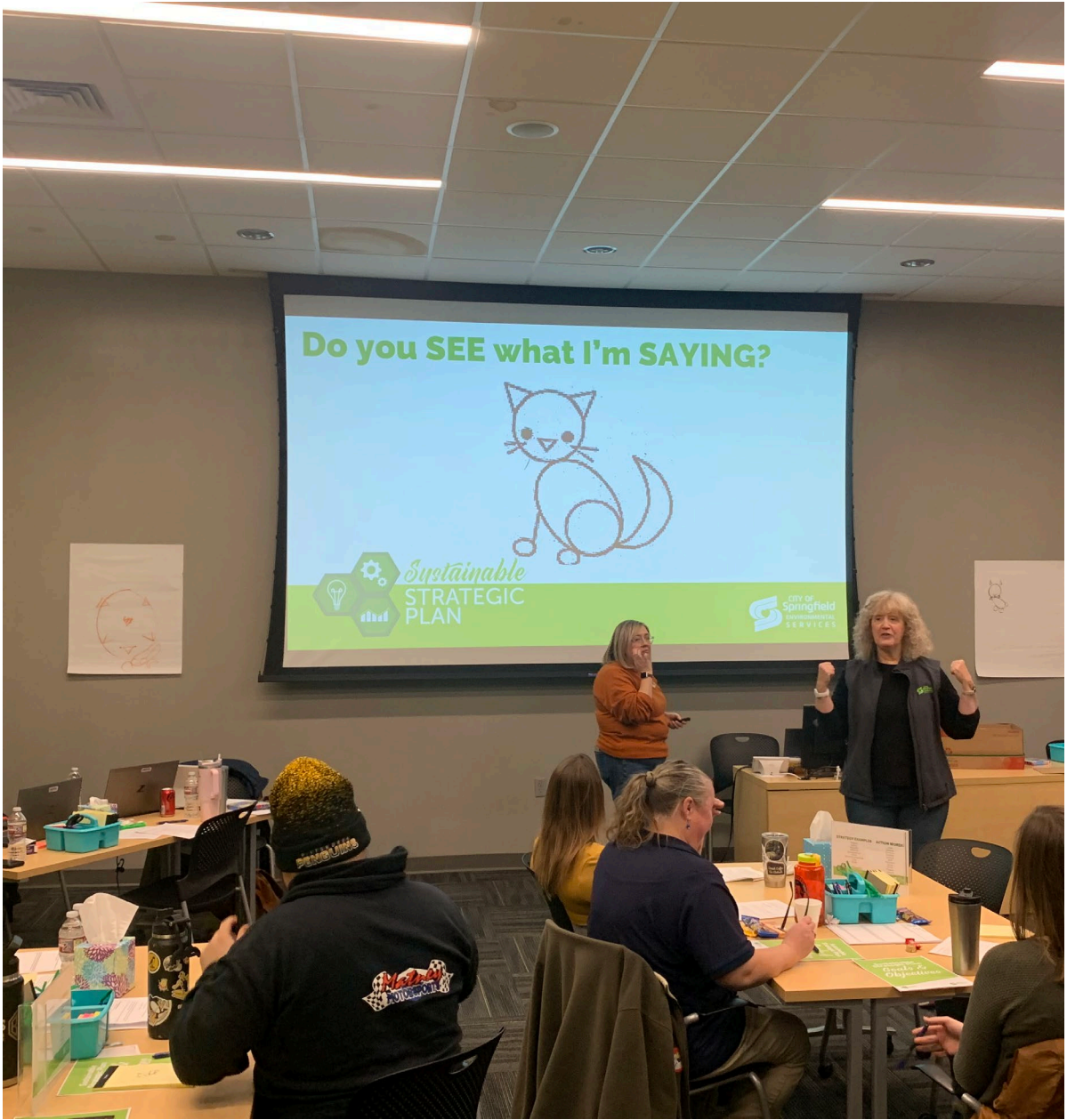
- Work groups were gathered to brainstorm and develop more detailed objectives for each goal.

## Strategies

- Work groups were gathered again to discuss very specific strategies for how ES will meet the objectives going forward.







# Objectives & Strategies

## WHAT IS AN Objective?

Objectives represent a more detailed description of what comprises success for each individual goal.

- Relatively long-term and should be reassessed and adjusted every 10 years to ensure progress toward the goals.
- Key performance indicators will be established for each objective, based on the strategy, and periodically measured to track progress toward the stated objective, and ultimately the stated goal.
- Objectives are a more detailed description of what the department would look like if we achieved our goal.

## WHAT MAKES A GOOD Strategy?

Each Objective should have a specific Strategy for success. Each Strategy represents Specific, Measurable, Achievable, Relevant and Time-Based (SMART) actions that address each of our state goals.



# Objectives

Objectives represent a more detailed description of what comprises success for each individual goal. Objectives are relatively long-term and should be reassessed and adjusted every 10 years to ensure progress toward the Goals.

If **Values** are what we believe, and **Goals** are what we want the future to look like, then **Objectives** are a more detailed description of what the department would look like if we achieved our goal.



# Goal 1: We Are a Best Place to Work in Springfield

Environmental Services is the premier employer in the Springfield area for people who are driven to serve others in a supportive and rewarding work environment.

- *Workplace Culture*
- *Employee Development*
- *Great Communication*

**We will achieve this goal by focusing on the following Objectives:**

**Objective 1.1** – We will take a creative but balanced approach to employee benefits and compensation that motivates employees throughout their career.

**Objective 1.2** – We will have a positive, inclusive culture, built on trust and accountability, that recognizes employee success.

**Objective 1.3** – We will be a flexible workplace that considers the personal and professional needs of its employees.

**Objective 1.4** – We will intentionally invest in employee growth and professional development to maximize career opportunities for all employees.

**Objective 1.5** – We will cultivate a culture of communication where everyone has a consistent understanding of what is happening in the department, feels empowered to ask questions, and is equipped to make effective decisions.

**Objective 1.6** – We will provide a working environment that supports employee safety and wellbeing.

# Strategies

Each Objective should have a specific strategy for success. Each strategy represents **SMART (Specific, Measurable, Achievable, Relevant, and Time-Based)** actions that address each of our stated Goals. Key performance indicators will be established for each objective, based on the strategy, and periodically measured to track progress toward the stated objective, and ultimately the stated Goal.

Example Strategies related to “We are the Best Place to Work in Springfield”:

- Conduct annual employee satisfaction surveys that provide specific feedback on job satisfaction. Results should be reviewed annually, and a list of action items established based on feedback received.
- Work with HR to create a comprehensive recruitment strategy for all ES positions. Strategy should be reviewed annually and adjusted to achieve desired results.

## Goal 1: We Are a Best Place to Work in Springfield

**Objective 1.1: We will take a creative but balanced approach to employee benefits and compensation that motivates employees throughout their career.**

1.1	1.1.1	Develop a policy that supports flexible scheduling for employees where appropriate.
1.1	1.1.2	Find opportunities to advocate for a remote work policy.
1.1	1.1.3	Create a training program for employees, in cooperation with local schools, that will facilitate career and leadership development.
1.1	1.1.4	Adopt a service-based reward program that incentivizes long-term employment and retention.
1.1	1.1.5	Change Merit Rules to allow for additional salary adjustments, other than a job study, that is based on performance criteria and change in duties.
1.1	1.1.6	Allow employees in ES to have the option between comp time and overtime.
1.1	1.1.7	Encourage and assist the City to reevaluate and update entire employee pay scale and merit system. Reevaluate PAT and CTL system to better align pay and benefits.
1.1	1.1.8	Institute 80 and out for new and/or existing employees. Poll employees to gauge interest.
1.1	1.1.9	Work with HR to identify and include additional parental leave options in benefits packages.
1.1	1.1.10	More exercise equipment and lockers and showers.
1.1	1.1.11	Allow each division/workspace to recommend alternative office furniture and workspace setup.
1.1	1.1.12	Reevaluate which areas are classified as “continuous operations”.
1.1	1.1.13	Process for employees to donate PTO to employees they wish.
1.1	1.1.14	Improve overall pay scale to more closely align with the industry.

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# *Implementation* **PLAN**



# *Implementation* **PLAN**

## CONTINUED

### Employee-Focused Strategies:

- 360-Degree Annual Employee Evaluations
- Supervisor Training Program
- Departmental CAmP Program
- ES Employee Wellness Committee
- Career Development Program
- Flexible Work Policies
- Review Employee Benefits
- Dedicated HR Support
- Annual Employee Survey
- New Employee On-Boarding
- Employee Professional Participation
- Workspace Etiquette Guidelines
- Employee Focused Facility Design
- Employee Listening Sessions
- Employee Celebration and Recognition
- Safety Committee
- World Class Safety Program

# *Implementation* **PLAN**

## CONTINUED

### **Customer-Focused Strategies:**

- Internal Communication Policy
- External Communication Strategy (Events)
- Environmental Protection Workgroup
- Customer Service Training
- Customer Feedback Survey
- Environmental Priorities
- List of Key Points of Contact
- External Communication Strategy (Media)



# *Implementation* **PLAN**

## CONTINUED

### **Business-Focused Strategies:**

- Engage in Environmental Regulations
- Logo and Branding Guidelines
- Improved Website Experience
- Standard Operating Procedures
- New Idea Incubator
- Key Performance Indicators
- Lean Six Sigma Workgroup
- Sustainable Procurement Policy
- Equipment Life Cycle Analysis
- Recruitment and Retention Workgroup
- Improved Financial Tools
- ES Environmental Impact Report
- Efficient Data Collection

# IMPLEMENTATION

## *The Year of the...*

### YEAR 1 – 2024

Focus on the Fundamentals

### YEAR 2 - 2025

World Class Communication

### Year 3 – 2026

A Focus on Our Customers

### Year 4 – 2027

Getting Better at Getting Better



# IMPLEMENTATION

## *The Year of the...*

### YEAR 1 – 2024

#### Focus on the Fundamentals

Beginning January 2024, the Department will go “back to the basics” and focus on the fundamental topics that are an essential part of any good and healthy organization. During this year, we will make a committed effort to building a strong foundation of leaders necessary to carry out the Sustainable Strategic Plan and we will emphasize vital concepts like new employee recruitment and employee safety. In addition, we will work to implement several of the “shovel ready” strategies recommended by employees.



# YEAR 1 – 2024

## Focus on the Fundamentals

**360-Degree Annual Employee Evaluations** - Assign a core team to work with HR to create a new web-based annual evaluation system to include 360-degree feedback for employees and their supervisors. Make sure that the system is set up so that it facilitates constructive feedback, improves communication, and maximizes career development.

**Supervisor Training Program** - Dedicate a small workgroup to develop and implement a comprehensive supervisor training and development program. This program would be phased in over time and should include (at a minimum) a supervisor handbook with all of the technical information a supervisor needs to be effective; an organized resource of supervisor documents and policies for reference; leadership development opportunities; ride-alongs and other opportunities to get out of the office and involved with the work of their employees; and annual training conducted through the LMS to keep foundational concepts fresh.

**Recruitment and Retention Workgroup** – Institute an ongoing workgroup of ES employees that periodically works with HR to identify opportunities for improving recruitment, and retention, and diversity. This group should work with HR to create a dashboard of recruitment and retention metrics which will inform discussion and guide decisions. This group will make recommendations regarding recruitment and retention to the Department, HR, and City leadership for consideration.

**World Class Safety Program** - Work with a consultant to develop a comprehensive safety program for all of ES. This plan should include risk assessments of all divisions and a detailed strategy to prioritize, mitigate, and train on the most relevant hazards. This plan would also include the development of any policies identified in the risk assessment. The final product would include dedicated staff and policy to promote a culture of safety within the department.





**Errin Kemper, P.E., D.WRE**

**Director**

**Department of Environmental Services**

**City of Springfield, Missouri**

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# Overview

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