



2017 – 2026 Bureau of Environmental Services Strategic Plan Charter

Title	2017-2026 Bureau of Environmental Services (BES) Strategic Plan
Sponsors	Bureau Leadership Team (BLT)
Project Manager & Business Leads	<p>Project Manager: Dawn Uchiyama Program Specialist: Tonya Stephens Director’s Office: Alice Brawley-Chesworth, Annie Von Burg Business Services: Andi Gresh, Baron Howe, Sherri Peterson Engineering Services: Tammy Cleys, Liz Moorhead, Elisabeth Reese Cadigan Pollution Prevention Services: Jenn Bildersee, Angela Henderson, Colin Kambak, Kristen Thomas Wastewater Group: Sarah Covington, Gary Irwin Watershed Services: Shannah Anderson, Shannon Axtell, Naomi Tsurumi</p>
Problem Statement	<p>The BES Strategic Plan 2011-2016 expires this year. While previous strategic planning efforts successfully defined the vision, mission, guiding principles and key priorities of the bureau, they lacked wide-ranging stakeholder engagement, clear guidance that directed resource allocation with discernible connections to the annual budget development process, and a structure to ensure the plan was routinely applied and progress tracked over time.</p>
Project Purpose	<p>The purpose of this project is to create a 2017-2026 BES Strategic Plan that clearly communicates the direction of BES to its employees and stakeholders and connects BES to city-wide priorities. With annual review and refinement, this Strategic Plan will chart the bureau’s course with strategic initiatives and metrics for the next 10 years.</p>
Scope	<p>A strategic plan by definition is a comprehensive assessment of organizational responsibilities and operations, and prioritization of critical challenges and opportunities. This project will consider a 10-year planning horizon, confirm the bureau’s mission, create a strong strategic vision and actions that will focus and guide BES resources and investments, levels of service, and rate setting processes, and promote equity in our services to the community and internally in our operations within the bureau. It will also create a structure that will regularly allow the bureau to work with its stakeholders to match and prioritize bureau goals with resources and to evaluate and refine the bureau’s performance over time.</p>

The project will be accomplished with a project manager, program specialist and staff advisory committee, operating as the BES Strategic Planning Steering Committee with representation from all BES work groups. The Steering Committee will develop and recommend a comprehensive 10-yr Strategic Plan for approval by BLT, consisting of:

- Refined mission and values
- Aspirational vision summarizing new direction(s)
- High level goals to achieve in the next 5 to 20 years
- Tactical strategies to achieve goals
- Timelines, metrics and required resources
- Process for annual review and refinement

**Project
Approach
&
Duration**

Project consultants will assist in the development of the plan as defined by the scope of work identified in the contract. At a minimum, this work will include facilitating stakeholder engagement, data collection and analysis, and development of the plan's framework.

Employee input and understanding where the employees fit into the process are significant contributing factors to the success of the project. That input will be gathered across all levels of the bureau and groups within BES.

The project will be completed in December 2017; however, the work will begin to inform the Fall FY2017/18 budget process. When this project is complete, BES will be prepared to fully implement with the start of the FY2018/19 budget process.

**Authority
and Decision
Making**

The Project Manager is responsible for decisions regarding scheduling meetings, managing consultants, drafting communications to the bureau and the BLT, tracking and managing expenditures.

The Project Manager, Program Specialist, Steering Committee members and appointed subcommittees, other bureau staff, and consultants may make recommendations for inclusion or modification to the plan and planning process. All recommendations will be brought to the Steering Committee for consideration.

The Steering Committee, in partnership with BLT, is responsible for all final decisions regarding the content of the Draft Strategic Plan and the process for creating the plan.

BLT is responsible for final approval of the plan.

**Products
&
Expected
Outcomes**

A published plan approved by the BLT, adopted by City Council, and supported by employees and stakeholders.

A structure that implements and tracks the plan's progress through the use of tangible and quantifiable metrics with annual review and refinement.

Website, reporting mechanisms.

Customer Impact	The 2017-2026 BES Strategic Plan is expected to positively impact customers by providing them with clear, focused, and manageable direction about the bureau's 10 year strategy. The plan will make the bureau's work more transparent to both employees and customers of the bureau.
Key Stakeholders	Generally, key stakeholders include employees, customers, elected officials, public advisory committees and other bureaus. Specific stakeholders will be identified in the Stakeholder Engagement Plan.
Engagement Planning	The Project Manager will work with the project consultants and bureau's Communications Division to develop a comprehensive Communication and Engagement Plan. A variety of methods and tools will be used to communicate with and solicit input from bureau staff and stakeholders. The exact components of the communications strategy will be clearly identified in a Communications and Engagement Plan.
Funding & Resources	This project is funded by the Director's Office. Consultants will support staff and aid in development of the plan. Every BES workgroup will contribute staff resources.
Major Project Risks	<ul style="list-style-type: none">- Strategic planning effort can be costly and time intensive.- Unbalanced progression of the project with some voices not being heard.- Uniform thinking, inability to integrate minority opinions.- Stakeholder burn-out.- Lack of stakeholder buy-in.- Making implementation and management of the plan too complicated.
Risks of not doing the project	Without a strategic plan, BES is subject to short term thinking and less likely to anticipate and prepare for future conditions including a wide range of economic, regulatory and environmental challenges. Work groups may operate independently and perhaps with outdated perspectives, lack shared goals and a unity of purpose and vision.

Sponsor
Approval
Signature


Director

9/7/16
Date


Business Services Group Manager

9/7/16
Date


Engineering Services Group Manager

9/7/16
Date


Pollution Prevention Services Group Manager

9-7-16
Date


Wastewater Services Group Manager

9-7-16
Date


Watershed Services Group Manager

9-7-16
Date

Approved Project Change Requests:

Change #	Date	Person	Change Description
####-###	Mm/dd/yy	<requestor>	<Leave this table blank for future project change requests>