



# SWR Strategic Planning

Preview of draft SWR Strategic Plan

Thomas Egleston, Manager

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Department of Health and Human Services

[www.co.washington.or.us](http://www.co.washington.or.us)

# → Background

- Guided by multiple plans and frameworks:
  - 2030 Regional Waste Plan
  - 2050 DEQ Vision and Framework for Action
  - Health and Human Services Strategic Plan
- “Plate” is not big enough to do it all – need to prioritize and be strategic.



2030 Regional Waste Plan

Equity, health and  
the environment

# → Process

- Contracted with Metropolitan Group to support iterative planning process.
- Conducted stakeholder/partner interviews.
- Reviewed existing planning and community engagement work.
- Held multiple all staff workshops to build priorities and strategies.
- Seeking feedback and further engagement (now).



Metropolitan Group

the power of voice



# Vision, Mission and Values

## ***Vision – Our overall goal looking into the future***

A sustainable, informed, healthy and resilient community

## ***Mission – Why we exist and who we serve***

To ensure the health and safety of our community through responsible materials management, policy development, culturally responsive education and the active engagement of the diverse voices we serve

## ***Values – What we collectively believe in and stand for that guides our decisions and behaviors***

Equity and inclusion – Transparency – Collaboration – Education





# Goals

## ***We have five overarching goals for January 2023 – December 2026***

1. Historically marginalized and systemically excluded communities experience more equitable outcomes when interacting with the solid waste system.
2. All community members thrive in a healthy and safe environment free of negative impacts from solid waste.
3. There is a shift in our community narrative away from downstream recycling-based solutions to one that focuses more upstream.
4. The community is resilient and can withstand solid waste system disruptions.
5. The division has a high-performing team that reflects the demographics of our community and has the skills, knowledge, infrastructure and support needed to advance our mission.

# → Goal 1 – Equity and Inclusion

*Historically marginalized and systemically excluded communities experience more equitable outcomes when interacting with the solid waste system.*

- **Objective 1.1:** The division’s policymaking and administrative and programmatic decision-making will be guided by an equity lens. (Co-op + County)
- **Objective 1.2:** Shift decision-making to be more inclusive and to center the input and priorities of historically marginalized and systemically excluded community members.





# Goal 2 – Health and Safe Environments

*All community members thrive in a healthy and safe environment free of negative impacts from solid waste.*

- **Objective 2.1:** Waste collection and disposal services are delivered to all unincorporated Washington County community members with improved efficiency, responsiveness and safety—removing barriers that hinder priority communities from accessing services fully and engaging in expanded waste recovery opportunities.
- **Objective 2.2:** Communities have equitable access to garbage and recycling collection services as a result of maintaining fair, just and reasonable service rates and a transparent rate review process.
- **Objective 2.3:** The health, safety and welfare of the community is protected from the risks associated with solid waste and other nuisance conditions.

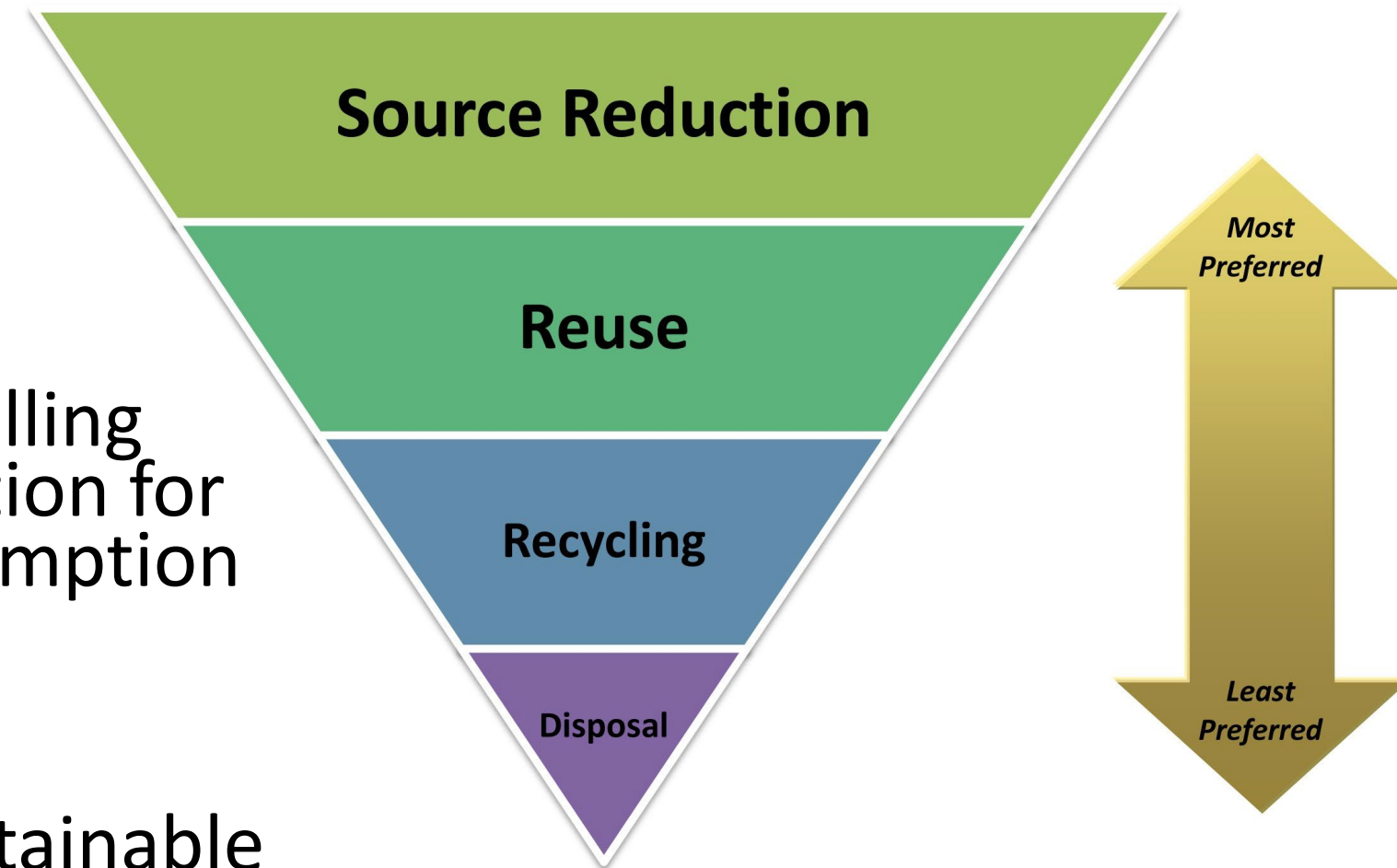




# → Goal 3 – Upstream Interventions

*There is a shift in our community narrative away from downstream recycling-based solutions to one that focuses more upstream.*

- **Objective 3.1:** Create and disseminate clear, compelling and culturally responsive messaging and calls to action for achievable waste prevention and sustainable consumption behaviors.
- **Objective 3.2:** Accessible waste prevention and sustainable consumption behavior messaging will be available to all community members across all platforms, activities and engagement with SWR staff.
- **Objective 3.3:** Decision-makers, community influencers, media, businesses and others (particularly those from priority communities) will communicate and champion an upstream materials management narrative.





# → Goal 4 – Resilient Communities

*The community is resilient and can withstand solid waste system disruptions.*

- **Objective 4.1:** SWR's emergency management preparedness will complement regionwide emergency management planning.
- **Objective 4.2:** SWR will successfully lead local response and coordination efforts, with all staff understanding priorities, processes, roles and resources during system-disrupting events or emergencies.
- **Objective 4.3:** Community members have received emergency preparedness instructions and know how and where to access real-time information in the event of a system-disrupting emergency.





# Goal 5 – High Performing Teams

*The division has a high-performing team that reflects the demographics of our community and has the skills, knowledge, infrastructure and support needed to advance our mission.*

- **Objective 5.1:** SWR will evaluate its recruitment and retention policies to attract and keep top-tier staff who reflect our community's diversity at all levels.
- **Objective 5.2:** SWR team members are provided ongoing opportunities for professional development and growth.
- **Objective 5.3:** SWR will foster a work environment that upholds division values, and where employees are empowered, appreciated and supported.







# Review and Questions?

Staff will share a draft of the Strategic Plan and we will include an opportunity to discuss further and provide input on the actions at your Committee's October meeting.

Have suggestions or questions?

Contact: Thomas Egleston  
Manager, SWR

[Thomas\\_egleston@co.washington.or.us](mailto:Thomas_egleston@co.washington.or.us)

503.846.3665







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