

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2010 - 2014

VISION STATEMENT

Quality Service Always

MISSION STATEMENT

To protect the public's health, safety, and water environment by responsibly providing wastewater and stormwater management

VALUES

Integrity

We believe in acting ethically at all times, treating everyone with honesty, fairness, dignity, and respect.

Teamwork

We believe working together towards mutual objectives while practicing open communications, trust, respect, and embracing diversity is the best way to accomplish our mission.

Excellence and Innovation

We are committed to continuous improvement, reliable quality service in an innovative, "can do" approach.

The District Employees

We know that our success is dependent upon productive, responsible, safety-conscious employees; therefore, we recognize employee contributions and provide opportunities for growth and development.

Customer Satisfaction

We are dedicated to building strong customer relationships by keeping our commitments and providing value in everything we do.

Mission, Vision, Value statements are important elements of a strategic business plan. The Mission statement keeps the District focused on its essential activity, the Vision statement points to its ideal purpose, and the Value statement conveys the principles that must shape our actions.

STRATEGIC BUSINESS AND OPERATING PLAN

The Fiscal Year (FY) 2010 Strategic Business and Operating Plan (SBOP) is a business-focused blueprint for serving our ratepayers now and into the future. It is a plan that puts the ratepayers and the St. Louis community first. The SBOP's goals are clear:

- Comply with all legal and regulatory requirements and schedules;
- Strengthen stakeholder support;
- Deliver consistent, high quality customer service;
- Minimize customer rate increases; and
- Achieve a learning-oriented, accountable culture.

These goals build on the public input and feedback that the District has received since the first SBOP was introduced in 2001. While the FY2010 goals do not appear much different from the original set of goals, the underlying refinement and changes that they reflect are significant. The FY2010 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY2010 SBOP continues a philosophy that intimately links budgetary expenditures and strategic goals. Under this philosophy, the goals and strategies of the SBOP drive budgetary expenditures and succinctly support the SBOP's success. Further, the budgetary expenditures for the SBOP are business focused and ultimately serve the ratepayer.

To achieve these goals, the FY2010 SBOP proposes six business-focused strategies:

Strategy 1: Educate and partner with stakeholders to build community support.

Essential to our success is an active dialog with stakeholders to improve mutual understanding of the needs of the District and its stakeholders. Education will focus on District goals, needs, and initiatives. When possible, we will partner with stakeholders to achieve win-win solutions on common issues. Partnering will take on many forums, for example: discussions with various stakeholder groups; District organized focus groups; employee participation in civic organizations; and regulatory advisory committees.

Strategy 2: Manage the District’s costs and revenues to optimize financial impacts.

The District continues to face increasing fiscal demands related to regulatory issues affecting its collection and treatment systems. In response to these demands, the District is continuing the important work to protect local waterways, ensure compliance with State and Federal environmental regulations, and provide effective, efficient wastewater and stormwater services to the St. Louis community. This work continues in the form of the District’s multi-decade, multi-billion dollar Capital Improvement and Replacement Program (CIRP), which was begun in 2003. It is essential the District minimize rate increases in the best interest of its customers. Vigilant, sound financial management, long-term planning and internal audit practices are critical components of this strategy.

Strategy 3: Leverage appropriate technology to integrate and improve the District’s business processes.

With an emphasis upon continuous process improvement, the strategic plan of the District’s Information Technology Department is focused on reducing and optimizing the number of software applications while maximizing information sharing. An enterprise-wide system retooling initiative is currently underway. The goal of this initiative is to re-engineer and integrate business processes and practices to deliver quality service to District stakeholders and to reflect leading industry standards.

Strategy 4: Promote appropriate regulatory standards through proactive government involvement.

The most significant factors affecting current and planned rate increases are federal and state regulations and legislation. It is often the case that the implementation of multiple environmental regulations competes for the same, scarce funding resources. As authorities in wastewater and stormwater management, it is essential that we assist in the creation of regulations that will efficiently achieve the desired results. This strategy focuses on our involvement in the formation of regulations and legislation. It is crucial that environmental regulations and legislation be based on sound technical information. The District and others in the regulated community are in the best position to provide such technical information. New environmental regulations and legislation should be practical and provide environmental protection in an appropriate manner.

Strategy 5: Address customer service levels and needs, and regulatory requirements through comprehensive asset management program.

Maintaining customer service expectations and regulatory requirements are paramount concerns within the District's mission. However, these must be balanced against the need to cost effectively maintain the District's sanitary and stormwater assets. This can only be achieved through proper investigation, planning, maintenance and capital replacement programs. An asset management program integrates these processes while considering risk and required service levels. The resulting program minimizes the life-cycle costs of infrastructure assets at an acceptable level of risk, while continually delivering established levels of service. An example of the efforts related to this strategy includes preventive maintenance and inspections of the District's collection systems. This work would be prioritized by risk, and this type of proactive activity will reduce customer complaints and provide the Engineering Department with information regarding needed cost effective system improvements.

Strategy 6: Provide developmental opportunities to all District employees to create a learning- and business-oriented culture based on competence, accountability, and open two-way communication.

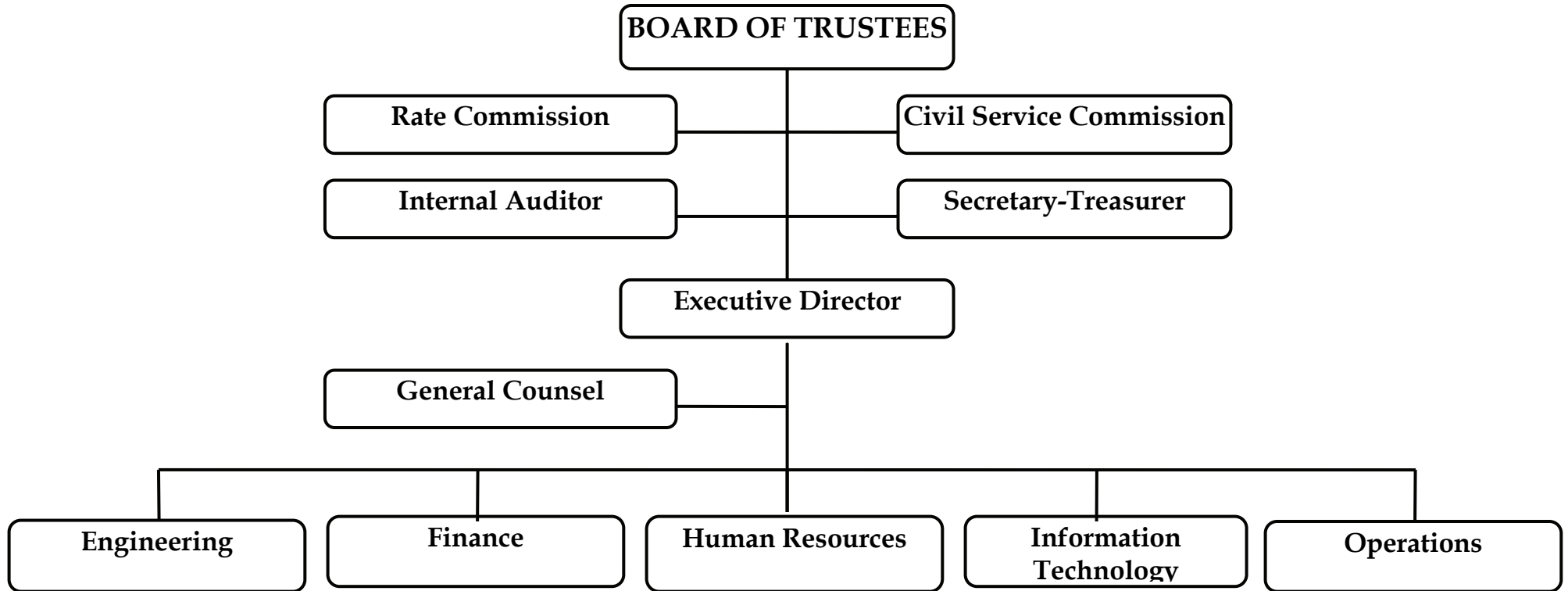
We know that our organizational success can only be achieved through employees working collaboratively as high-performing teams. Winning teams have the competencies and skills, or the process to acquire them, to achieve the organization's goals. Therefore, we recognize all employee contributions, build upon current successes, and provide opportunities for growth and development. Improving the effectiveness of management is at the core of this strategy – leadership development, management / supervisory skill training, coaching, and succession planning are crucial to this effort. A focused effort is being made to improve communications as successful teams must have an open, timely and trustworthy process.

FISCAL YEAR 2010 STRATEGIES

The District has developed a set of specific objectives that support these strategies, and thus achieve the goals of the Strategic Business and Operating Plan. Objectives are segmented into "Year 1", "Years 2-3", and "Years 4-5" categories. Combined, these objectives make up the tactical blueprint that we will engage in during FY2010 and beyond, as we strive to protect the public's health, safety, and water environment by responsibly providing wastewater and stormwater management.

Achieving these objectives is the responsibility of various departments within the District. These departments are shown on the following organizational chart.

THE METROPOLITAN ST. LOUIS SEWER DISTRICT ORGANIZATIONAL CHART



Strategy 1: Educate and partner with stakeholders to build community support.

Objective 1 – Execute the stakeholder outreach program (ED)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Implement revisions and include quantifiable metrics to the Outreach Program based on feedback from stakeholders.	a) Q3, FY2010	a) Q4, FY2010
b) Conduct at least eighty-five (85) stakeholder outreach engagements.	b) Q1, FY2010	b) Q4, FY2010
c) Finalize and implement a Sanitary Sewer Overflow (SSO) Public Communication Plan.	c) Q1, FY2010	c) Q2, FY2010
d) Refine Capital Improvement & Replacement Program (CIRP) “report card.”	d) Q1, FY2010	d) Q4, FY2010
e) Facilitate a community dialogue on flood plain risk management.	e) Q1, FY2010	e) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012		
a) Complete next cycle of Municipal Outreach Program.	a) Evaluate the Outreach Program and its role in the District’s future strategic initiatives.	
b) Continue to refine the Outreach Program based on feedback from stakeholders.	b) Report outcomes of the Watershed Plan to stakeholders.	
c) Continue to refine the methods used to create awareness of the Capital Improvement & Replacement Program.		
d) Communicate stormwater and green infrastructure activities to stakeholders.		
e) Develop and implement stakeholder interviews to understand stakeholders’ perceptions of the District.		
Milestones Year 4 – 5: 2013 - 2014		

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Strategy 1: Educate and partner with stakeholders to build community support.

Objective 2 – Strengthen the legislative outreach program. (GC)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Conduct meetings with St. Louis City, St. Louis County and State of Missouri officials regarding District goals and needs. b) Conduct annual legislative gathering at the District’s Headquarters. c) Develop and implement changes directly associated to the measured effectiveness of past Legislative Outreach Program initiatives. Provide annual scorecard of program effectiveness. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q1, FY2010 c) Q2, FY 2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q4, FY2010 c) Q2, FY 2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014	
<ul style="list-style-type: none"> a) Conduct meetings with local and state officials. b) Meet personally with newly elected local and state officials. c) Initiate more informational meetings with local and state officials. d) Conduct annual legislative gathering at the District’s Headquarters. 	<ul style="list-style-type: none"> a) Measure effectiveness of past Legislative Outreach Program initiatives. b) Develop and implement changes directly associated to the measured effectiveness of past Legislative Outreach Program initiatives. c) Measure success of legislative priorities via legislative results. d) Conduct annual legislative gathering at the District’s Headquarters. 	

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Strategy 1: Educate and partner with stakeholders to build community support.

Objective 3 – Achieve Minority / Women Business Enterprise (MWBE) objectives (HR)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Report on and review District’s Minority and Women Business Enterprise (MWBE) utilization efforts, quarterly. <ul style="list-style-type: none"> a. Review MWBE utilization goals; revise goals and/or programs as warranted. b. Communicate results to management and Board of Trustees 	a) Q1, FY2010	a) Q4, FY2010
b) Benchmark MWBE utilization peer practices to validate District MWBE programs and results and adjust practices as appropriate.	b) Q1, FY2010	b) Q1, FY2010
c) Identify two (2) small contractors to participate in ongoing MSD Small Contractor initiative, which could allow them to bid on sewer construction projects.	c) Q2, FY2010	c) Q4, FY2010
d) Hold an annual in-house event bringing majority and MWBE contractors, consultants and suppliers together to re-emphasize the District’s MWBE business commitment and opportunities; and to provide an exchange and collaboration between MWBE’s and majority business owners.	d) Q2, FY2010	d) Q4, FY2010
e) Sponsor an MWBE sewer contractor to the Regional Union Construction Center (RUCC) mentoring program to improve business skills allowing them to bid on commercial sewer contracts.	e) Q1, FY2010	e) Q4, FY2010

Objective 3 – Achieve Minority / Women Business Enterprise (MWBE) Objectives (HR)

Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014
<ul style="list-style-type: none"> a) At the start of the fiscal year, compare MWBE “utilization results toward goal” to prior years, adjust utilization goals as appropriate. b) Examine MWBE utilization initiatives quarterly for effectiveness; summarize findings, adjust types of initiatives, as appropriate. (FY2011) c) Address action items resulting from prior year benchmarking of MWBE utilization processes and implement or revise program initiatives to improve MWBE awareness and utilization, as appropriate. (FY2012) d) Hold an annual in-house event bringing majority and MWBE contractors, consultants and suppliers together to re-emphasize the District’s MWBE business commitment and opportunities; and to provide an exchange and collaboration between MWBE’s and majority business owners. (FY2012) e) Review small contractor in-house mentoring effort. Analyze results of process, adjust to improve successes and prevent failures, as warranted. 	<ul style="list-style-type: none"> a) Use annual review of MWBE utilization goal summary to make decisions on program adjustments. b) Conduct survey of MWBE utilization practices of peers as a means of validating District’s internal and local MWBE utilization practices. (FY2014) c) Review past effectiveness of majority/MWBE in-house events. Repeat if data warrants or revise collaboration strategy, as appropriate. (FY2014)

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Strategy 2: Manage the District's costs and revenues to optimize financial impacts.

Objective 1 - Increase Collections of Operational Revenue (F)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Maintain plan to decrease Net Receivables Outstanding to forty-two (42) days. b) Maintain plan to decrease Total Daily Receivables Outstanding to ninety-five (95) days. c) Develop and implement higher impact collection procedures to address long-standing delinquencies. d) Enhance breadth and precision of financial reporting. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q1, FY2010 c) Q1, FY2010 d) Q1, FY2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q4, FY2010 c) Q4, FY2010 d) Q3, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013- 2014	
<ul style="list-style-type: none"> a) Re-evaluate best in class Daily Receivables Outstanding levels based on impact of successful retooling implementation. b) Prepare Rate Study and submit rate increase proposal to Rate Commission to assure revenues needed to support progress of CIRP Program. c) Reassess update of Connection Fees program and Impact Fees in relation to current economic condition. 	<ul style="list-style-type: none"> a) Update of Connection Fees program and Impact Fees assuming improved economic condition. b) Maintain Net Receivables and Total Receivables Outstanding and new levels established in FY 2011 - 2012. 	

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Strategy 2: Manage the District's costs and revenues to optimize financial impacts.

Objective 2 - Improve long term financing plans for District needs (ST)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Develop financing plans for FY2013-2025 rate change considerations, including incorporating data from Asset Management Program into financing plans to support future Rate Change proposals. b) Increase sophistication of CIRP cost and cash flow projection methods. c) Complete due diligence process, maintain favorable credit rating, structure and market bond issue. d) Develop a financing plan to integrate impact of the Long-Term Plan. e) Develop and implement a plan that improves integration of Engineering CIRP with Finance project forecasting functions. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q1, FY2010 c) Q1, FY2010 d) Q1, FY 2010 e) Q1, FY 2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q2, FY2010 c) Q3, FY2010 d) Q3, FY2010 e) Q2, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
<ul style="list-style-type: none"> a) Integrate impact of successful retooling implementation in Long-Term financial planning. b) Develop Rate Change Proposal for consideration by Rate Commission / Board of Trustees. c) Incorporate impact of retooling implementation into Engineering CIRP project forecasting via enhanced Capital Improvement Program software system. 	<ul style="list-style-type: none"> a) Review status of cost projections for both the existing and proposed CIRP projects on a semi-annual basis. b) Review the impact of the present and future inflation trends on the projected costs. c) Incorporate project costs of greater specificity into the annual CIRP program. 	

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Strategy 2: Manage the District's costs and revenues to optimize financial impacts.

Objective 3: Identify and obtain new sources of supplemental funding (GC, ST)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Actively pursue the establishment of the Clean Water Trust Fund proposed by the National Association of Clean Water Agencies (NACWA). b) Work with State to improve stormwater funding and loan opportunities. c) Work to secure additional State Revolving Fund (SRF) financing for wastewater projects. d) Evaluate potential funding options for flood plain buy-outs. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q2, FY2010 c) Q2, FY2010 d) Q4, FY2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q4, FY2010 c) Q4, FY2010 d) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 – 2014	
<ul style="list-style-type: none"> a) Work to secure additional SRF financing for wastewater projects. b) Actively pursue the establishment of the Clean Water Trust Fund proposed by the National Association of Clean Water Agencies (NACWA). c) Work with federal lobbyist to preserve, to the extent possible, a favorable SRF funding allocation from the Federal government. 	<ul style="list-style-type: none"> a) Work to secure additional funding considering SRF, federal funds, and Clean Water Trust Fund. 	

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Strategy 2: Manage the District's costs and revenues to optimize financial impacts.

Objective 4 - Implement risk management initiatives to prevent and control losses. (ALL)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Implement and review action plans to further reduce Workers Compensation losses in the Operations Department. b) Implement the second phase of the recommendations of the Vulnerability Study and the Emergency Operations Plan. c) Review insurance policies and coverages to achieve optimum balance between premiums / coverage and loss exposure. d) Develop a plan to address vehicle accidents / losses. e) Reexamine water backup fund ordinance and procedures to reduce the risk of fund expenses / losses while maintaining responsiveness to ratepayers. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q1, FY2010 c) Q2, FY2010 d) Q1, FY2010 e) Q1, FY2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q4, FY2010 c) Q3, FY2010 d) Q3, FY2010 e) Q4, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
<ul style="list-style-type: none"> a) Review risk management programs results to identify loss trends and revise programs as necessary to achieve irreducible minimum of losses. b) Ensure the District losses are below industry standards. c) Analyze total costs for all accidents, injuries, and other reportable situations to determine whether each incident could be deemed avoidable to develop a plan to address avoidable incidents. d) Implement changes to the water backup fund resulting from the fund review. 	<ul style="list-style-type: none"> a) Review risk management programs results to identify loss trends and revise programs as necessary to achieve irreducible minimum of losses. b) Review insurance policies and coverages to achieve optimum balance between premiums / coverage and loss exposure. c) Ensure the District losses are below industry standards. d) Implement changes to the water backup fund resulting from the fund review. 	

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Strategy 3: Leverage appropriate technology to integrate and improve the District's business processes.

Objective 1 - Implement improved business processes (All)		
Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Re-engineer and implement Asset Management / Work Management / Environmental Compliance business processes. b) Re-engineer Financial, Supply Chain, Human Resources/Payroll and Project Management business processes. c) Define and implement associated metrics to measure improvements from re-engineered business processes. 	<ul style="list-style-type: none"> a) Q1, FY2010 b) Q1, FY2010 c) Q1, FY2010 	<ul style="list-style-type: none"> a) Q4, FY2010 b) Q4, FY2010 c) Q4, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
<ul style="list-style-type: none"> a) Complete re-engineering of business processes initiated during FY2010. b) Evaluate re-engineering of CIS (Billing and Customer Care) business process. Based on evaluation, define metrics that will measure improvements from re-engineered CIS business process. 	<ul style="list-style-type: none"> a) Analyze metrics and assess improvements gained as a result of re-engineered business processes (Asset Management, Work Management, Environmental Compliance, Financial, Supply Chain, Human Resources / Payroll, Project Management and CIS). Adjust as appropriate based on any gaps that are identified. 	

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Strategy 3: Leverage appropriate technology to integrate and improve the District's business processes.

Objective 2 – Implement the District's Information Technology strategic plan to support re-engineered business processes, regulatory requirements and customer service needs (IS)		
Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Update the Information Technology plan to reflect the delivery of ES Retooling system projects (Maximo 7.1 Upgrade, LIMS LabVantage Implementation and Enterprise Business Suite Implementation) that result in re-engineered business processes.	a) Q1, FY2010	a) Q4, FY2010
b) Instill governance in the delivery of system projects through adherence to a project implementation methodology that ensures that retooling objectives and benefits are realized.	b) Q1, FY2010	b) Q4, FY2010
c) Continue the implementation of the District's infrastructure upgrade plan to realize cost savings, increased security, disaster recovery preparedness, and improved operational efficiency.	c) Q1, FY2010	c) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 – 2014	
a) Continue implementation of specific project initiatives in support of the re-engineering of the District business processes that was started in 2010. Initiate and complete project implementation planning to support a re-engineered CIS (Customer Care and Billing) business process.	a) Complete implementation of project initiatives in support of re-engineered the District business processes.	

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Strategy 4: Promote appropriate regulatory standards through proactive government involvement.

Objective 1 – Participate in the formation of new laws through proactive involvement with federal and state legislation. (GC)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Identify and develop state and federal priorities by September of each year.	a) Q1, FY2010	a) Q1, FY2010
b) Obtain sponsor and identify lobbying partners for new legislation by December of each year.	b) Q1, FY2010	b) Q2, FY2010
c) Educate legislators to achieve legislative agenda.	c) Q1, FY2010	c) Q4, FY2010
d) Measure success rate of FY 2009 regulatory goals.	d) Q1, FY2010	d) Q1, FY2010

Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014
a) Measure success rate of past initiatives via legislative results.	a) Measure success rate of past initiatives via legislative results.
b) Identify lobbying partners to support work on selected regulatory issues by December of each year.	b) Identify lobbying partners to support work on selected regulatory issues by December of each year.
c) Execute legislative agenda.	c) Execute legislative agenda.
d) Identify and develop state and federal priorities by September of each year.	d) Develop state and federal priorities by September of each year.
e) Obtain sponsor and identify lobbying partners for new legislation by December of each year.	e) Obtain sponsor and identify lobbying partners for new legislation by December of each year.
f) Educate legislators to achieve legislative agenda.	f) Educate legislators to achieve legislative agenda.

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Strategy 4: Promote appropriate regulatory standards through proactive government involvement.

Objective 2 – Participate in stakeholder groups to develop sound technical basis for regulatory issues (E)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Participate in regulatory stakeholder groups created to address nutrient criteria and other changes to the Missouri Department of Natural Resources (MDNR) effluent regulations and water quality standards.	a) Q1, FY2010	a) Q4, FY2010
b) Participate in state and local environmental and economic organizations such as Missouri Water Environment Association (MWEA), the Urban Areas Coalition (UAC), and the St. Louis Regional Commerce and Growth Association (RCGA).	b) Q1, FY2010	b) Q4, FY2010
c) Participate in the Water Environment Federation (WEF) Government Affairs Committee and the Water Environment Research Foundation (WERF) Watershed Management / Water Subscriber Committee.	c) Q1, FY2010	c) Q4, FY2010
d) Participate with National Association of Clean Water Agencies (NACWA) on water quality issues.	d) Q1, FY2010	d) Q4, FY2010
e) Develop annual report to present results of participation in regulatory agencies.	e) Q1, FY2010	e) Q1, FY2010
f) Develop strategy for renewal of plant operating permits in FY 2011.	f) Q1, FY2010	f) Q4, FY2010
g) Identify upcoming regulatory issues for FY 2011 and develop an appropriate strategy.	g) Q1, FY2010	g) Q4, FY2010
h) Design appropriate green infrastructure for District facilities.	h) Q1, FY2010	h) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014	
a) Identify upcoming regulatory issues for FY 2012 and develop an appropriate strategy.	a) Complete funding of initiatives identified in prior fiscal years.	
b) Participate in regulatory stakeholder groups.	b) Participate in regulatory stakeholders groups.	
c) Construct appropriate green infrastructure at District facilities and measure the effectiveness of various stormwater quality practices.	c) Fund development of water quality information beneficial to the District.	
d) Prepare for next Five-Year Phase II stormwater permit.	d) Secure approval of the Five-Year Phase II stormwater permit.	

Strategy 5: Address customer service levels and needs, and regulatory requirements through comprehensive asset management program.

Objective 1 - Improve customer service levels (E,F,O)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Monitor and maintain post contact customer response scores equal to or greater than 85% as measured by the "Overall Quality of Service Provided by MSD" question in the <i>Post Contact Survey</i> .	a) Q1, FY2010	a) Q4, FY2010
b) Conduct a CCMI water backup claims processing survey.	b) Q1, FY2010	b) Q4, FY2010
c) Implement service level changes and funding mechanisms based on customer responses.	c) Q1, FY2010	c) Q4, FY2010
d) Develop improved communications for water backup programs.	d) Q1, FY2010	d) Q4, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
a) Maintain responses to key customer contact survey questions at achieved goals and target improvement goals (FY2011 - 2012).	a) Implement improvement strategies that are funded and track results with contact surveys (FY2014).	
b) Make service adjustments identified in the 2010 CCMI water backup claims process survey.	b) Implement service level changes and funding mechanisms based on customer responses (FY2014).	
c) Implement improvement strategies that are funded and track results with contact surveys (FY2011 - 2012).	c) Maintain responses to key customer contact survey questions at achieved goals and target improvement goals (FY2014).	
d) Measure customer satisfaction of re-engineered plan review and permitting practices. (FY2011)	d) Expand customer surveys.	
e) Resurvey customer participation on construction activity.		
f) Review plan review and permitting process with stakeholders and identify desired changes in processes of the District, other authorities, and developers/consultants (FY2012).		

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Strategy 5: Address customer service levels and needs, and regulatory requirements through comprehensive asset management program.

Objective 2 – Implement strategic stormwater operating and capital improvement plan (E & O)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Implement an inspection and enforcement program for the operation and maintenance of private stormwater detention and water quality facilities. (E & O)	a) Q1, FY2010	a) Q4, FY2010
b) Complete implementation of a base service stormwater staffing and resource plan. (O)	b) Q1, FY2010	b) Q4, FY2010
c) Develop an enhanced service stormwater program. (E & O)	c) Q1, FY2010	c) Q2, FY2010
d) Implement a targeted inlet cleaning and cave-in repair programs. (O)	d) Q1, FY2010	d) Q4, FY2010
e) Identify and evaluate green infrastructure demonstration programs. (E & O)	e) Q1, FY2010	e) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014	
a) Implement a detailed enhanced service stormwater program.	a) Develop funding needs and strategies for the next five years of stormwater operations and capital revenue requirements. (E, O & F, FY2013)	
b) Develop funding needs and strategies for the next five years of stormwater operations and capital revenue requirements. (E, O & F)	b) Implement a detailed enhanced stormwater program for the next five years. (E & O, FY2014)	
c) Develop a detailed enhanced stormwater program for the next five years. (E & O, FY2012)	c) Evaluate performance of green infrastructure demonstration program.	
d) Evaluate performance of green infrastructure demonstration program.		

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Strategy 5: Address customer service levels and needs, and regulatory requirements through comprehensive asset management program.

Objective 3 – Implement strategic wastewater operating and capital improvement program (E, F, O)		
Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Finalize the long-term capital needs in the combined service area resulting from Long Term Capital Plan (LTCP) (E).	a) Q1, FY2010	a) Q4, FY2010
b) Develop a detailed financial and capital plan to address the results of the LTCP (F & E, FY2010).	b) Q1, FY2010	b) Q4, FY2010
c) Implement the private inflow elimination program. (O)	c) Q1, FY2010	c) Q4, FY2010
d) Implement a pilot rain barrel program to reduce inflow impacts.	d) Q1, FY2010	d) Q4, FY2010
Milestones Year 2 – 3: 2011 - 2012	Milestones Year 4 – 5: 2013 - 2014	
a) Evaluate effectiveness of pilot rain barrel program to reduce inflow impact.	a) Transition program planning from regulatory activities to support asset management activities.	
b) Evaluate CIRP program delivery options.	b) Formulate an overall program to execute long-term capital needs identified in the SSO control plans.	
	c) Finalize long-term capital needs in the separate service areas resulting from the SSO control plans. (E & O).	
	d) Develop funding needs and strategies for the next five years of operation and capital revenue requirements. (E & F & O).	

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Strategy 5: Address customer service levels and needs, and regulatory requirements through comprehensive asset management program

Objective 4 - Implement an asset management program (E, F, & O)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Complete implementation of the program developed in FY 2008 to reduce blocked main costs by \$1.5 million annually. (E & O)	a) Q1, FY2010	a) Q4, FY2010
b) Perform an initial assessment of large brick sewers and storm sewers using conditions priority plan. (E & O)	b) Q1, FY2010	b) Q4, FY2010
c) Implement a forcemain and air relief valve inspection program. (O)	c) Q2, FY2010	c) Q3, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
a) Develop a condition assessment program for large brick sewers. (E & O)	a) Integrate results of asset management assessment programs into the rate setting process. (E, O & F)	
b) Implement a condition assessment program for large brick sewers.	b) Implement an in-sourcing plan for Closed-Circuit TV (CCTV) inspections and an in-house system investigation and characterization activities program. (E & O)	
c) Develop an in-sourcing plan for Closed-Circuit TV (CCTV) inspections and in-house system investigation and characterization activities program. (E & O)		

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STRATEGY 6: Provide developmental opportunities to all District employees to create a learning and business oriented culture based upon competence, accountability, and open two-way communication.

Objective 1 – – Improve organizational performance through performance accountability education. (HR)

Milestones – Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) Implement changes in the Performance Consulting process discovered from the management survey last year.	a) Q1, FY2010	a) Q4, FY2010
b) Communicate and implement training programs to improve performance at the Team Leader, Assistant Supervisor, Supervisor and Manager Level.	b) Q1, FY2010	b) Q4, FY2010
c) Expand the assessment program to create development plans for certain management level positions to include: <ul style="list-style-type: none"> a. Assessment against competency model. b. Individual development plans. c. Identification of opportunities for developing competencies. d. Identifying and assessing high potential employees. 	c) Q1, FY2010	c) Q4, FY2010
d) Finalize, communicate and train managers on Performance Expectations for certain leadership positions.	d) Q2, FY2010	d) Q4, FY2010
e) Develop an annual metrics report on Educational Assistance.	e) Q2, FY2010	e) Q2, FY2010
f) Meet with Directors annually to plan training and development activities to address their department's needs.	f) Q1, FY2010	f) Q1, FY2010
g) Implement a staff rotational program to enhance competencies of Engineering Department and Operations Department professionals.	g) Q2, FY2010	g) Q4, 2010

Objective 1 – Improve organizational performance through performance accountability education. (HR)

Milestones Year 2 – 3: 2011 - 2012

- a) Expand the assessment program to create development plans for certain management level positions to include:
 - a. Assessment against competency model.
 - b. Individual development plans.
 - c. Identification of opportunities for developing competencies.
 - d. Identifying and assessing high potential employees.
- b) Meet with Directors annually to plan training and development activities to address their department’s needs.

Milestones Year 4 – 5: 2013 - 2014

- a) Expand the assessment program to create development plans for certain management level positions to include:
 - a. Assessment against competency model.
 - b. Individual development plans.
 - c. Identification of opportunities for developing competencies.
 - d. Identifying and assessing high potential employees.
- b) Meet with Directors annually to plan training and development activities to address their department’s needs.

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STRATEGY 6: Provide developmental opportunities to all District employees to create a learning and business oriented culture based upon competence, accountability, and open two-way communication.

Objective 2 : Improve communications through all levels of the District (ALL)

Milestones - Year 1: 2010	Initiation Time Frame	Completion Time Frame
a) The Executive Director will communicate to the District through Update Meetings, Executive Director’s blog, the <i>UPDATE</i> newsletter, and site visits.	a) Q1, FY 2010	a) Q4, FY 2010
b) Department Directors will conduct a minimum of two Departmental meetings annually.	b) Q1, FY 2010	b) Q4, FY 2010
c) Department Managers will conduct a monthly meeting with employees.	c) Q1, FY 2010	c) Q4, FY 2010
d) Department Directors will develop a Strategic Business / Operating Plan for their departments with specific objectives for all divisions / employees and submit a quarterly report to the Executive Director.	d) Q1, FY2010	d) Q4, FY2010
Milestones Year 2 - 3: 2011 - 2012	Milestones Year 4 - 5: 2013 - 2014	
a) The Executive Director will communicate to the District through Update Meetings, Executive Director’s blog, the <i>UPDATE</i> newsletter, and site visits.	a) The Executive Director will communicate to the District through Update Meetings, Executive Director’s blog, the <i>UPDATE</i> newsletter, and site visits.	
b) Department Directors will conduct a minimum of two Departmental meetings annually.	b) Department Directors will conduct a minimum of two Departmental meetings annually.	
c) Department Managers will conduct a monthly meeting with employees.	c) Department Managers will conduct a monthly meeting with employees.	
d) Department Directors will develop a Strategic Business / Operating Plan for their departments with specific objectives for all divisions / employees and submit a quarterly report to the Executive Director.	d) Department Directors will develop a Strategic Business / Operating Plan for their departments with specific objectives for all divisions / employees and submit a quarterly report to the Executive Director.	
e) Human Resource Department will conduct a communications survey to measure employee feedback.	e) Human Resource Department will conduct a communications survey to measure employee feedback.	

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