

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2017-2021

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

Acting ethically at all times, treating everyone with honesty, fairness and respect.

Teamwork

Working together to accomplish our mission with open communication, trust, respect and diversity.

Innovation

Embracing continuous improvement and new solutions to achieve excellence.

Employees

Developing successful, responsible, and safety conscious employees and acknowledging their contributions.

Customers

Building strong relationships by keeping our commitments, providing excellent service and being transparent in everything we do.

Vision, Mission, 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) 2017 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:

- Deliver consistent, high quality customer service;
- Comply with all legal and regulatory requirements and schedules;
- Minimize customer rate increases; and
- Be accountable to the St. Louis community.

These goals build on the public input and feedback that the District has received since the first SBOP was introduced in 2001. While the FY 2017 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY 2017 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY 2017 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 FY 2017 SBOP proposes six business-focused strategies:

Strategy 1: Educate and partner with stakeholders to build 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 the District's goals, needs and initiatives. When possible, we will partner with stakeholders to achieve win-win solutions on common issues. Partnering will take many forms, including – but not restricted to – 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 its 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 Project Clear, which includes the District's multi-decade, multi-billion dollar Capital Improvement and Replacement Program (CIRP). It is essential the District diligently manage costs and minimize rate increases. Sound financial management, long-term planning, internal audit practices, and leveraging of data are critical components of this strategy.

Strategy 3: Integrate and improve the District's business processes.

Not accepting the status quo as justification for current and future business practices, and continually reviewing best practices amongst contemporaries are cultural imperatives for continual improvement. The goal of this initiative focuses on identifying and implementing process improvements that will enable the District to meet or exceed established performance, production and customer satisfaction goals.

Strategy 4: Promote appropriate standards through proactive regulatory and legislative involvement.

The most significant factors affecting current and future rate increases are federal and state regulations and legislation. It is often the case that implementation of multiple regulations compete 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 desired results. This extends to both regulations that govern environmental protection and regulations that are not directly linked to those duties, but are drivers for other facets of the District's business functions. This strategy focuses on our involvement in the formation of regulations and legislation that impact all areas of the District's operations. It is crucial that regulations and legislation be based on sound technical information and governance frameworks. The District and others in the regulated community are in the best position to provide such information. New regulations and legislation – particularly those pertaining to environmental protection – should be practical and able to be implemented in a like manner.

Strategy 5: Address customer and regulatory needs through a comprehensive infrastructure management program.

Maintaining customer service expectations and meeting 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 wastewater and stormwater assets. This can only be achieved through investigation, planning, maintenance and capital replacement programs. A model infrastructure management program effectively 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.

Strategy 6: Create a learning and business oriented culture based on competency and accountability.

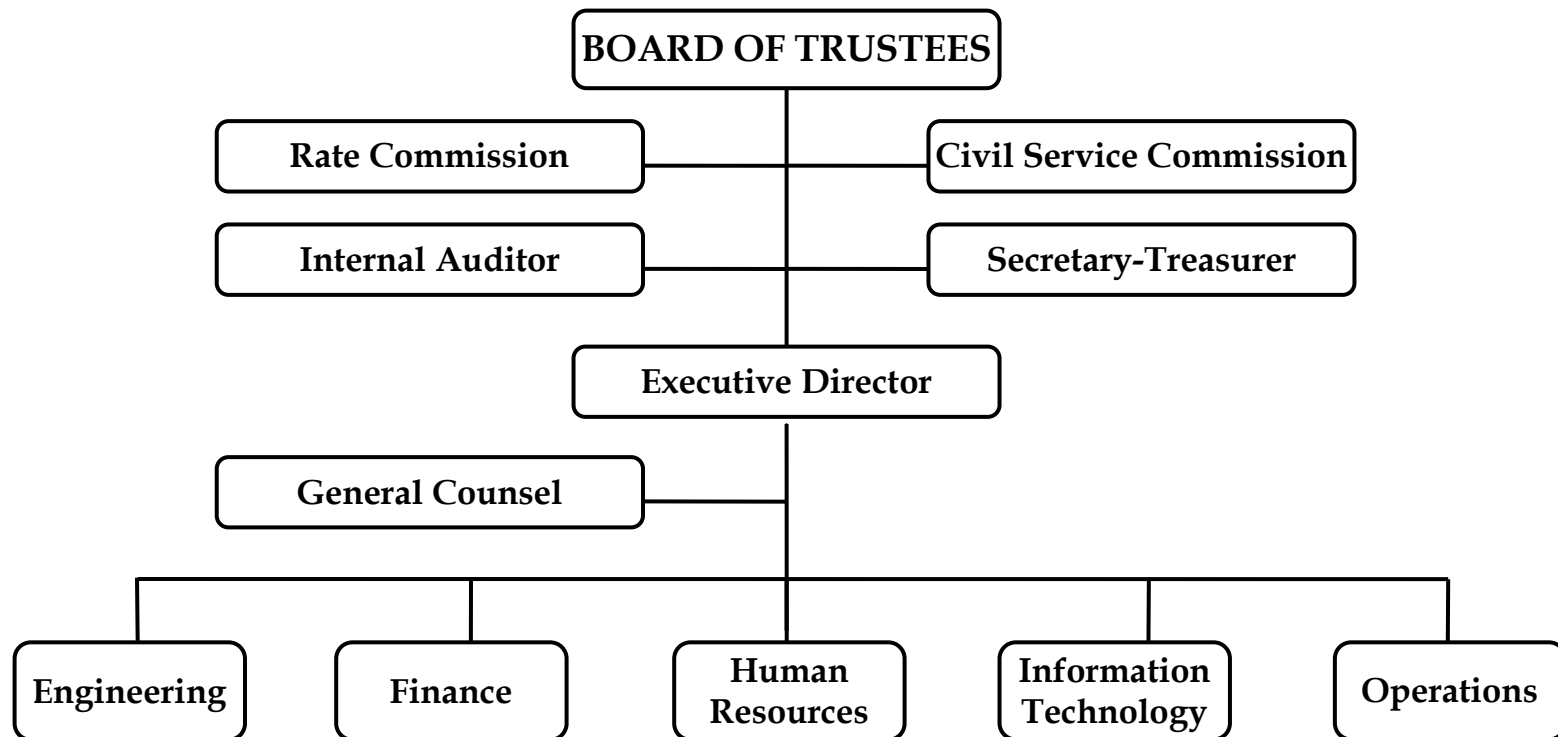
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency and cost management. Improving employee and organizational performance at all levels is the core of this strategy. Special emphasis will be placed on leadership development, management/supervisory skill training, open communications, general operational and administrative needs, and building awareness of individual employees' role in the success of the overall organization.

FISCAL YEAR 2017 OBJECTIVES

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", "Year 2" and "Years 3-5" categories. Combined, these objectives make up the tactical blueprint that we will engage in during FY 2017 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 SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Implement strategies identified for the next phase of MSD's Project Clear based on the established 90-day model.	a) Q1, FY 2017	a) Q4, FY 2017
b) Identify, evaluate and establish relationships with additional stakeholders with message synergy (e.g. sports, theatre, arts, and amusement organizations) to leverage efforts to educate and inform with a focus on MSD's mission.	b) Q1, FY 2017	b) Q4, FY 2017
c) Maintain communications and relationships with stakeholders regarding MSD issues, beginning with stormwater funding and wastewater bond financing.	c) Q1, FY 2017	c) Q4, FY 2017
d) Develop, refine and implement strategies and identify the required resources for future phases of public communication and outreach programs.	d) Q1, FY 2017	d) Q4, FY 2017
e) Implement recommendations for public outreach programs to reduce nutrients in wastewater and stormwater, consistent with the Missouri Nutrient Reduction Strategy.	e) Q1, FY 2017	e) Q4, FY 2017

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
<ul style="list-style-type: none"> a) Implement strategies identified for the next phase of MSD's Project Clear based on the established 90-day model. b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission. c) Maintain communications and relationships with stakeholders regarding MSD issues of concern. d) Continue to refine and implement strategies and identify the required resources for future phases of public communication and outreach programs. e) Continue implementation of recommendations for public outreach programs to reduce nutrients in wastewater and stormwater, consistent with the Missouri Nutrient Reduction Strategy. f) Conduct outreach and education to obtain feedback on possible enhancements to stormwater services and method of revenue collection. g) Begin planning for the next Rate Commission Process. 	<ul style="list-style-type: none"> a) Evaluate Project Clear and its role in the District's communication strategy. b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission. c) Continue outreach for Rate Commission process. d) Review and revise public communication and outreach program goals and staffing. e) Continue implementation of the public outreach programs consistent with the Missouri Nutrient Reduction Strategy. f) Develop Staff recommendations for Plan Amendment Commission, convene commission, and vote on any Plan Amendment changes.

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 2: Execute Outreach Programs for Elected Representatives and Other Municipal Officials

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Develop legislative agenda for both State and Federal activities.	a) Q1, FY 2017	a) Q1, FY 2017
b) Conduct meetings with St. Louis City (Mayor's office and Board of Aldermen), St. Louis County (County Executive's office and County Council) regarding District goals and needs.	b) Q1, FY 2017	b) Q4, FY 2017
c) Enhance relationships with local governments through briefings on projects and other topics of mutual concern, with focus on expanding peer to peer relationships with staff counterparts.	c) Q1, FY 2017	c) Q4, FY 2017
d) Conduct annual outreach and Jefferson City briefings for State of Missouri legislators.	d) Q2, FY 2017	d) Q4, FY 2017
e) Conduct annual legislative briefing for Federal legislators.	e) Q3, FY 2017	e) Q4, FY 2017
f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.	f) Q1, FY 2017	f) Q1, FY 2017

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 2: Execute Outreach Programs for Elected Representatives and Other Municipal Officials

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
<ul style="list-style-type: none"> a) Develop legislative agenda for both State and Federal activities. b) Continue meetings with St. Louis City (Mayor’s office and Board of Aldermen), St. Louis County (County Executive’s office and County Council) regarding District goals and needs. c) Continue to enhance relationships with local governments through briefings on Projects and other topics of mutual concern, with focus on expanding peer to peer relationships with staff counterparts. d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators. e) Conduct annual legislative briefing for Federal legislators. f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness. 	<ul style="list-style-type: none"> a) Develop legislative agenda for both State and Federal activities. b) Conduct meetings with St. Louis City (Mayor’s office and Board of Aldermen), St. Louis County (County Executive’s office and County Council) regarding District goals and needs. c) Continue to enhance relationships with municipalities through briefings on projects and other topics of mutual concern with elected officials and administration. d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators. e) Conduct annual legislative briefing for Federal legislators. f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Continue hosting semi-annual networking events and other community events for the MWBE program to increase stakeholder relationships and participation with the District.	a) Q1, FY 2017	a) Q4, FY 2017
b) Identify and evaluate efforts to increase workforce participation by women in the construction of CIRP projects.	b) Q1, FY 2017	b) Q4, FY 2017
c) Re-evaluate all investments made as part of the CBA and make adjustments to program and funding, as appropriate.	c) Q1, FY 2017	c) Q1, FY 2017
d) Seek opportunities to expand CBA participation on signatories, owners and minority organizations.	d) Q1, FY 2017	d) Q4, FY 2017
e) Implement recommendations from the evaluation of the SLATE First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.	e) Q1, FY 2017	e) Q4, FY 2017

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
<ul style="list-style-type: none">a) Continue hosting semi-annual networking events and other community events for the MWBE program to increase stakeholder relationships and participation with the District.b) Implement strategies to increase workforce participation by women in the construction of CIRP projects.c) Continue to monitor MSD's Diversity Programs and report on progress.d) Expand CBA participation on signatories, owners and minority organizations.e) Continue execution and evaluation of SLATE First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.f) Assess the need for an update of the Disparity Study.	<ul style="list-style-type: none">a) Maintain relationships and dialogue with external stakeholders.b) Review effectiveness of diversity utilization initiatives and recommend appropriate adjustments.c) Based on the assessment, update the Disparity Study, as necessary, and implement results.

STRATEGY 2: MANAGE THE DISTRICT'S COSTS AND REVENUES TO OPTIMIZE FINANCIAL IMPACTS

Objective 1: Increase Collection of Delinquent Revenue

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Develop plan for water shutoff solution to increase collection of delinquent sewer charges.	a) Q1, FY 2017	a) Q4, FY 2017
b) Continue to evaluate results of efforts to expand the Customer Assistance Program participation and revise accordingly.	b) Q1, FY 2017	b) Q4, FY 2017
c) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	c) Q1, FY 2017	c) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Begin implementing water shutoff solution to increase collection of delinquent sewer service charges.	a) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	
b) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	b) Complete implementation of the water shutoff program, and then assess effectiveness.	
	c) Reevaluate the effectiveness of the Customer Assistance Program and adjust accordingly.	

STRATEGY 2: MANAGE THE DISTRICT'S COSTS AND REVENUES TO OPTIMIZE FINANCIAL IMPACTS

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Maintain annual operating budgets that are aligned with Approved 2015 Rate Commissions report.	a) Q1, FY 2017	a) Q4, FY 2017
b) Assess results of electronic billing and payment promotion. Evaluate use of additional multi-channel strategies, such as text and optimized websites.	b) Q2, FY 2017	b) Q4, FY 2017
c) Evaluate results of occupational injury prevention program to mitigate “at risk” behaviors, and revise accordingly.	c) Q1, FY 2017	c) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Maintain annual operating budgets that are aligned with approved 2015 Rate Commission report.	a) Maintain annual operating budgets that are aligned with Approved 2015 Rate Commission report.
b) Assess multi-channel e-commerce strategies for billing and payment promotion and incorporate new technologies.	b) Evaluate next steps of the occupational injury prevention program.
c) Continue to evaluate results of occupation injury prevention program while providing counseling and training resources to employees that encounter frequent occupational injuries.	

STRATEGY 2: MANAGE THE DISTRICT'S COSTS AND REVENUES TO OPTIMIZE FINANCIAL IMPACTS

Objective 3: Maximize Long-Term Financial Plans for District Needs

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Manage capital program (wastewater and stormwater) within supporting revenue, while assuring Consent Decree and regulatory requirements.	a) Q1, FY 2017	a) Q4, FY 2017
b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.	b) Q1, FY 2017	b) Q4, FY 2017
c) Manage multi-decade financing plan to support current and future requirements.	c) Q1, FY 2017	c) Q4, FY 2017
d) Pursue external sources of funding, where available.	d) Q1, FY 2017	d) Q4, FY 2017
e) Continue development and implementation of predictive analytics to enhance financial forecasting used in strategic decision making.	e) Q1, FY 2017	e) Q4, FY 2017
f) Implement the stormwater funding plan, as presented to the rate commission and approved by the Board.	f) Q1, FY 2017	f) Q4, FY 2017

STRATEGY 2: MANAGE THE DISTRICT'S COSTS AND REVENUES TO OPTIMIZE FINANCIAL IMPACTS

Objective 3: Maximize Long-Term Financial Plans for District Needs

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
<ul style="list-style-type: none"> a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements. b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance. c) Manage multi-decade financing plan to support current and future requirements. d) Pursue external sources of funding, where available. e) Complete implementation of predictive analytics to enhance decision making. f) Begin Public Communication and obtain input on service levels in preparation for the development of RC Proposal in FY19. 	<ul style="list-style-type: none"> a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance. b) Manage District's long-term Debt Program to meet key bond financial ratios indicators to maintain current bond ratings and Consent Decree compliance. c) Continue to refine and report on multi-decade financing plan to support Consent Decree. d) Develop Rate Commission Proposal and complete Rate Commission Process for FY 2021-2024. e) Refine application of predictive analytics to enhance decision making.

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 1: Use Key Performance Indicators to Monitor and Improve Performance

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Evaluate adequacy of Key Performance Indicators (KPI) annually.	a) Q1, FY 2017	a) Q4, FY 2017
b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed.	b) Q1, FY 2017	b) Q4, FY 2017
c) Identify KPI's to post to Internet.	c) Q3, FY 2017	c) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Continue to use monthly KPI results to identify business process changes.	a) Continue to use KPI results to identify and implement business process changes as well as to refine organizational alignment.
b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed.	b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed.
c) Implement plan to regularly post KPI's to Internet.	

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 2: Implement Regional Development Review/Permitting Business Process Improvements

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Complete organizational changes required to fully benefit from the implementation of the software solutions and business process improvements.	a) Q1, FY 2017	a) Q4, FY 2017
b) Begin post-implementation review to assess improvements gained as a result of the new Development Review/Permitting business process improvements.	b) Q3, FY 2017	b) Q4, FY 2017
c) Complete implementation of paperless process utilizing tools as supported by good business processes.	c) Q1, FY 2017	c) Q4, FY 2017
d) Conduct customer survey of user community.	d) Q3, FY 2017	d) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Complete post-implementation review and report results to regional partners.	a) Work with regional partners to help identify opportunities for improvement.
b) Evaluate and use customer survey results to improve business processes.	b) Support regional partners' efforts to expand utilization.

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 3: Implement E-CIS (Billing and Collection) Business Process Improvements

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Complete implementation of Phase 2, Title Quote software solution and modification of existing business processes to align with industry best practices.	a) Q2, FY 2017	a) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Perform cost/benefit analysis to assess improvements gained as a result of implementation of the software solution.		

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 4: Implement Fleet Management Business Process Improvements

Milestones Year 1: 2017	Initiative Timeframe	Completion Timeframe
a) Initiate cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and fleet management business process improvements.	a) Q1, FY 2017	a) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Complete cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and fleet management business process improvements.	

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 5: Implement Document Management Business Practices that Meet the District's Retention, Retrieval and Recovery Needs and Policies

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Adopt the District's Document Retention Policy & Schedule.	a) Q1, FY 2017	a) Q1, FY 2017
b) Initiate the Document Retention Policy & Schedule transition plan.	b) Q1, FY 2017	b) Q4, FY 2017
c) Based on Request for Proposal (RFP) process, evaluate and select software solution.	c) Q1, FY 2017	c) Q2, FY 2017
d) Begin destruction of existing documents as allowed by Document Retention Policy & Schedule.	d) Q2, FY 2017	d) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Begin implementation of selected software solution and modify existing business processes as required to support the document management strategy.	a) Complete implementation of the selected software solution. b) Complete implementation of business process and organizational changes. c) Perform cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and document management business process improvements.

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 6: Integrate Asset Information Across Systems (Oracle, Maximo and GIS)

Milestones Year 1: 2017	Initiative Timeframe	Completion Timeframe
a) Complete business process mapping for financial information for all asset types (CS, TP, PS, etc.) across company.	a) Q1, FY 2017	a) Q1, FY 2017
b) Develop and initiate process plan to load individual asset attributes and valuation information into Oracle Financials and identify any associated system requirements.	b) Q2, FY 2017	b) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Develop an automated process to maintain data synchronization between systems (Oracle, GIS, and Maximo).	a) Complete loading of asset attributes and valuation information into Oracle Financials.	
b) Continue to load asset attributes and valuation information into Oracle Financials.		

STRATEGY 3: INTEGRATE AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 7: Implement Customer Service Business Process Improvements

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Identify and prioritize potential opportunities for customer service improvement based on business process touch points.	a) Q1, FY 2017	a) Q4, FY 2017
b) Create and document a customer service strategy/plan to address prioritized customer service improvement opportunities.	b) Q1, FY 2017	b) Q4, FY 2017
c) Identify and document technology enablers (e.g. customer service application) that are needed to implement prioritized customer service improvements.	c) Q1, FY 2017	c) Q4, FY 2017
d) Assess feasibility of consolidated response for service delivery for delinquent customers.	d) Q3, FY 2017	d) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3-5: 2019 - 2021
a) Procure technology solutions to begin implementation of customer service improvements.	a) Complete implementation of technology solutions as well as business process and organizational changes.
b) Begin implementation of technology solutions as well as business process and organizational changes to realize customer service improvements.	b) Perform cost/benefit analysis to assess customer service improvements gained as a result of implemented technology solutions, business process and organizational changes.
c) Develop and implement plan for consolidated response for service delivery for delinquent customers.	

STRATEGY 4: PROMOTE APPROPRIATE STANDARDS THROUGH PROACTIVE REGULATORY AND LEGISLATIVE INVOLVEMENT

Objective 1: Participate in Stakeholder Groups to Develop Sound Technical Basis for Regulatory Issues

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Advocate in regulatory stakeholder groups created to address nutrient criteria, ammonia criteria, bacteria criteria, wet weather issues, Impaired Waters (303d) Listing & Methodology and other changes to the Missouri Department of Natural Resources (MDNR) effluent regulations and water quality standards.	a) Q1, FY 2017	a) Q4, FY 2017
b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA).	b) Q1, FY 2017	b) Q4, FY 2017
c) Advocate in the Water Environment Federation (WEF), Water Environment Research Foundation (WERF) and the National Association of Clean Water Agencies (NACWA) on water quality issues.	c) Q1, FY 2017	c) Q4, FY 2017
d) Participate in the National Stormwater Rule rulemaking and advocate for a rule that is based on sound science and can be supported at sustainable funding levels.	d) Q1, FY 2017	d) Q4, FY 2017
e) Identify upcoming regulatory issues for FY 2017 and develop an appropriate strategy.	e) Q1, FY 2017	e) Q4, FY 2017
f) Maintain a dialog with the Non-Governmental Organizations (NGOs) on critical water quality issues in the St. Louis area.	f) Q1, FY 2017	f) Q4, FY 2017

STRATEGY 4: PROMOTE APPROPRIATE STANDARDS THROUGH PROACTIVE REGULATORY AND LEGISLATIVE INVOLVEMENT

Objective 1: Participate in Stakeholder Groups to Develop Sound Technical Basis for Regulatory Issues

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues. b) Begin stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan in FY2018.	a) Participate in regulatory stakeholder groups. b) Obtain approval for the new MS4 permit in FY2020.

STRATEGY 4: PROMOTE APPROPRIATE STANDARDS THROUGH PROACTIVE REGULATORY AND LEGISLATIVE INVOLVEMENT

Objective 2: Promote Appropriate Regulatory and Legislative Initiative to Allow for Integrated Watershed Planning

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.	a) Q3, FY 2017	a) Q4, FY 2017
b) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.	b) Q1, FY 2017	b) Q4, FY 2017
c) Participate in water quality trading workgroups and support legislation needed to ensure trading is allowed to the fullest extent permitted by the Clean Water Act.	c) Q1, FY 2017	c) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.	a) Propose modifications to the 208 Areawide Plan if needed to implement recommendations from the nutrient study, other critical infrastructure expenditures and/or MSD's Asset Management Plan.
b) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.	b) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.
c) Determine if a (variance or DEC?) modification to the Clean Water Act section 208 Area wide Plan, regarding regionalization of wastewater treatment, is needed to implement recommendations from the ammonia and nutrient study.	c) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 1: Implement Stormwater Operating and Capital Improvement Program

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Implement the FY 2017 CIRP commensurate with anticipated stormwater revenues and existing fund balances.	a) Q1, FY 2017	a) Q4, FY 2017
b) Begin implementation of stormwater O&M program commensurate with anticipated stormwater revenues similar to the existing CMOM program for wastewater.	b) Q1, FY 2017	b) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Complete implementation of stormwater O&M program commensurate with anticipated stormwater revenues similar to the existing CMOM program for wastewater assets.	a) Adjust service level and stormwater rate based on customer satisfaction survey, regulatory changes, and repair & replace capital needs identified by stormwater CMOM program.	
b) Begin development of rate proposal exploring impervious or other rate methodologies.	b) Begin development of stormwater program based on rate proposal scenarios.	
	c) Perform customer satisfaction baseline survey regarding current stormwater service levels.	

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Implement the FY2017 CIRP commensurate with anticipated wastewater revenues. Continue to analyze results of completed program and identify potential modifications to the Remedial Requirements of the Consent Decree.	a) Q1, FY 2017	a) Q4, FY 2017
b) Plan and begin implementation of specific green infrastructure projects in accordance with the approved program.	b) Q1, FY 2017	b) Q4, FY 2017
c) Continue to monitor progress and adjust resources, schedule, delivery method and funding as needed to ensure that CMOM requirements per the Consent Decree are met.	c) Q1, FY 2017	c) Q4, FY 2017
d) Complete ammonia and nutrient study to address future water quality requirements.	d) Q1, FY 2017	d) Q4, FY 2017
e) Continue to analyze results of condition assessment and service level to identify potential modifications to the CMOM requirements of the Consent Decree.	e) Q1, FY 2017	e) Q4, FY 2017

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019-2021
<ul style="list-style-type: none"> a) Implement the CIRP commensurate with anticipated wastewater revenues. b) Evaluate progress and rate of spending for green infrastructure projects program; adjust program as needed. c) Continue to analyze results of condition assessment and service level to identify potential modifications to the CMOM requirements of the Consent Decree. d) Revise capital program and operations to address future nutrient requirements and plant operating strategies. e) Choose ammonia and nutrient strategies to implement with existing equipment and budget anticipated costs. 	<ul style="list-style-type: none"> a) Implement the CIRP commensurate with anticipated wastewater revenues. b) Evaluate progress and rate of spending for green infrastructure projects program; adjust program as needed. c) Continue to analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree. d) Plan to implement selected ammonia and nutrient removal strategies with existing plant equipment.

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHNSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 3: Implement Asset Management Program

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Complete Phase 2 critical infrastructure asset management plan within plants and pump stations.	a) Q1, FY 2017	a) Q1, FY 2017
b) Initiate Phase 3 critical infrastructure asset management plan within plants and pump stations.	b) Q2, FY 2017	b) Q4, FY 2017
c) Develop and begin implementation of a process that incorporates business risk exposure (i.e. Probability & Consequence of Failure) into the prioritization for storm sewers, gravity sewers and fleet.	c) Q1, FY 2017	c) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Continue Phase 3 critical infrastructure asset management plant within plants and pump stations.	a) Complete Phase 3 critical infrastructure asset management plan within plants and pump stations.	
b) Complete implementation of the process that incorporates business risk exposure (i.e. Probability & Consequence of Failure) into the prioritization for storm sewers, gravity sewers, and fleet.	b) Continue implementation of remaining asset management plans for other asset classes identified.	

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 4: Implement Comprehensive Facility Maintenance Management Plan

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Define scope of the centralized responsibility model for the creation and management of facility maintenance plans and schedules for all locations.	a) Q1, FY 2017	a) Q1, FY 2017
b) Evaluate results from (a) and make recommendation concerning its potential implementation, if action is found to be needed.	b) Q2, FY 2017	b) Q4, FY 2017
c) Begin preparation for implementation of recommended platform for District facility information.	c) Q4, FY 2017	c) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Continue implementation of the recommendations of the centralized facility maintenance plan.	a) Complete execution of recommended centralized facility maintenance plan.	
b) Reassess the value and results of the plan.	b) Reassess the value and results of the plan.	
	c) Continue maintenance of platform and integration of District facility information.	

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 5: Implement a Land Utilization Plan

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Finalize land utilization plan including procedures that identified parcels for potential purchase for future improvement and/or expansion of existing facilities to meet CIRP program including potential future opportunities for green infrastructure and city shed. Pursue other means for disposing of small surplus parcels.	a) Q1, FY 2017	a) Q2, FY 2017
b) Declare unimproved parcels that have potential commercial value to a private property owner/ developer as surplus and seek buyers.	b) Q1, FY 2017	b) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Land Utilization Plan including procedures is in place with yearly reviews of the properties to be determined if surplus.		

STRATEGY 5: ADDRESS CUSTOMER AND REGULATORY NEEDS THROUGH A COMPEHENSIVE INFRASTRUCTURE MANAGEMENT PROGRAM

Objective 6: Enhance Reliability of Information Technology Infrastructure

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Implement Information Technology (IT) infrastructure sustainability plan that includes data center colocation services.	a) Q1, FY 2017	a) Q2, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
a) Assess results of IT infrastructure sustainability plan. b) Evaluate and make recommendations for further enhancement of the IT infrastructure sustainability plan in order to best support the District's Business Continuity needs.	a) Implement enhancements to the IT infrastructure plan that ensures that the District's Business Continuity needs are addressed.	

STRATEGY 6: CREATE A LEARNING AND BUSINESS-ORIENTED CULTURE BASED ON COMPETENCY AND ACCOUNTABILITY

Objective 1: Increase Organizational Performance through Improved Communications

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
<ul style="list-style-type: none"> a) Assess and refine Let's Talk Pilot Program as needed to facilitate effective, two-way communications at all levels. b) Implement multi-department group recommendations on use of digital tools to facilitate internal communication, considering IT capacity and security issues. (i.e. instant messaging (IM), phone dialing, and voicemail dictation using Outlook, employee photos added to Outlook profile, Facebook, YouTube, Twitter, etc.) 	<ul style="list-style-type: none"> a) Q1, FY 2017 b) Q1, FY 2017 	<ul style="list-style-type: none"> a) Q4, FY 2017 b) Q4, FY 2017
Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021	
<ul style="list-style-type: none"> a) Perform District-wide assessment of progress with regard to communication effectiveness of Let's Talk initiatives. b) Evaluate effectiveness of digital tools to facilitate internal communication. 	<ul style="list-style-type: none"> a) We anticipate this objective to have new Milestones and ideas for Years 2019-2021 and beyond. 	

STRATEGY 6: CREATE A LEARNING AND BUSINESS-ORIENTED CULTURE BASED ON COMPETENCY AND ACCOUNTABILITY.

Objective 2: Improve Organizational Effectiveness through Leadership Development

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Implement training entitled, “Effective Communication in Leadership” for Managers and Supervisors.	a) Q1, FY 2017	a) Q4, FY 2017
b) Develop and implement leadership training classes for employees interested in future leadership opportunities.	b) Q1, FY 2017	b) Q4, FY 2017
c) Develop leadership parameters for involvement of Senior Leadership Team with future leaders.	c) Q1 FY 2017	c) Q4 FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Assess and modify as needed the “Effective Communication Leadership” training program. b) Assess and modify leadership training classes. c) Assess and modify leadership parameters for Senior Leadership Team involvement with future leaders.	a) We anticipate this objective to have new Milestones and ideas for Years 2019-2021 and beyond.

STRATEGY 6: CREATE A LEARNING AND BUSINESS-ORIENTED CULTURE BASED ON COMPETENCY AND ACCOUNTABILITY.

Objective 3: Increase Individual Accountability and Job Satisfaction through Continual Performance Coaching and Training

Milestones Year 1: 2017	Initiation Timeframe	Completion Timeframe
a) Integrate SBOP and District Policies into applicable training programs and performance review documents.	a) Q1, FY 2017	a) Q2, FY 2017
b) Assess and adjust the post-orientation electronic survey which monitors the program's effectiveness with new/promoted employees. Use survey results to enhance employee orientation.	b) Q1, FY 2017	b) Q4, FY 2017

Milestones Year 2: 2018	Milestones Years 3 - 5: 2019 - 2021
a) Continue to integrate SBOP and District Policies into applicable training programs and performance review documents.	a) We anticipate this objective to have new Milestones and ideas for Years 2019-2021 and beyond.
b) Refine the orientation survey as necessary.	