

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2018-2022

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) 2018 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 2018 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY 2018 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY 2018 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 2018 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.

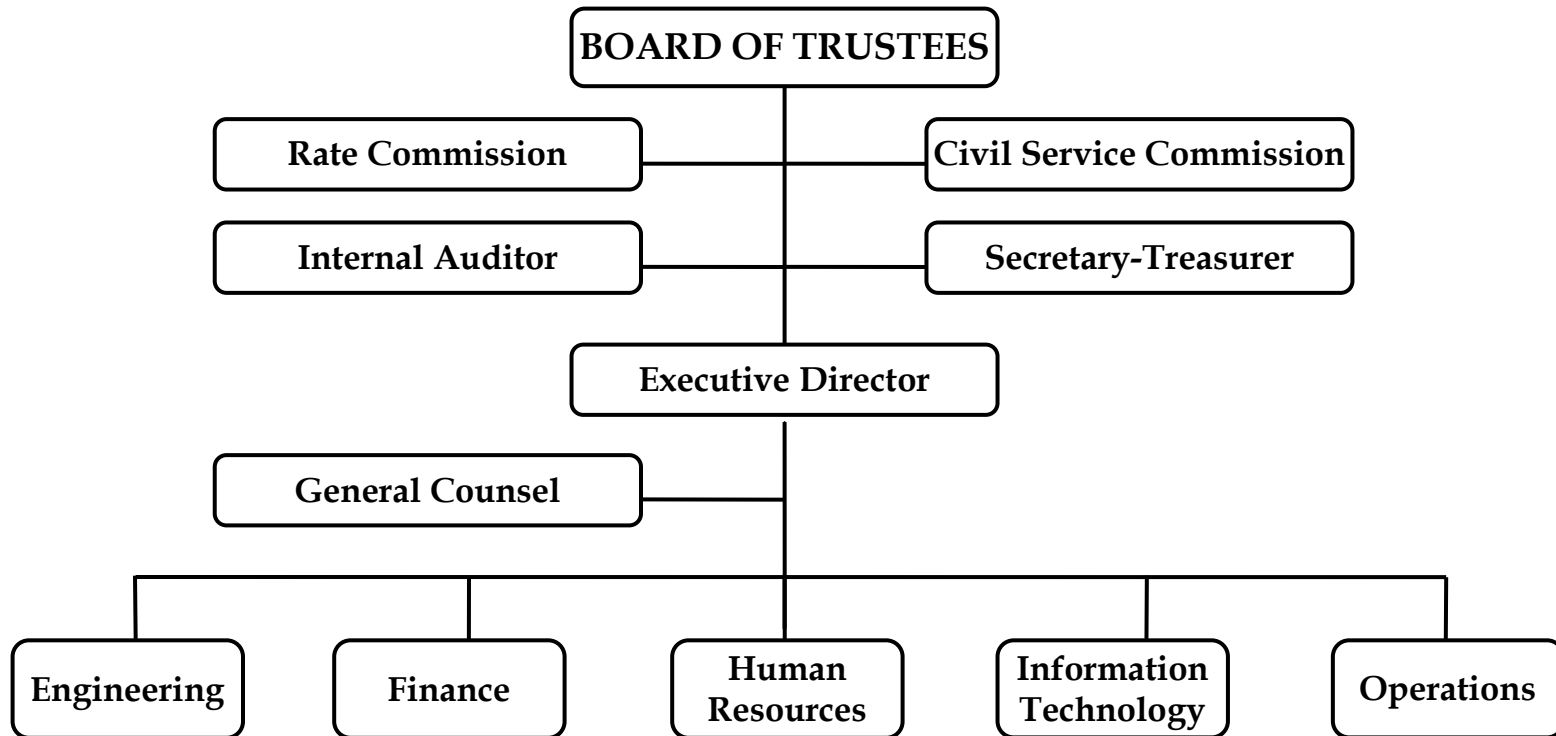
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency and cost management. Improving employee and organizational performance 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 2018 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 2018 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: 2018	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 2018	a) Q4, FY 2018
b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission.	b) Q1, FY 2018	b) Q4, FY 2018
c) Maintain communications and relationships with stakeholders regarding MSD issues, with a focus on stormwater funding and Project Clear activities.	c) Q1, FY 2018	c) Q4, FY 2018
d) Continue to refine and implement strategies and identify the required resources for future phases of public communication and outreach programs.	d) Q1, FY 2018	d) Q4, FY 2018
e) Continue implementation of recommendations for public outreach programs to reduce nutrients in wastewater and stormwater, consistent with the Missouri Nutrient Reduction Strategy.	e) Q1, FY 2018	e) Q4, FY 2018
f) Continue outreach and education to obtain feedback on possible enhancements to stormwater services and method of revenue collection.	f) Q1, FY 2018	f) Q4, FY 2018
g) Plan for and implement activities for the Stormwater Rate Commission process.	g) Q1, FY 2018	g) Q4, FY 2018

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
<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 support for Stormwater Rate Commission Process.d) Review and revise public communication and outreach programs 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.g) Plan for and implement activities for the Wastewater 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) Review and revise public communication and outreach program goals and staffing.d) Implement activities for the Wastewater Rate Commission Process.e) Maintain communication and relationships with stakeholders following the stormwater, wastewater, and plan amendment ballot outcomes.

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: 2018	Initiation Timeframe	Completion Timeframe
a) Develop legislative agenda for both State and Federal activities.	a) Q1, FY 2018	a) Q1, FY 2018
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 2018	b) Q4, FY 2018
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 2018	c) Q4, FY 2018
d) Conduct annual outreach and Jefferson City briefings for State of Missouri legislators.	d) Q2, FY 2018	d) Q4, FY 2018
e) Conduct annual legislative briefing for Federal legislators.	e) Q3, FY 2018	e) Q4, FY 2018
f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.	f) Q1, FY 2018	f) Q1, FY 2018

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: 2019	Milestones Years 3 - 5: 2020 - 2022
<p>a) Develop legislative agenda for both State and Federal activities.</p> <p>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.</p> <p>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.</p> <p>d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators.</p> <p>e) Conduct annual legislative briefing for Federal legislators.</p> <p>f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.</p>	<p>a) Develop legislative agenda for both State and Federal activities.</p> <p>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.</p> <p>c) Continue to enhance relationships with municipalities through briefings on projects and other topics of mutual concern with elected officials and administration.</p> <p>d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators.</p> <p>e) Conduct annual legislative briefing for Federal legislators.</p> <p>f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.</p>

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Continue hosting networking events and other community events for the MWBE program to increase stakeholder relationships and participation with the District.	a) Q1, FY 2018	a) Q4, FY 2018
b) Continue to identify and evaluate efforts to increase workforce participation by women in the construction of CIRP projects.	b) Q1, FY 2018	b) Q4, FY 2018
c) Continue to monitor MSD's Diversity Programs and report on progress.	c) Q1, FY 2018	c) Q1, FY 2018
d) Continue to evaluate all investments made as part of the CBA and make adjustments to program and funding, as appropriate.	d) Q1, FY 2018	d) Q4, FY 2018
e) Continue efforts to expand CBA participation on signatories, owners and minority organizations.	e) Q1, FY 2018	e) Q4, FY 2018
f) Continue execution and evaluation of the SLATE First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.	f) Q1, FY 2018	f) Q4, FY 2018
g) Begin the process to update the Disparity Study.	g) Q1, FY 2018	g) Q4, FY 2018
h) Evaluate the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.	h) Q1, FY 2018	h) Q4, FY 2018

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

<p>i) Evaluate the effectiveness of the MSD Contractor Tunneling Training Program for capital tunneling projects.</p>		
<p>Milestones Year 2: 2019</p>	<p>Milestones Years 3 - 5: 2020 - 2022</p>	
<p>a) Continue hosting networking events and other community events for the MWBE program to increase stakeholder relationships and participation with the District.</p> <p>b) Continue to identify and evaluate efforts to increase workforce participation by women in the construction of CIRP projects.</p>	<p>a) Maintain relationships and dialogue with external stakeholders.</p> <p>b) Review effectiveness of diversity utilization initiatives and recommend appropriate adjustments.</p>	

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

<ul style="list-style-type: none">c) Continue to monitor MSD's Diversity Programs and report on progress.d) Continue to evaluate all investments made as part of the CBA and make adjustments to program and funding, as appropriate.e) Continue to expand CBA participation on signatories, owners and minority organizations.f) 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.g) Complete the update of the Disparity Study.h) Continue to evaluate and report the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.i) Continue to evaluate and report the effectiveness of the MSD Contractor Tunneling Program for capital tunneling projects.	<ul style="list-style-type: none">c) Based on the Disparity Study findings, update the diversity program, as necessary.
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STRATEGY 2: MANAGE THE DISTRICT'S COSTS AND REVENUES TO OPTIMIZE FINANCIAL IMPACTS

Objective 1: Increase Collection of Delinquent Revenue

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Continue implementing pilot water shutoff solution to increase collection of delinquent sewer service charges.	a) Q1, FY 2018	a) Q4, FY 2018
b) Evaluate additional water shut-off options.	b) Q1, FY 2018	b) Q4, FY 2018
c) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	c) Q1, FY 2018	c) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	a) 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 shut-off program, and then assess effectiveness.	b) Re-evaluate the effectiveness of the Customer Assistance Program and adjust accordingly.	
c) Re-evaluate 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: 2018	Initiation Timeframe	Completion Timeframe
a) Maintain annual operating budgets that are aligned with Approved Rate Commissions report.	a) Q1, FY 2018	a) Q4, FY 2018
b) Assess multi-channel e-commerce strategies for billing and payment promotion and incorporate new technologies.	b) Q2, FY 2018	b) Q4, FY 2018
c) Continue to evaluate results of occupational injury prevention program to mitigate "at risk" behaviors, and revise accordingly.	c) Q1, FY 2018	c) Q4, FY 2018
d) Evaluate refunding opportunities to refinance debt service cost.	d) Q1, FY 2018	d) Q4, FY 2018
e) Investigate appropriate benchmarks that could be used to drive cost savings.	e) Q1, FY 2018	e) Q4, FY 2018
f) Compile and analyze data to determine effectiveness of the Wellness Program.	f) Q1, FY 2018	f) Q4, FY 2018
g) Implement internal audit recommendations relating to Fleet Management process.	g) Q1, FY 2018	g) Q4, FY 2018

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

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
<ul style="list-style-type: none"> a) Maintain annual operating budgets that are aligned with approved Rate Commission report. b) Implement multi-channel e-commerce strategies for billing and payment promotion and incorporate new technologies. c) Continue to evaluate results of occupation injury prevention program while providing counseling and training resources to employees that encounter frequent occupational injuries. d) Continue compilation of data to determine the effectiveness of the Wellness Program. 	<ul style="list-style-type: none"> a) Maintain annual operating budgets that are aligned with Approved Rate Commission report. b) Evaluate next steps of the occupational injury prevention program. c) Evaluate results of the Wellness Program.

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: 2018	Initiation Timeframe	Completion Timeframe
a) Manage capital program (wastewater and stormwater) within supporting revenue, while assuring Consent Decree and regulatory requirements.	a) Q1, FY 2018	a) Q4, FY 2018
b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.	b) Q1, FY 2018	b) Q4, FY 2018
c) Manage multi-decade financing plan to support current and future requirements.	c) Q1, FY 2018	c) Q4, FY 2018
d) Pursue external sources of funding, where available.	d) Q1, FY 2018	d) Q4, FY 2018
e) Continue development and implementation of predictive analytics to enhance financial forecasting used in strategic decision making.	e) Q1, FY 2018	e) Q4, FY 2018
f) Develop stormwater rate proposal for submission to the Rate Commission.	f) Q1, FY 2018	f) Q3, FY 2018

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: 2019	Milestones Years 3 - 5: 2020 - 2022
<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) Pursue implementation of predictive analytics to enhance decision making to enhance financial forecasting used in strategic decision making. f) Continue work on stormwater rate commission process. g) Begin development of wastewater rate proposal. 	<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) Implement Wastewater Rate Commission Proposal. e) Refine application of predictive analytics to enhance decision making. f) Complete and implement stormwater rate proposal. g) Conduct outreach to municipalities to address the status of OMCI taxes.

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

Objective 1: Implement Regional Development Review/Permitting Business Process Improvements

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Implement software solution and complete organizational changes required to fully benefit from the software and business process improvements.	a) Q1, FY 2018	a) Q4, FY 2018
b) Begin post-implementation review to assess improvements gained as a result of the new Development Review/Permitting business process improvements.	b) Q4, FY 2018	b) Q4, FY 2018
c) Continue implementation of paperless process utilizing tools as supported by good business processes.	c) Q4, FY 2018	c) Q4, FY 2018
d) Develop and conduct customer survey of user community.	d) Q3, FY 2018	d) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a) Complete implementation of paperless process and conduct post-implementation review. 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 2: Implement E-CIS (Billing and Collection) Business Process Improvements

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Perform cost/benefit analysis to assess improvements gained as a result of the System Upgrade and the implementation of the Title Quote software solution.	a) Q1, FY 2018	a) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	

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

Objective 3: Implement Fleet Management Business Process Improvements

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Complete cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and fleet management business process improvements.	a) Q2, FY 2018	a) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022

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

Objective 4: Implement Information Governance Program That Meets the District's Records & Information Discovery, Compliance and Information Security Policies

Milestones Year 1: 2018	Initiative Timeframe	Completion Timeframe
a) Finalize the hiring of an Information Governance (IG) Manager.	a) Q1, FY 2018	a) Q4, FY 2018
b) Continue communication, change management, marketing, and messaging plans for the IG Program "Physical Records Cleanup" rollout.	b) Q1, FY 2018	b) Q4, FY 2018
c) Continue training and phased implementation of the "Physical Records Cleanup" pursuant to the Records Retention Schedule (RRS).	c) Q1, FY 2018	c) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
<p>a) Finalize District-wide phased implementation of the "Physical Records Cleanup" pursuant to the RRS.</p> <p>b) Based on responses to a Request for Proposal (RFP), evaluate and select an Enterprise Content Management (ECM) software solution unless determined that an existing District system can satisfy IG Program requirements.</p> <p>c) Begin communication, change management, marketing and messaging campaigns for the IG Program "Electronic Records Cleanup" rollout.</p> <p>d) Initiate training and phased implementation of the "Electronic Records Cleanup" pursuant to the RRS commencing with the Legal Department pilot program.</p>	<p>a) Complete implementation of the ECM software solution.</p> <p>b) Complete implementation of business process and organizational changes.</p> <p>c) Perform cost/benefit analysis to access improvements gained as a result of the IG Program.</p>

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

Objective 5: Integrate Asset Information Across Systems (Oracle, Maximo and GIS)

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Develop interfaces and reporting to maintain data synchronization between systems (Oracle, GIS and Maximo).	a) Q1, FY 2018	a) Q4, FY 2018
b) Continue to load asset attributes and valuation information into Oracle.	b) Q1, FY 2018	b) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a) Implement interfaces and reporting to maintain data synchronization between systems (Oracle, GIS, and Maximo).	a) Evaluate procedures for synchronization process and adjust accordingly.
b) Maintain asset attributes and valuation information in Oracle Financials.	

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

Objective 6: Implement Customer Service Business Process Improvements

Milestones Year 1: 2018	Initiative Timeframe	Completion Timeframe
a) Create and document a customer service strategy/plan to address prioritized customer service improvement opportunities.	a) Q1, FY 2018	a) Q4, FY 2018
b) Identify and document technology enablers (e.g. customer service applications) that are needed to implement prioritized customer service improvements.	b) Q2, FY 2018	b) Q4, FY 2018
c) Assess feasibility of consolidated response for service delivery for delinquent customers.	c) Q3, FY 2018	c) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
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: 2018	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 2018	a) Q4, FY 2018
b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA).	b) Q1, FY 2018	b) Q4, FY 2018
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 2018	c) Q4, FY 2018
d) Identify upcoming regulatory issues for FY 2018 and develop an appropriate strategy.	d) Q1, FY 2018	d) Q4, FY 2018
e) Maintain a dialog with the Non-Governmental Organizations (NGOs) on critical water quality issues in the St. Louis area.	e) Q1, FY 2018	e) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues.	a) Participate in regulatory stakeholder groups.

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

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| <ul style="list-style-type: none">b) Begin stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan in FY 2021.c) Obtain approval for the new MS4 permit in FY 2022. |
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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: 2018	Initiation Timeframe	Completion Timeframe
a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.	a) Q3, FY 2018	a) Q4, FY 2018
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 2018	b) Q4, FY 2018
c) Determine if an update to the Clean Water Act Section 201 Areawide Facility Plan, regarding regionalization of wastewater treatment is needed to implement recommendations from ammonia and nutrient study.	c) Q3, FY 2018	c) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.	a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.
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) Propose variance or modification to the Clean Water Act Section 201 Areawide Facility Plan needed to implement recommendations from the ammonia and nutrient study.	c) Pursue variance or modifications to the Clean Water Act Section 201 Areawide Facility Plan, if needed to implement recommendations from the ammonia and nutrient study.

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

Objective 1: Implement Stormwater Operating and Capital Improvement Program

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Implement the FY 2018 CIRP commensurate with anticipated stormwater revenues and existing fund balances.	a) Q1, FY 2018	a) Q4, FY 2018
b) Continue implementation of stormwater O&M program commensurate with anticipated stormwater revenues similar to the existing CMOM program for wastewater.	b) Q1, FY 2018	b) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a) Begin development of stormwater program based on results of Rate Commission input or election results.	a) Begin to implement stormwater program based upon election results.

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

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Implement the FY2018 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 2018	a) Q4, FY 2018
b) Finalize plan to adjust the use of Watershed Consultants to best fit the changing CIRP needs.	b) Q1, FY 2018	b) Q1, FY 2018
c) Continue the implementation of specific green infrastructure projects in accordance with the approved program.	c) Q1, FY 2018	c) Q4, FY 2018
d) 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 and propose changes as warranted.	d) Q1, FY 2018	d) Q4, FY 2018
e) Implement enhanced floodproofing measures at flood sensitive assets to mitigate risks.	e) Q1, FY 2018	e) Q4, FY 2018
f) Update solids handling plan and adjust the capital program accordingly.	f) Q1, FY 2018	f) Q4, FY 2018
g) Revise capital program and operations to address future nutrient requirements and plant operating strategies.	g) Q1, FY 2018	g) Q2, FY 2018

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

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020-2022
<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) Implement the solids handling plan. e) Implement selected ammonia and nutrient removal strategies with existing plant equipment. 	<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.

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

Objective 3: Implement Asset Management Program

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Continue Phase 3 critical infrastructure asset management plan within plants and pump stations.	a) Q1, FY 2018	a) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Complete Phase 3 critical infrastructure asset management plan within plants and pump stations.	a) Asset Management incorporated into CIRP process.	
b) 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.	b) Continue implementation of remaining asset management plans for other asset classes identified.	

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

Objective 4: Implement Comprehensive Facility Maintenance Management Plan

Milestones Year 1: 2018	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 2018	a) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020- 2022	
a) Evaluate results from (a) and make recommendation concerning its potential implementation if action is found to be needed.	a) Continue implementation of the recommendations of the centralized facility maintenance plan.	
b) Begin preparation for implementation of recommended platform for District facility information.	b) Reassess the value and results of the plan.	

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

Objective 5: Implement a Land Utilization Plan

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Take results of input from municipal and neighborhood outreach to assess interest in ownership of surplus properties and develop plans for property disposal that takes into account cost and risk for the District.	a) Q1, FY 2018	a) Q2, FY 2018
b) Dispose of surplus properties per plan with the help of outside contract assistance.	b) Q1, FY 2018	b) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Annually review Land Utilization Plan including newly acquired property assets to be considered surplus.		

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

Objective 6: Enhance Reliability of Information Technology Infrastructure

Milestones Year 1: 2018	Initiation Timeframe	Completion Timeframe
a) Assess results of data center co-location effort and determine strategy/approach (i.e. on premise, cloud, hosting) to refresh aging or end-of-life IT hardware, software and network assets.	a) Q1, FY 2018	a) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Implement Information Technology (IT) project initiatives that will address asset refresh as part of the overall IT infrastructure sustainability plan.	a) Implement enhancements to the IT infrastructure plan that ensures that the District's Business Continuity needs are addressed.	
b) Enhance the IT infrastructure sustainability plan so as to best support the District's Business Continuity needs.		

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: 2018	Initiation Timeframe	Completion Timeframe
a) Perform District-wide assessment of progress with regard to communication effectiveness of Let's Talk initiatives.	a) Q1, FY 2018	a) Q4, FY 2018
b) Continue implementation and assess effectiveness of digital tools to facilitate internal communication.	b) Q1, FY 2018	b) Q4, FY 2018

Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022
a)	

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: 2018	Initiation Timeframe	Completion Timeframe
a) Assess and modify as needed the “Effective Communication Leadership” training program.	a) Q1, FY 2018	a) Q4, FY 2018
b) Implement leadership training classes.	b) Q1, FY 2018	b) Q4, FY 2018
c) Implement leadership parameters for Senior Leadership Team involvement with future leaders.	c) Q1 FY 2018	c) Q4 FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Assess and modify leadership training classes.		
b) Assess and modify leadership parameters for Senior Leadership Team involvement with future leaders.		

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: 2018	Initiation Timeframe	Completion Timeframe
a) Implement SBOP and revised District Policies into applicable training programs and performance review documents.	a) Q1, FY 2018	a) Q4, FY 2018
b) Automate and refine the orientation survey via the Learning Management System (LMS) as necessary.	b) Q1, FY 2018	b) Q4, FY 2018
c) Implement changes to Civil Service Rules.	c) Q2, FY 2018	c) Q4, FY 2018
d) Establish a Task Force to redesign the Performance Review System.	d) Q1, FY 2018	d) Q4, FY 2018
Milestones Year 2: 2019	Milestones Years 3 - 5: 2020 - 2022	
a) Implement changes to the Performance Review System.	a) Assess effectiveness of changes to the Performance Review System.	