

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2020-2024

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) 2020 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 2020 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY 2020 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY 2020 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 2020 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, stormwater, and supporting 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.

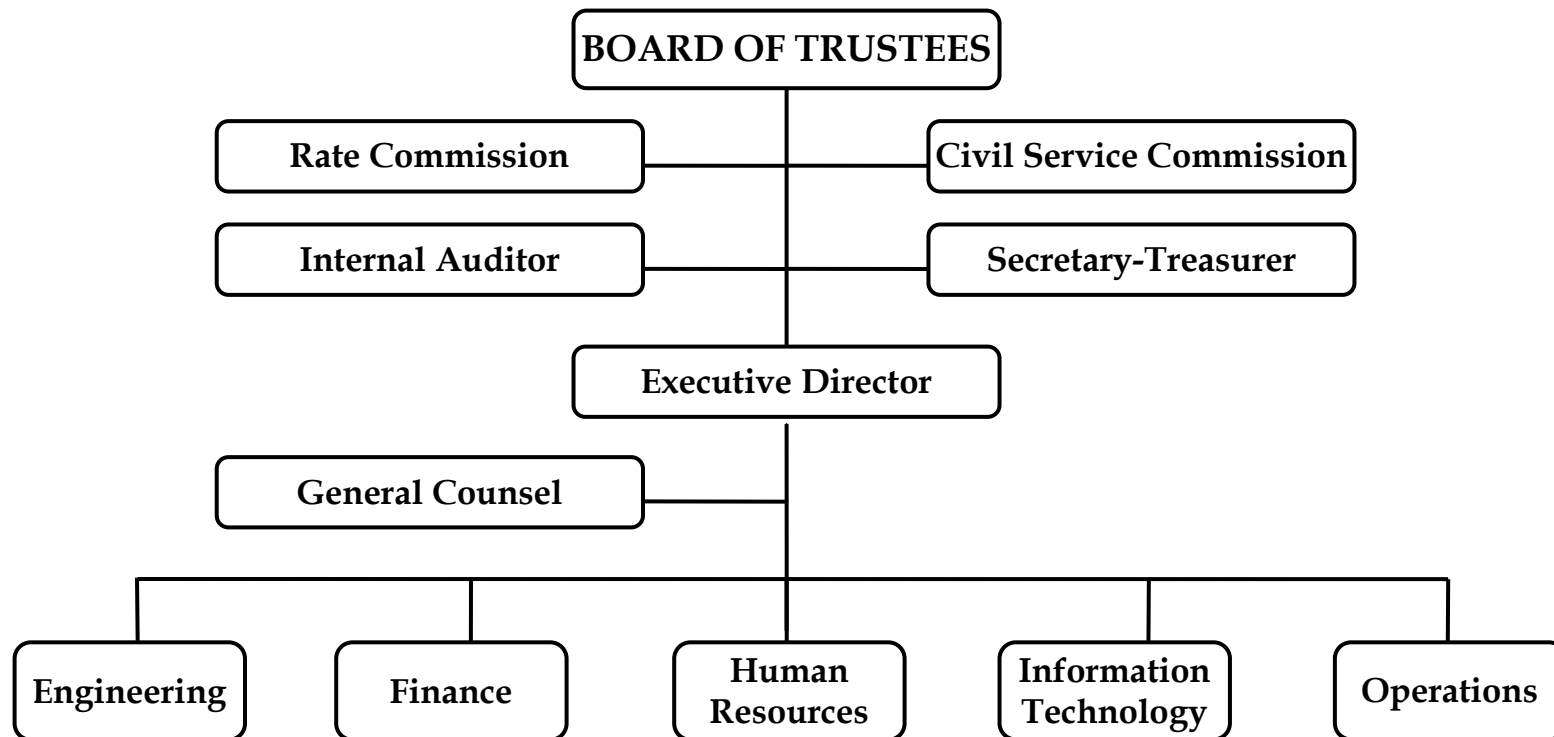
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency and cost management. Improving employee and organizational performance 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 2020 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 2020 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: 2020	Initiation Timeframe	Completion Timeframe
a) Evaluate Project Clear and its role in the District's communication strategy.	a) Q1, FY 2020	a) Q4, FY 2020
b) Maintain relationships with stakeholders and engage additional stakeholders with message synergy to educate and inform on MSD's mission.	b) Q1, FY 2020	b) Q4, FY 2020
c) Educate and engage stakeholders regarding the outcome of the Stormwater Capital Rate vote.	c) Q1, FY 2020	c) Q4, FY 2020
d) Review and revise public communication and outreach programs goals and staffing.	d) Q1, FY 2020	d) Q4, FY 2020
e) Convene the Charter Plan Amendment Commission and review their recommendations.	e) Q1, FY 2020	e) Q4, FY 2020
f) Consider and implement the outcome of the Wastewater Rate Commission Process.	f) Q2, FY 2020	f) Q4, FY 2020

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
<ul style="list-style-type: none">a) Evaluate Project Clear and its role in the District's communication strategy.b) Maintain relationships with stakeholders and engage additional stakeholders with message synergy to educate and inform on MSD's mission.c) Review and revise public communication and outreach programs goals and staffing.d) Plan election for additional bond authorization.e) Plan election for any Plan Amendment recommendations.f) Maintain communication and relationships with stakeholders following the stormwater, wastewater, and plan amendment ballot outcomes.	<ul style="list-style-type: none">a) Evaluate Project Clear and its role in the District's communication strategy.b) Maintain relationships with stakeholders and engage 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) Plan for and implement activities for the Wastewater Rate Commission Process.

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: 2020	Initiation Timeframe	Completion Timeframe
a) Develop legislative agenda for both State and Federal activities.	a) Q1, FY 2020	a) Q1, FY 2020
b) Conduct meetings with St. Louis City (Mayor’s office and Board of Aldermen) and St. Louis County (County Executive’s office and County Council) regarding District goals and needs.	b) Q1, FY 2020	b) Q4, FY 2020
c) Enhance relationships with local governments through briefings on projects and other topics of mutual concern with a focus on expanding peer to peer relationships with staff counterparts.	c) Q1, FY 2020	c) Q4, FY 2020
d) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.	d) Q1, FY 2020	d) Q1, FY 2020
e) Conduct annual outreach and Jefferson City briefings for State of Missouri legislators.	e) Q2, FY 2020	e) Q4, FY 2020
f) Conduct annual legislative briefing for Federal legislators.	f) Q3, FY 2020	f) Q4, FY 2020

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: 2021	Milestones Years 3 - 5: 2022 - 2024
<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) and 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 a 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) and 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: 2020	Initiation Timeframe	Completion Timeframe
a) Participate in networking events and other community events to increase stakeholder relationships and participation with the District's Diversity Programs.	a) Q1, FY 2020	a) Q4, FY 2020
b) Identify opportunities to increase women workforce participation on CIRP construction projects.	b) Q1, FY 2020	b) Q4, FY 2020
c) Report on the progress of MSD's Diversity Programs.	c) Q1, FY 2020	c) Q1, FY 2020
d) Evaluate all investments made as part of the CBA and make adjustments to programs and funding, as appropriate.	d) Q1, FY 2020	d) Q2, FY 2020
e) Complete the update and begin implementation of the Disparity Study results and recommendations.	e) Q1, FY 2020	e) Q4, FY 2020
f) Report on the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.	f) Q1, FY 2020	f) Q4, FY 2020
g) Implement Workforce Development Grant Program.	g) Q1, FY2020	g) Q4, FY2020

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
<ul style="list-style-type: none">a) Continue participating in networking events and other community events to increase stakeholder relationships and participation with the District's Diversity Program.b) Continue to identify and evaluate efforts to increase woman workforce participation on CIRP construction projects.c) Continue to report on the progress of MSD's Diversity Program and make adjustments for improvements as necessary.d) Continue to implement the Disparity Study results and recommendations.e) Continue to report on the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.f) Evaluate the effectiveness of the Workforce Development Grant Program.	<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 Disparity Study findings, update the diversity program, as necessary.d) Continue to evaluate all investments made as part of the CBA and make adjustments to program and funding, as appropriate.e) Continue assessment of opportunities to adjust the Job Training Program to increase opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.f) Continue to evaluate the effectiveness of the Workforce Development Grant program.

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

Objective 1: Increase Collection of Delinquent Revenue

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Implement pilot water shutoff solution to increase collection of delinquent sewer service charges.	a) Q1, FY 2020	a) Q4, FY 2020
b) Implement changes to the Customer Assistance Program.	b) Q1, FY 2020	b) Q3, FY 2020
c) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	c) Q1, FY 2020	c) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
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.

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

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Maintain annual operating budgets that are aligned with approved Rate Commission report.	a) Q1, FY 2020	a) Q4, FY 2020
b) Evaluate occupational injury trends.	b) Q2, FY 2020	b) Q3, FY 2020
c) Evaluate results of the Wellness Program.	c) Q1, FY 2020	c) Q2, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Maintain annual operating budgets that are aligned with Approved Rate Commission report.	a) Maintain annual operating budgets that are aligned with Approved Rate Commission report.
b) Implement modifications to occupational injury prevention program.	
c) If applicable, implement adjustments to 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: 2020	Initiation Timeframe	Completion Timeframe
a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements.	a) Q1, FY 2020	a) Q4, FY 2020
b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.	b) Q1, FY 2020	b) Q4, FY 2020
c) Manage multi-decade financing plan to support current and future requirements.	c) Q1, FY 2020	c) Q4, FY 2020
d) Pursue external sources of funding, where available.	d) Q1, FY 2020	d) Q4, FY 2020
e) Pursue implementation of predictive analytics to enhance decision making to enhance financial forecasting used in strategic decision making.	e) Q1, FY 2020	e) Q4, FY 2020
f) If approved by voters, implement necessary processes to begin billing new stormwater capital rate.	f) Q1, FY 2020	f) Q2, FY 2020
g) Continue work on wastewater rate commission process.	g) Q1, FY 2020	g) Q2, FY 2020
h) Implement strategies relating to OMCI taxes based on the feedback received from municipalities.	h) Q1, FY2020	h) Q4, FY2020

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: 2021	Milestones Years 3 - 5: 2022 - 2024
<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 long-term Debt Program to meet key bond financial ratios to maintain current bond ratings. c) Implement Wastewater Rate Commission Proposal. d) Manage multi-decade financing plan to support current and future requirements. e) Pursue external sources of funding, where available. f) Refine application of predictive analytics to enhance decision making. 	<ul style="list-style-type: none"> a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance. b) Continue to manage District's long-term Debt Program to meet key bond financial ratios to maintain current bond ratings. c) Continue to refine and report on multi-decade financing plan to support Consent Decree. d) Continue to refine application of predictive analytics to enhance decision making. e) Start wastewater rate commission process.

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

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

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Evaluate and use customer survey results to improve business processes.	a) Q1, FY 2020	a) Q4, FY 2020
b) Work with regional partners to identify opportunities for improvement.	b) Q1, FY 2020	b) Q4, FY 2020
c) Support regional partners' efforts to expand utilization.	c) Q1, FY 2020	c) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024

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

Objective 2: Implement Information Governance Program That Meets the District's Records & Information Discovery, Compliance and Information Security Policies

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Continue communication and change management, marketing and messaging campaigns for the IG Program "Electronic Records Cleanup" rollout.	a) Q1, FY 2020	a) Q4, FY 2020
b) Continue training and phased implementation of the "Electronic Records Cleanup" pursuant to the Record Retention Schedule (RRS).	b) Q1, FY 2020	b) Q4, FY 2020
c) Continue implementation of the Enterprise Content Management (ECM) software solution.	c) Q1, FY 2020	c) Q4, FY 2020
d) Continue implementation of business process and organizational changes.	d) Q1, FY 2020	d) Q4, FY2 020
e) Finalize policies and procedures related to business processes.	e) Q1, FY 2020	e) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Continue implementation of the Enterprise Content Management (ECM) software solution.	a) Complete implementation of the ECM software solution.
b) Complete implementation of business process and organizational changes.	b) Perform cost/benefit analysis to assess improvements gained as a result of the IG Program.

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

Objective 3: Integrate Asset Information Across Systems (Oracle, Maximo and GIS)

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Using analysis completed in FY19, develop plan for the implementation of a new asset book in the Oracle system.	a) Q1, FY 2020	a) Q1, FY 2020
b) Begin the implementation of a new asset book in the Oracle system that is based on the revised business and system interface processes.	b) Q2, FY 2020	b) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Complete the implementation of the new asset book in the Oracle system that fully represents the District's collection system and plant assets.	
b) Ensure that the Oracle/Maximo/GIS system interfaces and reporting is in place to support the ongoing synchronization of the District's collection system and plant assets.	

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

Objective 4: Implement Updated Laboratory Information Management System (LIMS)

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Identify LIMS needs, system integration requirements and business process changes that would enhance productivity and data quality. Obtain funding for updated Laboratory Information Management System (LIMS).	a) Q1, FY2020	a) Q2, FY2020
b) Develop Request for Proposal, solicit bids and select a vendor to provide updated LIMS.	b) Q2, FY2020	b) Q4, FY2020
c) Begin implementation of updated LIMS.	c) Q4, FY2020	c) Q4, FY2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Complete implementation of updated LIMS, including integration with other software systems.	a) Review laboratory business processes and look for additional ways to enhance productivity and quality.
b) Provide training on updated LIMS and affected software systems.	

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

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: 2021	Milestones Years 3 - 5: 2022 - 2024
<ul style="list-style-type: none">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.	<ul style="list-style-type: none">a) Participate in regulatory stakeholder groups.

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

Objective 2: Promote Appropriate Regulatory and Legislative Initiatives that Impact All Areas of District Operations

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.	a) Q1, FY 2020	a) Q4, FY 2020
b) Work with MDNR as required to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.	b) Q1, FY 2020	b) Q4, FY 2020
c) Advocate the Missouri Clean Water Commission to adopt a revised 208 Water Quality Management Plan for the Lower Meramec watershed that makes the Grand Glaize Wastewater Treatment Plant a permanent facility.	c) Q1, FY 2020	c) Q4, FY 2020
Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024	
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.	

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: 2020	Initiation Timeframe	Completion Timeframe
a) Implement FY 2020 stormwater CIRP program based on results of approved Rate Commission report (assuming positive election results).	a) Q1, FY 2020	a) Q4, FY 2020
b) Review Stormwater CMOM results and consider adjustments to I/R funds and internal staffing needs.	b) Q1, FY 2020	b) Q4, FY 2020
c) Develop and implement stormwater credit manual, flood mitigation guidelines (buyouts), and stormwater green infrastructure grant program guidelines (assuming positive election results).	c) Q1, FY 2020	c) Q2, FY 2020
Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024	
a) Continue to implement stormwater program commensurate with anticipated stormwater revenues and completed guidelines.	a) Continue to implement stormwater program. b) Develop and complete follow-up survey on stormwater services and consider adjustments based on survey 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: 2020	Initiation Timeframe	Completion Timeframe
a) Implement the FY 2020 CIRP commensurate with anticipated wastewater revenues. Continue to analyze results of completed program and identify potential modifications to the Requirements of the Consent Decree.	a) Q1, FY 2020	a) Q4, FY 2020
b) Transition the use of Watershed Consultants to best fit the changing CIRP design and construction management needs.	b) Q1, FY 2020	b) Q1, FY 2020
c) Continue the implementation of specific green infrastructure projects in accordance with the approved program, including both the Bissell and Lemay watersheds, per the revised Consent Decree.	c) Q1, FY 2020	c) Q4, FY 2020
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 2020	d) Q4, FY 2020
e) Continue to implement the updated solids handling plan and adjust the capital program accordingly.	e) Q1, FY 2020	e) Q4, FY 2020
f) Develop strategies to address potential future nutrient requirements as identified by the Nutrient Study.	f) Q1, FY 2020	f) Q4, FY 2020

**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: 2021	Milestones Years 3 - 5: 2022-2024
<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. 	<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.

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

Objective 3: Implement Asset Management Program

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Continue implementation of a monetized rating process that incorporates business risk exposure into the prioritization of CIRP projects.	a) Q1, FY 2020	a) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Ensure that Asset Management is incorporated into CIRP process. b) Continue implementation of remaining asset management plans for other asset classes identified (both linear and vertical).	a) Continue to monitor and adjust asset management process for efficiency and effectiveness.

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

Objective 4: Enhance Reliability of Information Technology Infrastructure

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Complete the implementation of the enterprise hosted phone/video (HCS) solution.	a) Q1, FY 2020	a) Q2, FY 2020
b) Complete the implementation and testing of the updated IT disaster recovery strategy.	b) Q1, FY 2020	b) Q3, FY 2020
c) Complete the development of an upgrade plan for the District's Enterprise Systems architecture strategy.	c) Q1, FY 2020	c) Q3, FY 2020
d) Implement an IT Service Management System that is foundational to building operational excellence in asset management, service delivery and core IT processes.	d) Q1, FY 2020	d) Q4, FY 2020
e) Continue to develop the Technology Security Risk Program through the introduction of additional governance processes, policies, and an employee security awareness program to further protect MSD hardware/software/information assets.	e) Q1, FY 2020	e) Q4, FY 2020
Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024	
a) Begin the implementation of the District's upgrade plan for the Enterprise System environment.	a) Complete the implementation of the District's Enterprise System environment in accordance with the upgrade plan.	
b) Continue to enhance the Technology Security Risk Program.		

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: 2020	Initiation Timeframe	Completion Timeframe
a) Work with departments to identify mandatory new employee compliance training to be administered in first 90 days as well as department specific training for new employees.	a) Q1, FY 2020	a) Q4, FY 2020
b) Institute a process and tool to track compliance training giving consideration to the District's current Learning Management System (LMS)	b) Q2, FY 2020	b) Q4, FY 2020
c) Based on management team input, develop goals for survey on effectiveness of management communication	c) Q2, FY 2020	c) Q2, FY 2020
d) Identify and develop an effective survey tool and distribute to employees.	d) Q2, FY 2020	d) Q4, FY 2020

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

Objective 1: Increase Organizational Performance through Improved Communications

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
<ul style="list-style-type: none">a) Execute biannual compliance training for new employees.b) Communicate high-level management communication survey results to employees.c) Outline specific management team action items to address development areas identified in management communication survey results.d) Communicate implementation plan to employees to promote transparency and accountability.	<ul style="list-style-type: none">a) Implement action items from management communication survey results.

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: 2020	Initiation Timeframe	Completion Timeframe
a) Implement the MSD Leadership Institute.	a) Q1, FY 2020	a) Q4, FY 2020
b) Survey Participation in Leadership Webinars and Online discussions.	b) Q1, FY 2020	b) Q4, FY 2020
c) Develop cross-departmental training opportunities.	c) Q1, FY 2020	d) Q4, FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Assess the MSD Leadership Institute and modify as needed.	
b) Publish results of Survey Participation and make recommended changes.	
c) Implement cross-departmental training recommended changes.	

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

Milestones Year 1: 2020	Initiation Timeframe	Completion Timeframe
a) Develop training - Writing Effective Performance Improvement Plans and Impact of Changed Behavior.	a) Q1, FY 2020	a) Q4, FY 2020
b) Implement online annual compliance training for all employees.	b) Q1, FY 2020	b) Q4, FY 2020
c) Establish a District Safety Council to review training topics.	c) Q1, FY 2020	c) Q4 FY 2020

Milestones Year 2: 2021	Milestones Years 3 - 5: 2022 - 2024
a) Implement training- Writing Effective Performance Improvement Plans and Impact of Changed Behavior.	a) Develop Surveys to assess impact of Effective Performance Improvement Plans and Impact of Changed Behavior.
b) Review metrics of online annual compliance training for all employees to insure goals are met.	
c) Review District Safety Council impact of reducing Worker Compensation Claims through training.	