

# Metropolitan St. Louis Sewer District



## Strategic Business and Operating Plan Fiscal Years 2019-2023

## 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 FY19 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 FY19 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY19 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY19 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 FY19 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 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 2019 OBJECTIVES**

The District has developed a set of specific objectives that support these strategies and, thus, achieve the goals of the SBOP. 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 FY19 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 organizational chart on page 5 of this book.

# STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

## Objective 1: Execute Community Outreach Programs

| Milestones Year 1: 2019  | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| a) Evaluate Project Clear and its role in the District's communication strategy.                                     | a) Q1, FY19          | a) Q4, FY19          |
| b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission.  | b) Q1, FY19          | b) Q4, FY19          |
| c) Continue support for Stormwater Rate Commission Process.  | c) Q1, FY19          | c) Q4, FY19          |
| d) Review and revise public communication and outreach programs goals and staffing.                                  | d) Q1, FY19          | d) Q4, FY19          |
| e) Continue implementation of the public outreach programs consistent with the Missouri Nutrient Reduction Strategy. | e) Q1, FY19          | e) Q4, FY19          |
| f) Develop Staff recommendations for Plan Amendment Commission and implement appointment process.                    | f) Q1, FY19          | f) Q4, FY19          |
| g) Plan for and implement activities for the Wastewater Rate Commission Process.                                     | g) Q1, FY19          | g) Q4, FY19          |

# STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

## Objective 1: Execute Community Outreach Programs

| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |
|--|--|
| <ul style="list-style-type: none"><li>a) Evaluate Project Clear and its role in the District's communication strategy.</li><li>b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission.</li><li>c) Review and revise public communication and outreach programs goals and staffing.</li><li>d) Continue implementation of the public outreach programs consistent with the Missouri Nutrient Reduction Strategy.</li><li>e) Convene commission, and vote on any Plan Amendment recommendations.</li><li>f) Implement activities for the Wastewater Rate Commission Process.</li><li>g) Maintain communication and relationships with stakeholders following the stormwater, wastewater, and plan amendment ballot outcomes.</li></ul> | <ul style="list-style-type: none"><li>a) Evaluate Project Clear and its role in the District's communication strategy.</li><li>b) Maintain relationships with additional stakeholders with message synergy to educate and inform on MSD's mission.</li><li>c) Review and revise public communication and outreach program goals and staffing.</li><li>d) Plan for and implement activities for the Wastewater Rate Commission Process.</li></ul> |

## STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|---|-----------------------------|-----------------------------|
| a) Develop legislative agenda for both State and Federal activities.  | a) Q1, FY19                 | a) Q1, FY19                 |
| 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, FY19                 | b) Q4, FY19                 |
| 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, FY19                 | c) Q4, FY19                 |
| d) Conduct annual outreach and Jefferson City briefings for State of Missouri legislators.  | d) Q2, FY19                 | d) Q4, FY19                 |
| e) Conduct annual legislative briefing for Federal legislators.   | e) Q3, FY19                 | e) Q4, FY19                 |
| f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.  | f) Q1, FY19                 | f) Q1, FY19                 |

# STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

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

| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>  |
|---|---|
| <ul style="list-style-type: none"><li>a) Develop legislative agenda for both State and Federal activities.</li><li>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.</li><li>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.</li><li>d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators.</li><li>e) Conduct annual legislative briefing for Federal legislators.</li><li>f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.</li></ul> | <ul style="list-style-type: none"><li>a) Develop legislative agenda for both State and Federal activities.</li><li>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.</li><li>c) Continue to enhance relationships with municipalities through briefings on projects and other topics of mutual concern with elected officials and administration.</li><li>d) Conduct annual legislative outreach and Jefferson City briefings for State of Missouri legislators.</li><li>e) Conduct annual legislative briefing for Federal legislators.</li><li>f) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.</li></ul> |

# STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

## Objective 3: Execute Diversity and Outreach Programs

| Milestones Year 1: 2019  | 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, FY19          | a) Q4, FY19          |
| b) Identify opportunities to increase women workforce participation on CIRP construction projects.   | b) Q1, FY19          | b) Q4, FY19          |
| c) Continue to report on the progress of MSD's Diversity Programs.   | c) Q1, FY19          | c) Q1, FY19          |
| d) Continue to evaluate all investments made as part of the CBA and make adjustments to programs and funding, as appropriate.                                  | d) Q1, FY19          | d) Q3, FY19          |
| e) Assess and implement opportunities for adjustments to First Source Hiring Program and Job Training Program.   | e) Q1, FY19          | e) Q4, FY19          |
| f) Start update of the Disparity Study.  | f) Q1, FY19          | f) Q4, FY19          |
| g) Evaluate the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.  | g) Q1, FY19          | g) Q3, FY19          |

# STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

## Objective 3: Execute Diversity and Outreach Programs

| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |
|---|--|
| <ul style="list-style-type: none"><li>a) Continue participating in networking events and other community events to increase stakeholder relationships and participation with the District's Diversity Program.</li><li>b) Continue to identify and evaluate efforts to increase woman workforce participation on CIRP construction projects.</li><li>c) Continue to report on the progress of MSD's Diversity Program and make adjustments for improvements as necessary.</li><li>d) Complete the update of the Disparity Study.</li><li>e) Continue to evaluate and report the effectiveness of the On The Job Training (OJT) programs for capital tunneling projects.</li></ul> | <ul style="list-style-type: none"><li>a) Maintain relationships and dialogue with external stakeholders.</li><li>b) Review effectiveness of diversity utilization initiatives and recommend appropriate adjustments.</li><li>c) Based on the Disparity Study findings, update the diversity program, as necessary.</li><li>d) Continue to evaluate all investments made as part of the CBA and make adjustments to program and funding, as appropriate.</li><li>e) Continue assessment of opportunities to adjust First Source Hiring Program and Job Training Program to increase opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.</li></ul> |

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

### Objective 1: Increase Collection of Delinquent Revenue

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|--|-----------------------------|-----------------------------|
| a) Continue implementing pilot water shutoff solution to increase collection of delinquent sewer service charges.                | a) Q1, FY19                 | a) Q4, FY19                 |
| b) Re-evaluate the effectiveness of the Customer Assistance Program and adjust accordingly.                                      | b) Q1, FY19                 | b) Q3, FY19                 |
| c) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less. | c) Q1, FY19                 | c) Q4, FY19                 |

| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |
|--|--|
| 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|---|-----------------------------|-----------------------------|
| a) Maintain annual operating budgets that are aligned with approved Rate Commission report.   | a) Q1, FY19                 | a) Q4, FY19                 |
| b) Implement multi-channel e-commerce strategies for billing and payment promotion and incorporate new technologies.  | b) Q1, FY19                 | b) Q4, FY19                 |
| c) Continue to evaluate results of occupation injury prevention program while providing counseling and training resources to employees that encounter frequent occupational injuries. | c) Q1, FY19                 | c) Q4, FY19                 |
| d) Continue compilation of data to determine the effectiveness of the Wellness Program.   | d) Q1, FY19                 | d) Q4, FY19                 |

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

### Objective 2: Identify and Implement Cost Savings Initiatives

| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>  |
|---|---|
| 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) Evaluate next steps of the occupational injury prevention program.                       | b) Implement modifications to occupational injury prevention program                        |
| c) Evaluate results of the Wellness Program.  | c) If applicable, implement adjusts 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|---|-----------------------------|-----------------------------|
| a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements. | a) Q1, FY19                 | a) Q4, FY19                 |
| b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.   | b) Q1, FY19                 | b) Q4, FY19                 |
| c) Manage multi-decade financing plan to support current and future requirements.   | c) Q1, FY19                 | c) Q4, FY19                 |
| d) Pursue external sources of funding, where available.   | d) Q1, FY19                 | d) Q4, FY19                 |
| e) Pursue implementation of predictive analytics to enhance decision making to enhance financial forecasting used in strategic decision making.       | e) Q1, FY19                 | e) Q4, FY19                 |
| f) Continue work on stormwater rate commission process.   | f) Q1, FY19                 | f) Q4, FY19                 |
| g) Begin development of wastewater rate proposal.   | g) Q1, FY19                 | g) Q4, FY19                 |

## 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: 2020  | Milestones Years 3 - 5: 2021 - 2023   |
|--|---|
| <ul style="list-style-type: none"> <li>a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements.</li> <li>b) Manage District's long-term Debt Program to meet key bond financial ratios indicators to maintain current bond ratings and Consent Decree compliance.</li> <li>c) Complete and implement stormwater rate proposal</li> <li>d) Continue work on Wastewater Rate Commission Proposal</li> <li>e) Conduct outreach to municipalities to address the status of OMCI taxes.</li> <li>f) Manage multi-decade financing plan to support current and future requirements.</li> <li>g) Pursue external sources of funding, where available.</li> </ul> | <ul style="list-style-type: none"> <li>a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance.</li> <li>b) Continue to manage District's long-term Debt Program to meet key bond financial ratios indicators to maintain current bond ratings and Consent Decree compliance.</li> <li>c) Continue to refine and report on multi-decade financing plan to support Consent Decree.</li> <li>d) Implement Wastewater Rate Commission Proposal.</li> <li>e) Implement strategies relating to OMCI taxes based on the feedback received from municipalities.</li> <li>f) Refine application of predictive analytics to enhance decision making.</li> </ul> |

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

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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b>                                  | <b>Completion Timeframe</b> |
|---|--|-----------------------------|
| a) Begin post-implementation review to assess improvements gained as a result of the new Development Review/Permitting business process improvements. | a) Q1, FY19  | a) Q4, FY19                 |
| b) Complete implementation of paperless process utilizing tools as supported by good business processes. Report results to regional partners.         | b) Q1, FY19  | b) Q4, FY19                 |
| c) Develop and conduct customer survey of user community.   | c) Q1, FY19  | c) Q2, FY19                 |
| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>                   |                             |
| a) Evaluate and use customer survey results to improve business processes.  | a) Support regional partners' efforts to expand utilization. |                             |
| b) Work with regional partners to identify opportunities for improvement.   |  |                             |

## 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: 2019   | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| a) Finalize District-wide phased implementation of the "Physical Records Cleanup" pursuant to the RRS.  | a) Q1, FY19          | a) Q4, FY19          |
| 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. | b) Q1, FY19          | b) Q4, FY19          |
| c) Begin communication, change management, marketing and messaging campaigns for the IG Program "Electronic Records Cleanup" rollout.   | c) Q1, FY19          | c) Q4, FY19          |
| d) Initiate training and phased implementation of the "Electronic Records Cleanup" pursuant to the RRS commencing with the Legal Department pilot program.  | d) Q1, FY19          | d) Q4, FY19          |
| e) Move physical records to new off-site storage facility.  | e) Q1, FY19          | e) Q4, FY19          |

| Milestones Year 2: 2020  | Milestones Years 3 - 5: 2021 - 2023   |
|--|---|
| a) Begin implementation of the ECM software solution.                      | a) Complete implementation of the ECM software solution.                                      |
| b) Continue implementation of business process and organizational changes. | b) Complete implementation of business process and organizational changes.                    |
| c) Finalize policies and procedures related to business processes.         | c) 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)

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|--|-----------------------------|-----------------------------|
| a) Load reconciled GIS/Maximo collection system assets (pre-2010) into Oracle.   | a) Q1, FY19                 | a) Q2, FY19                 |
| b) In accordance with revised business process, develop interfaces and reporting to support ongoing data synchronization of collection system assets between systems (Oracle, Maximo and GIS). | b) Q3, FY19                 | b) Q4, FY19                 |
| c) Develop business process to provide for plant asset valuation based on state of each asset and its associated attributes.   | c) Q3, FY19                 | c) Q4, FY19                 |

| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>  |
|--|---|
| a) Begin development of interfaces and reporting to support data synchronization of plant assets between systems (Oracle, Maximo and GIS). | a) Complete development of interfaces and reporting to support data synchronization of plant assets between systems (Oracle, Maximo and GIS). |
| b) Begin loading of plant assets into Oracle.  | b) Complete loading of plant assets into Oracle.  |
|  | c) Evaluate procedures and results of collection system and plant asset synchronization process and adjust accordingly.                       |

## 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|---|-----------------------------|-----------------------------|
| 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, FY19                 | a) Q4, FY19                 |
| b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA).   | b) Q1, FY19                 | b) Q4, FY19                 |
| 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, FY19                 | c) Q4, FY19                 |
| d) Identify upcoming regulatory issues for FY19 and develop an appropriate strategy.  | d) Q1, FY19                 | d) Q4, FY19                 |
| e) Maintain a dialog with the Non-Governmental Organizations (NGOs) on critical water quality issues in the St. Louis area.   | e) Q1, FY19                 | e) Q4, FY19                 |

## 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

| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>  |
|--|---|
| a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues. | a) Participate in regulatory stakeholder groups.<br><br>b) Begin stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan in FY21.<br><br>c) Obtain approval for the new MS4 permit in FY22. |

## 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b>  | <b>Completion Timeframe</b> |
|---|--|-----------------------------|
| a) Evaluate and report on upcoming regulatory issues that need Integrated Watershed Planning.   | a) Q1, FY19  | a) Q4, FY19                 |
| 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, FY19  | b) Q4, FY19                 |
| c) Propose update to the East-West Gateway 208 Water Quality Management Plan needed to finalize long term strategy regarding regionalization of wastewater treatment within the Lower Meramec watershed. Final Plan will include recommendations from the ammonia and nutrient study and final regional solids handling plan. | c) Q1, FY19  | c) Q4, FY19                 |
| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |                             |
| 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b>  | <b>Completion Timeframe</b> |
|---|--|-----------------------------|
| a) Begin development of stormwater program based on results of Rate Commission input or election results. | a) Q1, FY19  | a) Q4, FY19                 |
| b) Review Stormwater CMOM results and consider adjustments to I/R funds and internal staffing needs.      | b) Q1, FY19  | b) Q4, FY19                 |
| c) Implement FY19 CIRP commensurate with anticipated stormwater revenue and existing fund balance.        | c) Q1, FY19  | c) Q4, FY19                 |
| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |                             |
| a) Begin to implement stormwater program based upon election results.                                     | a) Complete implementation of Stormwater CIRP based on election results.<br><br>b) Complete Follow up survey 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

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b> | <b>Completion Timeframe</b> |
|---|-----------------------------|-----------------------------|
| a) Implement the FY19 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, FY19                 | a) Q4, FY19                 |
| b) Transition the use of Watershed Consultants to best fit the changing CIRP needs.   | b) Q1, FY19                 | b) Q1, FY19                 |
| c) Continue the implementation of specific green infrastructure projects in accordance with the approved program.   | c) Q1, FY19                 | c) Q4, FY19                 |
| 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, FY19                 | d) Q4, FY19                 |
| e) Implement the updated solids handling plan and adjust the capital program accordingly.   | e) Q1, FY19                 | e) Q4, FY19                 |
| f) Develop strategies to address potential future nutrient requirements as identified by the Nutrient Study.  | f) Q1, FY19                 | f) Q4, FY19                 |

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

### Objective 2: Implement Wastewater Operating and Capital Improvement Program

| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021-2023</b>  |
|--|---|
| <ul style="list-style-type: none"><li>a) Implement the CIRP commensurate with anticipated wastewater revenues.</li><li>b) Evaluate progress and rate of spending for green infrastructure projects program; adjust program as needed.</li><li>c) Continue implementation of the solids handling plan.</li><li>d) Integrate Asset Management Program to feed future CIRP.</li></ul> | <ul style="list-style-type: none"><li>a) Implement the CIRP commensurate with anticipated wastewater revenues.</li><li>b) Evaluate progress and rate of spending for green infrastructure projects program; adjust program as needed.</li></ul> |

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

### Objective 3: Implement Asset Management Program

| <b>Milestones Year 1: 2019</b>  | <b>Initiation Timeframe</b>  | <b>Completion Timeframe</b> |
|---|--|-----------------------------|
| a) Complete Phase 3 critical infrastructure asset management plan within plants and pump stations.  | a) Q1, FY19  | a) Q4, FY19                 |
| b) Implement a monetized rating process that incorporates business risk exposure into the prioritization of (both linear and vertical asset related) all CIRP projects. | b) Q1, FY19  | b) Q4, FY19                 |
| <b>Milestones Year 2: 2020</b>  | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |                             |
| a) Asset Management incorporated into CIRP process.   | a) Continue to monitor and adjust asset management process for efficiency and effectiveness.       |                             |
| b) Continue implementation of remaining asset management plans for other asset classes identified.  | 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

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b>                    | <b>Completion Timeframe</b> |
|--|--|-----------------------------|
| a) Evaluate results from facility audits and make determination concerning its potential implementation. | a) Q1, FY19                                    | a) Q4, FY19                 |
| b) Begin preparation for implementation of recommended platform for District facility information.       | b) Q1, FY19                                    | b) Q4, FY19                 |
| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021- 2023</b>      |                             |
| a) Continue implementation of the recommendations of the centralized facility maintenance plan.          | a) Reassess the value and results of the plan. |                             |

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

### Objective 5: Enhance Reliability of Information Technology Infrastructure

| Milestones Year 1: 2019  | Initiation Timeframe  | Completion Timeframe |
|--|---|----------------------|
| a) Implement an enterprise hosted phone/video (HCS) solution.  | a) Q1, FY19   | a) Q4, FY19          |
| b) Implement and test the updated IT disaster recovery strategy.   | b) Q1, FY19   | b) Q4, FY19          |
| c) Begin development of an upgrade plan for the District's Enterprise Oracle System.   | c) Q1, FY19   | c) Q1, FY19          |
| d) Assess feasibility and make recommendation to use the District's Maximo System for supporting information technology assets.                          | d) Q1, FY19   | d) Q1, FY19          |
| Milestones Year 2: 2020  | Milestones Years 3 - 5: 2021 - 2023   |                      |
| a) Begin the implementation of the District's upgraded Enterprise Oracle system.   | a) Complete the implementation of the District's upgraded Enterprise Oracle system. |                      |
| b) Move information technology assets into the District's Maximo System based on a positive recommendation to use the software tool for ongoing support. |   |                      |

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

### Objective 1: Increase Organizational Performance through Improved Communications

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b>                                      | <b>Completion Timeframe</b> |
|--|--|-----------------------------|
| a) Implement Compliance Training for all new employees to be completed within the first 90 days of employment. | a) Q1 FY19   | a) Q4 FY19                  |
| b) Conduct a Communication Survey on the effectiveness of management communication.                            | b) Q1 FY19   | b) Q4 FY19                  |
| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>                       |                             |
| a) Review/respond to the Management Communication Survey.  | a) Implement Management Communication Survey changes, as needed. |                             |
| b) Implement biannual on-line compliance training for new employees.   |  |                             |

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

### Objective 2: Improve Organizational Effectiveness through Leadership Development

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b>  | <b>Completion Timeframe</b> |
|--|--|-----------------------------|
| a) Identify components of the MSD Leadership Institute for future leaders.       | a) Q1 FY19   | a) Q4 FY19                  |
| b) Develop the certified MSD Leadership Institute.                               | b) Q1 FY19   | b) Q4 FY19                  |
| c) Develop Management Council to assist with certified MSD Leadership Institute. | c) Q1 FY19   | c) Q4 FY19                  |
| d) Develop Leadership Webinars and host online discussions.                      | d) Q1 FY19   | d) Q4 FY19                  |
| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>                               |                             |
| a) Implement the MSD Leadership Institute.                                       | a) Publish results of Survey Participation and make recommended changes. |                             |
| b) Assess the MSD Leadership Institute and modify as needed.                     | b) Implement cross-departmental training recommended changes.            |                             |
| c) Survey Participation in Leadership Webinars and On Line discussions.          |  |                             |
| d) Develop cross-departmental training opportunities.                            |  |                             |

## 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

| <b>Milestones Year 1: 2019</b>   | <b>Initiation Timeframe</b>  | <b>Completion Timeframe</b> |
|--|--|-----------------------------|
| a) Assess the new Performance Review System.   | a) Q1, FY19  | a) Q4, FY19                 |
| b) Develop training - How to write Effective Performance Improvement Plans.                            | b) Q1 FY19   | b) Q4, FY19                 |
| c) Develop training - The Impact of Changed Behavior.  | c) Q1 FY19   | c) Q4 FY19                  |
| d) Implement online bi-annual compliance training for all employees.                                   | d) Q1 FY19   | d) Q4 FY19                  |
| e) Establish a District Safety Council to review training topics.                                      | e) Q1 FY19   | e) Q4 FY19                  |
|  |  |                             |
| <b>Milestones Year 2: 2020</b>   | <b>Milestones Years 3 - 5: 2021 - 2023</b>   |                             |
| a) Implement changes to the Performance Review System.   | a) Develop Surveys to assess impact of Effective Performance Improvement Plans and Impact of Changed Behavior. |                             |
| b) Implement- How to write Effective Performance Improvement Plans and the Impact of Changed Behavior. | b) Assess District Safety Council's impact upon reducing Worker Compensation Claims.                           |                             |
| c) Review District Safety Council impact of reducing Worker Compensation Claims through training.      |  |                             |