

# Metropolitan St. Louis Sewer District



## Strategic Business and Operating Plan Fiscal Years 2013 - 2017

## VISION STATEMENT

Quality Service Always

## MISSION STATEMENT

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

## VALUES

### **Integrity**

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

### **Teamwork**

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

### **Excellence and Innovation**

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

### **The District Employees**

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

### **Customer Satisfaction**

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

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

# STRATEGIC BUSINESS AND OPERATING PLAN

The Fiscal Year (FY) 2013 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 FY2013 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY2013 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY2013 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 FY2013 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 District 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 the District's multi-decade, multi-billion dollar Capital Improvement and Replacement Program (CIRP), which was begun in 2003. 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 the re-engineering and integration of business processes and practices to deliver quality service to District stakeholders that reflects leading industry standards.

### **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 MSD's business functions. This strategy focuses on our involvement in the formation of regulations and legislation that impact all areas of District 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 proper investigation, planning, maintenance, and capital replacement programs. An infrastructure management program integrates these processes while considering risk and required service levels. The resulting program minimizes the life-cycle costs of infrastructure assets at an acceptable level of risk, while continually delivering established levels of service. An example of the efforts related to this strategy includes preventive maintenance and regular inspections of the District’s collection systems. This work would be prioritized by risk, and this type of proactive activity will reduce customer complaints, and provide the Engineering Department with information regarding needed system improvements.

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

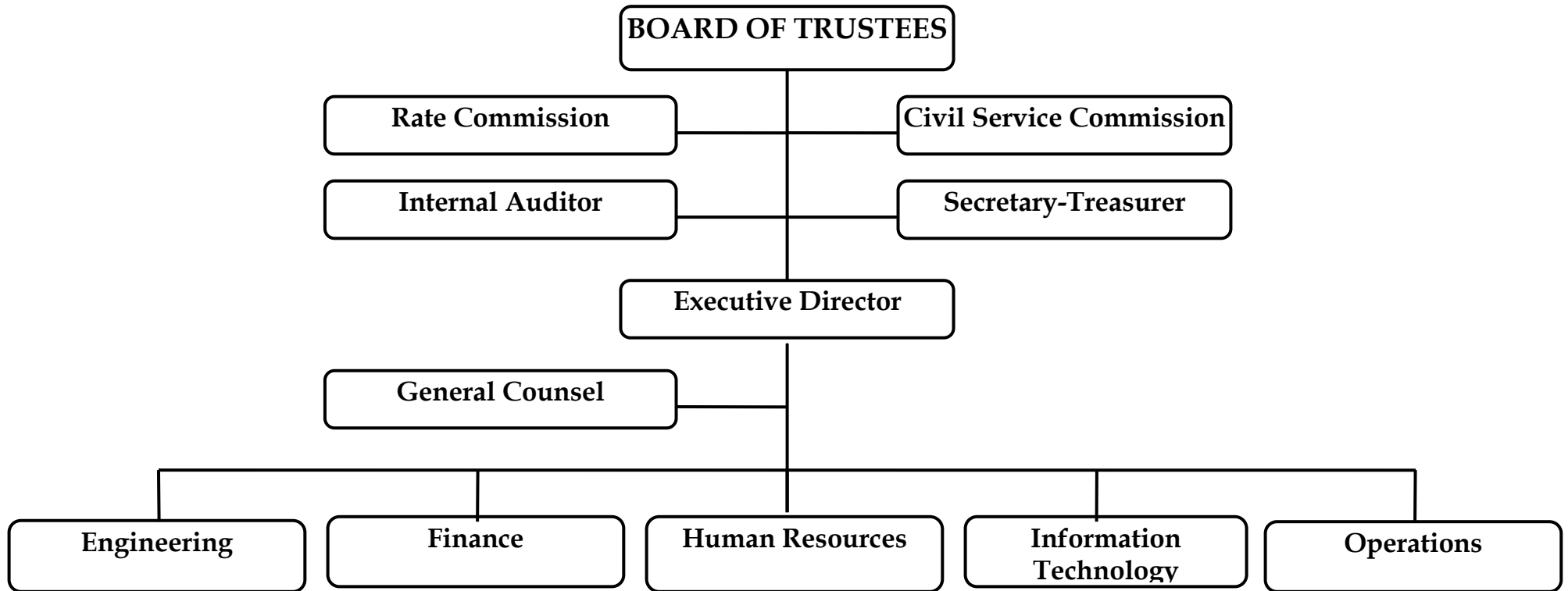
The District’s success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency, and cost management. Improving employee and organizational performance 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 2013 STRATEGIES**

The District has developed a set of specific objectives that support these strategies, and thus achieve the goals of the Strategic Business and Operating Plan. Objectives are segmented into “Year 1”, “Years 2-3”, and “Years 4-5” categories. Combined, these objectives make up the tactical blueprint that we will engage in during FY2013 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 Outreach Programs

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Integrate key messaging into all public communication functions and coordinate District outreach activities	a) Q3 FY2012	a) Ongoing
b) Implement Public Communication Plan (formerly Sanitary Sewer Overflow Public Communication Plan)	b) Q3 FY2012	b) Ongoing
c) Communicate stormwater and green infrastructure activities to stakeholders	c) Q3 FY2012	c) Ongoing
d) Develop and implement stakeholder interviews to understand stakeholders' perceptions of the District	d) Q3 FY2012	d) Q2 FY2013
e) Implement Infiltration / Inflow (I/I) Communication Plan	e) Q3 FY2012	e) Ongoing
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Continue to integrate key messaging into all public communication functions and coordinate District outreach activities	a) Evaluate the Outreach Programs and their role in the District's future strategic initiatives	
b) Review and revise Public Communication Plan (formerly Sanitary Sewer Overflow Public Communication Plan)		
c) Continue to communicate stormwater and green infrastructure activities to stakeholders		
d) Continue Infiltration / Inflow (I/I) Communication Plan.		
e) Implement plan to address gaps identified in Management Audit		
f) Rate Commission process outreach		

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

## Objective 2: Strengthen the Legislative Outreach Programs

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
a) Conduct meetings with St. Louis City, St. Louis County, and State of Missouri officials regarding District goals and needs.	a) Q1 FY2013	a) Q4 FY2013
b) Conduct annual legislative briefings	b) Q1 FY2013	b) Q4 FY2013
c) Develop and implement changes directly associated to the measured effectiveness of past Legislative Outreach Program initiatives	c) Q4 FY2013	c) Q4 FY2013
d) Provide annual scorecard of Legislative Outreach Program effectiveness	d) Q1 FY2013	d) Q1 FY2013

<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>
a) Conduct meetings with St. Louis City, St. Louis County and State of Missouri officials regarding District goals and needs	a) Conduct meetings with St. Louis City, St. Louis County and State of Missouri officials regarding District goals and needs
b) Develop and implement changes directly associated to the measured effectiveness of past Legislative Outreach Program initiatives	b) Develop and implement changes directly associated to the measured effectiveness of past Legislative Outreach Program initiatives
c) Conduct annual legislative briefings	c) Conduct annual legislative briefings
d) Provide annual scorecard of Legislative Outreach Program effectiveness	d) Provide annual scorecard of Legislative Outreach Program effectiveness

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## STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD POSITIVE RELATIONSHIPS

### Objective 3: Achieve Vendor & Workforce Inclusion Objectives

Milestones Year 1: FY 2013	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> <li>a) Conduct seminar on “Doing Business with MSD”</li> <li>b) Review results of sewer repair/construction workforce inclusion efforts</li> <li>c) Host an in-house networking event for MWBEs</li> <li>d) Explore opportunities to expand MWBE base to include additional contractors/vendors</li> <li>e) Evaluate and modify MWBE utilization program based on results identified by Disparity Study</li> <li>f) Maintain relationships and dialogue with external stakeholders of MSD’s MWBE utilization initiative</li> </ul>	<ul style="list-style-type: none"> <li>a) Q3 FY2013</li> <li>b) Q3 FY2013</li> <li>c) Q1 FY2013</li> <li>d) Q1 FY2013</li> <li>e) Q1 FY2013</li> <li>f) Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>a) Q3 FY2013</li> <li>b) Q4 FY2013</li> <li>c) Q2 FY2013</li> <li>d) Q1 FY2013</li> <li>e) Q4 FY2013</li> <li>f) Ongoing</li> </ul>
<b>Milestones Year 2 - 3: FY 2014 - 2015</b>	<b>Milestones Year 4 - 5: FY 2016 - 2017</b>	
<ul style="list-style-type: none"> <li>a) Following analysis of results of Disparity Study, semi-annually consult with MWBE Stakeholder’s for input on processes and practices pertaining to MWBE program and, if warranted, make adjustments</li> <li>b) Review “Small Sewer Contractor” initiative and collaborate on adjustments to improve success</li> <li>c) Review appropriateness of MWBE certification agencies</li> <li>d) Maintain relationships and dialogue with external stakeholders of MSD’s MWBE Utilization initiative</li> </ul>	<ul style="list-style-type: none"> <li>a) Select small sewer contractor(s) to be formally coached / mentored for business growth</li> <li>b) Maintain relationships and dialogue with external stakeholders of MSD’s MWBE Utilization initiative</li> </ul>	

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

### Objective 1: Increase Collection of Operational Revenue

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Implement water shut off to increase collection of delinquent sewer charges	a) Q1 FY2013	a) Q4 FY2013
b) Expand customer and community outreach to continue growth in the Low Income Program	b) Q1 FY2013	b) Q4 FY2013
c) Continue to assess and modify collection procedures to address delinquencies	c) Q1 FY2013	c) Q4 FY2013

Milestones Year 2 - 3: 2014- 2015	Milestones Year 4 - 5: 2016 - 2017
a) Review Low Income Program outreach and revise as necessary	a) Review Low Income Program outreach and revise as necessary
b) Continue to assess and modify collection procedures to address delinquencies	b) Continue to assess and modify collection procedures to address delinquencies
c) Review adequacy of all impact fees and adjust as appropriate	

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

### Objective 2: Implement Cost Savings Initiatives

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
<ul style="list-style-type: none"> <li>a) Maintain FY2013 operating budget at FY2011 levels</li> <li>b) Identify additional cost saving measures that include improvements in operating efficiencies</li> <li>c) Reduce the District's procurement costs through implementation of contemporary supply chain management.</li> <li>d) Manage risk to achieve the goals of the District's loss prevention and cost reduction programs</li> </ul>	<ul style="list-style-type: none"> <li>a) Q1 FY2013</li> <li>b) Q1 FY2013</li> <li>c) Q1 FY2013</li> <li>d) Q1 FY2013</li> </ul>	<ul style="list-style-type: none"> <li>a) Q4 FY2013</li> <li>b) Q4 FY2013</li> <li>c) Q4 FY2013</li> <li>d) Q4 FY2013</li> </ul>
<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016- 2017</b>	
<ul style="list-style-type: none"> <li>a) Maintain flat or decreasing annual operating budgets</li> <li>b) Continue to identify additional cost saving measures that include improvements in operating efficiencies</li> <li>c) Continue to reduce the District's procurement costs through implementation of contemporary supply chain management.</li> <li>d) Continue to manage risk to achieve continued loss prevention and cost reduction programs</li> </ul>	<ul style="list-style-type: none"> <li>a) Maintain flat or decreasing annual operating budgets</li> <li>b) Continue to identify additional cost saving measures that include improvements in operating efficiencies</li> <li>c) Continue to reduce the District's procurement costs through implementation of contemporary supply chain management.</li> <li>d) Continue to manage risk to achieve continued loss prevention and cost reduction programs</li> </ul>	

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

### Objective 3: Improve Long-Term Financing Plans for District Needs

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Manage capital program within supporting revenue while assuring Consent Decree compliance	a) Q1 FY2013	a) Q4 FY2013
b) Manage District's long term Bonding Program based upon Consent Decree funding requirements	b) Q1 FY2013	b) Q4 FY2013
c) Revise multi-decade financing plan to support the Consent Decree	c) Q1 FY2013	c) Q4 FY2013
d) Assess bond rating key indicators resulting from most recent credit agency reviews and address any deficiencies	d) Q1 FY2013	d) Q4 FY2013
e) Consider stormwater funding based on outcome of stormwater litigation	e) Q1 FY2013	e) Q4 FY2013
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance	a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance	
b) Continue to manage District's long term Bonding Program based upon Consent Decree compliance needs	b) Continue to manage District's long term Bonding Program based upon Consent Decree needs	
c) Continue to refine multi-decade financing plan to support Consent Decree	c) Continue to refine multi-decade financing plan to support Consent Decree	
d) Continue to address bond rating key indicators deficiencies resulting from most recent credit agency reviews	d) Continue to address bond rating key indicators deficiencies resulting from most recent credit agency reviews	

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

### Objective 4: Maximize External Sources of Funding

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Expand cooperative funding opportunities with US Army Corps of Engineers	a) Q1 FY2013	a) Q4 FY2013
b) Actively pursue grant funding and low-cost loans	b) Q1 FY2013	b) Q4 FY2013
c) Work to secure additional State Revolving Fund (SRF) financing for wastewater projects	c) Q1 FY2013	c) Q4 FY2013
d) Actively pursue the establishment of the Clean Water Trust Fund proposed by the National Association of Clean Water Agencies (NACWA).	d) Q1 FY2013	d) Q4 FY2013
e) Explore and implement new lines of business as possible opportunities arise	e) Q1 FY2013	e) Q4 FY2013

Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017
a) Continue to expand cooperative funding opportunities with US Army Corps of Engineers	a) Actively pursue Continue to expand cooperative funding opportunities with US Army Corps of Engineers
b) Continue to actively pursue grant funding and low-cost loans	b) Continue to actively pursue grant funding and low-cost loans
c) Continue work to secure additional State Revolving Fund (SRF) financing for wastewater projects	c) Continue work to secure additional State Revolving Fund (SRF) financing for wastewater projects
d) Continue to actively pursue the establishment of the Clean Water Trust Fund proposed by the National Association of Clean Water Agencies (NACWA).	d) Continue to actively pursue the establishment of the Clean Water Trust Fund proposed by the National Association of Clean Water Agencies (NACWA).
e) Continue to explore and implement new lines of business as possible opportunities arise	e) Continue to explore and implement new lines of business as possible opportunities arise

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## STRATEGY 3: INTEGRATE & IMPROVE THE DISTRICT'S BUSINESS PROCESSES.

### Objective 1: Analyze Effectiveness of Business Processes and Implement Improvements

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
a) Implement District dashboard that reflects Key Performance Indicators (KPI's)	a) Q1 FY2013	a) Q4 FY2013
b) Utilize KPI results to identify and improve business process changes as well as refine organizational alignment	b) Q1 FY2013	b) Q4 FY2013
c) Assure that Consent Decree reporting meets regulatory requirements and make improvements as required	c) Q1 FY2013	c) Q4 FY2013
d) Validate that Consent Decree performance meets regulatory requirements and make improvements as required.	d) Q1 FY2013	d) Q4 FY2013
<b>Milestones Year 2 - 3: 2014- 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>	
a) Implement funded business process changes	a) Implement funded business process changes	
b) Validate that KPI's are driving District performance and refine as needed	b) Validate that KPI's are driving District performance and refine as needed	
c) Continue to use KPI results to identify and improve business process changes as well as refine organizational alignment	c) Continue to use KPI results to identify and improve business process changes as well as refine organizational alignment	
d) Validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed	d) Validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed	

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## STRATEGY 3: INTEGRATE & IMPROVE THE DISTRICT'S BUSINESS PROCESSES.

### Objective 2: Implement Re-Engineered Development Review/Permitting Business Process

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
<ul style="list-style-type: none"> <li>a) Based on cost/benefit analysis of recommended software solution, obtain funding for implementation</li> <li>b) Begin implementation of software solution in accordance with plan and rollout of business processes to organization</li> </ul>	<ul style="list-style-type: none"> <li>a) Q1 FY2013</li> <li>b) Q2 FY2013</li> </ul>	<ul style="list-style-type: none"> <li>a) Q2 FY2013</li> <li>b) Q4 FY2013</li> </ul>
<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>	
<ul style="list-style-type: none"> <li>a) Complete implementation of software solution and new business processes</li> <li>b) Perform cost/benefit analysis to assess improvements gained as a result of re-engineered CIS business process and implement organizational alignments as needed to further benefit from re-engineered business process</li> </ul>	<p><i>Objective Complete</i></p>	

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## STRATEGY 3: INTEGRATE & IMPROVE THE DISTRICT'S BUSINESS PROCESSES.

### Objective 3: Implement Re-Engineered CIS (Billing and Customer Care) Business Process

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> <li>a) Obtain funding for software implementation</li> <li>b) Begin implementation of software solution in accordance with plan and rollout of business processes to organization</li> </ul>	<ul style="list-style-type: none"> <li>a) Q1 FY2013</li> <li>b) Q2 FY2013</li> </ul>	<ul style="list-style-type: none"> <li>a) Q2 FY2013</li> <li>b) Q4 FY2013</li> </ul>
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
<ul style="list-style-type: none"> <li>a) Complete implementation of software solution and new business processes</li> <li>b) Perform cost/benefit analysis to assess improvements gained as a result of re-engineered CIS business process and implement organizational alignments as needed to further benefit from re-engineered business process</li> </ul>	<p><i>Objective Complete</i></p>	

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## STRATEGY 3: INTEGRATE & IMPROVE THE DISTRICT'S BUSINESS PROCESSES.

### Objective 4: Implement Re-Engineered Fleet Management Business Process

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
<ul style="list-style-type: none"> <li>a) Refine and modify the fleet management business processes to align with industry standards and best practices</li> <li>b) Begin implementation of software solution in accordance with plan and rollout of business processes to organization</li> <li>c) Develop and implement Garage and Shop improvement strategies</li> </ul>	<ul style="list-style-type: none"> <li>a) Q1 FY2013</li> <li>b) Q2 FY2013</li> <li>c) Q1 FY2013</li> </ul>	<ul style="list-style-type: none"> <li>a) Q3 FY2013</li> <li>b) Q4 FY2013</li> <li>c) Q4 FY2013</li> </ul>
<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>	
<ul style="list-style-type: none"> <li>a) Complete implementation of software solution and new business processes</li> <li>b) Perform cost/benefit analysis to assess improvements gained as a result of re-engineered Fleet Management business process and implement organizational alignments as needed to further benefit from re-engineered business process</li> </ul>	<i>Objective Completed</i>	

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## STRATEGY 3: INTEGRATE & IMPROVE THE DISTRICT'S BUSINESS PROCESSES.

### Objective 5: Improve Customer Service Levels

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
a) Continually evaluate strategies to address customer expectations that will maintain Overall Customer Impression scores on Post Contact Survey to 80%	a) Q1 FY2013	a) Q4 FY2013
b) Survey the consulting engineering community to measure stakeholder satisfaction with the District's consultant selection and project management processes	b) Q1 FY2013	b) Q4 FY2013
c) Survey the development community to measure customer satisfaction with the District's plan review and permitting processes	c) Q1 FY2013	c) Q4 FY2013
d) Investigate external validation of customer service performance	d) Q1 FY2013	d) Q4 FY2013
<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>	
a) Maintain responses to key customer contact survey questions at achieved goals and target improvement goals	a) Implement improvement strategies that are funded and track results with contact surveys	
b) Implement improvement strategies that are funded and track results with contact surveys	b) Implement service level changes and funding mechanisms based on customer responses	
c) Survey customers impacted by recent District construction activities using the same survey criteria developed for the 2007 Infrastructure Improvement Survey	c) Maintain responses to key customer contact survey questions at achieved goals and target improvement goals	
d) In light of 2013 survey results, review plan review and permitting processes with development community stakeholder groups and identify desired process changes	d) Expand customer surveys to new targeted areas	
e) In light of 2013 survey results, review consultant selection and project management processes with consulting community stakeholder group and identify desired process changes		
f) Implement funded consultant selection and project management process changes		
g) Implement funded plan review and permitting process changes		
h) In light of 2014 survey results, review construction processes that impact the customer and identify the desired process changes		

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

### Objective 1: Participate in the Formation of New Laws through Proactive Involvement with Federal and State Legislation

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Identify and develop state and federal priorities by September of each year	a) Q1 FY2013	a) Q1 FY2013
b) Obtain sponsor and identify lobbying partners for new legislation by December of each year	b) Q2 FY2013	b) Q2 FY2013
c) Educate legislators to achieve legislative agenda	c) Q2 FY2013	c) Q3 FY2013
d) Measure success rate of FY 2012 legislative goals	d) Q1 FY2013	d) Q1 FY2013
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Measure success rate of legislative goals	a) Measure success rate of legislative goals	
b) Identify and develop state and federal priorities by September of each year	b) Obtain sponsor and identify lobbying partners for new legislation by December of each year	
c) Obtain sponsor and identify lobbying partners for new legislation by December of each year	c) Educate legislators to achieve legislative agenda.	
d) Educate legislators to achieve legislative agenda	d) Identify and develop state and federal priorities by September of each year	

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

### Objective 2: Participate in Stakeholder Groups to Develop Sound Technical Basis for Regulatory Issues

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
a) Participate in regulatory stakeholder groups created to address nutrient criteria, wet weather issues and other changes to the Missouri Department of Natural Resources (MDNR) effluent regulations and water quality standards	a) Q1 FY2013	a) Q4 FY2013
b) Participate in state and local environmental and economic organizations such as Missouri Water Environment Association (MWEA), the Urban Areas Coalition (UAC), and the St. Louis Regional Commerce and Growth Association (RCGA)	b) Q1 FY2013	b) Q4 FY2013
c) Participate in the Water Environment Federation (WEF)	c) Q1 FY2013	c) Q4 FY2013
d) Participate with National Association of Clean Water Agencies (NACWA) on water quality issues	d) Q1 FY2013	d) Q4 FY2013
e) Develop annual report to present results of participation in regulatory agencies	e) Q1 FY2013	e) Q2 FY2013
f) Identify upcoming regulatory issues for FY 2014 and develop an appropriate strategy	f) Q1 FY2013	f) Q2 FY2013
g) Finalize SW Management Plan and secure approval of the Five-Year Phase II stormwater permit	g) Q2 FY2013	g) Q4 FY2013
h) Fund development of a Water Quality Watershed Master Plan to address water quality impairments of creeks and streams	h) Q1 FY2013	h) Q4 FY2013
<b>Milestones Year 2 - 3: 2014 - 2015</b>		<b>Milestones Year 4 - 5: 2016 - 2017</b>
a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues		a) Participate in regulatory stakeholders groups b) Obtain stakeholder feedback on content of new SW Management Plan for new Phase II Stormwater Permit

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

### Objective 1: Implement Strategic Stormwater Operating and Capital Improvement Initiatives

<b>Milestones Year 1: 2013</b>	<b>Initiation Time Frame</b>	<b>Completion Time Frame</b>
a) Continue implementation of service levels by area in line with current funding constraints	a) Q1 FY2013	a) Q4 FY2013
b) Plan to reestablish stormwater service program.	b) Q1 FY2013	b) Q4 FY2013
c) Develop a stormwater CIRP commensurate with anticipated future stormwater revenues and existing Fund balances	c) Q1 FY2013	c) Q2 FY2013
<b>Milestones Year 2 - 3: 2014 - 2015</b>	<b>Milestones Year 4 - 5: 2016 - 2017</b>	
a) Acquire resources to implement a new stormwater service level	a) Evaluate customer satisfaction with current stormwater service level	
b) Transition implementation of service levels in line with current funding constraints	b) Adjust service level as needed within funding constraints	

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

### Objective 2: Implement Strategic Wastewater Operating and Capital Improvement Initiatives

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Complete and submit private inflow elimination program plan to regulators as required in Consent Decree	a) Q1 FY2013	a) Q1 FY2013
b) Implement private inflow elimination program as approved	b) Q2 FY2013	b) Q4 FY2013
c) Transition program planning efforts from regulatory activities to support program delivery and asset management activities	c) Q3 FY2013	c) Q4 FY2013

Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016- 2017
a) Finalize long-term capital program needs and schedules in the separate sewer service area with completion of the SSO Master Plan	a) Develop wastewater operating and capital program funding needs for remainder of Consent Decree
b) Develop wastewater operating and capital program funding needs for the next rate proposal covering fiscal years 2017-2020	

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

### Objective 3: Expand the Asset Management Program

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Implement service level goals for plants, pump stations, and collection systems	a) Q1 FY2013	a) Q4 FY2013
b) Continue development of standard condition assessment and risk models for District stormwater and wastewater assets	b) Q1 FY2013	b) Q4 FY2013
c) Continue implementation of in-sourcing of sewer system investigation activities	c) Q1 FY2013	c) Q4 FY2013
d) Complete phase-in of contracted Closed Circuit TV (CCTV) sewer inspections	d) Q1 FY2013	d) Q2 FY2013
e) Develop and implement plant/pump station maintenance and capital improvement strategies	e) Q3 FY2013	e) Q4 FY2013
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016- 2017	
a) Complete in-sourcing of sewer system investigation activities	<i>Objective Complete</i>	
b) Integrate results of asset management assessment programs into the rate setting process		

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

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

Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Develop and implement a communication plan to increase internal two-way communication and consistency of messages across all Departments and at all employee levels	a) Q1 FY2013	a) Q4 FY2013
b) Develop intranet as a primary resource for internal communications, including, but not precluded to, social media content, FAQs on current issues, expanded use of blogs, etc.	b) Q1 FY2013	b) Q4 FY2013
c) Require work groups to hold quarterly staff meetings to keep employees informed of important recent issues	c) Q1 FY2013	c) Ongoing
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Review and revise internal communication plan as needed to ensure internal two-way communication and consistency of messages across all Departments and at all employee levels	a) Continue to review and revise internal communication plan as needed to ensure internal two-way communication and consistency of messages across all Departments and at all employee levels	
b) Refine use of intranet as a primary resource for internal communications	b) Continue to refine use of intranet as a primary resource for internal communications	
c) Continue to require work groups to hold quarterly staff meetings to keep employees informed of important recent issues	c) Continue to require work groups to hold quarterly staff meetings to keep employees informed of important recent issues	

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## 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: 2013	Initiation Time Frame	Completion Time Frame
a) Develop and implement leadership training programs for all levels of management which includes key topics related to business effectiveness	a) Q1 FY2013	a) Ongoing
b) Develop and implement a plan for a Continuous Improvement Program	b) Q1 FY2013	b) Ongoing
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Continue implementation of leadership training programs for all levels of management which includes key topics related to business effectiveness	a) Continue implementation of leadership training programs for all levels of management which includes key topics related to business effectiveness	
b) Continue implementation of Continuous Improvement Program	b) Continue implementation of Continuous Improvement Program	
c) Create a mentoring/coaching program	c) Review and revise mentoring/coaching program	

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

Objective 3: Increase Individual Performance through Continued Performance Consulting and Training		
Milestones Year 1: 2013	Initiation Time Frame	Completion Time Frame
a) Train all new managers on MSD's performance management process	a) Q1 FY2013	a) Ongoing
b) Expand performance consulting program to include team leads in their role of day to day monitoring and managing production results	b) Q1 FY2013	b) Ongoing
c) Expand use of performance appraisal form to include a behavior rating scale and an objective for professional development	c) Q2 FY2013	c) Q4 FY2013
Milestones Year 2 - 3: 2014 - 2015	Milestones Year 4 - 5: 2016 - 2017	
a) Review use of performance appraisal forms	a) Review use of performance appraisal forms	

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