

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2014 - 2018

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) 2014 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 FY2014 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY2014 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY2014 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 FY2014 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 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 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 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.

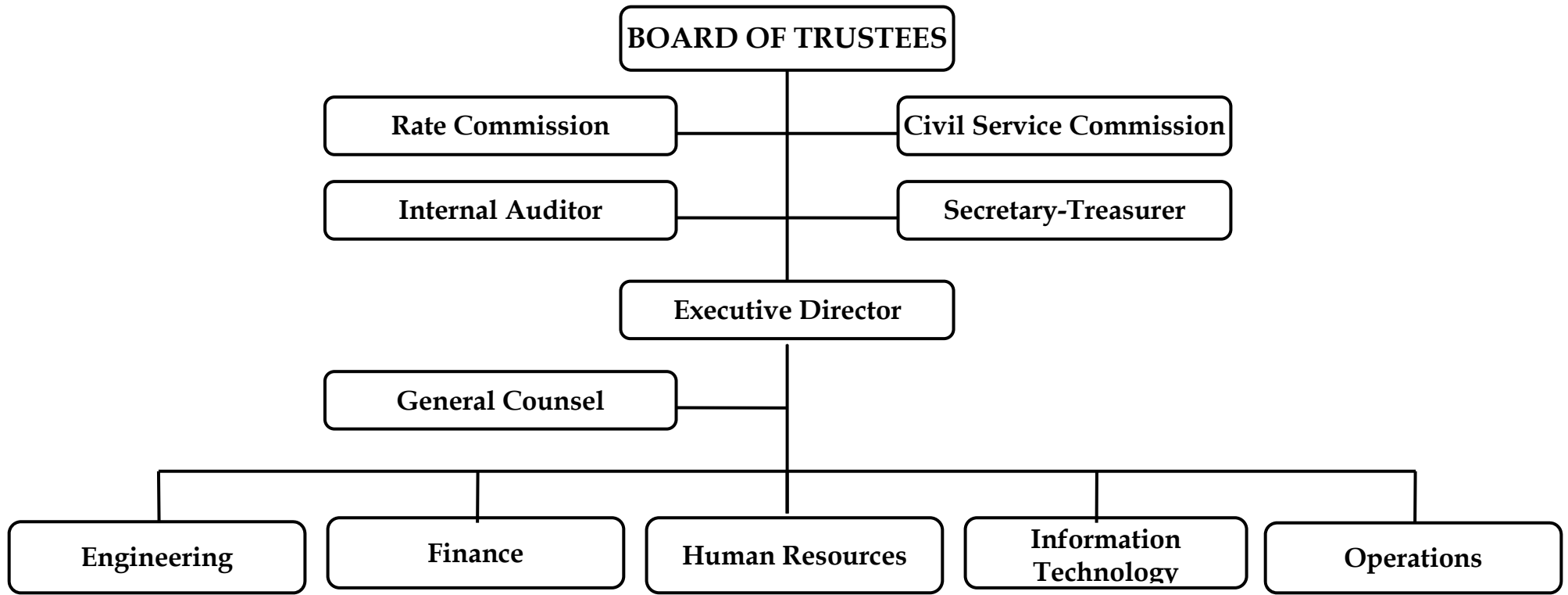
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency, and cost management. Improving employee and organizational performance 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 2014 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 FY2014 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: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Based on Public Communication & Outreach Programs, continue to implement 90-day program segments and conduct quarterly reviews of performance. b) Identify issues of concern to customers, evaluate current communications, and identify improvements to meet customer's needs, assessing the use of the MSD website, social media, and related technology, by the District as a whole. Develop strategies to address communications to meet customer service needs. c) Develop and implement communications plan to support next steps in addressing stormwater funding issue. 	<ul style="list-style-type: none"> a) Ongoing b) Q1FY2014 c) Q1 FY2014 	<ul style="list-style-type: none"> a) Ongoing b) Q4FY2014 c) Q2 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Continue Public Communication & Outreach Program 90-day segments, with quarterly reviews of performance. b) Implement improvement initiatives identified in the FY14 evaluation to address communications and customer service needs. c) Identify gaps in key messaging in MSD public communications and make corrections toward consistent messaging in all MSD communications. d) Continue implementation of the communication plan on stormwater funding. e) Begin public communications related to the Rate Commission process. 	<ul style="list-style-type: none"> a) Evaluate the Public Communications and Outreach Program activities and their role in the District's comprehensive Communication Plan. b) Review and revise Public Communication & Outreach Program goals and staffing. 	

Objective 2: Strengthen the Elected Officials Outreach Programs

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Develop legislative priorities for both State and Federal activities and obtain legislative sponsors. b) Conduct meetings with St. Louis City (Mayor's office & Board of Alderman), St. Louis County (County Executive's office & County Council) regarding District goals and needs. c) Enhance relationships with municipalities by raising awareness of legal issues impacting local government and MSD through outreach to elected officials, tailored toward newly elected officials. d) Conduct annual legislative briefings in Jefferson City, for State of Missouri legislators. e) Conduct legislative briefing for Federal legislators. f) Provide annual report on Legislative Outreach Program results and assess future activities for enhancing effectiveness. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q1 FY2014 d) Q1 FY2014 e) Q1 FY2014 f) Q4 FY2014 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q4 FY2014 c) Q4 FY2014 d) Q4 FY2014 d) Q4 FY2014 e) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<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 & Board of Alderman), St. Louis County (County Executive's office & County Council) regarding District goals and needs. c) Continue to enhance relationships with municipalities through legislative briefings for elected officials. d) Conduct annual legislative briefings in Jefferson City, for State of Missouri legislators. e) Conduct legislative briefing for Federal legislators. f) Provide annual report on Legislative Outreach Program results and assess future activities for enhancing 	<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 & Board of Alderman), St. Louis County (County Executive's office & County Council) regarding District goals and needs. c) Continue to enhance relationships with municipalities through legislative briefings for elected officials. d) Conduct annual legislative briefings in Jefferson City, for State of Missouri legislators. e) Conduct legislative briefing for Federal legislators. f) Provide annual report on Legislative Outreach Program 	

<p>effectiveness.</p> <p>g) Educate the Rate Commission on upcoming issues related to the next rate cycle.</p>	<p>results and assess future activities for enhancing effectiveness.</p>
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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 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Conduct seminar on “Doing Business with MSD” b) Host an in-house networking event for MWBEs c) Implement a program to expand MWBE base to include additional contractors/vendors d) Complete implementation modifications to the MWBE utilization program based on results identified by Disparity Study e) Develop and implement a plan to provide opportunities for contractors to hire low income or under employed individuals for sewer projects. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q2 FY2014 c) Q1 FY2014 d) Q1 FY2014 e) Ongoing 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q3 FY2014 c) Q4 FY2014 d) Q2 FY2014 e) Q2 FY2014
Milestones Year 2: FY 2015	Milestones Year 3 - 5: FY 2016 - 2018	
<ul style="list-style-type: none"> a) Research and develop a partnership with other governmental agencies to educate minority vendors/contractors on business development. b) Review appropriateness of MWBE certification agencies c) Maintain relationships and dialogue with external stakeholders of MSD’s MWBE Utilization initiative d) As recommended by the Disparity Study, continue to enhance relationships and develop cooperative programs with non-profit organizations, schools, colleges and disadvantaged youth programs with corporate and professional/trade association partners. 	<ul style="list-style-type: none"> a) Maintain relationships and dialogue with external stakeholders of MSD’s MWBE Utilization initiative b) Redo the disparity study 	

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

Objective 1: Increase Collection of Delinquent Revenue

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
a) Implement water shutoff where possible to increase collection of delinquent sewer charges.	a) Q2 FY2014	a) Q4 FY2014
b) Continue to expand or revise customer outreach to reach Low Income Program enrollment of 2, 618 as projected in 2011 Rate Commission Report.	b) Q1 FY2014	b) Q4 FY2014
c) Continue to assess and modify collection procedures to reduce net average collection period for receivables to 45 days or less	c) Q1 FY2014	c) Q4 FY2014

Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018
a) Review Low Income Program outreach and revise as necessary to reach 2011 Rate Report goal of 3,193 participants b) Continue to assess and modify collection procedures to achieve net average collection period for receivables to 45 days or less c) Assess effectiveness of Shut-off programs and revise if necessary.	a) Review Low Income Program outreach and revise as necessary to reach 2011 Rate Report goal for FY16 of 3,623 participants. b) Continue to assess and modify collection procedures to maintain net average collection period of receivables to less than 45 days

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

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Manage District O & M expenses so that total expenditures don't increase more than 3% as outlined in the 2011 Rate Commission Report b) Begin to implement Phase II of the Purchasing Improvement Plan. c) Manage risk to achieve continued loss prevention and cost reduction to be within 5% of previous years costs. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q1 FY2014 	<ul style="list-style-type: none"> d) Q4 FY2014 e) Q4 FY2014 f) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Manage District O & M expenses so that total expenditures don't increase more than 3% as outlined in the 2011 Rate Commission Report b) Continue to identify, measure and report additional cost reductions/avoidance measures that include improvements in operating efficiencies and report semi-annually c) Complete Phase II - Purchasing Improvement Plan d) Continue to manage risk to achieve continued loss prevention and cost reduction programs to stay within 5% goal 	<ul style="list-style-type: none"> a) Maintain annual operating budgets that are aligned with current approved Rate Commission Report b) Continue to identify, measure and report additional cost reductions/avoidance measures that include improvements in operating efficiencies and report semi-annually c) Continue to manage risk to achieve continued loss prevention and cost reduction programs to stay within 5% goals 	

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

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

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
a) Manage capital program within supporting revenue while assuring Consent Decree compliance	a) Q1 FY2014	a) Q4 FY2014
b) Manage District's long term Bonding Program to meet key bond indicators to maintain AA+ and AAA ratings and Consent Decree compliance	b) Q1 FY2014	b) Q4 FY2014
c) Revise and report on multi-decade financing plan to support current and potential future requirements	c) Q1 FY2014	c) Q4 FY2014
d) Implement stormwater funding based on outcome of stormwater litigation	d) Q2 FY2014	d) Q4 FY2014
e) Pursue external Sources of Funding where available	e) Q1 FY2014	e) Q4 FY2014
f) Develop outreach program for financial investor relations	f) Q1 FY2014	f) Q1 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
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) Manage District's long term Bonding Program to meet key bond indicators to maintain current bond ratings and Consent Decree compliance	b) Manage District's long term Bonding Program to meet key bond indicators to achieve best rating possible and Consent Decree compliance	
c) Continue to refine and report on multi-decade financing plan to support current and future requirements	c) Continue to refine and report on multi-decade financing plan to support Consent Decree	
d) Continue to pursue external sources of funding where available		

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

Objective 1: Implement Business Process Improvements Based on Analysis of Key Performance Indicators

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Validate scorecard KPI results and verify that established KPI’s are the appropriate metrics for driving/measuring the District’s performance. b) Validate that Consent Decree performance meets regulatory requirements. c) Establish Process Improvement Teams to evaluate business processes potentially in need of improvement based on FY2013 KPI results 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q3 FY2014 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q2 FY2014 c) Q4 FY2014
Milestones Year 2: 2015	Milestones Years 3 – 5: 2016 – 2018	
<ul style="list-style-type: none"> a) Continue to use KPI results to identify and implement business process changes as well as to refine organizational alignment b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed 	<ul style="list-style-type: none"> a) Continue to use KPI results to identify and implement business process changes as well as to refine organizational alignment b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed 	

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

Objective 2: Implement Development Review/Permitting Business Process Improvement

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Implement software solution and modify existing business processes as required to match industry best practices. b) Begin implementation of organizational changes required to fully benefit from the implementation of the software solution and business process improvements. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q3 FY2014 	<ul style="list-style-type: none"> a) Q4 FY2014 b) Ongoing
Milestones Year 2: 2015		
<ul style="list-style-type: none"> a) Complete implementation of process and organizational changes. b) Perform cost/benefit analysis to assess improvements gained as a result of the Development Review/Permitting business process improvement initiative. 		

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

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

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Begin implementation of software solution and modify existing business processes as required to match industry best practices. b) Begin implementation of organizational changes required to fully benefit from the implementation of the software solution and business processes improvements. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q3 FY2014 	<ul style="list-style-type: none"> a) Ongoing b) Ongoing
Milestones Year 2: 2015	Milestones Years 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Complete implementation of software solution b) Continue implementation of required business process and organizational changes. 	<ul style="list-style-type: none"> a) Complete implementation of business process and organizational changes. b) Perform cost / benefit analysis to assess improvements gained as a result of implementation of the software solution and E-CIS business process improvements. 	

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

Objective 4: Implement Fleet Management Business Process Improvement

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Begin implementation of software solution and modify existing business processes as required to match industry best practices. b) Begin implementation of organizational changes required to fully benefit from the implementation of the software solution and business processes improvements. . 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 	<ul style="list-style-type: none"> a) Ongoing b) Ongoing
Milestones Year 2: 2015	Milestones Years 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Continue implementation of required business process and organizational changes. 	<ul style="list-style-type: none"> a) Complete implementation of business process and organizational changes. b) Perform cost / benefit analysis to assess improvements gained as a result of implementation of the software solution and Fleet Management business process improvements. 	

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

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

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Establish Document Management Process Improvement Team b) Develop a Document Management Plan that complies with the District’s Document Retention Policy (adopted in FY2013) and that addresses the District’s short-term and long-term document management, storage and retrieval needs. c) Develop RFP documentation and select software solution. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q3 FY2014 	<ul style="list-style-type: none"> a) Q1 FY 2014 b) Q3 FY 2014 c) Q4 FY 2014
Milestones Year 2: 2015	Milestones Year 3-5: 2016 – 2018	
<ul style="list-style-type: none"> a) Begin implementation of the selected software solution and modify existing business processes as required to support the document management strategy. 	<ul style="list-style-type: none"> a) Complete implementation of the selected software solution b) Complete implementation of business process and organizational changes. c) Perform cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and Document Management business process improvements. 	

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

Objective 6: Integrate Oracle Financial, Maximo and GIS Asset Information

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
a) Establish Process Improvement Team to review Collection System Assets	a) Q1 FY2014	a) Q1 FY2014
b) Identify data gaps in asset attributes in GIS/Maximo and begin implementation of plan to close the gap	b) Q2 FY2014	b) Ongoing
c) Develop process plan to load individual asset attributes and valuation information into Oracle Financial and identify any associated system requirements	c) Q2 FY2014	c) Ongoing
d) Develop process plan to integrate collection system asset renewal financial data from Oracle to Maximo	d) Q2 FY2014	d) Q4 FY2014
e) Develop process plan to keep Oracle, Maximo and GIS collection system asset information "in sync"	e) Q2 FY2014	e) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
a) Complete closure of asset attributes data gap in GIS/Maximo	a) Complete implementation of process plan to load individual asset attributes and valuation information into Oracle	
b) Begin implementation of process plan to load individual asset attributes and valuation information into Oracle	b) Refine/improve process plan to ensure that collection system asset renewal financial data in Maximo and Oracle Projects are reflected in Oracle Financials.	
c) Implement process plan to ensure that collection system asset renewal financial data in Maximo and Oracle Projects are reflected in Oracle Financials.	c) Refine/improve business process for keeping Oracle, Maximo and GIS "in sync"	
d) Implement process plan to keep Oracle, Maximo and GIS collection system asset information "in sync"	d) Establish Business Process Team for Facility Assets and begin identifying asset attribute data gaps and asset management process plans.	

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: 2014	Initiation Time Frame	Completion Time Frame
a) Advocate in regulatory stakeholder groups created to address nutrient criteria, wet weather issues, eDMR Reporting, Impaired Waters (303d) Listing & Methodology and other changes to the Missouri Department of Natural Resources (MDNR) effluent regulations and water quality standards	a) Q1 FY2014	a) Q4 FY2014
b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA)	b) Q1 FY2014	b) Q4 FY2014
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 FY2014	c) Q4 FY2014
d) Develop annual report to present results of participation in regulatory agencies	d) Q1 FY2014	d) Q2 FY2014
e) Identify upcoming regulatory issues for FY 2015 and develop an appropriate strategy	e) Q1 FY2014	e) Q2 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues	a) Participate in regulatory stakeholders groups b) Begin stakeholder process for submitting a MS4 application and Storm Water Management Plan in FY2017 c) Obtain approval for the new MS4 permit in June 2018	

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

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

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Review and evaluate current applicable legislation and regulations for barriers to allowing Integrated Watershed Planning b) Renew MSD’s MS4 permit to allow increased flexibility for regulatory compliance c) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable Implementation Plans for the St. Louis area 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q1 FY2014 	<ul style="list-style-type: none"> a) Q4 FY2014 b) Q1 FY2014 c) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Develop a plan to improve legislation and regulations to facilitate the implementation of Integrated Watershed Planning 	<ul style="list-style-type: none"> a) Propose new legislation and regulations enabling Integrated Watershed Planning 	

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

Objective 1: Implement Stormwater Operating and Capital Improvement Program

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
a) Implement service levels by area in line with available stormwater revenue	a) Q1 FY2014	a) Q4 FY2014
b) Upon a favorable Missouri Supreme Court decision, re-implement the impervious area-based stormwater resource and service plan; add the necessary personnel and resources required to provide basic stormwater service throughout the entire District.	b) Q1 FY2014	b) Q4 FY2014
c) Absent a favorable Missouri Supreme Court decision, revise operations as required by new MS4 Stormwater Permit.	c) Q1 FY2014	c) Q4 FY2014

Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018
a) Continue implementation of service levels by area in line with available stormwater revenue.	a) Evaluate customer satisfaction with current stormwater service level (2016).
b) Develop a stormwater CIRP commensurate with anticipated stormwater revenues and existing Fund balances.	b) Adjust service level and stormwater rate based on customer satisfaction survey, regulatory changes and capital needs (2017).

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

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Finalize long-term capital program needs and schedules in the separate sewer service area with completion of the SSO Master Plan as required by Consent Decree. b) Implement design, construction and monitoring of the CSO Long Term Control and SSO Master Plan per the Consent Decree. c) Monitor progress and adjust resources as needed to ensure that asset management requirements per the Consent Decree are met. d) Implement private inflow elimination program. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q1 FY2014 d) Q1 FY2014 	<ul style="list-style-type: none"> a) Q2 FY2014 b) Q4 FY2014 c) Q2 FY2014 d) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016- 2018	
<ul style="list-style-type: none"> a) Develop wastewater operating and capital program funding needs in 2015 for the next rate proposal covering fiscal years 2017-2020. b) Monitor progress and adjust resources as needed to ensure that CMOM requirements per the Consent Decree are met. c) Analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree. 	<ul style="list-style-type: none"> a) Develop wastewater operating and capital program funding needs for remainder of Consent Decree b) Continue to monitor progress and adjust resources as needed to ensure that CMOM requirements per the Consent Decree are met. c) Continue to analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree. d) Review and revise and adjust as necessary capital delivery model. 	

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

Objective 3: Implement Asset Management Program

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Establish service level goals and appropriate processes for plants. b) Develop risk models that in combination with condition can be utilized to assess overall criticality for District stormwater and wastewater assets c) Develop collection system, pump station and plant infrastructure assessment and renewal prioritization strategy based on Asset Management principles. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q1 FY2014 c) Q1 FY2014 	<ul style="list-style-type: none"> a) Q4 FY2014 b) Q4 FY2014 c) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016- 2018	
<ul style="list-style-type: none"> a) Complete development of risk models for District stormwater and wastewater assets. b) Analyze and refine Asset Management Program as knowledge is gained. c) Complete development of collection system, plant and pump station infrastructure assessment and renewal plan in time for next rate proposal covering Fiscal Years 2017 - 2020. 	<ul style="list-style-type: none"> a) Continue to analyze and refine Asset Management Program as knowledge is gained. b) Adjust the infrastructure assessment and renewal plan in accordance with the revenue defined by the rate process. 	

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

Objective 1: Increase Organizational Performance through Improved Communication

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Develop and implement best practices to facilitate communications at all levels and to include: <ul style="list-style-type: none"> 1) Significant event communications 2) Transitional communications 3) Cross functional departmental understanding 4) Facilitate best practices to foster ongoing open, honest and timely communication. b) Form multi-functional group to assess role, if any, of social media in internal communications. c) Assess existing management training to determine the current level and need for additional training in regards to the importance of fostering ongoing open, honest and timely communications. 	<ul style="list-style-type: none"> a) Q1FY2014 b) Q2FY2014 c) Q4FY2014 	<ul style="list-style-type: none"> a) Q4FY2014 b) Q4 FY2014 c) Q4FY2014
<p style="color: #c00000;">Milestones Year 2: 2015</p> <ul style="list-style-type: none"> a) Implement best practices to facilitate communications at all levels to include: b) 1) Significant event communications; and c) 2) Transitional communications. d) 3) Facilitating best practices to foster ongoing open, honest and timely communication. e) Refine and implement any recommendations for additional use of intranet as a primary resource for internal communications. f) Implement any recommendations with regard to use of social media in internal communications. g) Continue to require work groups to hold quarterly staff 	<p style="color: #c00000;">Milestones Year 3 – 5: 2016 - 2018</p> <ul style="list-style-type: none"> a) Perform District-wide assessment of progress with regard to communication effectiveness. 	

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: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Utilize managers as co-facilitators in leadership training classes. b) Develop guidelines and framework for existing and potential leaders to create personal leadership development plans. c) Implement external coaching for Sr. Leadership development. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q2 FY2014 c) Q1FY2014 	<ul style="list-style-type: none"> a) Ongoing b) Q4FY2014 c) Q4 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Continue to utilize managers as co-facilitators in leadership training classes. b) Develop a plan to identify and access potential future leadership. c) Incorporate effective communication component in management training and performance assessments. d) Implement management feedback assessment. 	<ul style="list-style-type: none"> a) Continue utilizing managers as co-facilitators in selected management training classes. b) Implement and monitor compliance of leadership development plans and assessments. c) Continue to make external coaching available to the Sr. Leadership Team. d) Assess effectiveness and refine as necessary additional management training in business processes and effective communication 	

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

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

Milestones Year 1: 2014	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Each department is to develop orientation plan to meet key objectives within the first 30-days of employment: <ul style="list-style-type: none"> a) Understanding of District and Department Mission Statements b) Clear goals and objectives for position c) Awareness of key internal and external stakeholders d) Establish a peer/mentor employee reference list b) Implement the orientation plan for all new or promoted employees. c) Implement a focus group to identify and develop strategies to address target areas for greater accountability. 	<ul style="list-style-type: none"> a) Q1 FY2014 b) Q3 FY2014 c) Q2 FY2014 	<ul style="list-style-type: none"> a) Q2 FY2014 b) Q4 FY2014 c) Q2 FY2014
Milestones Year 2: 2015	Milestones Year 3 - 5: 2016 - 2018	
<ul style="list-style-type: none"> a) Monitor the effectiveness of the orientation plan in meeting the key objectives and adjust as needed. b) Implement strategies to address target areas for greater accountability. 	<ul style="list-style-type: none"> a) Monitor effectiveness of strategies related to accountability and adjust as needed. 	