

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2015- 2019

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, and respect.

Teamwork

We believe in working together to accomplish our mission with open communication, trust, respect, and diversity.

Innovation

We embrace continuous improvement and new solutions to achieve excellence.

Employees

We are dedicated to developing successful, responsible, and safety conscious employees and acknowledging their contributions.

Customers

We are dedicated to building strong relationships by keeping our commitments, providing excellent service, and being transparent in everything we do.

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

STRATEGIC BUSINESS AND OPERATING PLAN

The Fiscal Year (FY) 2015 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 FY2015 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY2015 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY2015 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 FY2015 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.

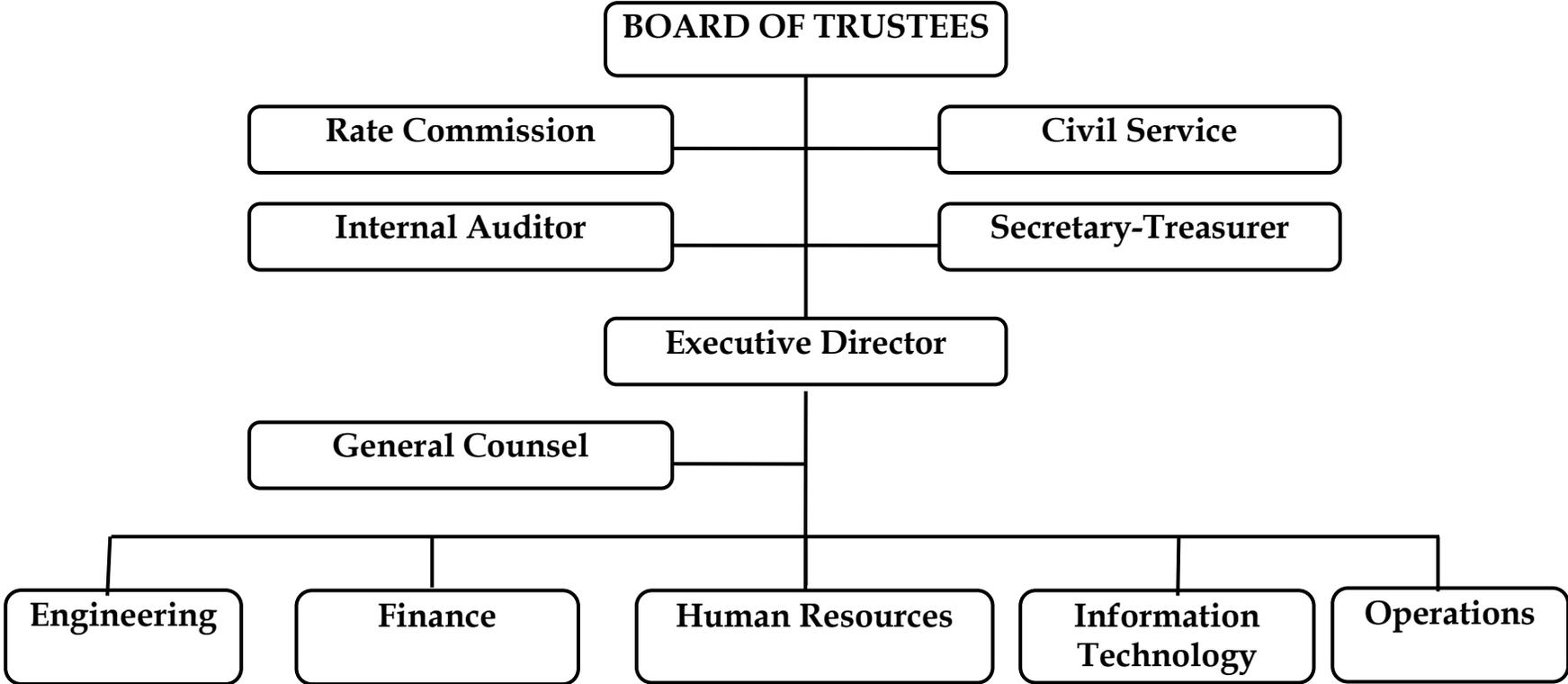
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency, and cost management. Improving employee and organizational performance 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 2015 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 FY2015 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: 2015	Initiation Time Frame	Completion Time Frame
a) Continue to implement 90-day program segments for Project Clear and conduct quarterly reviews of performance, based on public communication and outreach programs.	a) Ongoing	a) Ongoing
b) Evaluate and develop strategies and identify the resources for the next phase of public communication outreach programs.	b) Q1 FY2015	b) Q2 FY2015
c) Implement improvement initiatives to address issues of concern to customers and enhance current communications through the use of the MSD website, social media, and related technology, by the District as a whole. Implement strategies to address communications specific to customer service needs.	c) Q1 FY2015	c) Q4 FY2015
d) Continue implementation of communications plan to address stormwater funding issue in coordination with Rate Commission process.	d) Ongoing	d) Ongoing
e) Identify key messaging gaps in MSD public communications and make corrections towards consistent messaging.	e) Q1 FY2015	e) Q4 FY2015
f) Begin communication with key stakeholders and the public regarding the Rate Commission process.	f) Q1 FY2015	f) Ongoing

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<ul style="list-style-type: none"> a) Implement strategies identified for the next phase of public communication and outreach programs based on a 90-day model for Project Clear. b) Evaluate initiatives implemented to address communications and customer service needs. c) Continue communication with key stakeholders and public regarding the Rate Commission process and support for the Rate Commission Report. d) Continue implementation of communications plan on stormwater funding. e) Evaluate and develop strategies and identify the resources for the next phase of public communication outreach programs. 	<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.

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 2: Strengthen the Elected Officials Outreach Programs

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
a) Develop legislative priorities for both State and Federal activities and obtain legislative sponsors.	a) Q1 FY2015	a) Q1 FY2015
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.	b) Q1 FY2015	b) Q4 FY2015
c) Continue to enhance relationships with municipalities through legislative briefings for elected officials.	c) Q1 FY2015	c) Q4 FY2015
d) Conduct annual legislative briefings in Jefferson City for State of Missouri legislators.	d) Q1 FY2015	d) Q4 FY2015
e) Conduct legislative briefing for Federal legislators.	e) Q1 FY2015	e) Q4 FY2015
f) Provide annual report on Legislative Outreach Program results and assess future activities for enhancing effectiveness.	f) Q1 FY2015	f) Q4 FY2015

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<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 effectiveness. 	<ul style="list-style-type: none"> a) Develop legislative agenda for both State and b) Conduct meetings with St. Louis City (Mayor's office & Board of Alderman), St. Louis County (County Executive's office & County Council) c) Continue to enhance relationships with municipalities through legislative briefings for 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

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Achieve Vendor & Workforce Inclusion Objectives

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
a) Seize opportunities to engage in community events, forums, and seminars which focus on doing business with MSD.	a) Q1 FY2015	a) Q4 FY2015
b) Host an in-house networking event for MWBE program to increase participation in the MSD CIRP to align with needs defined by the current disparity study.	b) Q2 FY2015	b) Q4 FY2015
c) Continue implementation of the Community Benefits Agreement (CBA) and report on progress.	c) Ongoing	c) Ongoing
d) Seek opportunities to expand CBA participation.	d) Ongoing	d) Ongoing
e) Continue implementation of recommendations identified in the Disparity Study.	e) Q1 FY2015	e) Q2 FY2015
f) Maintain relationships with external stakeholders of MSD's MWBE Utilization initiative.	f) Ongoing	f) Ongoing
g) Continue to enhance relationships for co-operative programs with non-profit organizations, schools, colleges and disadvantaged youth programs with corporate and professional/trade association partners.	g) Ongoing	g) Ongoing
h) Continue implementation and evaluation of SLATE First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and under employed individuals for MSD sewer projects.	h) Ongoing	h) Ongoing

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<ul style="list-style-type: none"> a) Review the appropriateness of the MWBE certification agencies. b) Seize opportunities to engage in community events, forums and seminars which focus on doing business with MSD. c) Host semi-annual networking events for MWBE program to increase participation in the MSD CIRP to align with needs defined by the current disparity study. d) Continue implementation of the Community Benefits Agreement (CBA) and report on progress. e) Seek opportunities to expand CBA participation. f) Maintain relationships with external stakeholders of MSD's MWBE Utilization initiative. g) Continue to enhance relationships for co-operative programs with non-profit organizations, schools, colleges and disadvantaged youth programs with corporate and professional/trade association partners. h) Continue implementation and evaluation of SLATE first Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and under employed individuals for MSD sewer projects 	<ul style="list-style-type: none"> a) Maintain relationships and dialogue with external stakeholders. b) Re-evaluate need to update the disparity study. c) Review effectiveness of Diversity utilization initiatives.

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

Objective 1: Increase Collection of Delinquent Revenue

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Develop plan for water shutoff solution to increase collection of delinquent sewer charges. b) Review Low Income Program outreach and revise as necessary to reach 2011 Rate Commission Report goal of 3,193 participants. c) Continue to assess and modify collection procedures to achieve net average collection period for receivables to 45 days or less. d) Assess feasibility of consolidated response for service delivery for delinquent customers. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q1 FY2015 c) Q1 FY2015 d) Q1 FY2015 	<ul style="list-style-type: none"> a) Q2 FY2015 b) Q4 FY2015 c) Q4 FY2015 d) Q2 FY2015
<p>Milestones Year 2: 2016</p> <ul style="list-style-type: none"> a) Implement water shutoff to increase collection of delinquent sewer charges. b) Review Low Income Program outreach and revise as necessary to reach 2011 Rate Report goal of 3,623 participants. c) Continue to assess and modify collection procedures to achieve net average collection period for receivable to 45 days or less. 	<p>Milestones Year 3 - 5: 2017 - 2019</p> <ul style="list-style-type: none"> a) Review qualification and participation level goals for Low Income Program. b) Continue to assess and modify collection procedures to maintain net average collection c) Implement consolidated response for service delivery to delinquent customers. d) Assess water shut off program results. 	

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

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 1: 2015	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) Development of Rate Commission Proposal for FY17 - FY20. c) Manage risk associated with occupational injuries and illnesses to achieve an indemnity incident rate within 5% of the five year indemnity rate for sewage treatment facilities as calculated by the Bureau of Labor & Statistics. d) Implement an occupational injury prevention program to mitigate "at risk" behaviors. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q1 FY2015 c) Q1 FY2015 d) Q1 FY2015 	<ul style="list-style-type: none"> a) Q4 FY2015 b) Q3 FY2015 c) Q4 FY2015 d) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<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) Complete Rate Commission Process for FY17 - FY20. c) Manage risk associated with occupational injuries and illnesses to achieve an indemnity incident rate within 5% of the five year indemnity rate for sewage treatment facilities as calculated by the Bureau of Labor & Statistics. 	<ul style="list-style-type: none"> a) Maintain annual operating budgets that are aligned with 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: 2015	Initiation Time Frame	Completion Time Frame
a) Manage capital program within supporting revenue while assuring Consent Decree compliance.	a) Q1 FY2015	a) Q4 FY2015
b) Manage District's long term Bonding Program to meet key bond indicators to maintain ratings and Consent Decree compliance.	b) Q1 FY2015	b) Q4 FY2015
c) Revise and report on multi-decade financing plan to support current and future requirements.	c) Q1 FY2015	c) Q4 FY2015
d) Develop long-term stormwater funding plan.	d) Q1 FY2015	d) Q2 FY2015
e) Pursue external sources of funding where available.	e) Q1 FY2015	e) Q4 FY2015
f) Develop and implement Outreach Program and focus communication for financial investor relations.	f) Q1 FY2015	f) Q1 FY2015

Milestones Year 2: 2016

- a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements.
- b) Manage District's long term Bonding Program to meet key bond indicators to maintain current bond ratings and Consent Decree compliance.
- c) Revise and report on multi-decade financing plan to support current and future requirements.
- d) Pursue external sources of funding where available.
- e) Refine Outreach Program and focus communication for financial investor relations.

Milestones Year 3 - 5: 2017 - 2019

- 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 achieve best rating possible and Consent Decree compliance.
- c) Continue to refine and report on multi-decade financing plan to support Consent Decree.
- d) Implement long-term stormwater funding plan.

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

Objective 1: Use Key Performance Indicators to monitor and improve performance.

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Evaluate adequacy of KPI's annually. b) Use monthly KPI results to identify potential business process changes. c) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q1 FY2015 c) Q1 FY2015 	<ul style="list-style-type: none"> a) Q4 FY2015 b) Q4 FY2015 c) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Continue to use monthly KPI results to identify business process changes. 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 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 PROCESS

Objective 2: Implement Development Review/Permitting Business Process Improvement

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<p>a) Complete implementation of software solution and modify existing business processes as required to make industry best practices.</p> <p>b) Implement organizational changes required to fully benefit from the implementation of the software solution and business process improvements.</p>	<p>a) Q1 FY2015</p> <p>b) Q2 FY2015</p>	<p>a) Q4 FY2015</p> <p>b) Q4 FY2015</p>
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<p>a) Begin post implementation review to assess improvements gained as a result of the Development Review/Permitting business process improvement initiative.</p> <p>b) Begin implementation of paperless process capability and tools such as electronic plan review and electronic payment procedures, as supported by good business processes.</p>	<p>a) Support efforts to expand utilization.</p> <p>b) Complete post implementation review and report results.</p> <p>c) Complete implementation of paperless process.</p> <p>d) Customer Survey of user community.</p>	

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

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

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Begin implementation of software solution and modify existing business processes to align with industry best practices. b) Begin implementation of organizational changes required to fully benefit from the implementation of the software solution. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q3 FY2015 	<ul style="list-style-type: none"> a) Ongoing b) Ongoing
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<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 	

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

Objective 4: Implement Fleet Management Business process Improvement

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Continue implementation of required business processes and organizational changes as outlined in fleet study. b) Begin implementation of Mintert Maintenance Yard Enhancements. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q1 FY2015 	<ul style="list-style-type: none"> a) Q4 FY2015 b) Ongoing
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Complete Mintert Maintenance yard enhancements. b) Begin benefit analysis to assess improvements gained as a result of implementation of the software solution and Fleet Management business process improvements. 	<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 improvement. 	

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

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

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Adoption of the District's Document Retention Policy. b) Implementation of Document Retention Policy transition plan. c) Development and complete RFT documentation and select software solution. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q2 FY2015 c) Q2 FY2015 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q4 FY2015 c) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<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 PROCESS

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

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Complete closure of identified asset attributes data gap between the GIS and Maximo systems. b) Begin implementation of process plan to load individual asset attributes and valuation information into Oracle. c) Implement process plan to ensure that collection system asset renewal financial data in Maximo and Oracle Projects are reflected in Oracle Financials. d) Implement process plan to synchronize Oracle, Maximo and GIS collection system asset information. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q2 FY2015 c) Q2 FY2015 d) Q2 FY2015 	<ul style="list-style-type: none"> a) Q2 FY2015 b) Q4 FY2015 c) Q4 FY2015 d) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Complete 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) Refine/improve business process to synchronize Oracle, Maximo and GIS collection system asset information. 	<ul style="list-style-type: none"> a) Complete implementation of process plan to load individual asset attributes and valuation b) Refine/improve process plan to ensure that collection system asset renewal financial data in Maximo and Oracle Projects are reflected in Oracle c) Refine/improve business process to synchronize Oracle, Maximo and GIS collection system asset 	

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: 2015	Initiation Time Frame	Completion Time Frame
a) Advocate in regulatory stakeholder groups created to address nutrient criteria, ammonia criteria, bacteria 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 FY2015	a) Q4 FY2015
b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Clean water Agencies (AMCA).	b) Q1 FY2015	b) Q4 FY2015
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 FY2015	c) Q4 FY2015
d) Develop annual report to present results of participation in regulatory agencies.	d) Q1 FY2015	d) Q2 FY2015
e) Identify upcoming regulatory issues for FY 2016 and develop an appropriate strategy.	e) Q1 FY2015	e) Q2 FY2015
f) Identify and Initiate a dialog with the Non-Governmental Organizations (NGOs) on critical water quality issues in the St. Louis Area.	f) Q1 FY2015	f) Q2 FY2015

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<p>a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues.</p>	<p>a) Participate in regulatory stakeholders groups.</p> <p>b) Begin stakeholder process for submitting a MS4 application and Storm Water Management Plan in FY2018.</p> <p>c) Obtain approval for the new MS4 permit in 2019.</p>

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: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Develop a plan to improve legislation and regulations to facilitate the appropriate implementation of Integrated Watershed Planning that meets the needs of MSD. b) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area. c) Work with MDNR and the East-West Gateway on updating the 208 area wide plan for the Meramec River watershed to ensure it is consistent with MSD's plans for upgrading or eliminating wastewater treatment plants. 	<ul style="list-style-type: none"> a) Q3 FY2015 b) Q1 FY2015 c) Q1 FY2015 	<ul style="list-style-type: none"> a) Q4 FY2015 b) Q4 FY2015 c) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Propose new legislation and regulations enabling Integrated Watershed Planning. b) Work with MDNR and the East-West Gateway on updating the 208 area wide plan for the Meramec River watershed to ensure it is consistent with MSD's plans for upgrading or eliminating wastewater treatment plants. 	<ul style="list-style-type: none"> a) Identify MSD projects and/or pilot watersheds which could be considered for integrated watershed 	

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

Objective 1: Implement Stormwater Operating and Capital Improvement Program

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Continue implementation of service levels by area in line with available stormwater revenue. b) Determine stormwater operations and capital program funding requirements for FY2016. c) Finalize the stormwater operating and capital funding requirement for the next rate proposal covering fiscal years 2017-2020. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q1 FY2015 c) Q1 FY2015 	<ul style="list-style-type: none"> a) Q4 FY2015 b) Q2 FY2015 c) Q1 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Complete implementation of service levels by area in line with available stormwater revenue. b) Develop the FY2017 CIRP commensurate with anticipated stormwater revenues and existing Fund balances. c) Develop and implement a stormwater program in line with available stormwater revenue similar to the existing CMOM program for wastewater assets. d) Evaluate customer satisfaction with current stormwater service levels. 	<ul style="list-style-type: none"> a) Adjust service level and stormwater rate based on customer satisfaction survey, regulatory changes, 	

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

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
a) Determine wastewater operating and capital program funding needs for the next rate proposal covering fiscal years 2017-2020.	a) Q1 FY2015	a) Q1 FY2015
b) Monitor Consent Decree related Capital Program progress and adjust program resources, delivery method, schedule, and funding as needed to ensure that Consent Decree requirements are met.	b) Q1 FY2015	b) Q4 FY2015
c) Develop and update capital program to address asset renewal and regulatory requirements.	c) Q1 FY2015	c) Q2 FY2015
d) Monitor progress, develop and refine action plans/processes and/or resources as needed to ensure that CMOM requirements per the Consent Decree are met.	d) Q1 FY2015	d) Q4 FY2015
e) Analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree.	e) Q1 FY2015	e) Q4 FY2015
f) Review adequacy of asset management funding proposed; including for large diameter sewers cleaning an inspection.	f) Q1 FY2015	f) Q2 FY2015
g) Develop wastewater operating and capital program funding needs for remainder of Consent Decree.	g) Q1 FY2015	g) Q4 FY2015

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<ul style="list-style-type: none"> a) Submit Green Infrastructure Pilot Program Final Report for EPA's approval by 12/31/15. b) 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. c) Continue to 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) Continue to analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree. b) Review, 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: 2015	Initiation Time Frame	Completion Time Frame
a) Develop an on-going process for updating and continue to develop and refine matrices for determining business risk exposure (i.e. Probability & Consequence of Failure) for Storm Sewers, Sanitary/ Combined Gravity Sewers, Pump Stations and Force Mains, Wastewater Facilities, and Fleet.	a) Q1 FY2015	a) Q4 FY2015
b) Begin the development of the asset management plans; commencing with the critical infrastructure to cost effectively mitigate risk exposure.	b) Q1 FY2015	b) Q4 FY2015
c) Complete development of plant and pump station infrastructure assessment and renewal plan in time for next rate proposal covering Fiscal Years 2017 - 2020.	c) Q1 FY2015	c) Q1 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
a) Continue to analyze and refine Asset Management Program as knowledge is gained.	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.	b) Adjust the infrastructure assessment and renewal plan in accordance with the revenue defined by the	
c) Complete critical infrastructure asset management plan to cost effectively mitigate risk exposure.	c) Continue implementation of remaining asset management plans.	

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

Objective 4: Implement Comprehensive Facility maintenance management Plan

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Establish teams representing each location to evaluate current method of upkeep and maintenance of all District facilities. b) Document the process that each location uses for upkeep and maintenance of the facilities. c) Document square footage utilization at all locations (to determine available capacity). 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q3 FY2015 c) Q4 FY2015 	<ul style="list-style-type: none"> a) Q2 FY2015 b) Q4 FY2015 c) Q4 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<ul style="list-style-type: none"> a) Evaluate if centralized responsibility for creating and managing maintenance plans and schedules for all locations is recommended. b) If centralized management is recommended, establish an implementation plan. 	<ul style="list-style-type: none"> a) Complete execution of recommended plan. 	

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

Objective 5: Implement an Unimproved Land Utilization Plan

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<ul style="list-style-type: none"> a) Evaluate currently owned unimproved property and identify parcels that may be of potential value to others. b) Identify potential partnership arrangements with others to utilize unimproved properties when opportunities and interest exist. c) Declare unimproved parcels that have potential commercial value to a private property owner/ developer as surplus and seek buyers. 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q2 FY2015 c) Q1 FY2015 	<ul style="list-style-type: none"> a) Q1 FY2015 b) Q3 FY2015 c) Q1 FY2015
<p>Milestones Year 2: 2016</p> <ul style="list-style-type: none"> a) Identify and evaluate any parcels for potential purchase for future improvement and/or expansions of existing facilities. 	<p>Milestones Year 3 - 5: 2017 - 2019</p> <ul style="list-style-type: none"> a) Continue to identify and evaluate any parcels for potential purchase for future improvement and/or expansions of existing facilities. 	

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

Objective 1: Increase Organizational Performance through Improved Communications

Milestones Year 1: 2015	Initiation Time Frame	Completion Time Frame
<p>a) Form multi-department task force (to be led by HR and/or PI Manager or designee) to develop, recommend, and begin implementation of best management practices to facilitate effective and timely two-way communications at all levels of the organization to include, at a minimum:</p> <ol style="list-style-type: none"> 1) Significant event communications, 2) Transitional communications, 3) Recommendations for types and frequency of recurring communications, 4) Measurable performance standards and goals, and 5) Identification of appropriate resource(s) to advance internal communication focus on an ongoing basis. 	a) Q1 FY2015	a) Q4 FY2015
<p>b) To promote awareness of the District’s various functions, initiate series of quarterly, informal cross-functional learning sessions to be led by different department/function and provide videotaped learning sessions to all non-attendees via intranet.</p>	b) Q1 FY2015	b) Q4 FY2015
<p>c) Implement multi-functional group’s recommendations on use of digital tools in internal communication, considering IS capacity and security issues.</p>	c) Q3 FY2015	c) Q4 FY2015
<p>d) Enhance management training to foster effective, ongoing and timely communications by managers and team leaders (incorporating best management practices and standardized expectations).</p>	d) Q1 FY2015	d) Q2 FY2015

Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019
<ul style="list-style-type: none"> a) Multi-departmental task force or dedicated resource to refine as needed best management practices to facilitate effective, two-way communications at all levels. b) Multi-disciplinary task force or dedicated resource to create methodology/tool to assess impact and effectiveness of communication best practice initiatives and issue recommendations as appropriate. c) Continue with program of quarterly cross-functional learning sessions. 	<ul style="list-style-type: none"> a) Perform District-wide assessment of progress with regard to communication effectiveness. b) Evaluate effectiveness of cross-functional learning sessions.

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: 2015	Initiation Time Frame	Completion Time Frame
a) Incorporate effective communication component in management training and performance assessments.	a) Q1 FY2015	a) Q2 FY2015
b) Implement management feedback assessment.	b) Q1 FY2015	b) Q4 FY2015
c) Identify and assess employees interested in leadership and address as part of performance management system.	c) Q2 FY2015	c) Q3 FY2015
d) Complete senior leadership teamwork training.	d) Q1 FY2015	d) Q2 FY2015
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
a) Complete development plans for each potential functional leader identified during FY 2015.	a) Evaluate need for additional senior leadership training.	
b) Assess and refine as needed effective communication component in management training and performance assessments.	b) Continue utilizing managers as co-facilitators in selected management training classes.	
c) Prepare and implement development plan based on management feedback assessment process.	c) Implement and monitor compliance of leadership development plans and assessments.	
d) Develop a pool of mentors to assist employees interested in leadership opportunities.	d) Continue to make external coaching available to the Sr. Leadership Team.	
	e) Assess effectiveness and refine management feedback assessment process.	

**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: 2015	Initiation Time Frame	Completion Time Frame
<p>a) Designated third party to monitor effectiveness of new/promoted employee orientation effort through post-orientation feedback/interview process and refine orientation program as necessary.</p> <p>b) Re-educate management on the application of District-wide policies and need for accountability and consistency on prospective basis.</p>	<p>a) Q1 FY2015</p> <p>b) Q2 FY2015</p>	<p>a) Q4 FY2015</p> <p>b) Q4 FY2015</p>
Milestones Year 2: 2016	Milestones Year 3 - 5: 2017 - 2019	
<p>a) Address gaps identified during review of the application of District-wide policies.</p>	<p>a) Monitor effectiveness of strategies related to accountability and adjust as needed.</p>	