

Metropolitan St. Louis Sewer District



Strategic Business and Operating Plan Fiscal Years 2016-2020

VISION STATEMENT

Quality Service Always

MISSION STATEMENT

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

VALUES

Integrity

Acting ethically at all times, treating everyone with honesty, fairness and respect.

Teamwork

Working together to accomplish our mission with open communication, trust, respect and diversity.

Innovation

Embracing continuous improvement and new solutions to achieve excellence.

Employees

Developing successful, responsible, and safety conscious employees and acknowledging their contributions.

Customers

Building strong relationships by keeping our commitments, providing excellent service and being transparent in everything we do.

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

Strategic Business and Operating Plan

The Fiscal Year (FY) 2016 Strategic Business and Operating Plan (SBOP) is a business-focused blueprint for serving our ratepayers now and into the future. It is a plan that puts the ratepayers and the St. Louis community first. The SBOP's goals are clear:

- Deliver consistent, high quality customer service;
- Comply with all legal and regulatory requirements and schedules;
- Minimize customer rate increases; and
- Be accountable to the St. Louis community.

These goals build on the public input and feedback that the District has received since the first SBOP was introduced in 2001. While the FY 2016 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY 2016 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY 2016 SBOP continues a philosophy that intimately links budgetary expenditures and strategic goals. Under this philosophy, the goals and strategies of the SBOP drive budgetary expenditures and succinctly support the SBOP's success. Further, the budgetary expenditures for the SBOP are business focused and ultimately serve the ratepayer.

To achieve these goals, the FY 2016 SBOP proposes six business-focused strategies:

Strategy 1: Educate and partner with stakeholders to build support.

Essential to our success is an active dialog with stakeholders to improve mutual understanding of the needs of the District and its stakeholders. Education will focus on the District's goals, needs and initiatives. When possible, we will partner with stakeholders to achieve win-win solutions on common issues. Partnering will take many forms, including – but not restricted to – discussions with various stakeholder groups; District organized focus groups; employee participation in civic organizations; and regulatory advisory committees.

Strategy 2: Manage the District's costs and revenues to optimize financial impacts.

The District continues to face increasing fiscal demands related to regulatory issues affecting its collection and treatment systems. In response to these demands, the District is continuing its important work to protect local waterways, ensure compliance with State and Federal environmental regulations, and provide effective, efficient wastewater and stormwater services to the St. Louis community. This work continues in the form of Project Clear, which includes the District's multi-decade, multi-billion dollar Capital Improvement and Replacement Program (CIRP). It is essential the District diligently manage costs and minimize rate increases. Sound financial management, long-term planning, internal audit practices, and leveraging of data are critical components of this strategy.

Strategy 3: Integrate and improve the District's business processes.

Not accepting the status quo as justification for current and future business practices, and continually reviewing best practices amongst contemporaries are cultural imperatives for continual improvement. The goal of this initiative focuses on identifying and implementing process improvements that will enable the District to meet or exceed established performance, production and customer satisfaction goals.

Strategy 4: Promote appropriate standards through proactive regulatory and legislative involvement.

The most significant factors affecting current and future rate increases are federal and state regulations and legislation. It is often the case that implementation of multiple regulations compete for the same, scarce funding resources. As authorities in wastewater and stormwater management, it is essential that we assist in the creation of regulations that will efficiently achieve desired results. This extends to both regulations that govern environmental protection and regulations that are not directly linked to those duties, but are drivers for other facets of the District's business functions. This strategy focuses on our involvement in the formation of regulations and legislation that impact all areas of the District's operations. It is crucial that regulations and legislation be based on sound technical information and governance frameworks. The District and others in the regulated community are in the best position to provide such information. New regulations and legislation – particularly those pertaining to environmental protection – should be practical and able to be implemented in a like manner.

Strategy 5: Address customer and regulatory needs through a comprehensive infrastructure management program.

Maintaining customer service expectations and meeting regulatory requirements are paramount concerns within the District's mission. However, these must be balanced against the need to cost effectively maintain the District's wastewater 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.

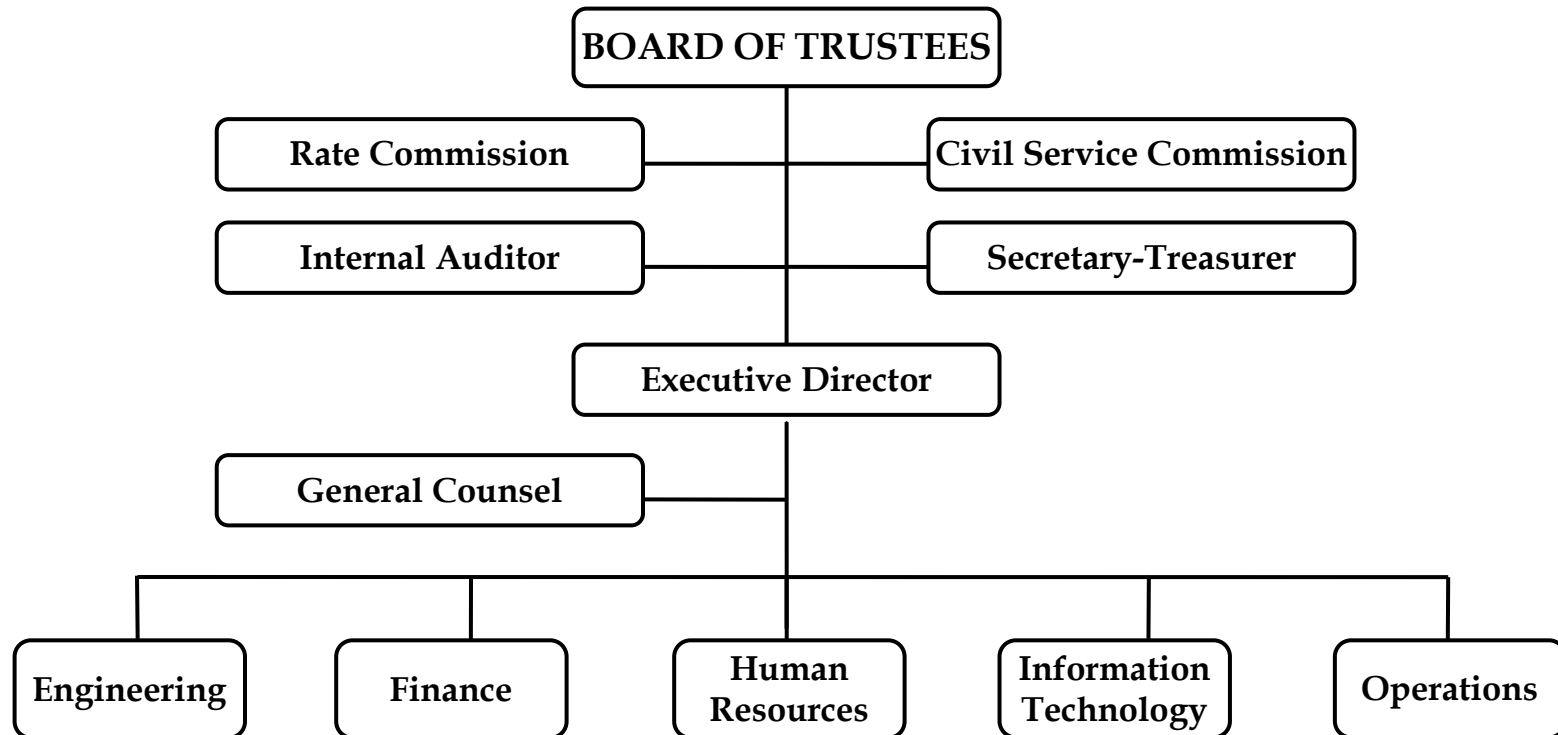
The District's success is dependent upon employees having appropriate competencies and skills within a culture of accountability - a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency and cost management. Improving employee and organizational performance 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 2016 OBJECTIVES

The District has developed a set of specific objectives that support these strategies and, thus, achieve the goals of the Strategic Business and Operating Plan. Objectives are segmented into "Year 1", "Year 2" and "Years 3-5" categories. Combined, these objectives make up the tactical blueprint that we will engage in during FY 2016 and beyond, as we strive to protect the public's health, safety and water environment by responsibly providing wastewater and stormwater management.

Achieving these objectives is the responsibility of various departments within the District. These departments are shown on the following organizational chart:

THE METROPOLITAN ST. LOUIS SEWER DISTRICT ORGANIZATIONAL CHART



STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Implement strategies identified for the next phase of Public Communication and Outreach Programs based on a 90-day model for Project Clear.	a) Q1, FY 2016	a) Q4, FY 2016
b) Evaluate initiatives implemented to address future communications and customer service needs.	b) Q1, FY 2016	b) Q2, FY 2016
c) Continue communication with the key stakeholders and the public regarding the Rate Commission process and the resulting Rate Commission Report.	c) Q1, FY 2016	c) Q4, FY 2016
d) Continue implementation of communications plan for stormwater funding.	d) Q1, FY 2016	d) Q4, FY 2016
e) Evaluate and develop strategies and identify the required resources for the next phase of Public Communication and Outreach Programs.	e) Q1, FY 2016	e) Q4, FY 2016
f) Develop recommendations for public outreach programs to reduce nutrients in wastewater and stormwater, consistent with the Missouri Nutrient Reduction Strategy.	f) Q3, FY 2016	f) Q4, FY 2016

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 1: Execute Community Outreach Programs

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
<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 future communications and customer service needs.c) Continue implementation of communications plan for stormwater funding.d) Review and revise Public Communication and Outreach Program goals and staffing.e) Begin implementing recommendations for public outreach programs to reduce nutrients in wastewater and stormwater, consistent with the Missouri Nutrient Reduction Strategy.	<ul style="list-style-type: none">a) Evaluate Project Clear and its role in the District's communication strategy.b) Review and revise Public Communication and Outreach Program goals and staffing.

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

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

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Develop legislative priorities for both State and Federal activities and obtain legislative sponsors.	a) Q1, FY 2016	a) Q1, FY 2016
b) Conduct meetings with St. Louis City (Mayor's office and Board of Aldermen), St. Louis County (County Executive's office and County Council) regarding District goals and needs.	b) Q1, FY 2016	b) Q4, FY 2016
c) Continue to enhance relationships with municipalities through Project Clear briefings and other outreach efforts targeting elected officials and administration.	c) Q1, FY 2016	c) Q4, FY 2016
d) Conduct annual legislative briefings in Jefferson City for State of Missouri legislators.	d) Q1, FY 2016	d) Q4, FY 2016
e) Conduct legislative briefing for Federal legislators.	e) Q1, FY 2016	e) Q4, FY 2016
f) Provide annual report on Legislative Outreach Program results and assess future activities for enhancing effectiveness.	f) Q1, FY 2016	f) Q1, FY 2016

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

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

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
<ul style="list-style-type: none"> a) Develop legislative agenda for both State and Federal activities. b) Conduct meetings with St. Louis City (Mayor’s office and Board of Aldermen), St. Louis County (County Executive’s office and County Council) regarding District goals and needs. c) Continue to enhance relationships with municipalities through Project Clear briefings with elected officials and administration. 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 Federal activities. b) Conduct meetings with St. Louis City (Mayor’s office and Board of Aldermen), St. Louis County (County Executive’s office and County Council) regarding District goals and needs. c) Continue to enhance relationships with municipalities through Project Clear briefings with elected officials and administration. 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.

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Review the appropriateness of the Minority Women Business Enterprise (MWBE) certification agencies.	a) Q1, FY 2016	a) Q2, FY 2016
b) Host semi-annual networking events for MWBE program to increase participation in the District's CIRP aligning with the needs defined by the current disparity study.	b) Q1, FY 2016	b) Q4, FY 2016
c) Continue implementation of the Community Benefits Agreement (CBA) and report on progress.	c) Q1, FY 2016	c) Q4, FY 2016
d) Continue relationships with external stakeholders of the District's MWBE utilization initiative, such as co-operative programs with non-profit organizations, schools, colleges, and disadvantaged youth programs, as well as with corporate and professional/trade association partners.	d) Q1, FY 2016	d) Q4, FY 2016
e) Evaluate the SLATE (St. Louis Agency on Training and Employment) First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects.	e) Q1, FY 2016	e) Q4, FY 2016

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: Execute Diversity and Outreach Programs

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
<ul style="list-style-type: none"> a) Continue to engage in community events, forums and seminars, which focus on doing business with the District. b) Continue hosting semi-annual networking events for MWBE program to increase participation in the District’s CIRP aligning with the needs defined by the current disparity study. c) Continue implementation of the CBA and report on progress. d) Seek opportunities to expand CBA participation. e) Continue relationships with external stakeholders of the District’s MWBE utilization initiative, such as co-operative programs with non-profit organizations, schools, colleges, and disadvantaged youth programs, as well as with corporate and professional/trade association partners. f) Continue execution and evaluation of SLATE First Source Hiring Program to provide opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects. g) Begin collection of data for next disparity evaluation. 	<ul style="list-style-type: none"> a) Maintain relationships and dialogue with external stakeholders. b) Review effectiveness of diversity utilization initiatives and recommend appropriate adjustments. c) Review need to update vendor and workforce inclusion 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: 2016	Initiation Timeframe	Completion Timeframe
a) Begin to implement water shutoff solution to increase collection of delinquent sewer charges.	a) Q1, FY 2016	a) Q4, FY 2016
b) Evaluate results of efforts to expand low income program participation and revise accordingly.	b) Q1, FY 2016	b) Q4, FY 2016
c) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	c) Q1, FY 2016	c) Q4, FY 2016
d) Assess feasibility of consolidated response for service delivery for delinquent customers.	d) Q3, FY 2016	d) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Assess water shutoff program results.	a) Continue to assess and modify collection process, including water shutoff solution, to achieve net average collection period for receivables to 45 days or less.	
b) Continue to assess and modify collection process to achieve net average collection period for receivables to 45 days or less.	b) Implement consolidated response for service delivery to delinquent customers and assess results.	
c) Develop plan for consolidated response for service delivery for delinquent customers.		

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

Objective 2: Identify and Implement Cost Savings Initiatives

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Manage District's operation and maintenance (O&M) expenses to ensure expenditures do not increase more than three percent (3%) as outlined in the 2011 Rate Commission Report.	a) Q1, FY 2016	a) Q4, FY 2016
b) Evaluate results of occupational injury prevention program to mitigate "at risk" behaviors, and revise accordingly.	b) Q1, FY 2016	b) Q3, FY 2016
c) Promote "SmartPay" electronic payment, paperless billing and mobile application programs to increase customer participation.	c) Q1, FY 2016	c) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Maintain annual operating budgets that are aligned with approved Rate Commission Report.	a) Maintain annual operating budgets that are aligned with approved Rate Commission Report.	
b) Assess results of electronic billing and payment promotion and evaluate use of additional multi-channel strategies, such as text and optimized websites.	b) Assess multi-channel e-commerce strategies for billing and payment and incorporate new technologies.	

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

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

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Manage capital program (wastewater and stormwater) within supporting revenue, while assuring Consent Decree and regulatory requirements.	a) Q1, FY 2016	a) Q4, FY 2016
b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.	b) Q1, FY 2016	b) Q4, FY 2016
c) Manage multi-decade financing plan to support current and future requirements.	c) Q1, FY 2016	c) Q4, FY 2016
d) Pursue external sources of funding, where available.	d) Q1, FY 2016	d) Q4, FY 2016
e) Complete Rate Commission process for FY 2017-2020.	e) Q1, FY 2016	e) Q4, FY 2016
f) Develop and implement predictive analytics to enhance financial forecasting used in strategic decision making.	f) Q1, FY 2016	f) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements.	a) Continue to manage capital program within supporting revenue while assuring Consent Decree compliance.	
b) Manage District's key financial ratios to maintain current bond ratings and Consent Decree compliance.	b) Manage District's long-term Bonding Debt Program to meet key bond financial ratios indicators to maintain current bond ratings and Consent Decree compliance.	

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

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

c) Manage 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) Pursue external sources of funding, where available.	d) Implement long-term stormwater funding plan.
e) Refine application of predictive analytics to enhance decision making.	e) Develop Rate Commission Proposal and complete Rate Commission Process for FY 2021-2024.

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

Objective 1: Use Key Performance Indicators to Monitor and Improve Performance

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Evaluate adequacy of Key Performance Indicators (KPI) annually.	a) Q1, FY 2016	a) Q4, FY 2016
b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed.	b) Q1, FY 2016	b) Q4, FY 2016

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Continue to use monthly KPI results to identify business process changes.	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.	b) Continue to validate that Consent Decree performance meets regulatory requirements and make improvements and refine as needed.

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

Objective 2: Implement Regional Development Review/Permitting Business Process Improvements

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Complete implementation of software solution and modify existing business processes as required to meet industry best practices.	a) Q1, FY 2016	a) Q4, FY 2016
b) Begin implementation of organizational changes required to fully benefit from the implementation of the software solution and business process improvements.	b) Q1, FY 2016	b) Q4, FY 2016
c) Begin implementation of paperless process utilizing tools such as electronic plan review and electronic payment procedures, as supported by good business processes.	c) Q1, FY 2016	c) Q4, FY 2016

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Complete organizational changes required to fully benefit from the implementation of the software solutions and business process improvements.	a) Support efforts to expand utilization including opportunities to further regionalize.
b) Begin post-implementation review to assess improvements gained as a result of the Regional Development Review/Permitting business process improvement initiative.	b) Complete post-implementation review and report results. Evaluate regional partners' use of system and identify opportunities for improvement.
c) Complete implementation of paperless process utilizing tools as supported by good business processes.	c) Evaluate and use customer survey results to improve business processes.
d) Conduct customer survey of user community.	

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

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

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Complete implementation of Phase 1 software solution and modification of existing business processes to align with industry best practices.	a) Q1, FY 2016	a) Q4, FY 2016
b) Complete implementation of Phase 1 organizational changes required to align with and best leverage the system upgrade.	b) Q1, FY 2016	b) Q4, FY 2016
c) Begin implementation of Phase 2 software solution and modification of existing business processes to align with industry best practices.	c) Q1, FY 2016	c) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Complete implementation of Phase 2 software solution and modification of existing business processes to align with industry best practices.	a) Perform cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and E-CIS business process changes.	

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

Objective 4: Implement Fleet Management Business Process Improvements

Milestones Year 1: 2016	Initiative Timeframe	Completion Timeframe
a) Initiate cost/benefit analysis to assess improvements gained as a result of implementation of the software solution and fleet management business process improvements.	a) Q1, FY 2016	a) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Complete 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 AND 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: 2016	Initiation Timeframe	Completion Timeframe
a) Adopt the District's Document Retention Policy.	a) Q1, FY 2016	a) Q1, FY 2016
b) Create and implement the Document Retention Policy transition plan.	b) Q1, FY 2016	b) Q4, FY 2016
c) Based on Request for Proposal (RFP) process, evaluate and select software solution.	c) Q3, FY 2016	c) Q4, FY 2016
d) Begin destruction of existing documents as allowed by Document Retention Policy.	d) Q2, FY 2016	d) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Begin implementation of selected software solution and modify existing business processes as required to support the document management strategy.	a) Complete implementation of the selected software solution.	
b) Continue destruction of existing documents as allowed by Document Retention Policy.	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 AND IMPROVE THE DISTRICT'S BUSINESS PROCESS

Objective 6: Integrate Asset Information Across Systems (Oracle, Maximo and GIS)

Milestones Year 1: 2016	Initiative Timeframe	Completion Timeframe
a) Form inter-departmental team to develop process plan to integrate asset records across IT systems (Oracle, Maximo and GIS). Use documented asset renewal financial processes currently in practice as input to development of process plan.	a) Q1, FY 2016	a) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Create and begin implementation of process plan to load individual asset attributes and valuation information into the Oracle system.	a) Complete implementation of process plan to load individual asset attributes and valuation information into the Oracle system. b) Refine/improve process plan to ensure that collection system asset renewal financial data in Maximo and Oracle project modules are reflected in Oracle financials module.	

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

Objective 7: Implement Customer Service Business Process Improvements

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Identify and prioritize potential opportunities for customer service improvement based on business process touch points.	a) Q1, FY 2016	a) Q4, FY 2016
b) Create and document a customer service strategy/plan to address prioritized customer service improvement opportunities.	b) Q1, FY 2016	b) Q4, FY 2016
c) Identify and document technology enablers (e.g. data, software, hardware, etc.) that are needed to implement prioritized customer service improvements.	c) Q1, FY 2016	c) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3-5: 2018 - 2020	
a) Procure technology solutions to begin implementation of customer service improvements.	a) Complete implementation of technology solutions as well as business process and organizational changes.	
b) Begin implementation of technology solutions as well as business process and organizational changes to realize customer service improvements.	b) Perform cost/benefit analysis to assess customer service improvements gained as a result of implemented technology solutions, business process and organizational changes.	

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: 2016	Initiation Timeframe	Completion Timeframe
a) Advocate in regulatory stakeholder groups created to address nutrient criteria, ammonia criteria, bacteria criteria, wet weather issues, Impaired Waters (303d) Listing & Methodology and other changes to the Missouri Department of Natural Resources (MDNR) effluent regulations and water quality standards.	a) Q1, FY 2016	a) Q4, FY 2016
b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA).	b) Q1, FY 2016	b) Q4, FY 2016
c) Advocate in the Water Environment Federation (WEF), Water Environment Research Foundation (WERF) and the National Association of Clean Water Agencies (NACWA) on water quality issues.	c) Q1, FY 2016	c) Q4, FY 2016
d) Develop and implement a notification system for potential significant regulatory changes.	d) Q1, FY 2016	d) Q4, FY 2016
e) Identify upcoming regulatory issues for FY 2017 and develop an appropriate strategy.	e) Q1, FY 2016	e) Q4, FY 2016
f) Maintain a dialog with the Non-Governmental Organizations (NGOs) on critical water quality issues in the St. Louis area.	f) Q1, FY 2016	f) Q4, FY 2016

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

Objective 1: Participate in Stakeholder Groups to Develop Sound Technical Basis for Regulatory Issues

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Participate in regulatory stakeholder groups, report on results, and identify upcoming regulatory issues.	a) Participate in regulatory stakeholder groups. b) Begin stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan in FY 2018. c) Obtain approval for the new MS4 permit in FY 2019.

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: 2016	Initiation Timeframe	Completion Timeframe
a) Propose new legislation and regulations enabling Integrated Watershed Planning.	a) Q1, FY 2016	a) Q4, FY 2016
b) Work with MDNR to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.	b) Q1, FY 2016	b) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Work with Environmental Protection Agency (EPA) and MDNR on policies which would enable Integrated Planning.	a) Identify District projects and/or pilot watersheds which could be considered for integrated watershed planning. b) Develop justification to support a variance to the 208 Areawide Plan for the Meramec River watershed.	

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

Objective 1: Implement Stormwater Operating and Capital Improvement Program

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Continue implementation of service levels by area in line with available stormwater revenue.	a) Q1, FY 2016	a) Q4, FY 2016
b) Develop the FY 2017 CIRP commensurate with anticipated stormwater revenues and existing fund balances.	b) Q1, FY 2016	b) Q3, FY 2016
c) Develop a stormwater program commensurate with anticipated stormwater revenues similar to the existing Capacity, Maintenance, and Operations & Maintenance (CMOM) program for wastewater assets.	c) Q1, FY 2016	c) Q2, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Implement the FY 2017 CIRP commensurate with anticipated stormwater revenues and existing fund balances.	a) Complete implementation of stormwater program commensurate with anticipated stormwater revenues similar to the existing CMOM program for wastewater assets.	
b) Begin implementation of stormwater program commensurate with anticipated stormwater revenues similar to the existing CMOM program for wastewater assets.	b) Adjust service level and stormwater rate based on customer satisfaction survey, regulatory changes and capital needs.	
	c) Perform a customer satisfaction baseline survey regarding current stormwater service levels.	

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

Objective 2: Implement Wastewater Operating and Capital Improvement Program

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Submit Green Infrastructure Pilot Program Final Report for EPA approval by 12/31/15.	a) Q1, FY 2016	a) Q2, FY 2016
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.	b) Q1, FY 2016	b) Q4, FY 2016
c) Initiate nutrient study to address future nutrient requirements.	c) Q1, FY 2016	c) Q4, FY 2016
d) Review and determine adequacy of asset management funding proposed for large diameter sewer cleaning and inspection.	d) Q1, FY 2016	d) Q2, FY 2016

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Plan and begin implementation of specific green infrastructure projects in accordance with the approved program.	a) Evaluate progress and rate of spending for green infrastructure projects program.
b) Continue to analyze results of condition assessment and service level to identify potential modifications to the CMOM requirements of the Consent Decree.	b) Continue to analyze results of condition assessment and service level and identify potential modifications to the CMOM requirements of the Consent Decree.
c) Revise capital program and operations to address future nutrient requirements and plant operating strategies.	c) Implement plant operating strategies regarding nutrient removal best practices with existing plant equipment.

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

Objective 3: Implement Asset Management Program

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Adjust the infrastructure assessment and renewal plan in accordance with the revenue defined by the rate process.	a) Q2, FY 2016	a) Q4, FY 2016
b) Complete Phase 1 critical infrastructure asset management plan within plants and pump stations.	b) Q1, FY 2016	b) Q4, FY 2016
c) Develop and begin implementation of a process that incorporates business risk exposure (i.e. Probability & Consequence of Failure) into the prioritization for storm sewers, gravity sewers and fleet.	c) Q1, FY 2016	c) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Develop Phase 2 critical infrastructure asset management plan within plants and pump stations.	a) Implement Phase 2 critical infrastructure asset management plan within plants and pump stations.	
b) Complete implementation of the process that incorporates business risk exposure (i.e. Probability & Consequence of Failure) into the prioritization for storm sewers, gravity sewers, and fleet.	b) Continue implementation of remaining asset management plans.	

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

Objective 4: Implement Comprehensive Facility Maintenance Management Plan

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Evaluate and define scope of the centralized responsibility model for the creation and management of facility maintenance plans and schedules for all locations and make recommendation concerning its potential implementation.	a) Q1, FY 2016	a) Q2, FY 2016
b) Begin implementation of recommended platform for District facility information.	b) Q1, FY 2016	b) Q4, FY 2016

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Implement the recommendations of the centralized facility maintenance plan.	a) Complete execution of recommended centralized facility maintenance plan.
b) Continue implementation of recommended platform for District facility information.	b) Continue maintenance of platform and integration of District facility information.

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

Objective 5: Implement a Land Utilization Plan

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Define a land utilization plan to identify any parcels for potential purchase for future improvement and/or expansion of existing facilities to meet CIRP program including potential future opportunities for green infrastructure and city shed.	a) Q1, FY 2016	a) Q4, FY 2016
b) Declare unimproved parcels that have potential commercial value to a private property owner/ developer as surplus and seek buyers.	b) Q1, FY 2016	b) Q4, FY 2016
c) Link Geographical Information System (GIS) parcel database with information containing existing or future District land ownership plans.	c) Q1, FY 2016	c) Q2, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Evaluate and update the land utilization plan that identifies any parcels for potential purchase for future improvement and/or expansion of existing facilities.	a) Continue to identify and evaluate any parcels for potential purchase for future improvement and/or expansion of existing facilities.	

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

Objective 6: Enhance Reliability of Information Technology Infrastructure

Milestones Year 1: 2016	Initiation Timeframe	Completion Timeframe
a) Evaluate alternative options for enhancement of Information Technology (IT) computing infrastructure for future sustainability (i.e. operational redundancy, etc.).	a) Q1, FY 2016	a) Q2, FY 2016
b) Recommend IT infrastructure sustainability strategy that aligns with O&M cost and customer service level objectives.	b) Q2, FY 2016	b) Q3, FY 2016
c) Develop implementation plan to support IT infrastructure sustainability strategy and communicate with stakeholders.	c) Q3, FY 2016	c) Q4, FY 2016
d) Begin to implement IT infrastructure sustainability plan.	d) Q4, FY 2016	d) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Continue to implement IT infrastructure sustainability plan.	a) Complete implementation of IT infrastructure sustainability plan and assess results.	

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: 2016	Initiation Timeframe	Completion Timeframe
a) Implement Let's Talk Program initiatives.	a) Q1, FY 2016	a) Q4, FY 2016
b) To promote greater awareness of the District's business functions, initiate cross-functional learning sessions to be led by different department/functional groups and provide videotaped learning sessions to all non-attendees via Intranet.	b) Q1, FY 2016	b) Q3, FY 2016
c) Implement multi-department group recommendations on use of digital tools to facilitate internal communication, considering IT capacity and security issues.	c) Q1, FY 2016	c) Q4, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Assess and refine Let's Talk Pilot Program as needed to facilitate effective, two-way communications at all levels.	a) Perform District-wide assessment of progress with regard to communication effectiveness as a result of Let's Talk initiatives.	
b) Support multi-department task force or dedicated resource in creation of methodology/tool to assess impact and effectiveness of communication best practice initiatives. Issue recommendations for improvement as appropriate.	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: 2016	Initiation Timeframe	Completion Timeframe
a) Develop and implement benchmark management feedback assessment.	a) Q1, FY 2016	a) Q4, FY 2016
b) Develop and implement effective communication component in management training and performance assessments.	b) Q1, FY 2016	b) Q2, FY 2016
c) Assess employees interested in leadership and address as part of performance management system.	c) Q1, FY 2016	c) Q4, FY 2016
d) Complete senior leadership teamwork training.	d) Q1, FY 2016	d) Q3, FY 2016
e) Develop a mentorship program to assist employees interested in leadership opportunities.	e) Q1, FY 2016	e) Q2, FY 2016
Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020	
a) Complete implementation of benchmark management feedback assessment.	a) Implement and monitor compliance of leadership development plans and assessments.	
b) Implement development plan based on management feedback assessment process.	b) Assess effectiveness and refine management feedback assessment process.	
c) Assess and modify as needed effective communication component in management training and performance assessments.		

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

Objective 2: Improve Organizational Effectiveness through Leadership Development

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| d) Complete development plans for each employee interested in leadership identified in FY 2016. | |
| e) Implement mentorship program. | |

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: 2016	Initiation Timeframe	Completion Timeframe
a) Create a post-orientation electronic survey to monitor the program's effectiveness with new/promoted employees. Use survey results to enhance employee orientation.	a) Q1, FY 2016	a) Q4, FY 2016
b) Identify inconsistent application of District policies.	b) Q2, FY 2016	b) Q4, FY 2016

Milestones Year 2: 2017	Milestones Years 3 - 5: 2018 - 2020
a) Address and analyze inconsistent practices. b) Educate and measure employees' understanding and application of District policy execution. c) Integrate SBOP and District policies in applicable training courses.	a) Monitor effectiveness of strategies related to accountability and adjust as needed.