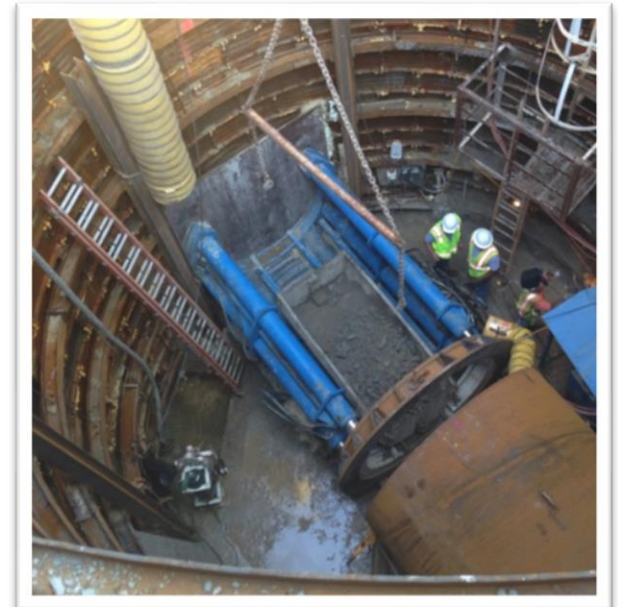
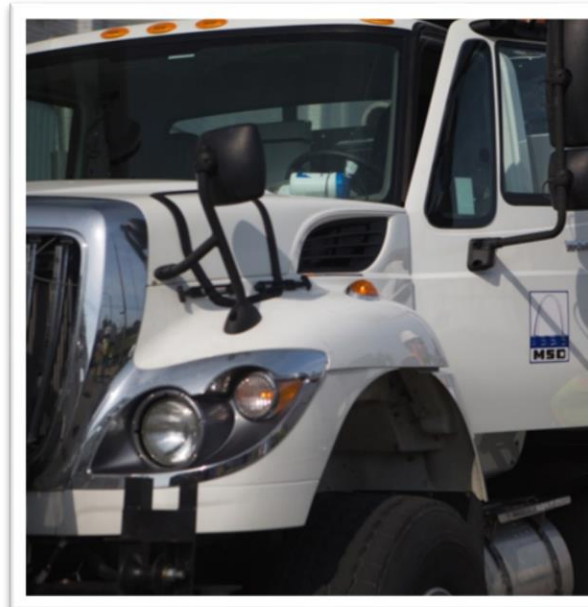




METROPOLITAN ST. LOUIS SEWER DISTRICT

Strategic Business and Operating Plan Fiscal Years 2021-2025



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 and sustainability.

- **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) 2021 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 2021 goals may appear similar to the original set of goals, the underlying refinements and changes in these goals are significant. The FY 2021 SBOP is easily understood, the goals and resulting strategies are actionable, and the impact of the strategies is measurable. Additionally, the FY 2021 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 2021 SBOP proposes six business-focused strategies:

Strategy 1: Inform, educate and partner to build stakeholder understanding.

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 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.

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, stormwater, and supporting assets, including data and information technology security. This can only be achieved through investigation, planning, maintenance and capital replacement programs with continual consideration for emerging technology. 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.

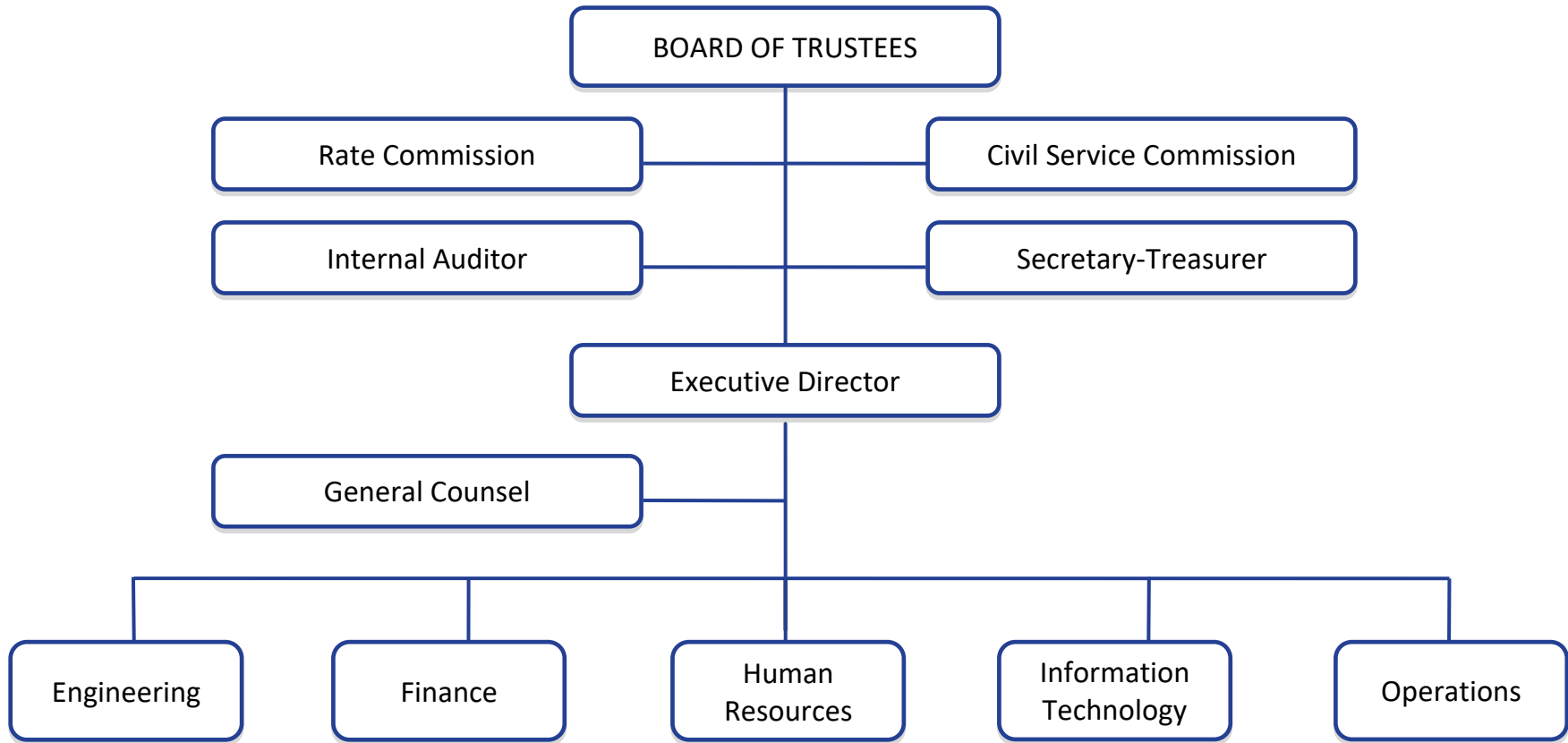
The District’s success is dependent upon employees having appropriate competencies and skills within a culture of accountability: a culture that is rooted in ethical integrity and seeks a balance between effectiveness, efficiency and cost management. Improving employee and organizational performance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

FISCAL YEAR 2021 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 2021 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: INFORM, EDUCATE AND PARTNER TO BUILD STAKEHOLDER UNDERSTANDING

Objective 1: EXECUTE COMMUNITY OUTREACH PROGRAMS AND ENGAGEMENT PROGRAMS

Annual Support Activities

- a) Maintain relationships with stakeholders and engage additional stakeholders with message synergy to educate and inform on MSD and its goals and initiatives
- b) Review and update public communication and outreach programs goals and staffing.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Complete stormwater listening sessions. | Q1, FY 2021 | Q2, FY 2021 |
| Prepare for any Plan (Charter) Amendment recommendations and election. | Q2, FY 2021 | Q3, FY 2021 |
| Develop draft employee talking point protocol for Stormwater Capital Program. | Q1, FY 2021 | Q2, FY 2021 |
| Gather employee input for employee talking point protocol for Stormwater Capital Program. | Q3, FY 2021 | Q4, FY 2021 |
| Develop plan to engage stakeholder groups for specific deliverables for Stormwater Capital Program. | Q1, FY 2021 | Q2, FY 2021 |
| Get stakeholder groups feedback on engagement topics and process for Stormwater Capital Program. | Q3, FY 2021 | Q4, FY 2021 |

STRATEGY 1: INFORM, EDUCATE AND PARTNER TO BUILD STAKEHOLDER UNDERSTANDING

Objective 1: EXECUTE COMMUNITY OUTREACH PROGRAMS AND ENGAGEMENT PROGRAMS

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 – 2025 |
|--|---|
| Evaluate public desire for District-wide stormwater Capital program. | Follow-up on results of stormwater program polling. |
| Develop final talking point protocol and implement. | Measure results of stakeholders group engagement plan. |
| Implement stakeholder group engagement plan. | Evaluate leveraging MSD 70 th anniversary in 2024. |

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 2: EXECUTE OUTREACH PROGRAMS FOR ELECTED REPRESENTATIVES AND OTHER MUNICIPAL OFFICIALS

Annual Support Activities

- a) Develop legislative agenda for both State and Federal activities.
- b) Conduct meetings with St. Louis City (Mayor’s office and Board of Aldermen) and St. Louis County (County Executive’s office and County Council) regarding District goals and needs.
- c) Enhance relationships with local governments through briefings on projects and other topics of mutual concern with a focus on expanding peer to peer relationships with staff counterparts.
- d) Provide annual review of the Legislative Outreach Program results and assess future activities for enhancing effectiveness.
- e) Conduct annual outreach and Jefferson City briefings for State of Missouri legislators.
- f) Conduct annual legislative briefing for Federal legislators.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Inform and engage officials on plans to poll the public’s desire for a District-wide stormwater capital program. | Q3, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 – 2025 |
|---|---|
| Inform and engage officials on results of public’s desire for a District-wide stormwater capital program. | Evaluate leveraging MSD 70th anniversary in 2024. |
| | Engage elected officials as appropriate on any new stormwater capital funding initiative. |

STRATEGY 1: EDUCATE AND PARTNER WITH STAKEHOLDERS TO BUILD SUPPORT

Objective 3: EXECUTE DIVERSITY AND ASSOCIATED OUTREACH PROGRAMS

Annual Support Activities

- a) Participate in networking events and other community events to increase stakeholder relationships and participation with the District’s Diversity Programs.
- b) Identify opportunities to increase women workforce participation on CIRP construction projects.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Continue to implement the Disparity Study results and recommendations. | Q1, FY 2021 | Q2, FY 2021 |
| Continue program focused on early development of construction industry workers. | Q1, FY 2021 | Q4, FY 2021 |
| Based on the Disparity Study findings, update the diversity program, as necessary. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 – 2025 |
|--|--|
| Evaluate the effectiveness of the new program focused on early development of construction industry workers. | Consider whether or not to include the impact of the utilization of other classes of disadvantaged individuals prior to the execution of the next Disparity Study. |
| | Assess the Job Training Program to increase opportunities for contractors to hire low income, unemployed and underemployed individuals for District projects. |
| | Evaluate the effectiveness of the Workforce Development Grant program. |
| | Leverage 10 year anniversary of Community Benefits Agreement. |

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

Objective 1: INCREASE COLLECTION OF DELINQUENT REVENUE

Annual Support Activities

- a) Continue to assess and modify collection process reduce net average collection period by 1 day each fiscal year.
- b) Evaluate and implement changes to the Customer Assistance Program (CAP) in order to increase participation.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Continue to implement the water shut-off program, and then assess effectiveness. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Evaluate the effectiveness of the shut-off program and adjust accordingly. | Continue implementation of process improvements relating to the shut-off program. |
| Calculate cost savings of shut-off program. | |

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

Objective 2: IDENTIFY AND IMPLEMENT COST SAVINGS INITIATIVES

Annual Support Activities

- a) Maintain annual operating budgets that are aligned with approved Rate Commission report.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|-----------------------------|-----------------------------|
| Evaluate occupational injury trends and determine if the District’s Safety Program needs to be modified. | Q2, FY 2021 | Q3, FY 2021 |
| Evaluate results of the Wellness Program. | Q1, FY 2021 | Q2, FY 2021 |
| Evaluate P-card Program and expand vendor’s use of e-payments. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Evaluate integrated payables process results (i.e., e-payments). | Begin process automation project(s). |
| Investigate the District’s ability to offer non-traditional benefits. | |
| Assess changes needed to the Wellness Program. | |
| Conduct an evaluation of processes that could potentially be automated. | |

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

Objective 3: MAXIMIZE LONG-TERM FINANCIAL PLANS FOR DISTRICT NEEDS

Annual Support Activities

- a) Manage capital program (wastewater and stormwater) within supporting revenue while assuring Consent Decree compliance and regulatory requirements.
- b) Manage District’s key financial ratios to maintain current bond ratings and Consent Decree compliance.
- c) Manage multi-decade financing plan to support current and future requirements.
- d) Pursue external sources of funding, where available.
- e) Continue using predictive analytics to improve financial forecasting and revenue collection.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Implement Board approved rates resulting from the Wastewater Rate Commission Proposal into effect. | Q1, FY 2021 | Q4, FY 2021 |
| Refine application of predictive analytics to enhance decision making relative to financial forecasting and revenue collection. | Q1, FY 2021 | Q2, FY 2021 |
| Determine budget adjustments needed if OMCI taxes are reenacted and develop revenue sharing program with municipalities. | Q1, FY 2021 | Q4, FY 2021 |
| Begin Inflow and Infiltration (I/I) Allocation Study. | Q1, FY 2021 | Q4, FY 2021 |
| Begin City Water Attribute Assumption Study. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Continue to refine application of predictive analytics to enhance decision making relative to financial forecasting and revenue collection. | Start Wastewater Rate Commission process. |
| Evaluate the need for a Stormwater Capital Program. | If applicable, start Stormwater Capital Rate Commission process. |
| Complete I/I Allocation Study. | |
| Complete City Water Attribute Assumption Study. | |

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

Objective 1: IMPLEMENT INFORMATION GOVERNANCE PROGRAM THAT MEETS THE DISTRICT’S RECORDS & INFORMATION DISCOVERY, COMPLIANCE AND INFORMATION SECURITY POLICIES

Annual Support Activities

- a) Continue communication and change management, marketing and messaging campaigns for the IG Program.
- b) Review and update policies and procedures related to business processes.
- c) Continue implementation of business process and organization changes.
- d) Continue to manage physical records storage and the disposition of records pursuant to the District’s Records Retention Schedule.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Complete training and phased implementation of the “Electronic Records Cleanup” pursuant to the Record Retention Schedule (RRS). | Q1, FY 2021 | Q4, FY 2021 |
| Facilitate end-user adoption of the Enterprise Content Management (ECM) software solution, including file sharing with business partners. | Q1, FY 2021 | Q4, FY 2021 |
| Conduct a District-wide “Privacy Impact Assessment” for Personal Identifiable Information held in IT Systems. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Assess enterprise compliance in the use of ECM relative to retention requirements. | |
| Develop plan to address any issues resulting from the Privacy Impact Assessment. | Re-assess and evaluate IG Program milestones and objectives based upon regulatory requirements. |

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

Objective 2: INTEGRATE ASSET INFORMATION ACROSS SYSTEMS (ORACLE, MAXIMO AND GIS)

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Design and implement system interfaces between Oracle projects, GIS and Oracle Asset book to improve asset capitalization accuracy (currently manually updated) and improve asset reconciliation for new projects and improvements. | Q1, FY 2021 | Q2, FY 2021 |
| Assess impact of business process changes resulting from automation of asset capitalization and determine plan to address financial impact (if any). | Q3, FY 2021 | Q4, FY 2021 |
| Define requirements and strategy for managing non-linear inventory. | Q3, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|--|
| Determine strategy to reconcile assets (historical) between GIS and Oracle and implement in conjunction with Oracle EBS upgrade (Objective 4). | Execute strategy to reconcile assets (historical) between GIS and Oracle and implement in conjunction with Oracle EBS upgrade (Objective 4). |
| Deploy a Master Asset data store for operational and financial system usage. This milestone will occur and be aligned with master data strategy (Objective 5 of Strategy 5). | |

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

Objective 3: IMPLEMENT UPDATED LABORATORY INFORMATION MANAGEMENT SYSTEM (LIMS)

Annual Support Activities

- a) Leverage new features and functions of LIMS replacement system to gain efficiencies in lab operations.
- b) Review Laboratory business processes and look for additional ways to enhance productivity and quality

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Complete implementation and training for the LIMS replacement system. | Q1, FY 2021 | Q2, FY 2021 |
| Provide post go live support and change management for LIMS replacement system. | Q1, FY 2021 | Q2, FY 2021 |

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

Objective 4: ORACLE EBS UPGRADE

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Assess core business processes focusing on areas where leveraging new or un-utilized functionality of EBS 12.2 would improve and optimize. Process review scope includes: HR, Financials, Treasury, Capital Projects and Purchasing. | Q1, FY 2021 | Q2, FY 2021 |
| Develop RFP for professional services to implement EBS v12.2 with requirements (may include ISupplier, Position Control, Applicant Tracking, Expense Reporting) to support process changes identified in milestone 1. | Q3, FY 2021 | Q4, FY 2021 |
| Develop an upgrade plan and communicate to stakeholders. | Q4, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Implement and complete EBS Upgrade and leverage new functionality to improve business processes. | Continue to assess business processes that can be improved through EBS functionality. |

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

Objective 5: MOBILE TECHNOLOGY STRATEGY

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Develop District mobile technology strategy to standardize mobile hardware and software including Mobile Device Management (MDM) for secure usage of MSD applications on Bring Your Own Device (BYOD) and shared remote network access devices. | Q1, FY 2021 | Q2, FY 2021 |
| Implement provision mobile technology standards and required IT infrastructure and processes. | Q3, FY 2021 | Q4, FY 2021 |
| Develop consumer facing mobile communication strategy utilizing mobile application and text messaging for relaying project status, working in the area notices and for reporting issues. | Q1, FY 2021 | Q3, FY 2021 |
| Initiate RFP process for the development of systems for Consumer facing communication using mobile technology. | Q4, FY2021 | Q4, FY 2021 |
| Investigate First Responder network (FirstNet) for use by MSD providing priority cellular service during crisis events. | Q1, FY 2021 | Q2, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|---|
| Continue to provision standards and infrastructure to support Mobile strategy. | Continue to identify and leverage mobile technology to improve district business processes. |
| Continue development and implementation of systems for Consumer facing mobile communications. | |

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

Annual Support Activities

- a) Advocate in regulatory stakeholder groups created to address nutrient criteria, ammonia criteria, emerging contaminants, 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, air emission limits, and biosolids regulations.
- b) Advocate in state and local environmental and economic organizations such as the Association of Missouri Cleanwater Agencies (AMCA) and the Missouri Water Environment Association (MWEA).
- c) Advocate in the Water Environment Federation (WEF), Water Research Foundation (WRF) and the National Association of Clean Water Agencies (NACWA) on water quality issues.
- d) Maintain a dialog with the Non-Governmental Organizations (NGOs) on critical environmental issues.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Implement the stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan. | Q1, FY 2021 | Q4, FY 2021 |
| Participate in Missouri-led stakeholder meetings on nutrient reduction strategy and nutrient trading. | Q1, FY 2021 | Q4, FY 2021 |
| Participate in the Volkswagen Trust grant program stakeholder process, to help replace MSD trucks with more emission friendly equipment. | Q1, FY 2021 | Q4, FY 2021 |

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: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|-------------------------------------|
| Continue to implement the stakeholder process for submitting a Municipal Separate Storm Sewer System (MS4) application and Stormwater Management Plan. | |
| Continue to participate in the Volkswagen Trust grant program stakeholder process, to help replace MSD trucks with more emission friendly equipment. | |

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

Objective 2: PROMOTE APPROPRIATE REGULATORY AND LEGISLATIVE INITIATIVES THAT IMPACT ALL AREAS OF DISTRICT OPERATIONS

Annual Support Activities

- a) Monitor new regulations and legislation and develop appropriate strategies that impact MSD’s operations.
- b) Work with MDNR as required to develop scientifically-based Total Maximum Daily Loads (TMDLs) with reasonable implementation plans for the St. Louis area.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Advocate for a national peak wet weather rule that is consistent with Missouri regulations and the 2013 8th Circuit Iowa League of Cities decision. | Q1, FY 2021 | Q4, FY 2021 |
| Support Missouri DNR’s determination that whole body contact (e.g., swimming) is not an attainable use of the water in the Mississippi River at St. Louis and in the lower River Des Peres. | Q1, FY 2021 | Q4, FY 2021 |
| Advocate for reasonable, affordable, and consistent air and water permit requirements for all of MSD’s facilities. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Continue to advocate for a national peak wet weather rule that is consistent with Missouri regulations and the 2013 8th Circuit Iowa League of Cities decision. | Renew the Regional General Permit 44 issued the by the U.S. Army Corps of Engineers to streamline stormwater and sanitary sewer infrastructure maintenance and repair. |
| Continue to support Missouri DNR’s determination that whole body contact (e.g., swimming) is not an attainable use of the water in the Mississippi River at St. Louis and in the lower River des Peres. | |
| Continue to advocate for reasonable, affordable, and consistent air and water permit requirements for all of MSD’s facilities. | |

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

Objective 1: IMPLEMENT STORMWATER OPERATING AND CAPITAL IMPROVEMENT PROGRAM

Annual Support Activities

- a) Continue to implement stormwater program commensurate with anticipated stormwater revenues.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Implement FY 2021 stormwater CIRP program based on funds generated from reinstated OMCI taxes to address flooding and erosion. | Q3, FY 2021 | Q4, FY 2021 |
| Review Stormwater CMOM results and consider adjustments to I/R funds and internal staffing needs. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Develop and complete follow-up survey on stormwater services and consider adjustments based on survey results. | Evaluate overall stormwater needs. Make recommendations for funding and CIRP to address flooding and erosion. |

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

Objective 2: IMPLEMENT WASTEWATER OPERATING AND CAPITAL IMPROVEMENT PROGRAM

Annual Support Activities

- a) Implement the CIRP commensurate with anticipated wastewater revenues.
- b) Continue to monitor progress and adjust resources, schedule, delivery, method and funding as needed to ensure CMOM requirements per Consent Decree are met and proposed changes are warranted.
- c) Continue to monitor progress and rate of spending for green infrastructure projects program; adjust program as needed.
- d) Evaluate post-construction flow metering for I/I program and re-assess the need for future capital projects to eliminate Constructed Sanitary Sewer Overflows and provide Capacity Assurance. Update the CIRP based on the results.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Transition the use of Watershed Consultants to best fit the changing CIRP design and construction management needs. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Implement modeling software upgrades to take advantage of new technology that will increase engineering efficiencies in flow metering, modeling, and capacity assurance analysis. | Evaluate the CSO Volume Reduction Green Infrastructure and Cityshed Programs for program compliance and future CIRP programming. |

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

Objective 3: IMPLEMENT ASSET MANAGEMENT PROGRAM

Annual Support Activities

- a) Continue implementation of the monetized ratings process that incorporates business risk exposure into the prioritization of CIRP projects at wastewater plants and pump stations.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Implement asset management plan that incorporates the monetized ratings process for the District's linear assets. | Q1, FY 2021 | Q4, FY 2021 |
| Implement asset management plan that incorporates prioritization for the District's Information Technology hardware and software assets. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|-------------------------------------|
| Ensure that Asset Management is incorporated into CIRP and Operational budget process. | |

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

Objective 4: ENHANCE RELIABILITY OF INFORMATION TECHNOLOGY INFRASTRUCTURE

Annual Support Activities

- a) Strategically leverage Information Technology to sustain, protect and foster innovation of the IT Infrastructure and Enterprise Applications that support the District’s critical business operations.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Continue the development and implementation of the IT Disaster Recovery Strategy which includes Critical Tier 1 business systems and associated infrastructure that support the District’s critical operations (Maximo, EBS,GIS). | Q1, FY 2021 | Q2, FY 2021 |
| Continue to develop the Technology Security Risk Program through the introduction of additional governance processes, policies, and an employee security awareness program to further protect MSD hardware/software/information assets. | Q1, FY 2021 | Q3, FY 2021 |
| Develop a Master Data Management (MDM) Program Strategy and associated technical infrastructure to centralize, manage and govern enterprise data (Customer, Address Parcel Owner, lateral and horizontal assets). | Q1, FY 2021 | Q3, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Continue to enhance the Technology Security Risk Program. | Sustain the Technology Security Risk Program. |
| Implement Master Data Management Program. | Continue to enhance Master Data Management Program and extend capabilities to enhancing customer digital experience. |

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

Objective 5: IMPLEMENT SMART UTILITY TECHNOLOGIES AND DATA DRIVEN SOLUTIONS TO REDUCE CAPITAL COSTS AND INCREASE UTILITY PERFORMANCE

Annual Support Activities

- a) Engage a Smart Utility Task Force to continually evaluate new technology for cost savings and operational efficiencies.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|-----------------------------|-----------------------------|
| Prepare strategic analysis and requirements document for Wet Weather Optimization plan for Lemay Service Area. | Q1, FY 2021 | Q3, FY 2021 |
| Plan sensor/SCADA network and data viewing platform. | Q1, FY 2021 | Q4, FY 2021 |
| Execute and evaluate “pilot” optimization project in the Baden Combined Sewer Area to maximize the functionality of an existing stormwater basin in an effort to reduce CSO volume and increase the level of service of the Baden Trunk Sewer. | Q1, FY 2021 | Q2, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|--|
| Develop Wet Weather Optimization Plan for Lemay Service Area. | Execute SCADA system for Districtwide visibility. |
| Plan Wet Weather Operational Structure for Organization. | Finalize CIRP based on Wet Weather Optimization Plan for Lemay Service Area. |
| | Develop and Implement Wet Weather Operational Structure for Organization. |

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

Objective 1: INCREASE ORGANIZATIONAL PERFORMANCE THROUGH IMPROVED COMMUNICATIONS

Annual Support Activities

- a) Conduct onboarding and orientation training for new employees.
- b) Facilitate annual compliance training for employees.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Work with departments to identify mandatory compliance training to be administered during the first 90 days of employment. | Q3, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|--|
| Complete and establish mandatory compliance training for all employees to include impact on employee workplace injuries and retention. | Review metrics of annual compliance training for all employees to insure goals are met. |
| Develop department specific onboarding training for new hires and newly promoted employees. | Review District Safety Council impact of reducing Worker Compensation Claims through training. |
| Communicate implementation plan to employees to promote transparency and accountability. | |

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

Objective 2: IMPROVE ORGANIZATIONAL EFFECTIVENESS THROUGH LEADERSHIP DEVELOPMENT AND SUCCESSION MANAGEMENT

Annual Support Activities

- a) Provide external and internal training opportunities to support leadership goals.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Identify key positions that may be at risk of vacancy within the next 3-5 years and then assess the knowledge, skills, and abilities needed to support business continuity. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Present Leadership Development and Succession Management initiative to the Department Directors and Board for necessary approvals. | Implement the initiative within Human Resources processes and efforts to attract, retain, develop, and sustain high quality employees. |
| | Continuously plan, support, and measure the development progress of existing and emerging leaders for future vacancies within the organization. |

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

Annual Support Activities

- a) Design and develop training programs to support improved performance outcomes.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Develop a training course on Writing Effective Performance Improvement Plans and Impact of Changed Behavior, outlining in detail any issues or behaviors causing problems, corrective actions to take, and resources available to offer support. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023- 2025 |
|--|---|
| Implement Writing Effective Performance Improvement Plans and Impact of Changed Behavior Training Program as a pilot course to managers and then offer as a scheduled classroom and online course. | Follow up with managers in 30–60 days to assess the impact of Effective Performance Improvement Plans and Impact of Changed Behavior as a practical application tool. |
| Establish a fair and consistent document to help employees understand their current challenges and long-term goals and to take an active role in supporting them. | Equip managers with a consistent tool to administer all employee performance improvement plans by providing guidelines throughout the process. |

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

Objective 4: RESTRUCTURE A RECRUITMENT STRATEGY THAT PROMOTES AND RETAINS A TALENTED AND DIVERSIFIED WORKFORCE

Annual Support Activities

- a) Leverage recruitment sources and various referral systems for support with MSD job openings and vacancies.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Conduct department specific focus groups to discuss their experiences, gather input related to current processes, and identify areas for improvement. | Q1, FY 2021 | Q4, FY 2021 |
| Re-evaluate and assess the process of recruiting and hiring to secure the right people with the right skill sets needed for the organization’s business. | Q1, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|---|
| Establish an internal recruitment process with diverse high-quality candidates within the organization who can be cross-trained to fill specific position gaps. | Increase opportunities to develop more internal trainee and apprenticeship programs in key areas that are difficult to fill from the outside (due to competitors or other factors). |
| Develop different recruitment approaches and methods of hiring for specific positions within the organization, through “On-site” application fairs, and more focused competency criteria methods for screening specific applicants for advanced selection of qualified applicants. | |

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

Objective 5: “SHOW ME MSD” – BUSINESS PARTNERSHIP TO MEET THE NEEDS OF THE COMMUNITIES THAT SUPPORT THEM

Annual Support Activities

- a) Attend job fairs at colleges and agencies to assist in obtaining qualified and diverse applicants for open positions.
- b) Recruit qualified interns for open positions.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|---|----------------------|----------------------|
| Develop a school and business collaboration plan for a mentorship program focused on diverse students who have an interest in STEM careers. | Q3, FY 2021 | Q4, FY 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|---|---|
| Establish mentorship program focused on diverse students who have an interest in STEM careers. | Recruit non-traditional students who may be interested in the ERTC scholarship and/or other apprenticeship or internship programs. |
| Establish an externship for teachers to spend time at the “District” to learn through direct experience about skill requirements and opportunities related to classroom subjects that will enhance their teaching abilities and relevance to students learning. | Recruit teachers interested in an externship partnership with “MSD” professionals to develop enhanced teaching approaches to “real-life” occupations. |

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

Objective 6 IDENTIFY AND IMPLEMENT SAFETY AND SECURITY TRAINING TO SUPPORT TRAINING TO SUPPORT A SAFE WORK ENVIRONMENT.

Annual Support Activities

- a) Provide Annual Safety and Disaster Training Employees.
- b) Review Safety Communication and Training Protocols.

| Milestones Year 1: 2021 | Initiation Timeframe | Completion Timeframe |
|--|----------------------|----------------------|
| Assess security monitoring and access issues in the field and at all facilities. | Q1, FY, 2021 | Q4, FY, 2021 |
| Identify gaps in security, safety and incident response and reporting. | Q1, FY, 2021 | Q4, FY, 2021 |

| Milestones Year 2: 2022 | Milestones Years 3 - 5: 2023 - 2025 |
|--|--|
| Develop plans to address gaps in security, safety and incident response and reporting. | Execute plans to address any security monitoring, safety, as well as incident response and reporting. This may include implementing additional security measures and added security personnel. |
| Identify plans and systems required to properly support safe work environment. | Measure success of implemented processes and systems required to properly support safe work environment. |