

UP date

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SPECIAL ISSUE

Dear MSD Customers, Friends and Partners:

No one can accurately forecast the future.

But knowing where you want to be five years from now, and how you plan to get there, can help.

In that spirit, MSD staff, business partners and stakeholders have created a five-year strategic business plan. While we don't claim that the plan predicts what's in store for economic conditions, continued community growth and environmental concerns, we believe it defines our goals and provides the directions to make sure we reach them.

To guide us in both developing the plan and implementing it, MSD looked to the tenets that pilot every aspect of our business and operations: our Vision, Mission and Core Values; the Principles for Results-based Management and the Coalition for Environmentally Responsible Economies (CERES) Principles. They are the lighthouse that keeps our journey on its course toward keeping our Customers First with clean water and a green environment in our growing community.

MSD's journey to the future begins today.

Gordon R. Garner
Executive Director

MSD's Mission

We, at MSD, build, maintain and operate quality wastewater and stormwater facilities for the people of our community.

MSD's Vision

Putting Our Customers First:
Clean water
Green environment
Growing community

MSD's Core Values

Integrity: We will be fair and honest.

Stewardship: We will be accountable for our resources and the well-being of the environment.

Service: We will be responsive, reliable and adaptable in meeting the needs of our customers and the community.

Quality: We will be dedicated to continuous improvement through teamwork, innovation and the use of technology.

Teamwork, tenacity create five-year plan to realize vision

When MSD began developing its strategic business plan about two years ago, the goal was to create a shared direction and align the work of all employees with long-term strategies.

"We needed to meld our vision into every aspect of our business and make it more than just a slogan," according to Mike Sweeney, MSD's Research/Productivity Assessment Director who headed up the business plan process. "We also needed to grapple with how our vision fits in with the realities of budgets, regulatory requirements and staffing needs."



To begin the process, MSD formed a 10-person Steering Team representing each facet of its organization. "We started looking at the big picture, and getting perspective on issues from the Steering Team," Sweeney said. "That helped us see, for example, while one idea may have been great from an environmental

perspective, there were financial or engineering considerations that could keep us from implementing that particular idea."

The Steering Team identified Critical Success Factors or, "Areas where we must excel in performance," according to Sweeney. The seven Critical Success Factors are:

Customers First, Environment, Employees, Performance, Economic Growth, Public Awareness and Involvement, and Financial Resources.

Then, Steering Team members chaired subteams, made up of MSD staff and business partners, to define

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MSD

700 West Liberty Street
Louisville, Kentucky 40203
502-540-4000

MSD's begins its journey to the future

Critical Success Factors

Now that MSD's strategic business plan has been developed, the task of implementing it is just beginning.

"If the plan is a map to the future, it's time to begin the journey," said Research/Productivity Assessment Director Mike Sweeney.

support the strategies.

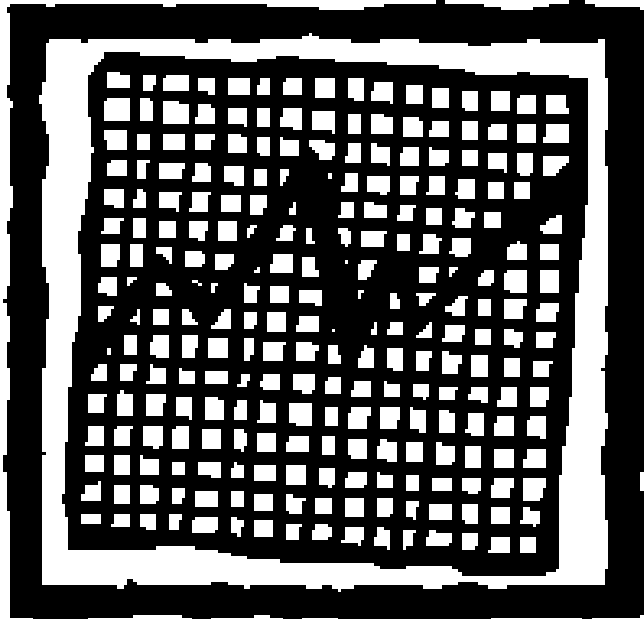
Each strategy or task has been assigned to an individual or team of MSD staff to complete by a target date. "We're not only counting on them to follow through with these assignments, we're relying on their input and ideas about how we can refine the plan to best achieve MSD's vision of Customers First," Sweeney said.

By making specific assignments and timeframes, Sweeney said MSD will track its progress toward implementing the strategies. "We'll also be able to update the plan as tasks are accomplished and as we learn of other things we can be doing to keep us moving forward."

MSD also will share its plan with its business partners, major contractors, large cus-

tomers, elected officials and other key stakeholders. "Our partners work with us every day to operate our systems and improve our services," Sweeney said. "We value their ideas and need their participation to make MSD's vision a reality."

For more information about the strategic business plan, visit MSD on the Web at www.msdlouky.org.



The plan wasn't intended to be just another bookshelf item. Instead, Sweeney describes it as a living document, meant to be updated and tweaked as MSD progresses toward implementing the strategies.

Each of the seven critical success factors identified in the plan is accompanied by specific objectives to achieve, strategies to ensure that the objectives are met and actions that

Customer First

We will satisfy our customers with our services.

Environment

We will expand our environmental leadership focus to include regional watershed protection and responsible community growth.

Employees

We will always invest in our most valued assets—our employees—to ensure their well-being, education and development.

Performance

We will continuously increase performance to ensure we provide our customers the best possible service at a competitive price.

Economic Growth

We will expand services to support economic and "smart" growth and competitively serve all customers.

Public Awareness & Involvement

We will pursue all means of educating our customers on our goals, objectives and responsibilities.

Financial Resources

We will manage our financial resources to provide for customer needs while keeping rates competitively low.

Teamwork, tenacity

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specific objectives for the critical success factors and what action MSD must take to achieve the objectives. "The participation from our staff and partners really helped us accurately assess where MSD is today and what it will take to accomplish the objectives," Sweeney said.

Throughout the process, Sweeney said ongoing guidance from MSD's Executive Team created a plan ambitious and challenging, but achievable. "We'll be able to clearly track our progress as we go along," he said. "Like turning the page on road map during a long trip, the ability to measure our advances will motivate us to keep moving toward our vision."

Principles for Results-Based Management

MSD will perform those jobs and functions that it does best and use others to perform what they can do more efficiently and effectively.

MSD will manage its business selecting the most efficient and effective of both public and private models, utilizing appropriate technologies, cross-functional work teams, and employee involvement.

MSD departments will have clearly specified non-conflicting functions, and clearly defined goals and objectives emphasizing service to the customer and environmental responsibility.

All employees are expected to make decisions and be fully accountable for their areas of responsibility rather than relying on central control or being inhibited by apparent constraints.

MSD will be competitive in managing costs, in that the quality, quantity and costs of MSD services shall be determined primarily by real factors.

MSD as a public employer will be socially responsible and supportive of community planning, neighborhood involvement and economic development.

MSD will utilize a diversified and well-trained work force, and encourage consultants, contractors and suppliers to do the same.

MSD will encourage open and effective communications among its Board, Executive Team, employees and customers about its business and evolving strategy for the future.

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www.msdlouky.org