



STRATEGIC PLAN 2022-2024



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You could say that our 2022-2024 Strategic Plan has been 50 years in the making. And you'd be right.

The new Strategic Plan takes effect in 2022, our 50th year as a public utility, and the timing could not be more perfect. It's a chance to recognize the value of our past work, face today's challenges, and advance our clean-water mission for decades to come.

We call it a mission for a reason: As a District employee, you are an agent with purpose in this Strategic Plan.

And that's why this Strategic Plan looks different than promotions we have shared in the past. We want this to be a living and working document for you. Mark it up, take notes, and make it as personal as your job is to you.

★ The Strategic Plan isn't just about the future, it's about the here and now. It's about our critical work, our daily jobs that our customers depend on every day: clean water, healthy streams, working sewers, project delivery, customer service, and so much more.

In addition to the printed Strategic Plan, you'll receive a handy pocket guide to help you set goals of your own.

This Strategic Plan was developed with input from employees like you. Missions have agents. The only way our decades-long mission can continue is with your involvement, and I'm proud we're moving it forward together.

Kyle Dreyfuss

Strategy Notes can help you set your personal goals for 2022-2024 and track successes.



Northeast Ohio Regional Sewer District

MISSION

- » Provide progressive regional management of sewage and stormwater that protects the environment and serves our community.
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VISION

- » Be the environmental leader in enhancing quality of life in the region and protecting its water resources.
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VALUES

- » **ACCOUNTABILITY**

Accept responsibility, account for one's action, and deliver on individual and collective commitments.

- » **BALANCED AND INFORMED DECISION-MAKING**

Formulate quality decisions based on objective metrics, analysis of our systems, customer needs, safe practices, and organizational goals that include diverse opinions, ideas, and perspectives.

- » **CUSTOMER FOCUS**

Collaborate effectively with internal and external customers when considering decisions, policies, and programs.

- » **ENVIRONMENTAL STEWARDSHIP**

Initiate and maintain effective practices of environmental sustainability through commitment to a better tomorrow, a healthy environment, and strong communities.

- » **EQUITY**

new Ensure that diversity, equity, and inclusion principles, policies, and practices are embedded into our work at all levels of the organization.

- » **ETHICS, HONESTY AND TRANSPARENCY**

Maintain the highest standards with our customers, our business partners, and each other.

- » **PROGRESSIVE CULTURE**

Facilitate positive changes and innovation that benefit the organization, our industry, and the region while fostering a learning environment and an engaged workforce.

- » **RESPECT**

Demonstrate a high regard and consideration for self, others, community, and the environment.

CUSTOMER & COMMUNITY CONNECTIONS

Objective:

Assist member communities to address their Clean Water Act issues.

Goals:



1. Build on Local Sewer System Evaluation Study (LSSES) findings to focus project selection under the Member Community Infrastructure Program (MCIP).
2. Work with member communities to strategically plan the grant management and project delivery process.
3. Consider environmental justice impact in making programmatic or project decisions

Objective:

Optimize our ability to advance community objectives.

Goals:

1. Continue to educate the public about who we are, what we do, and why our work is important.
2. Use Green Infrastructure to strategically address resiliency.
3. Leverage technology to provide better services and accessibility to resources for NEORS D customers, member communities, partners, suppliers, and vendors.
4. Implement changes to Business Opportunity Program (BOP) based on best practices and audit findings.
5. Increase customer participation in Cost-Saving Programs.
6. Implement the Communication Alignment Project (CAP).

MCIP is critical to support local infrastructure.
2016-2021 Awards:
\$47,192,996.87
2022-2024
+ \$45 million more

ENVIRONMENTAL PROTECTION & SUSTAINABILITY

Objective:

Expand water quality focus to increase benefits to the region's waterways.

Goals:

1. Identify opportunities to enhance water quality and continue to solve intercommunity sewer and stormwater infrastructure problems.
2. Enhance existing and initiate new programmatic opportunities to engage the public in clean-water issues and promote healthy communities.
- ★ 3. Identify and implement cost-effective opportunities to improve the local sewer collection system as NEORS D advances capital improvement projects. *enhance partnerships w/ cities*
4. Identify cost-effective opportunities to improve the local stormwater drainage system as NEORS D implements the Stormwater Master Plan recommendations.

\$1 billion + of projects

Objective:

Increase opportunities to improve resource management through sustainability practices.

Goals:

1. Advance any modifications identified through the implementation of the NEORS D Combined Sewer Overflow (CSO) Consent Decree and develop post-Long-Term Control Plan (LTCP) strategy to provide better overall environmental and public health benefits in the most cost-effective manner.
2. Improve resource management to reduce the costs and environmental footprint of NEORS D operations, including waste, purchased supplies, and utilities.
3. Implement solutions and technologies to support NEORS D sustainability initiatives.
4. Understand potential climate change implications and prepare to respond.



Can't wait to read our employee case studies in November's People & Progress!

FINANCIAL VIABILITY

Objective:

Explore new ways to enhance long-term financial planning that optimize ability to provide sewer and stormwater services with minimal impact on rates.

Goals:

1. Design and deliver a Total Rewards package to attract and retain talent.
2. Pursue funding sources that result in the lowest possible cost of borrowing for ratepayers.
3. Improve the understanding of risk in shaping decision-making and results across NEORS D programs.
4. Evaluate opportunities to reduce cost throughout Operation & Maintenance.



Always look for state and federal funding opportunities.

OPERATIONAL EXCELLENCE

Objective:

Implement Operational Readiness plan to support evolving operations and maintenance.

Goals:

1. Establish long-term organization for ongoing Operational Readiness Implementation (ORI) program.
2. Instill culture of continuous improvement and innovation enterprise wide.
3. Enhance improvements to Engineering and Construction's project delivery in support of Operation & Maintenance.

Objective:

Implement technologies and processes that improve business efficiency and effectiveness.

Goals:

1. Improve business operations by reducing process complexities, expanding digital workflows, and maximizing use of tools and systems.
2. Establish standard documentation practice including Policy, Manual, Procedures, and Work Instructions for all key business processes and applications.
3. Improve reporting capabilities through business intelligence initiatives focused on customer revenue and spending.
4. Further develop information security program to provide assurance that critical operations and information technology assets are protected.
5. Evaluate improved Operation & Maintenance information technology and control system applications and migrate to such systems as appropriate.

Standard Operating Procedures (SOPs) help ensure consistency and proper documentation.

OPERATIONAL EXCELLENCE (CONT.)

Objective:

Fully implement management process to support successful delivery of the Regional Stormwater Management Program.

Goals:

1. Use Stormwater Master Plan findings to drive design and construction prioritization for both NEORS and community cost-share projects.
2. Develop modeling and planning tools to assist NEORS and member communities in the refinement of the design, construction, operation, and maintenance of projects.
3. Improve maintenance efficiency and effectiveness across the regional stormwater system.
4. Continue refinement of Regional Stormwater Management Program financial planning while transitioning to larger-scale projects.

Objective:

★ Continue to protect public health and the environment through excellent operation of the wastewater and stormwater systems.

Goals:

Our core purpose

1. Actively embrace and improve upon safety.
2. Meet National Pollutant Discharge Elimination System (NPDES) permits and all other regulatory requirements.
3. Manage finances and meet metrics to maintain current bond ratings.
4. Enhance use of the Legal Department as a strategic partner in accomplishing goals.
5. Manage and deliver Capital Improvement Plan to meet both operational and financial requirements.
6. Maintain positive labor and employee relations.

Check that my location's Safety Rep's cell # is saved in my phone.

WORKFORCE PLANNING, ENGAGEMENT AND INVESTMENT

Objective:

Apply workforce planning and development strategies to ensure the workforce can achieve the mission of the District both now and in the future.

Goals:

1. Sustain and enhance training and development programs that support the workforce in acquiring the knowledge, skills, and abilities needed both now and in the future.
2. Create, maintain, and enhance workforce planning processes and staffing plans.
3. Finalize and sustain Career Pathways for all departments to support staff development.

Objective:

Ensure the District has workplace culture that engages employees.

Goals:

- * 1. Monitor and improve Employee Engagement consistent with our core values.

Employees want to feel like they're a part of something big.

WORKFORCE PLANNING, ENGAGEMENT AND INVESTMENT (CONT.)

Objective:

Implement programs to ensure the development of effective leaders
at all levels.

Goals:

1. Formalize an ongoing succession-planning process. *CRITICAL WORK*
2. Implement leadership training and development programs for all levels of leadership.
3. Ensure accountability for demonstrating leadership expectations across all levels.

Objective:

Strengthen diversity, equity, and inclusion (DEI) to increase understanding and ensure continued commitment across the organization.

Goals:

1. Attract, develop, and retain high-performing employees with diverse backgrounds and perspectives.
2. Deliver on the strategies outlined by the DEI Advisory Committee.
3. Integrate the principles of DEI into NEORSD's work.