The staff of SD1 has worked with stakeholders throughout the community and across the organization to develop a new strategic business plan. The plan will help SD1 to become a utility that is more customer-centered and community-focused. This summary provides an outline of our long-term goals and the strategies we will implement over time to achieve the expected outcomes.

**MISSION:** Why we exist

To reliably provide the Northern Kentucky region with wastewater and storm water services to protect public health, property and the environment and to support the economic vitality of the community.

**VISION:** Our focus for the future

To be a customer-centered and community-focused utility by understanding and meeting the needs of our customers and addressing issues that are of strategic importance to the entire community.

**VALUES:** Principles guiding our actions

- Accountability
- Collaboration
- Customer Focus
- Environmental Stewardship
- Integrity
- Safety

<table>
<thead>
<tr>
<th>GOALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CUSTOMER SATISFACTION</strong></td>
</tr>
</tbody>
</table>
Create a culture of exceptional service by focusing on understanding and meeting the needs of both internal and external customers.

| **OPERATIONAL EFFICIENCY AND RESILIENCY** |
Ensure operational efficiency through effective performance improvements while managing and minimizing business risks.

| **FINANCIAL VIABILITY** |
Effectively manage and generate the financial resources required to meet current and future operating, debt service and capital needs.

| **WORKFORCE DEDICATION** |
Develop a high-performance, collaborative workforce that is engaged, motivated and dedicated.

| **ENVIRONMENTAL STEWARDSHIP** |
Ensure adequate and reliable quality of Northern Kentucky’s waterways for the benefit of those who live, visit and work in the community.

| **STAKEHOLDER SUPPORT** |
Effectively communicate and collaborate with our stakeholders to create a shared understanding of SD1’s Mission and Vision.

| **OPTIMAL INFRASTRUCTURE MANAGEMENT** |
Optimize asset functionality, condition and operations to ensure we have adequate and reliable facilities and infrastructure needed to convey, manage and clean wastewater and storm water.
STRATEGIES: Actions to achieve our goals

CUSTOMER SATISFACTION
1. Conduct an assessment of existing customer service practices and customer feedback, and take necessary actions based upon an understanding of the needs of different types of customers.
2. Develop and implement customer service training plans for each department, based on SD1’s Mission, Vision and Values.
3. Identify and expand interactive customer technology to improve the customers’ experience.

EXPECTED OUTCOMES
- Improved external customer satisfaction of specific and overall service experiences
- Improved employee satisfaction of specific and overall internal service experiences

OPERATIONAL EFFICIENCY AND RESILIENCY
1. Optimize the use of technology and data to support and improve decision-making.
2. Implement resource optimization initiatives and best business practices to reduce operating costs.
3. Encourage the use of collaborative teams to address operational reliability during both routine operations and emergency conditions.
4. Create a culture of continuous improvement and innovation.

EXPECTED OUTCOMES
- Improved efficiency in using resources
- Improved operational performance levels
- Increased operational reliability
- Comprehensive emergency preparedness

FINANCIAL VIABILITY
1. Invest in projects and technology intended to reduce operating costs.
2. Seek project partnership opportunities with municipalities, as well as with state and/or federal agencies, to expand financial resources.
3. Develop and adopt comprehensive financial management policies.
4. Develop a multi-year comprehensive financial plan.
5. Establish financial performance metrics.

EXPECTED OUTCOMES
- Optimized operations costs
- Achievement of capital and fixed asset expenditure plans
- Recovery of costs for providing services through rates and fees
- Maintained bond ratings (AA stable – S&P and Aa2 – Moody’s)

WORKFORCE DEDICATION
1. Recognize employee achievements.
2. Regularly communicate with employees about current and relevant topics.
3. Create a learning environment that fosters professional growth and the retention of institutional and technical knowledge.
4. Explore new wellness programs that offer improvement in preventative care.
5. Encourage the use of collaborative teams to address issues of strategic importance and facilitate employee development.
6. Promote employee development by providing effective training and quality educational opportunities.
7. Provide employees with the tools, resources and technology necessary to perform their jobs.

EXPECTED OUTCOMES
- Improved employee satisfaction
- Increased employee awareness and participation in Wellness Program
- Increased number of interdepartmental work teams
- Eighty percent of employees fully meeting their personal development and performance plans

ENVIRONMENTAL STEWARDSHIP
1. Actively participate in matters relating to local, state and national water quality-related regulations.
2. Utilize local data to optimize the use of models, tools and other technologies.
3. Advocate appropriate environmental regulations.
4. Implement cost-effective integrated storm water management practices to control runoff.
5. Explore opportunities to improve stream conditions that are supported by scientific principles and data.

EXPECTED OUTCOMES
- Reduced volume and number of sewer overflows
- Sustained or improved stream conditions
- Compliance with all water quality-related permit conditions and limits
- Influenced environmental policies and regulations

STAKEHOLDER SUPPORT
1. Expand involvement in and collaborations with local community groups.
2. Build and improve relationships with key non-residential accounts.
3. Identify and implement new communication strategies to reach stakeholders.
4. Regularly inform community leaders about SD1 through various strategies.

EXPECTED OUTCOMES
- Improved stakeholder support
- Increased number of stakeholder collaborations

OPTIMAL INFRASTRUCTURE MANAGEMENT
1. Conduct on-going infrastructure risk assessments, and target resources accordingly.
2. Regularly communicate to SD1’s Board and the public about infrastructure issues through standardized reporting and data.
3. Evaluate industry trends and utilize emerging technologies to reduce costs and improve the longevity, reliability and performance of infrastructure.
4. Develop and adopt a sustainable asset repair and replacement program.
5. Maximize the use of information technology systems to collect and share the asset-specific knowledge required to optimize the maintenance, refurbishment and replacement of assets at the right times.

EXPECTED OUTCOMES
- Maintained asset renewal rate to optimize system performance
- Achievement of regulatory requirements
- System assessments of pipes conducted on a 10-year cycle
- Optimized asset life-cycle costs
- Achievement of operational performance metrics