

# ENVIRONMENTAL IMPROVEMENT AND ENERGY RESOURCES AUTHORITY



02/07/13

## Strategic Plan 2013 - 2018

This strategic plan intends to prioritize the Environmental Improvement and Energy Resources Authority's actions during the period 2013-2018, in order to best meet the needs of the citizens of Missouri and its partners, and to ensure its sustainability for the future. The Board adopted this plan for implementation February 2013. The Strategic Plan is part of a dynamic process, which will be reviewed and updated as needed.



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Karen L. Massey, Director

Dear Friends and Colleagues,

We are pleased to present you with the Missouri Environmental Improvement and Energy Resources Authority's Strategic Plan for the next five years. This plan outlines the EIERA's priorities and will guide our decisions as we move into an ever-changing future.

We are proud of the time and effort the EIERA board and staff have put into the creation of this plan. Several goals are identified that will help the EIERA achieve its mission by providing solutions that help Missouri and the environment thrive through finance, research and technical assistance — all designed to preserve or foster the responsible management of our air, land, water and energy resources for the wellbeing of our citizens and Missouri's economy.

This mission, the vision for the EIERA, potential new business lines and the goals were shaped by input from not only the board and staff, but also from representatives of multiple industries, interest groups, urban and rural communities, citizens and public officials.

For more than 40 years, the EIERA has served Missouri well. This plan will guide us as we continue our efforts to provide financial, research and technical solutions to help Missourians live in healthy and resilient communities. We look forward to continuing to serve Missouri citizens, businesses and communities in the decades to come.

The interest shown by those that worked with the EIERA throughout our strategic planning process has been truly humbling. We can assure you that this input has produced a better plan for the EIERA and the State of Missouri, and we give everyone involved our thanks.

Sincerely,

William (Andy) Dalton  
Chair, EIERA Board

Karen L. Massey  
Director



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# Environmental Improvement and Energy Resources Authority

STRATEGIC PLAN 2013 - 2018

## 1 EXECUTIVE SUMMARY

The first decade of the 21<sup>st</sup> century has seen great uncertainty and volatility: a global recession; crises in the housing and financial markets; extreme weather events and competition for resources of all types. Communities are striving to protect the health and welfare of their citizens, spur economic revitalization and protect, preserve and enhance natural resources for the future.

In response to the question:

*How can the EIERA accommodate these complex challenges in order to better provide financial, research and technical solutions to help Missourians live in healthy and resilient communities?*

The Authority responded with a Strategic Plan for a future that will be different than the past. With a prolonged economic downturn and substantial budget cuts on the horizon, the Authority chose to review its current business plan approach (which relies heavily on Federal and State programs) and think strategically about how to provide innovative solutions and a more integrated and efficient approach to energy and natural resource management and infrastructure investments.

The EIERA has demonstrated a unique ability to develop and support projects that have a statewide impact and go beyond the traditional financing role. Whether it is creating the first pooled bond transaction for an energy efficiency finance program in the nation, developing an innovative financing technique that has saved the State \$97 million in match for the SRF program to date, conducting the first Statewide Energy Study, or funding initiatives enabling industries to find cost saving beneficial uses from the byproducts of other industries, the Authority has played a critical role.

EIERA utilized a balanced scorecard approach to develop an integrated set of objectives and initiatives that are based on Client, Financial, Internal Business Processes and Learning/Growth perspectives.

In parallel as a companion to the strategic planning process, the Authority initiated a study to look toward the business lines of the future. Over 20 business lines were explored. Focus

groups in multiple cities were facilitated and informational interviews were conducted with subject matter experts in the potential business line areas. The resulting Technical Report outlined the market and preliminary operating revenues of five potential new business line opportunities. From these opportunities three business lines; Energy Efficiency, Storm Water and Nutrient Trading were identified as economically feasible, and had attributes that the private sector may not be able to address. Short and long term goals and tactics for new business lines were integrated into the EIERA's strategic plan.

The complete Technical Reports: Proposed New Business Lines Focus Groups Summary is also available for review.

The 10 Strategic Objectives described below drove the selection of Initiatives and associated projects that will receive the Authority's resources and focus over the next five years. A balanced scorecard that utilizes the blend of financial and non-financial performance indicators will compliment the traditional financial metrics to monitor the Authority's achievements and progress.

## OBJECTIVES and MEASURES

<b>Objective #1 Improve Client Results</b>	
The EIERA provides creative solutions to support a healthy and improved environment by providing access to capital and technical expertise to increase the options available and add capacity.	
<b>Desired Outcome</b>	<b>Measure</b>
A. Reduced costs for program participants/clients	• Client dollars saved
B. Expanded range of relevant services to meet client needs	• Total dollars funded
C. Increased positive environmental impacts	• Model calculators (e.g. WARM) or TBD

<b>Objective #2 Improve Client Satisfaction</b>	
Clients are completely satisfied with the Authority's services and interactions provided and believe that the EIERA makes a significant and positive contribution to the community. The EIERA is recognized as a state and national leader in developing innovative ways to finance environmental infrastructure.	
<b>Desired Outcome</b>	<b>Measure</b>
A. Improved satisfaction rating	• Survey rating

### Objective #3 Build Awareness of the EIERA's Value

The EIERA's services and demonstrated industry leadership are generally understood and recognized in State government, Missouri communities, industry organizations and businesses.

Desired Outcome	Measure
A. Increased understanding of the EIERA service offerings by potential and existing clients and partners	<ul style="list-style-type: none"> <li>• Survey targeted groups</li> <li>• Comparison of focus group results</li> </ul>
B. Increased financing opportunities	<ul style="list-style-type: none"> <li>• Number of applications received</li> </ul>
C. Improved website analytics	<ul style="list-style-type: none"> <li>• Web analytic trends</li> </ul>

### Objective #4 Create Sustainable Funding Model and Enhance Financial Strength

The EIERA is a sustainable organization that is able to adapt to changing funding and political environments. Diverse revenue streams generate funds to improve the Authority's financial position and ability to develop and implement high impact programs to better serve our clients.

Desired Outcome	Measure
A. Increased revenues	<ul style="list-style-type: none"> <li>• Total Authority revenue dollars</li> <li>• Survey targeted groups</li> </ul>
B. Increased diversification of revenues	<ul style="list-style-type: none"> <li>• % Of total revenue of largest revenue stream</li> </ul>
C. Decreased true costs of services	<ul style="list-style-type: none"> <li>• TBD (Long term metric)</li> </ul>

### Objective #5 Improve Financial Accountability

The EIERA's financial policies and procedures are based on best practices and integrated into the organization. Financial reports are accurate, timely and accessible.

Desired Outcome	Measure
A. Excellent financial accountability and audit results	<ul style="list-style-type: none"> <li>• # Of unaddressed significant/material audit findings</li> </ul>

### Objective #6 Enhance Partnerships and Relationships

The EIERA has lasting strategic partnerships that expand resources and service capacities to stay abreast of emerging trends to better serve the citizens of Missouri. Partners include public and private sector entities and associations.

Desired Outcome	Measure
A. Increased interest in working with the EIERA by partners and those with whom we have relationships	<ul style="list-style-type: none"> <li>Discussions with policy makers, industry leaders and government officials about business line opportunities</li> </ul>

### Objective #7 Continuous Quality Improvement

The Authority strives for continuous improvement in the management of financial, environmental and human resources through efficiently and transparent operations, without compromising the quality of services provided.

Desired Outcome	Measure
A. Enhanced processes for improved client services	<ul style="list-style-type: none"> <li>Timeliness of critical documents</li> <li>Error free critical documents</li> </ul>
B. Improved workflow processes	<ul style="list-style-type: none"> <li>Workflow processes (SOPs)</li> <li>Meeting materials on Web</li> <li>Project information on the Web</li> </ul>

### Objective #8 Improve Communications Processes

The EIERA fosters open dialogue with internal and external stakeholders based on respect and mutually beneficial outcomes. Project and status reporting, marketing, outreach, and education are consistent and tailored to reach multiple audiences. Feedback is solicited regularly.

Desired Outcome	Measure
A. Effective external communications	<ul style="list-style-type: none"> <li>Number of contacts generating results</li> </ul>

### Objective #9 Increase Board Involvement

Board members are knowledgeable about the Authority's services, operations and value to communities. They efficiently carry out their governance responsibilities and leadership roles to support the Authority's Mission and Vision.

Desired Outcome	Measure
A. Increased Board's ability to provide informed input	<ul style="list-style-type: none"> <li>• Survey on Board ability to provide informed input</li> <li>• Leads pursued</li> </ul>

### Objective #10 Increase Staff Capacity

The Authority's leadership and staff have the capacity to deliver service offerings, provide redundancy, promote and respect diverse thought and collaboration through technology, partnerships and education.

Desired Outcome	Measure
A. Decreased staff time wasted	<ul style="list-style-type: none"> <li>• Reduction in occurrences of inefficient use of staff time</li> </ul>
B. Internal knowledge gaps addressed	<ul style="list-style-type: none"> <li>• % of identified gaps addressed</li> </ul>
C. Relevant training plans for staff	<ul style="list-style-type: none"> <li>• % Training plans completed</li> </ul>

## 2 EIERA PROFILE

### 2.1 History and Enabling Legislation

On December 1, 1971, State Representative Robert H. Branom walked down to the office of Legislative Research and, without a lot of fanfare, pre-filed House Bill 1041, which established the State Environmental Improvement Authority as a quasi-governmental agency and independent body politic, to finance pollution control projects and meet federal tax law provisions. Subsequent legislation added solid waste and energy resources to the Authority's responsibilities and adjusted the agency name to the Environmental Improvement and Energy Resources Authority (EIERA or Authority). The Authority was created to be a different kind of governmental entity—one that prizes results, flexibility and accountability over bureaucracy and red tape. Its business model is not often found in government: a small staff working closely with outside contractors and other partners including private business and government.

The Authority is not a regulatory agency. Its present operational mandate is broad, ranging from financial services such as issuing tax-exempt bonds, providing technical assistance for manufacturers using recycled materials, and conducting research on environmental issues impacting Missouri, to supporting the cleanup of contaminated properties. Through its special independent status as a "body corporate and politic," the Authority is authorized to finance, acquire, construct and equip projects for the purpose of reducing, preventing or controlling pollution and to provide for the development of the energy resources of the State of Missouri. It is also empowered to conduct environmental and energy research and development activities, provide methods of financing environmental and energy projects, develop markets for recovered materials and assist Missouri communities, organizations and businesses in obtaining low-cost funds and other financial assistance for projects.

A one time \$225,000 appropriation for the EIERA in 1972 has evolved into more than \$5.6 billion in bonds and more than \$30 million in projects that have supported infrastructure upgrades, energy efficiency, pollution prevention, technical assistance, research and environmental education throughout Missouri. Over the years, the Authority has provided low-cost financing alternatives for Missouri utilities and industries, water and wastewater infrastructure in our state parks, worked toward weatherizing the homes of low-income Missourians, helped identify and dispose of dangerous chemicals in high school laboratories and developed financing structures for environmental infrastructure. These efforts have saved Missourians hundreds of millions of dollars.

The Authority's enabling statutes may be found at RSMo. 260.005 - 260.125, with certain projects and programs authorized in RSMo. 260.335 and 640.651 - 640.686.

## 2.2 Basic Facts and Figures

### 2.2.1 Governance

A five-member Board appointed by the Governor of the State of Missouri and confirmed by the State Senate provides governance for the Authority. Board members must be residents of Missouri and serve three-year terms. There are no statutory limits on the number of terms a board member may serve. Traditionally, the Board has been comprised of members with diverse backgrounds, including business, government, finance and environmental affairs. No more than three may be members of the same political party. Board activities are governed by a set of bylaws, which specify board member duties and authorities and how business is to be conducted. As an independent agency, EIERA is administratively placed in the Missouri Department of Natural Resources (DNR).

The board appoints an Executive Director to administer the day-to-day activities of the Authority as authorized by the board. Among other activities, the Executive Director and senior staff members are responsible for developing the organization's Mission, Vision, values and strategic objectives to comply with the direction set by the Board and the Authority's enabling legislation. The Board participates in this process by providing input and, ultimately, final approval of the Strategic Plan. The Executive Director and staff members direct implementation oversight for the strategic objectives, to ensure that services provided meet the needs and aspirations of the organization and its stakeholders.

### 2.2.2 Operations and Revenues

The EIERA receives no direct appropriation from the State of Missouri. Traditionally the Authority has been a service provider that operates on fees received from bonds issued, grant funding, reimbursement for services provided, an allocation of the solid waste tipping fee and investment income. Issuance fees from Private Activity and State Revolving Fund Bonds have provided the largest percentage of the Authority's revenues. Revenues generated have supported various other activities and programs, matched federal grant funds and allowed the Authority to supplement the services paid for by grants and tipping fees.

Oversight for projects and day-to-day operations for the Authority is provided by the Executive Director, who is supported by staff hired at his/her discretion. The staff size is limited and generally has not exceeded 8 full-time employees. Additionally, the Executive Director's role includes directing staff efforts to achieve goals; identifying and developing initiatives and projects to meet the changing needs of the State; building partnerships with government agencies, and the public and private sectors; conducting outreach; and finding and obtaining funding.

## 2.3 Programs and Offerings

The EI ERA has three primary programs:

1. Bond Issuances for the Clean Water and Drinking Water State Revolving Loan Fund (SRF) Program. In cooperation with DNR, the Missouri Clean Water Commission and the Missouri Safe Drinking Water Commission, the EI ERA issues revenue bonds (repaid by loan repayments from program participants), which fund drinking water and wastewater projects for Missouri communities, sewer and water districts and non-profit entities. To date, the Authority has provided almost \$2.6 billion in construction funds to approximately 300 Missouri communities at an interest rate of only 30% of the current AAA interest rate. In addition to funding construction, the bonds issued by the Authority also provide the State match necessary for DNR to secure the federal SRF grant. The Authority manages the long-term securities and tax aspects of these programs.

The EI ERA develops structures and financing alternatives to best meet the needs of the DNR and the borrowers based on the current market conditions. The bulk of the Authority's efforts are spent managing, developing and implementing strategies to preserve the low cost of borrowing, maintain a high credit rating, and protect the integrity and viability of the SRF.

2. The Missouri Market Development Program (MMDP) provides technical and financial assistance to Missouri businesses and communities producing products made from or to be used in the manufacture of goods made with recycled materials. Financial assistance awards help purchase equipment used in the manufacturing process. Funds are awarded based upon a number of factors including tons of solid waste diverted, jobs created and applicant match provided. Since 1999, the program has provided approximately \$6 million in direct financial assistance to 122 Missouri businesses. This investment has leveraged over \$33 million in total investment, created almost 500 new Missouri jobs, diverted more than 12 tons from landfills annually and saved \$43 million in avoided disposal costs per year. The program also provides market information and other related services. The MMDP is funded through an allocation of the Solid Waste Management Fund that is capitalized by solid waste tipping fees.
3. The Missouri Brownfields Revolving Loan Fund (BRLF) is capitalized by a grant from the U.S. Environmental Protection Agency (EPA) and provides funds to political subdivisions and private entities for the cleanup of contaminated properties. Authority staff members work closely with DNR's Brownfields Voluntary Cleanup Program to ensure that sites meet or exceed all applicable cleanup standards. While property anywhere in Missouri may be eligible for funding, the program focuses its marketing efforts on smaller rural and suburban communities and has provided more than \$2.5 million for remediation activities.

The EIERA also expends resources in the following areas:

4. Private Activity Bonds are issued in cooperation with the Missouri Department of Economic Development (DED) to provide funding for pollution prevention projects. These bonds are tax-exempt securities issued on behalf of a private company or not-for-profit entity. The US Tax Code currently limits the type of projects for which the Authority can issue bonds to water, wastewater and solid waste disposal facilities. Private activity bonds are repaid solely by the entity for which the EIERA issues the bonds. The tax exempt nature of Private Activity Bonds result in significant interest rate savings (generally between one and two percent) for the borrower versus conventional financing. The EIERA has issued almost \$5.8 billion in debt on behalf of 30 Missouri industries in 60 separate financing.
5. The EIERA assists the DNR Division of Energy's Weatherization Program by acting as a collection and paying agent for more than \$16 million in low-income weatherization funding provided by participating utilities. The Authority releases funds to eligible community action agencies to pay for weatherization projects in the service territory of the participating utility.

### 3 THE STRATEGIC PLANNING PROCESS

The EIERA works hard to ensure that it meets the needs of the citizens of Missouri and addresses the concerns of all key stakeholders. It has demonstrated a unique ability to develop and support projects that have a statewide impact and go beyond the traditional financing role. Whether it is creating the first pooled bond transaction for an energy efficiency finance program in the nation, developing an innovative financing technique that has saved the State \$97 million in match for the SRF program, conducting the first Statewide Energy Study, or funding initiatives enabling industries to find cost saving beneficial uses from the byproducts of other industries, the Authority has played a critical role.

With a prolonged economic downturn and substantial budget cuts on the horizon, the Authority chose to review its current business plan approach (which relies heavily on Federal and State programs) and think strategically about how to provide ongoing services in the future.

#### 3.1 Process Overview

Between November 2011 and November 2012, the EIERA engaged in a planning process to develop a Strategic Plan for the 2013 - 2018 time period. The Authority determined that hiring a consultant with environmental finance and strategic and business planning expertise would serve as the best guide for this process. Following a competitive solicitation and selection process, the Authority chose the Environmental Finance Center Network (EFCN) to provide facilitation and business lines research and analysis. The EFCN is a network of 10 centers located at Universities throughout the United States that share and integrate information, tools and techniques to help the public and private sectors solve financial and management challenges for business and environmental programs.

Dominican University of California's Environmental Finance Center led the EIERA Strategic Planning Project for the EFCN, with technical business line support from the Environmental Finance Center at Boise State University.

Facilitated meetings held with the EIERA staff, management and Board members resulted in draft Mission and Vision statements, assessment of the Authority's strengths and weaknesses and the identification of potential new business lines for consideration. Focus groups in St. Louis, Jefferson City, Kansas City and Springfield were conducted with participants representing multiple industries, interest groups and urban and rural communities. The EIERA also sought the opinions of key government officials and departments as well as business and community leaders. Information gathered from these sources was integrated into the research and analysis of revenue and market potential and final report. Details are available in the Technical Reports: Proposed New Business Lines Focus Groups Summary.

## 3.2 Approach

The EI ERA strategic planning approach utilized multiple steps of the Balanced Scorecard<sup>1</sup> methodology to assess the organization, outline desired strategic results, define strategic objectives and validate them against client, financial, operational and organizational capacity perspectives. An analysis of macro level political, economic, social, technological, legislative and environmental trends and their impacts on the Authority was integrated into the assessment of external factors. Strategic initiatives and objectives focused on finance, client services, operations and organizational learning and growth were generated and prioritized based on preliminary research and the EI ERA's resources. The final product is a scorecard that utilizes a blend of financial and non-financial performance indicators to compliment traditional financial metrics for monitoring the Authority's achievements. The plan is flexible to allow priorities and deliverables to be amended based on emerging needs. The strategic planning process culminated in a final presentation for approval to the Board in December 2012. The Board and staff will conduct a formal review of the Strategic Plan and scorecard indicators annually. A 30,000-foot view of the components of a Balanced Scorecard<sup>1</sup> approach is depicted in the Figure below.



## 4 MISSION, VISION AND VALUES

The balanced scorecard approach to develop the five-year strategic plan included the realignment of the Mission and Vision statements, which use the EIERA's core values as their foundation. These statements combined with an integrated set of objectives and initiatives, will guide the Authority's policy and decision-making processes.

### 4.1.1 Mission Statement – *What the Authority Does*

#### Mission Statement

The EIERA is committed to provide solutions that help Missouri and the environment thrive through:

- Finance,
- Research and
- Technical Assistance,

to preserve or foster the responsible management of our air, land, water, and energy resources for the wellbeing of our citizens and Missouri's economy.

### 4.1.2 Vision Statement – *What the Authority Would Like to See in the Future*

The EIERA is proud that our work will have positive impacts beyond our mandate, for Missouri's future, and that it will add value to the entire system in which we live. With this in mind our Vision Statement is:

#### Vision Statement

We are committed to a Missouri where citizens and visitors have the security of knowing they have access to:

- Healthy air, water, land and food,
- Clean, efficient and affordable energy,
- Opportunity for a sustainable urban or rural lifestyle,
- Outdoor recreation, and
- Economic opportunities,

all accomplished without compromising the needs of future generations.

#### 4.1.3 Values– *What the Authority Will be Known For*

## V alues

**Opportunity:** The EIERA values the opportunity for learning and fulfillment, where a culture ensuring education, encouragement, success and respect for the individual enhances our ability to provide excellent service to our clients.

**Responsibility:** The EIERA strives to perform with dependability and accountability. We take pride in working hard to solve problems and achieve excellent results for the citizens of Missouri.

**Doing the Right Thing:** The EIERA is passionate about service, integrity and caring for our environment. By practicing good stewardship of the earth and compassion for people and all living things, we strive to make a difference in the bigger picture.

**Relationships:** The EIERA values quality relationships. We believe that no one person or entity can achieve as much as partners acting with openness, respect and trust.

## 5 INTERNAL ASSESSMENT

The EIERA planning process began with an internal assessment of the Authority's Mission. All of the EIERA employees participated in crafting the Mission and Vision statements and in identifying the Authority's Core Values. Stakeholder focus group participants and the Board vetted these statements and their feedback was incorporated as appropriate.

Organizational challenges and enablers were then identified using a SWOT (Strengths, Weakness, Opportunities and Threats) as the framework. A SWOT analysis involves identifying the internal and external factors that are favorable and unfavorable to achieving the Authority's objectives. Strengths and Weaknesses are internal factors within the control of the Authority. Short and long-term actions to remove weaknesses and optimize strengths were listed and prioritized.

A variety of methods were used to gather stakeholder input on the EIERA's strengths and weaknesses including:

1. One-on-one interviews with internal and external stakeholders
2. Five focus groups
3. Retreats with EIERA Staff and Board members
4. Research conducted with subject matter experts

### 5.1 Enablers and Challenges

Information gathered from the Focus Groups and the SWOT analysis performed by the EIERA staff and Board, revealed the strengths and weaknesses shown in Table 1 and in the Focus Group responses described below. Details of the stakeholder input are available in the Technical Reports: Proposed New Business Lines Focus Groups Summary.

TABLE 1

## EIERA SWOT Analysis

	<b>To Leverage</b> (For short and long-term objectives)	<b>To Mitigate</b> (Barriers & risks to objectives)
<b>INTERNAL</b> within EIERA control	<b>Strengths</b> <ul style="list-style-type: none"> <li>• State and national level relationships</li> <li>• Diverse staff skills to tackle new ideas</li> <li>• Administrative flexibility, quick response</li> <li>• Reputation and accountability</li> <li>• Unique dual mandate Environment</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Non diversified revenue sources</li> <li>• Limited Board knowledge &amp; leverage</li> <li>• Neglected strategic partnerships</li> <li>• Reaction time to market opportunities</li> <li>• Legacy mindset a barrier to new ideas</li> <li>• Lack of outreach strategy &amp; media</li> </ul>
<b>EXTERNAL</b> outside EIERA control	<b>Opportunities</b> <ul style="list-style-type: none"> <li>• New permit requirements will drive need for water infrastructure improvements</li> <li>• Magnitude of federal consent decrees</li> <li>• SRF limitations drive need for innovative financing</li> <li>• State &amp; federal agency &amp; industry interest in nutrient trading</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Uncertainty in timing of new regulations</li> <li>• Administrative or legislative action</li> <li>• Market variables (interest rate economy)</li> <li>• Solid waste legislation threatens tipping fee allocation</li> <li>• Divergent stakeholder could impact implementation of nutrient trading</li> </ul>

### 5.1.1 Enablers/Strengths

#### Focus Groups Input

Overall, it was clear that the focus groups viewed the Authority favorably, and they believe the EIERA can become a leader in several policy areas.

- ▣ Has a strong reputation and accountability
- ▣ Is well positioned to work with other state agencies to leverage the resources of both agencies
- ▣ Has a unique dual charge and a history of protecting the environment and supporting economic development
- ▣ Is able to provide rapid response
- ▣ Is administratively flexible

## Internal Staff and Board Assessment

- ▣ The organization's diverse subject matter expertise and career experience provide big picture and practical views to evaluate new ideas
- ▣ Has a wide range of contacts and strong relationships with state and national leaders in subject matter areas
- ▣ The organizational culture encourages curiosity and creative problem solving
- ▣ Has excellent relationship with DNR management
- ▣ The Board is well positioned to provide guidance and business contacts
- ▣ The EIERA's statutory authority is broad and enables innovation
- ▣ The flat organizational structure fosters goal alignment, autonomy, rapid response, accountability and expedited approvals

### 5.1.2 Challenges/Weaknesses

#### Focus Groups Input

- ▣ Lacks an outreach strategy and media
- ▣ Has limited competencies and knowledge about some of the proposed business lines
- ▣ Has limited depth of knowledge in principles of economic development

## Internal Staff and Board Assessment

- ▣ Has no formalized communications strategy

#### Actions

- Use consistent messaging to meet the needs of targeted stakeholders and impart who the Authority is and what the Authority does, minimize misperceptions and highlight the EIERA's value
- Provide education about the EIERA financial services and programs (e.g. value of SRF, meaning and value of bonding authority, economic and environmental impact of project funding, etc.)
- Develop outreach campaigns to build and grow strategic partnerships (e.g. trade associations, state agencies and programs, municipal organizations, consultants, industries, policy makers, etc.)

- Inform decision makers, as appropriate, of the values and risks of policy and operational decisions regarding existing and future services provided by the EIERA
- Increase knowledge of and exposure to targeted potential markets
- **Has a lack of diversified revenue sources**

#### **Actions**

- Identify potential new business lines and develop business plan
- Identify strategies and new clients to protect or evolve existing revenue streams
- Inform decision makers, as appropriate, of the values and risks of policy and operational decisions for current and future services provided by the EIERA
- **Use and leverage of the EIERA Board's expertise is limited**

#### **Actions**

- Formal Board education
- Include the EIERA Board as one of the stakeholders in the Communications Strategy
- Provide the Board with media, fact sheets etc.
- **Time constraints limit ability to cultivate strategic partnerships**

#### **Actions**

- Identify existing strategic partners to bolster and leverage relationships
- Identify new partners relevant to new and existing business lines
- Include targeted strategic partners as one of the stakeholders in the Communications Strategy
- **Has periodic legacy mindset as a barrier to new ideas**

#### **Actions**

- Engage staff, Board and partners in systematic reviews of existing business lines for improvement of services
- Encourage ongoing needs analysis and identification of opportunities to meet needs or solve problems
- Provide cross training and varied career development opportunities.

- Has limited visibility which creates a perception of lack of transparency

**Actions**

- Develop a communications strategy to increase visibility and availability of information to the public (fact sheets, press releases, promotional materials, enhanced web presence)
- Improve operational processes for Board and meeting minutes, action plans, and operational updates to enhance timeliness and availability of information

## 6 EXTERNAL ANALYSIS

The EIERA external analysis that was conducted reviewed the macro and micro factors that are outside of the Authority's control, but may have the potential to have both positive and negative impacts on their ability to deliver on their Mission and Vision. The PESTEL (Political, Economic, Social, Environmental and Legal) framework was used to highlight the opportunities and threats that need to be leveraged or addressed by the Authority. Impact and probability were estimated to highlight high risk and impact factors.

Information gathered from the Focus Groups and the SWOT analysis performed by the EIERA staff and Board revealed the following opportunities and threats shown in Table 2 and in the Focus Group responses described below. Stakeholder input details are available in the Proposed New Business Lines Technical Reports Summary.

TABLE 2

### EIERA SWOT Analysis

	<b>To Leverage</b> (For short and long-term objectives)	<b>To Mitigate</b> (Barriers & risks to objectives)
<b>INTERNAL</b> within EIERA control	<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• State and national level relationships</li> <li>• Diverse staff skills to tackle new ideas</li> <li>• Administrative flexibility, quick response</li> <li>• Reputation and accountability</li> <li>• Unique dual mandate Environment</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Non diversified revenue sources</li> <li>• Limited Board knowledge &amp; leverage</li> <li>• Neglected strategic partnerships</li> <li>• Reaction time to market opportunities</li> <li>• Legacy mindset a barrier to new ideas</li> <li>• Lack of outreach strategy &amp; media</li> </ul>
<b>EXTERNAL</b> outside EIERA control	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• New permit requirements will drive need for water infrastructure improvements</li> <li>• Magnitude of federal consent decrees</li> <li>• SRF limitations drive need for innovative financing</li> <li>• State &amp; federal agency &amp; industry interest in nutrient trading</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Uncertainty in timing of new regulations</li> <li>• Administrative or legislative action</li> <li>• Market variables (interest rate economy)</li> <li>• Solid waste legislation threatens tipping fee allocation</li> <li>• Divergent stakeholder could impact implementation of nutrient trading</li> </ul>

## 6.1 Political Factors

### 6.1.1 Opportunities

- PO-1 Missouri has a high number of local/special district governments, many with bonding authority and the ability to raise revenues for bond repayment. In 2007, Missouri was ranked sixth in the United States in the number of local and special district governments with bonding authority. With this basic mechanism available throughout the State, the Authority will have more options available to help communities address their environmental infrastructure needs should they be a priority for the community.  
**(Impact High, Probability Moderate to High)**

- PO-2 There are 87 public electric utilities that operate under municipal ordinances that are not subject to the review and regulation of the Public Service Commission. Should these utilities choose to pursue energy efficiency or renewable energy projects, the regulatory processes and related potential barriers applicable to investor owned utilities will not be an issue, making it somewhat easier to move forward on these initiatives.  
**(Impact Moderate, Probability Low)**

### 6.1.2 Threats

- PT-1 Legislation to change the nature of Market Development Program, remove the program from the EIERA and/or change the overall distribution of solid waste funds.  
**(Impact High, Probability Moderate to High)**

#### IMPACT

- The Authority would lose funding to work with manufacturers of products made from recycled materials. Loss of revenue would likely lead to a decrease in staff size at the Authority. Movement of the program to another agency would mean the loss of Authority built infrastructure, contacts and institutional knowledge.
- Decrease in funds for market development programs would mean fewer incentives for manufacturers likely resulting in fewer projects, tons diverted and jobs created.

## 6.2 Economic Factors

### 6.2.1 Opportunities

- EO-1 The ongoing low interest rate programs create opportunities to drive the market rate program.  
**(Impact High, Probability Moderate)**

- EO-2 The fiscal crisis and decline in State funding position the EIERA for additional bond issuances.  
**(Impact High, Probability Moderate)**
- EO-3 The aging energy and water infrastructure are driving the need for improvement projects.  
**(Impact High, Probability Moderate)**
- EO-4 The rising costs of energy production and energy distribution will encourage energy efficiency programs.  
**(Impact High, Probability Moderate)**

### 6.2.2 Threats

- ET-1 The market collapse has lead to increased regulation and investigation of market participants and decreased the number of viable financing mechanisms.  
**(Impact High, Probability High)**

#### **IMPACT**

- Reduces size and frequency of revenue bond issuance and application fees
  - Reduces the number of finance structures that can produce significant interest rate subsidies for clients
  - Declines in bond transactions decrease relationships and reduce the EIERA's visibility with professional partners (bond attorneys and financial advisors etc.) leading to missed opportunities
  - Limits borrower interest in private activity bonds and SRF
  - Continued low interest rates make SRF and PAB less attractive as compared to conventional financing options
  - Increases the amount of resources necessary to comply with new regulations and investigatory processes
- ET-2 Current and imminent state and federal budget cuts.  
**(Impact High, Probability High)**

#### **IMPACT**

- Budget cuts decrease capacity of SRF program

- Budget cuts decrease chances of capturing new grant funds for the Brownfields Revolving Loan Fund and other programs. The EIERA provides match instead of recipients
- Federal and State budget cuts force various interests to seek alternative funding sources (e.g. targeting Authority cash reserves and MDP funds)

## 6.3 Social Factors

### 6.3.1 Opportunities

- SO-1 The sector that lost the most jobs during the downturn was the energy sector providing a pool of potential skilled labor. The existence of skilled laborers increases the speed that certain programs could be implemented and creates opportunities for strategic relationships to champion programs.  
**(Impact Low, Probability Medium)**
- SO-2 Rural communities, with limited revenue bases, will need creative financing solutions to make infrastructure upgrades affordable.  
**(Impact Moderate, Probability Medium)**
- SO-3 The aging housing stock increases opportunities for financing energy efficiency measures.  
**(Impact Moderate, Probability Low)**

### 6.3.2 Threats

- ST-1 Many Missourians are very debt averse  
**(Impact Moderate, Probability Medium)**

#### IMPACT

- Decrease in voter-approved debt decreases financing opportunities and the potential for EIERA income.
- Negative political atmosphere could result in restriction or elimination of Bond Authorities and their debt financing programs
- ST-2 Anti-government attitude among many Missourians toward the EPA and DNR bleeds over to the EIERA.  
**(Impact Low, Probability Medium)**

#### IMPACT

- Distrust of the Authority and loss of business

## 6.4 Technological Factors

### 6.4.1 Opportunities

- TO-1 Costs of energy production and distribution are rising, increasing the probability that more energy conservation technologies will become competitive.  
**(Impact Low, Probability Medium)**
- TO-2 Water shortages due to drought increase cost of water and increase the probability that more water conservation technologies will become competitive.  
**(Impact Low, Probability Medium)**
- TO-3 Web technology will improve dissemination of data.  
**(Impact Low, Probability High)**

### 6.4.2 Threats

- TT-1 The speed of technological advances will increase the likelihood of gaps in the Authority's knowledge and technology that will require greater resources

## 6.5 Environmental Factors

### 6.5.1 Opportunities

- EVO-1 Increase in climate events (drought, floods, heat, etc. impacting the economic sustainability of communities) prompting infrastructure changes to mitigate risks  
**(Low Impact, Medium Probability)**

### 6.5.2 Threats

- EVT-1 Increase in climate events (drought, floods etc.) impact the lives and economic sustainability of communities) overshadows infrastructure changes to mitigate risks  
**(Low Impact, Medium Probability)**

#### IMPACT

- Focus of state and communities on responding, so all other activity is put on hold

## 6.6 Legal Factors

### 6.6.1 Opportunities

- LO-1 Increased market/bond regulation increases demand and provides opportunities for the EIERA's industry expertise as a service.  
**(Medium Impact, Medium Probability)**

- ❑ LO-2 Increased permitting requirements may drive the need for additional financing.  
**(Medium Impact, Medium Probability)**
- ❑ LO-3 Public Utility Regulatory Policy Act of 1978 (PURPA) created the right of private parties to construct cogeneration, small power facilities, and power plants, and require that regulated monopolies purchase the power at their avoided cost of having to build additional power production.  
**(Impact Medium, Probability Low)**
- ❑ LO-4 Missouri's SB 376, under which energy conservation and peak load reduction are treated as new generation create financing opportunities for efficiency and renewable projects.  
**(Impact Medium, Probability Medium)**
- ❑ LO-5 Pending changes to increase NPDES MS4 permits in Phase I and II will increase focus on stormwater runoff and need for financing (especially for private developers).  
**(Impact Medium, Probability High)**
- ❑ LO-6 DNR's focus on new water regulations and green infrastructure adds to the value of the Authority as a strategic partner.  
**(Impact Low, Probability Medium)**
- ❑ LO-7 EPA consent decrees will increase the market opportunities to assist the larger communities in Missouri in reducing their financing costs  
**(Impact Medium, Probability High)**

### 6.6.2 Threats

- ❑ LT-1 Changing regulatory environment for financial market participants increases regulatory requirements  
**(Impact High, Probability High)**

#### IMPACT

- Entrenchment of professionals in a very conservative stance
  - Increase of resources necessary to address regulatory matters
  - Decrease in the number of viable financing mechanisms
- ❑ LT-2 Increase in Federal investigations of the EIERA and the investment industry  
**(Impact High, Probability Medium)**

## IMPACT

- A negative finding could adversely impact Authority's credibility /reputation
- Redirection of Authority resources (time and money) to respond to requests for document production, interviews, testimony, attorney time, etc.

Analysis of these external factors were incorporated into the selection of initiatives and proposed business lines selection.

## 6.7 Strategic Partnerships

The success of the EIERA depends on partnerships that operate at multiple levels across the public and private sectors. The EIERA will continue to build and maintain a network of strategic partnerships to maximize opportunities for collaboration and integrated solution building.

The EIERA has developed strategic partnerships that expand product opportunities, leverage resources and increase service capacities. Table 3 below highlights a subset of existing and potential strategic partners and the level of their engagement. As part of the Authority's communications plan, gaps in this list and future strategic partners will be added.

TABLE 3

### STRATEGIC PARTNERSHIPS

Strategic Partners	Areas of Focus	Level of Engagement
Missouri Public Utility Alliance (MPUA)	Water/Energy	Developing
Missouri Rural Water Association (MWRA)	Water/Some Energy	Limited
National Association of Clean Water Agencies (NACWA)	Water	None
Missouri Society of Professional Engineers (MSPE)	Technical All Areas	None
Environmental Consultant Community	Water/Brownfields	Good-Limited
Water Resources Program, Department of Natural Resources (DNR)	Water/Nutrient Trading	Limited

<b>Strategic Partners</b>	<b>Areas of Focus</b>	<b>Level of Engagement</b>
Information Technology Services Division (ITSD)	Technology (IT)	Very Limited
Water Pollution Control Program, DNR	Water/Stormwater	Good/Mature
Council of Infrastructure Financing Authorities (CIFA) and members	Water	Very Good/Mature
Association of Clean Water Administrators (ACWA)	Water	Very Limited
Association of Safe Drinking Water Administrators (ASDWA)	Water	Very Limited
Missouri Association of Councils of Government (MACoG)	Water/Solid Waste	Developing
Solid Waste Advisory Board, DNR	Solid Waste	Developing
Regional Planning Commissions	All Areas	Developing
Missouri Economic Development Council (MEDC)	Brownfields, Solid Waste, Water	None
Missouri Department of Economic Development	Brownfields, Solid Waste, Water	Developing
Governor's Appointments Office	Board Member Appointment	None
Governor's Staff	Everything	Very Limited
Legislators	Everything	Very Limited
Midwest Energy Initiative	Energy	None
EarthWays Center	Water/Energy	Limited
Missouri Energy Initiative	Energy	Developing
Association of Missouri Electric Cooperatives (AMEC)	Energy	Limited
Pennsylvania Infrastructure and Investment Authority (PennVest)	Water	Good
Other nutrient traders	Water	None
Watershed groups	Water	Limited

<b>Strategic Partners</b>	<b>Areas of Focus</b>	<b>Level of Engagement</b>
Springfield Area Chamber of Commerce	Water	None
City of Springfield	Water Energy Solid Waste	None
Springfield City Utilities	Water Energy	Very Limited
St. Louis Metropolitan Sewer District	Water	Mature
St. Louis Regional Commerce and Growth Association	Water Energy Solid Waste	Developing
City of Kansas City	Water Solid Waste	Developing, Good
Mid-America Regional Council (MARC)	Water Solid Waste	Developing/Good
EPA-Region 7	Brownfields, Water, Solid Waste	Good/Limited/Developing
EPA Headquarters Offices (Office of Solid Waste and Emergency Response and Office of Water)	Brownfields, Water, Solid Waste	Developing/none
Solid waste industry members (e.g. Allied Waste Services, WCA, etc.)	Solid Waste	Varies
Solid Waste Management Program, DNR	Solid Waste	Developing
DNR Management	Everything	Good/Mature
Women in Public Finance	Finance	Developing
Local financial advisors	Finance—local governments	Good
Environmental groups	Everything	Very limited
Wichita State EFC	Water Energy	Limited
Environmental Finance Center Network	Water Energy Brownfields	Good
Conservation Federation	Water	Limited
National Association of Water Companies (NAWC)	Water	None
University of Missouri Extension	Water, Solid Waste	Limited/Good

## 7 STRATEGY DEFINITION

EIERA's strategy definition was developed using the balanced scorecard elements: perspectives, strategic themes and strategic results.

### 7.1 Perspectives

Financial metrics, the traditional scorecard of success for many organizations, measure looking backwards at what has already occurred. By themselves these metrics do not measure an organization's health. The EIERA used multiple perspectives to expand their view beyond financial metrics to build a resilient organization that is able to look forward and prepare for times of constant change without losing sight of client needs, employee satisfaction and operational efficiencies.

The EIERA's Mission, Vision, current initiatives and proposed initiatives were appraised against four perspectives or viewpoints; Clients, Finance, Internal Business Processes, and in-house Learning and Growth, to highlight the impact of decisions on all stakeholders.



FIGURE 1

## 7.2 Strategic Themes – If We Excel in These Areas Will We Achieve our Vision?

Strategic Themes apply to every part of the organization and define the major strategic focus areas the EIERA must pursue and excel in to achieve its vision. Themes are affected by all four of the balanced scorecard perspectives: financial, client, internal process, learning and growth. The Authority’s Strategic Themes, sometimes called “Pillars of Excellence,” are:

- Operational Excellence
- Sustainability
- Responsible Development
- Strategic Partnership

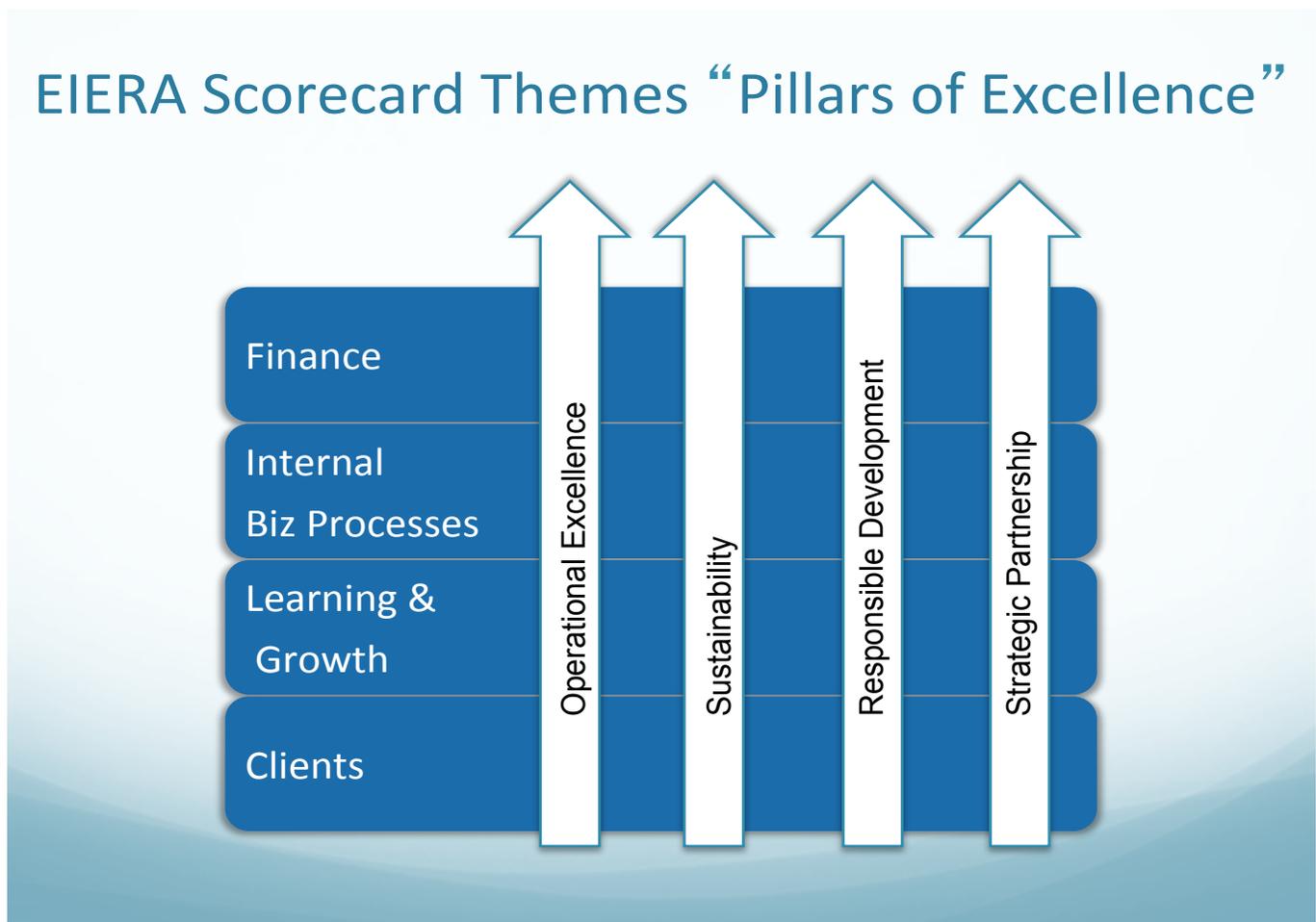


FIGURE 2

### 7.3 Strategic Results

Themes are the Pillars of Excellence or the areas where an organization really excels. Strategic Results reflect what success would look like when the EIERA excels in each Theme area as show in Table 4.

**Table 4**

<b>EIERA THEMES AND STRATEGIC RESULTS</b>			
<b>Operational Excellence</b>	<b>Sustainability</b>	<b>Strategic Partnerships</b>	<b>Responsible Development</b>
<p><b>Strategic Result:</b></p> <p>The EIERA is acknowledged as the leading resource for creative financial and technical solutions to natural resource and energy challenges without compromising quality or accountability.</p>	<p><b>Strategic Result:</b></p> <p>The EIERA is recognized as a sustainable organization, able to adapt to changing funding and political environments in order to preserve and foster natural resources and energy for future generations.</p>	<p><b>Strategic Result:</b></p> <p>The EIERA has lasting relationships with internal &amp; external individuals, partners &amp; groups based on respect &amp; open discussion to promote "win-win" options for clients and communities.</p>	<p><b>Strategic Result:</b></p> <p>The EIERA is an organization that consciously uses a sustainability lens to conserve economic, social and environmental resources.</p>

## 8 STRATEGIC OBJECTIVES

For each of the 4 Perspectives (Client, Financial, Strategic Internal Business Processes and Learning/Growth), Strategic Objectives were created. These Objectives and their success target outcomes are the building blocks for the metrics and the balanced scorecard to measure progress.

### 8.1 Perspective: Client

#### 8.1.1 Strategic Objective 1 Improve Client Results

The EIERA provides creative solutions to support a healthy and improved environment by providing access to capital and technical expertise to increase options available and add capacity.

**Desired outcomes include:**

- Reduced costs for program participants/clients
- Expanded range of relevant services offered to meet client needs
- Increased positive environmental impacts

#### 8.1.2 Strategic Objective 2 Improve Client Satisfaction

Clients are completely satisfied with the Authority's services and interactions provided and believe that the EIERA makes a significant and positive contribution to the community. The EIERA is recognized as a state and national leader in developing innovative ways to finance environmental infrastructure.

**Desired outcomes include:**

- Improved satisfaction rating
- Increased number of referrals to the EIERA

#### 8.1.3 Strategic Objective 3 Build Awareness of the EIERA's Value

The EIERA's services and demonstrated industry leadership are generally understood and recognized in State government, Missouri communities, industry organizations and businesses.

**Desired outcomes include:**

- Increased understanding of the EIERA from clients
- Increased financing opportunities
- Achieve targeted web analytic results

## 8.2 Perspective: Financial

### 8.2.1 Strategic Objective 4 Create Sustainable Funding Model and Enhance Financial Strength

The EIERA is a sustainable organization that is able to adapt to changing funding and political environments. Diverse revenue streams generate funds to improve the Authority's financial position and ability to develop and implement high impact programs to better serve our clients.

#### Desired Outcomes:

- Increased revenues
- Increased diversification of revenues
- Decreased true costs of services

### 8.2.2 Strategic Objective 5 Improve Financial Accountability

The EIERA's financial policies and procedures are based on best practices and integrated into the organization. Financial reports are accurate, timely and accessible.

#### Desired Outcomes:

- Excellent financial accountability audit results

## 8.3 Perspective: Internal Process

### 8.3.1 Strategic Objective 6 Enhance Partner Alliances

The EIERA has lasting strategic partnerships that expand resources and service capacities and to stay abreast of emerging trends to better serve the citizens of Missouri. Partners include public and private sector entities and associations.

#### Desired Outcomes

- Increased interest in working with the EIERA by partners and those with whom we have relationships
- Increased partnerships and solid relationships with industry leaders and policy makers

### 8.3.2 Strategic Objective 7 Continuous Quality Improvement

The Authority strives for continuous improvement in the management of financial, environmental and human resources operate efficiently and transparently, without compromising the quality of services provided.

## Desired Outcomes

- Enhanced processes for improved client service
- Improved workflow processes

### 8.3.3 Strategic Objective 8 Improve Communication Practices

The EIERA fosters open dialogue with internal and external stakeholders based on respect and mutually beneficial outcomes. Project and status reporting, marketing, outreach, and education are consistent and tailored to reach multiple audiences. Feedback is solicited regularly.

## Desired Outcomes

- Effective external communications
- Improved operational visibility

## 8.4 Perspective: Organization Capacity

### 8.4.1 Strategic Objective 9 Increase Board Involvement

Board members are knowledgeable about the Authority's services, operations and value to communities. They efficiently carry out their governance responsibilities and advocacy roles to support the Authority's Mission and Vision.

## Desired Outcomes

- Increased Board's ability to provide informed input

### 8.4.2 Strategic Objective 10 Increase Staff Capacity

The Authority's leadership and staff have the capacity to deliver service offerings, provide redundancy, promote and respect diverse thought and collaboration through technology, partnerships and education.

## Desired Outcomes

- Decreased staff time wasted
- Staff skills grown to match business needs
- Closed internal knowledge gaps

## 9 ACTIONS AND MEASUREABLES

### 9.1 STRATEGIC INITIATIVES AND PROJECTS

To achieve its vision, the Authority proposes to pursue 10 strategic initiatives during the next five years. The strategic initiatives were selected to address key threats impacting the EIERA's ability to thrive as an organization and deliver its vital services to the citizens of Missouri, leverage strategic advantages to continually improve services to clients and overcome areas where internal weaknesses exist.

### Strategic Initiatives and Projects

Table 5

<b>I. Diversify Revenue</b>
1. Identify and Develop New Biz Lines (Near Term) Stormwater
2. Identify and Develop New Biz Lines (Long Term) Nutrient Trading
3. Grow Small Borrower Program
<b>II. Assess and Enhance Existing Business Lines</b>
1. SRF Credit Enhancement Program
2. BRLF Grant Award
3. Regular Stakeholder Meetings to Discuss Existing Biz Lines
4. Revise MDP Award System
5. Apply Environmental Impact Model to Projects
<b>III. Develop Tracking &amp; Analysis Systems</b>
1. Number of Inquiries
2. Phone Calls
3. Client Satisfaction Feedback
4. Stakeholder Feedback
5. Track New Contacts
6. Review of Reimbursement Methodology
7. Post Issuance Compliance Policy
<b>IV. Increase Transparency</b>
1. Quarterly Financial Statements to Board
2. Compilation & Analysis of Revenues & Expenses by Program for Past 5 Years
3. Quarterly Budget Updates to Board
4. Annual Report
5. Establish Coherent Policy on Cash Reserves Needed & Circumstances for Use
6. Increase Information on Website
<b>V. Employ Communications Plan</b>
1. Identify & Prioritize Current/Potential Clients, Build Messaging
2. Identify & Prioritize Current/Potential Strategic Partnerships, Build Messaging
3. Differentiate the EIERA from DNR
4. Publicize Successes
<b>VI. Grow Employee Capacity</b>
1. Cross Training/Increase Employee Awareness
2. Continuous Feedback
3. Development/Training Plans

4. Employee Manual
5. Staff Meetings
6. Identify & Address Research or Knowledge Gaps
7. Develop Succession Plan/Coop-Cog

#### **VII. Data Management**

1. Identify Outside Data Resources
2. Website Update
3. Improve IT Capacity

#### **VIII. Build Board Capacity**

1. Quarterly Meetings with Individual Board Members
2. Board Training Plan

#### **IX. Understand Environmental Impact**

1. Identify Model to Evaluate Environmental Impact
2. Assess Internal Processes
3. Codify Purchasing Process

#### **X. Efficiency & Effectiveness**

1. Evaluate Internal Processes
2. Review Client Procedures
3. Codify Meeting Policy

## 9.2 Strategic Initiatives and Alignment with External Factors

The following Initiative Alignment Matrix depicts the strategic initiatives and their alignment with the internal and external factors that were derived from the External Environment Analysis, SWOT assessment, business line research, focus groups and input from the EIERA Board and staff.

Table 6

Initiative Alignment Matrix												
	Threats				Opportunities				Challenges			
	Solid Waste Legislation	Decline in State and Federal Funding	Investigations/Examination	Persistence of Financial Market Changes	Change in Regulations	Aging Infrastructure	Green Infrastructure	Increased Extreme Weather Impact	Lack of Communications / Outreach Strategy	Staff Size (Ability to Scale)	Limited Board Knowledge and Utilization	Depth of Knowledge is Lacking in Specific Areas
Identifier	PT1	ET2	LT2	ET1	LO1	S03	LO6	EVO1	W1	W2	W3	W4
Impact / Probability	H/H	H/H	H/M	H/H	M/M	M/L	L/M	L/M				
Initiatives												
I. Diversify Revenue	X	X		X	X	X	X					
II. Assess and Enhance Existing Business Lines	X	X		X	X	X	X	X				
III. Develop Tracking & Analysis Systems	X	X	X	X	X	X	X	X	X	X		X
IV. Increase Transparency		X		X				X		X	X	
V. Employ Communications Plan	X			X					X		X	X
VI. Grow Employee Capacity	X		X		X	X	X		X	X	X	X
VII. Leverage Data Mgmt.	X	X	X	X	X	X	X	X	X			X
VIII. Build Board Capacity		X							X		X	X
IX. Understand Environmental Impact	X	X		X	X	X	X	X			X	
X. Efficiency & Effectiveness			X	X						X	X	X



## 10 METRICS AND PROGRESS

### 10.1 **Balanced Scorecard**

A Balanced Scorecard will be used by the EIERA to capture metrics and track progress towards the goals set for the Finance, Client, Internal Business Processes and Learning and Growth perspectives. Baselines and targets combined with the creation and implementation of processes to capture and track metrics will be phased into the Scorecard. The process is an iterative one. Relevant measures will move in and out of the scorecard as the EIERA evolves. Some of the metrics will be measured annually, while others will be measured and reviewed at Board meetings through the year. The first iteration of the Balanced Scorecard is shown below.

# EIERA Balanced Scorecard

Top 8 KPI	↑ Performance Improving
Middle 9 KPI	↔ Performance Staying about the same
Bottom 8 KPI	↓ Performance Declining

## Improve Client Results

	Start Date	2012	YTD	Annual Target	Rank	Progress
Client dollars saved	6/30/13	\$46,325,657	\$8,872,906	\$25,000,000		↓
Total dollar amount of projects funded	6/30/13	\$102,327,014	\$27,606,726	\$40,000,000		↓
Positive environmental impacts	TBD	-	-	-		↔

## Improve Client Satisfaction

		2012	YTD	Target	Rank	Progress
Client satisfaction ratings improved	12/31/14	-	-	-		↔
Number of EIERA client referrals increased	9/30/14	-	-	-		↔

## Build Awareness of EIERA's Value

		2012	YTD	Target	Rank	Progress
Survey targeted groups	9/30/14	-	-	-		↔
Comparison of Focus Group results	9/30/15	-	-	-		↔
# web hits	6/30/13	8,799	3,404	10,000		↓
# of applications for financing	6/30/13	17	8	15		↓

## Create Sustainable Funding Model/Enhance Financial Strength

		2012	YTD	Target	Rank	Progress
Total Authority revenue increased	6/30/13	1,295,217	226,858	1,300,000		↓
Diversification of revenues increased	6/30/13	38%	66%	25%		↑
Decrease true costs of services	6/30/14	-	-	-		↔

## Financial Accountability Excellence

		2012	YTD	Target	Rank	Progress
# of unaddressed significant audit findings	9/30/13	0	0	0		↔

## Enhance Partnerships and Relationships

		2012	YTD	Target	Rank	Progress
Partner Interest in working with the EIERA	6/30/14	-	-	-		↔

## Continuous Quality Improvement

		2012	YTD	Target	Rank	Progress
Timeliness of critical documents by deadline	6/30/13	-	-	1		↔
% of final critical documents with errors (< 5%)	6/30/13	-	-	0		↔
Improve workflow processes (SOP) per year	12/31/13	3	0	5		↔

## Communications Practices improved

		2012	YTD	Target	Rank	Progress
# contacts generating results	6/30/14	-	-	-		↔
Meeting materials on website by deadline	6/30/13	-	-	95%		↔
Project Information on Website by deadline	6/30/13	-	-	90%		↔

## Increase Board involvement

		2012	YTD	Target	Rank	Progress
Survey on Board informed input	6/30/14	-	-	-		↔
Leads provided by Board which are pursued	9/30/14	-	-	-		↔

## Increase Staff capacity

		2012	YTD	Target	Rank	Progress
Reduction in inefficient use of staff time	3/31/14	-	-	-		↔
% of identified gaps addressed	6/30/14	-	-	50%		↔
% of staff training plans completed	9/30/14	-	-	80%		↔