

Social and Community Performance

Sustainability is just as much about people and communities as it is about environmental well-being and economic strength. MSD's strategic plan emphasizes relationships with three primary partners: customers, community stakeholders, and our workforce. This section describes what we are doing to promote healthy relationships with each of these groups.

Customer Service

Our primary focus in customer service is the Water in Basement (WIB) program, as this program ensures our customers receive prompt service in emergency situations. We actively ask program participants to evaluate the assistance they received, and we measure our performance in terms of speed and quality of response to our customers.

Figure 17 summarizes our 2009 customer service performance for the WIB program.

Figure 17: **Customer Service Performance^a for the Water in Basement (WIB)^b Program**

Performance Indicator	2009 Baseline Performance	Target Performance
Customer satisfied with the WIB program	88 percent	Maintain or improve upon 2009 baseline performance
Customers are satisfied that the Customer Service Investigation Team investigates the sewer backup within a reasonable time	93 percent	
Customers feel that the Investigation Team was respectful	91 percent	
Customers felt that the informational materials they were given were clear and easy to understand	90 percent	

^a Customer service performance data is based on a survey that was issued to all 417 customers who were serviced in 2009. There were 105 survey respondents, a generally favorable response rate to this type of survey. This survey is not related to separate and different Consent Decree requirements.

^b The WIB program is soon to be renamed the Sewer Backup program.

Strategic Plan Goals

- Provide exceptional service that engages our community and builds confidence in local government
- Create a high-performance utility with a diverse, inspired, and empowered workforce



Sustainability Goals

- Provide exceptional service
- Effectively engage stakeholders
- Comply with environmental regulations
- Promote diversity and inclusion in the workplace
- Promote employee health and safety
- Develop the workforce for present and future excellence



Key Performance Indicators for Sustainability

- Customer service
- Community partnerships
- Community engagement
- Diversity and inclusion
- Health and safety
- Employee training and development
- Small business and local workforce development

Service for the WIB Program

For many years, property owners and tenants were responsible for cleanup and damages caused by sewage backups. In January 2004, MSD launched the WIB program, soon to be renamed as the Sewer Backup Program, to prevent and respond to sewage backups in the MSD service area. The program was the first of its kind in the country.

The WIB program provides cleanup assistance — after a sewer backs up into a private home or business— at no cost to the property owner or tenant, provided the backup was caused by a problem in the public sewer. The program also provides assistance for filing damage claims and preventing future sewer backups.

WIB Program 2009 Facts

- In 2009, MSD received 4,806 calls about sewer backup issues.
- The program cleaned up more than 278 properties and installed sewer backup prevention equipment on about 22 properties to prevent chronic backups.
- The program cost about \$3,874,110 to operate. Additional monies were spent on capital improvements to correct sewer backup issues.

If you are an MSD customer experiencing a sewage backup from your floor drain, call MSD 24/7 at (513) 352-4900



Community Partnerships

One of MSD's key strategies is to establish community and regional partnerships focused on sustainability and quality of life issues. In partnership with other organizations, MSD is able to build community relationships, promote environmental health, and contribute to economic development. Therefore, our ties to other organizations are vital to our ability to contribute to the quality of life in our service area. MSD's partners come from many sectors, as Figure 18 shows.



Figure 18: Snapshot of MSD's Key Partners

Governments and Utilities	Neighborhood Organizations	Environmental Advocacy Groups	Academic Institutions	Business Organizations	Green Demonstration Project Partners
Hamilton County City of Cincinnati Greater Cincinnati Waterworks City of Cincinnati Stormwater Management Utility Cincinnati Parks Cincinnati Recreation Commission Port Authority of Greater Cincinnati U.S. EPA Ohio EPA ORSANCO U.S. Geological Survey FEMA OKI Regional Council of Governments	Lower Price Hill Community Council East Price Hill Improvement Association West Price Hill Civic Club Local Initiative for Sustainable Communities	Mill Creek Restoration Project Mill Creek Watershed Council of Communities Sierra Club US Green Building Council, Cincinnati Chapter	Cincinnati Public Schools University of Cincinnati Cincinnati State Technical and Community College Xavier University Ohio State University Cooperative Extension	Chamber of Commerce Agenda 360 Various community development corporations	American Red Cross Christ Hospital Cincinnati DOTE Cincinnati Museum Center Cincinnati Public Schools Cincinnati State Technical and Community College Cincinnati Zoo Civic Garden Center City of Wyoming Wyoming Environmental Commission

With our resources combined, we can achieve ambitious projects that help the overall quality of our region. For example, our 2009 efforts included the following:

- **Mill Creek Restoration School Education Program** – MSD helps sponsor this comprehensive, year-round, interdisciplinary, environmental educational program. The program is offered to middle school and high school students from the Cincinnati Public School District and from suburban and parochial districts in the watershed. The program emphasizes analytical and creative thinking and uses “hands on” learning experiences that include data collection, problem solving, and action taking.

- Hamilton County Construction Coordination** – Construction activities associated with infrastructure improvement projects undertaken by multiple government agencies and utilities often create inconveniences for area residents and business owners. To help ease the frustration and improve coordination between projects, MSD partners with other utilities and governmental agencies to support CAGIS, a new electronic information system that displays planned projects and scheduling information. According to Jeff Aluotto, Assistant County Administrator, “A synchronized approach to non-emergency construction reduces instances of repetitive work in the same area, which is an understandable source of frustration to area residents.”
- Oyler School-Based Health Center** – MSD employees have taken up the challenge: to support the Oyler School-Based Health Center through a variety of fundraisers. Over the past year, employees have raised more than \$10,000 for this worthy cause. Oyler is a K-12 school for children in Lower Price Hill, which shares the neighborhood with MSD. “We are so proud to be a part of this initiative. The school-based Health Center is an important link to successful educational outcomes at Oyler School, and it gives our employees a chance to be a part of the success in our working neighborhood,” says Bijou George, MSD Deputy Director.

MSD Partners with Strategic Program for Urban Redevelopment (SPUR)

In December 2001, the City launched SPUR, a program that utilizes interdepartmental expertise to identify, recommend, and prioritize brownfield redevelopment throughout the City. Brownfield redevelopment allows our community to reclaim and improve its lands, making previously developed property viable for new development.

The City of Cincinnati is committed to its proactive approach in the redevelopment and revitalization of Cincinnati's brownfield properties. Accordingly, the SPUR team's mission is to identify and remove real or perceived barriers to development. The SPUR team consists of members from the Cincinnati Departments of Community Development & Planning, Environmental Compliance, Budget, Law, and Real Estate.

Because sewer capacity is a primary requirement – and sometimes a limitation – for land development, MSD is a primary partner with the City of Cincinnati on most SPUR projects. Working with the City, MSD provides the technical support and expertise needed to ensure adequate sewage capacity for new developments while meeting regulatory requirements and the demands of the Consent Decree.

Sixth Annual MSD Stakeholder Breakfast

MSD's annual breakfasts began as MSD's response to stakeholder requests to have more opportunities to talk with MSD. Over the last 6 years, the Stakeholder Breakfast has evolved into a welcome annual event that gives MSD an opportunity to interact face-to-face with the leaders of all of the communities and political subdivisions that we serve, present our challenges and achievements for the year, and answer questions from our stakeholders. In 2008, we changed the name of the event to “MSD In Your Community,” to reflect the change in focus from just capital projects to a broader view our utility's roles and activities in the community. The event format features presentations by MSD and other leaders, followed by break-out sessions to allow detailed discussion of selected topics. Highlights of the 2009 breakfast included presentations about stormwater source control techniques by Mark Fisher from the Cincinnati Zoo and Jeff Aluotto, Assistant County Administrator.



Community Engagement

MSD understands the intrinsic value of engaging community partners. As a result, we have updated our comprehensive Communication Plan to help educate employees, customers, stakeholders, and the media learn about the operations and initiatives of MSD.

In addition, as part of MSD's commitment to involve community leaders and stakeholders in Project Groundwork, MSD established an Advisory Committee in 2009 to assist in the development of integrated wet weather reduction strategies and projects that link our efforts to other community goals such as community revitalization and economic recovery.

The committee advises MSD on its Community of the Future vision, and assists MSD in aligning Project Groundwork initiatives with other regionally significant efforts such as Agenda 360, the upcoming City of Cincinnati's Comprehensive Plan Update, and new federal and state partnerships to develop more sustainable, livable communities.

Members of the committee are drawn from over 30 local, state, and federal governmental organizations as well as environmental advocacy groups, academia, and business interests. Overall, these members help MSD represent triple bottom line concerns relating to social, environmental and economic quality and impacts.

MSD's 2009 United Way Campaign Raises \$17,500

Through the generosity of employees and fundraising events, MSD's contribution to the 2009 City of Cincinnati United Way "Live United" campaign raised more than \$17,500. Food, food, and more food was the theme of MSD's many fundraising events. Hosted by various MSD divisions, fundraising events included an ice cream social, a bake sale, a breakfast, and the favorite: a chili cook-off. Although the bulk of the total was raised through voluntary employee donations, the fundraisers added more than \$1,000 to the campaign total. "The fundraisers are an additional way for us to help United Way and have fun at the same time," said Traci Sena, campaign co-chair. "It was a tough campaign this year due to the economy, but everybody pitched in," said Margie Anderson, Superintendent of the Administration Division.



“Communication is about education... The formula for becoming a top-notch utility not only includes how you utilize your time and develop your employees, but also how you communicate as an organization, both internally and with customers and political leaders. Good communication helps us and others better understand processes, personalities, and initiatives.”

— James A. (Tony) Parrot,
MSD Executive Director



MSD engages our stakeholders through a variety of ways, including the annual “MSD In Your Community” breakfast, local community meetings, focus groups, as well as through our Web site and printed materials. In July 2010, we conducted an extensive survey to help us understand the community’s perspective on the number and quality of these interactions and how well informed people are about our utility. The survey involved 209 people who participated in 20 focus groups that took place in a diversity of neighborhoods in MSD’s service area.

We learned that most people understand MSD’s mission and scope of removing and treating wastewater, as well as maintaining the sewer systems. About half also understood that MSD’s work helps to maintain the quality of the rivers, creeks, and streams in our region. Surprisingly, a sizable percentage of survey respondents (between 30 and 40 percent) believe that MSD purifies and provides drinking water; however, this work is performed by Cincinnati WaterWorks, a drinking water utility.

With respect to the quality of interactions with MSD, about half of our survey respondents described their experience as positive or neutral. About 10 percent had very positive experiences and about 4 percent had negative experiences.

As Figure 19 shows, more than half the survey respondents indicated that MSD is providing an adequate number and quality of community engagement opportunities. However, in the area of providing frequent enough, clear, and transparent communications, almost half of the people we interviewed saw room for improvement. Specifically, homeowners want more information about water recycling, conservation, and sewer maintenance. Our first step in addressing this gap is to develop a detailed stakeholder communication plan as part of our Comprehensive Communication Plan. Future stakeholder surveys will tell us if our efforts are filling that gap.



Figure 19: Results of the 2010 MSD Stakeholder Survey

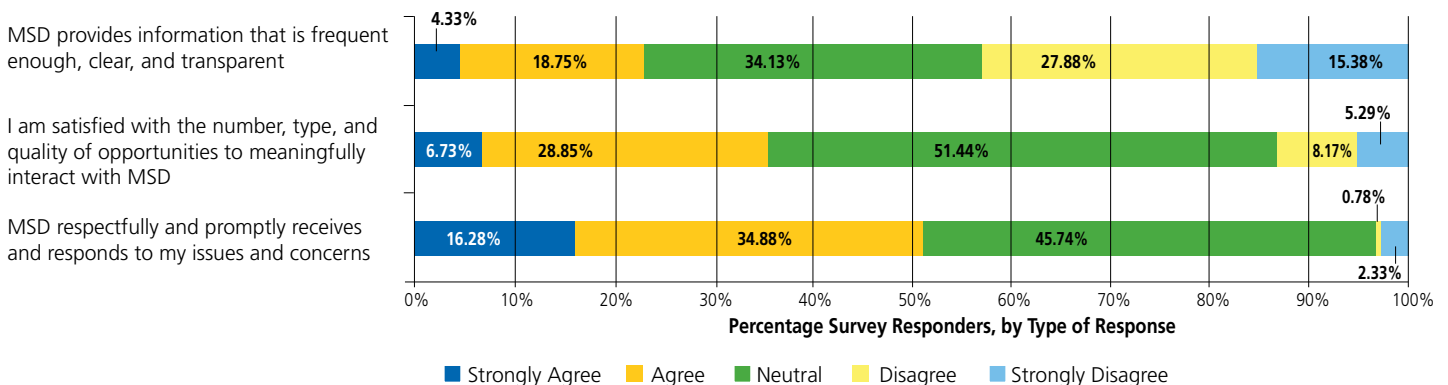
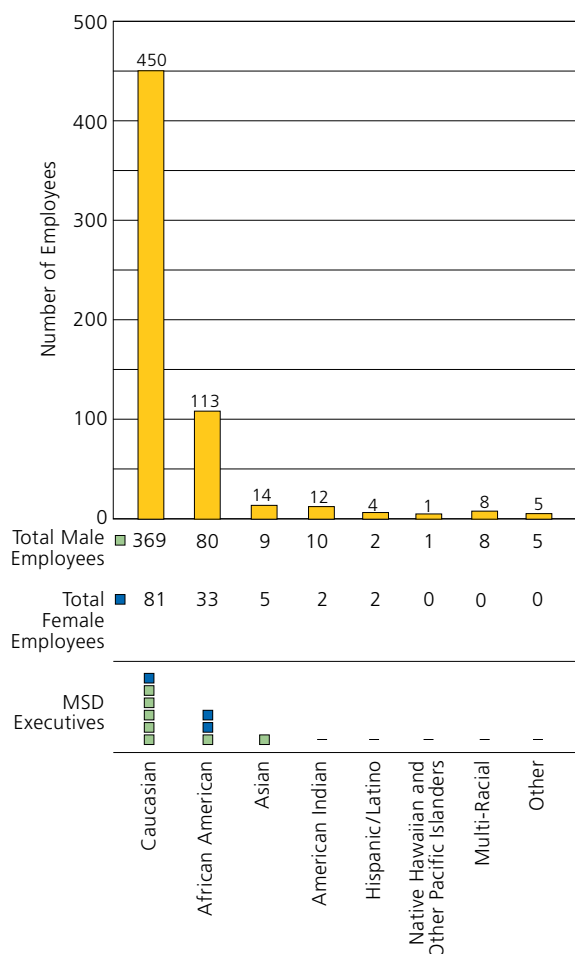


Figure 20: 2009 MSD Employee and Leadership Demographics

Total Employees = 607



MSD Workforce Demographics, Diversity, and Inclusion

Our workforce is the most essential component of our entire organization. The expertise and day-to-day dedication of our employees and various suppliers and contractors are critical ingredients in our ability to achieve our mission. In this section, we describe our goals with respect to MSD's employees, who are also City of Cincinnati employees. Many of our employees belong to the labor unions listed at left.

Employee and Leadership Demographics

We strive for diversity in our employee workforce and organizational leadership. Figure 20 shows the diversity of MSD's current workforce and executive leaders, numbering 607 people. MSD's executive leadership team consists of the Executive Director, the Deputy Director, and the heads of each MSD Division. The distribution of our people among different races and ethnicities closely mirrors the diversity in Hamilton County.



Employee Unions

MSD has a combination of represented and non-represented employees. Non-represented employees are covered by a bargaining union or a negotiated Labor Management Agreement with the City of Cincinnati. They generally work in sensitive positions such as in the Director's office or in Human Resources.

Represented employees belong to one of three labor unions:

- American Federation of State County and Municipal Employees
- Cincinnati Organized and Dedicated Employees (CODE)
- The Cincinnati Building Trade Council

Labor and Management employees often work together to establish new or enhanced work processes and procedures.

Culture of Inclusion

Beginning in 2006, MSD's leadership team committed to defining the nature of diversity and inclusion, as part of moving towards a "collaborative business culture." In 2007-2008, MSD created an organizational diversity and inclusion team, the "Mediators of Change." This team developed and adopted diversity and inclusion policy standards and trained the entire MSD workforce in the policy.

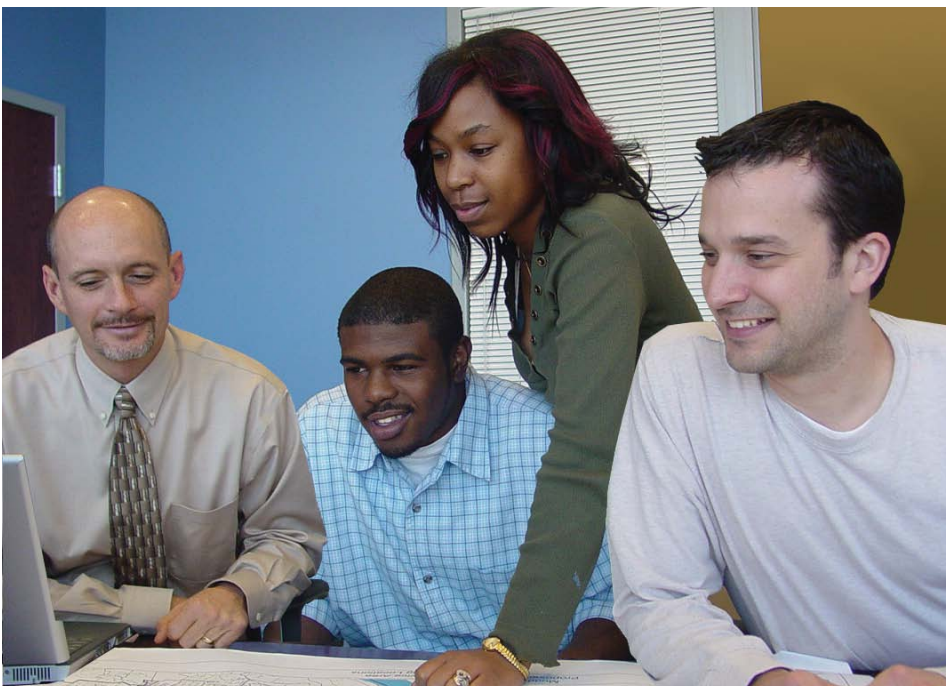
Through the efforts of our Mediators of Change team, MSD redefined diversity to include diversity of race, gender, and age, as well as diversity of skill sets and perspectives. During 2008 strategic planning, MSD developed a corresponding Values Statement that reflects a guiding principle about how employees intend to function and operate: "We commit to serve as professionals with honesty, integrity, accountability, and respect."

In 2009, the Mediators of Change hosted an intensive values-based training for MSD's leadership team and throughout the utility. The training featured an exploration of core values, how individuals can use them within the organization during challenging times, and identification of current practices and personal behaviors that are in conflict with these values. The trainings concluded with plans and commitments to create an environment that fosters inclusion and enables improved communication between employees, across the organization, and with the community. MSD leaders invested in this training, because it helped to establish the necessary foundation on which to build a stronger MSD and lead changes that will be required into the future.

Developing a culture of inclusion is an on-going effort, which MSD continues to pursue. In 2010, the Mediators of Change sponsored various diversity awareness events and published a monthly diversity calendar that highlights occasions such as the World Day for Cultural Diversity for Dialogue and Development. This calendar is designed to deepen employee appreciation for the variety of events and activities celebrated by other races, cultures, and ethnicities. In addition the Mediators of Change team sponsors multi-cultural events; employee trainings in conflict resolution, listening, and peer coaching; and cross-cultural and mentoring opportunities for career enhancement.

Diversity Efforts Gain Recognition for MSD

In 2009, MSD was recognized for our efforts and achievements in diversity by the American Public Works Association, in receiving the prestigious the "Diversity Exemplary Practices Award." The award recognizes individuals and organizations that have made outstanding contributions to diversity. APWA defines diversity as the "value of all individuals and different perspectives, of those individuals, and providing the process for all to feel included as a part of the whole."



Health and Safety

At MSD wastewater facilities and on project sites, the health and safety of our personnel and the community are paramount. Community safety issues, such as potential chemical releases, are covered under MSD's emergency response plans, which are prepared specifically for each MSD division. MSD operates under a Health and Safety policy that has been in place since 1982 and which is periodically updated. The policy was established to ensure that MSD complies with applicable local, state, and federal health and safety regulations.

In 2009, the reported injuries consisted of pulled muscles, strains, sprains, cuts, chemical exposure, insect bites, fractures, bruises, contusions, and burns.

MSD's Health & Safety team has overall responsibility for safe work practices by MSD employees and contractors working on MSD projects. The team ensures that policies are up to date, and it conducts audits and inspections of construction sites, collection facilities, wastewater treatment facilities, and CSO and SSO structures. The team reviews site safety plans and emergency response plans, manages security contractors, and investigates workplace accidents and incidents of workplace violence. Four divisional safety teams review accidents and injuries and assist with divisional safety issues, including making recommendations to division superintendents. The team also supports the divisional supervisors in providing employee training, personal protective equipment (PPE), and accident and injury reporting. Furthermore, the Health & Safety team encourages employee involvement in decisions that affect their health and safety, such as inspections and hazard analysis, revising safe work rules, training, or assisting in accident investigations, and plant inspections.

MSD's Health & Safety team coordinates with City of Cincinnati, as follows:

- **Chemical Emergency Response Team** – A joint team run by the City of Cincinnati's Fire and Health Departments. MSD may be called out to assist with chemical emergencies as the need arises.
- **CHASE (Combined Health & Safety Effort) Committee** – a City-wide health and safety effort that ensures there is an effective feedback loop between the Department's Labor/Management Committee and the members of the CHASE Committee.

We emphasize both "upstream" and "downstream" metrics to assess the effectiveness of our health and safety program. Upstream efforts focus on prevention, and they include a wide array of health and safety training opportunities; easy access to online training calendars, checklists and guidelines; and extensive communications to employees through newsletters, and seasonal health and safety bulletins. Our upstream metrics, therefore, focus on health and safety training. In contrast, downstream metrics consist of injury rates, incidences of

fatalities, and lost days. These metrics reflect how effective our training efforts are. In both cases, we reference our performance to industry standards.

Figure 21: **MSD 2009 Health and Safety Performance**

Health and Safety Indicators	Target Performance	2009 Performance
Incidence Rate ^a	less than 8.1 ^b	7.3 ^c
Fatalities	0	0
Lost Days	In development	263.02
Hours of Health and Safety Training per year ^c (total)	In development	4,092
Hours of Health and Safety Training per year, per employee		6.62
^a Incidence rate = (number of injuries/total hours worked by all employees in 2009) x 200,000. ^b Incidence rate target represents the 2008 overall incidence rate recorded by the U.S. Bureau of Labor and Statistics (BLS) for Water, Sewage, and other Utilities (NAICS code 2213), Table SNR05. ^c MSD incidence rate is based on 43 total injuries reported in 2009. ^d Budgeted training includes new employee safety orientation, fire extinguisher, confined space entry, forklift, mobile crane, overhead crane, defensive driving, blood borne pathogens, and CPR and first aid. Additional training includes instrument training, PPE, noise, and other types as requested.		

Taylor Creek Wins 2008 Safety Award

And the winner of the 2008 George W. Burke Jr. Facility Safety Award is Taylor Creek treatment plant! The award was presented June 24, 2009 at the Ohio Water Environment Associations' 83rd Annual Conference in Cincinnati.

"What a great win for Taylor Creek," said Barb Wagner, Treatment Supervisor. The Burke award is given annually to only one treatment plant in Ohio. Award applicants must showcase their safety programs, including training and OSHA recordables. "Taylor Creek didn't have any OSHA recordables in 2008," said Barb. "That's an amazing achievement."

Employee Training and Development

In response to a changing labor market, MSD established a Core Competency-Based Human Resources (HR) Management System in 2009. By identifying the skills, knowledge, and abilities that our workforce needs, the new system addresses the two primary aspects of maintaining a qualified MSD workforce: staff training and recruitment.

Staff Training

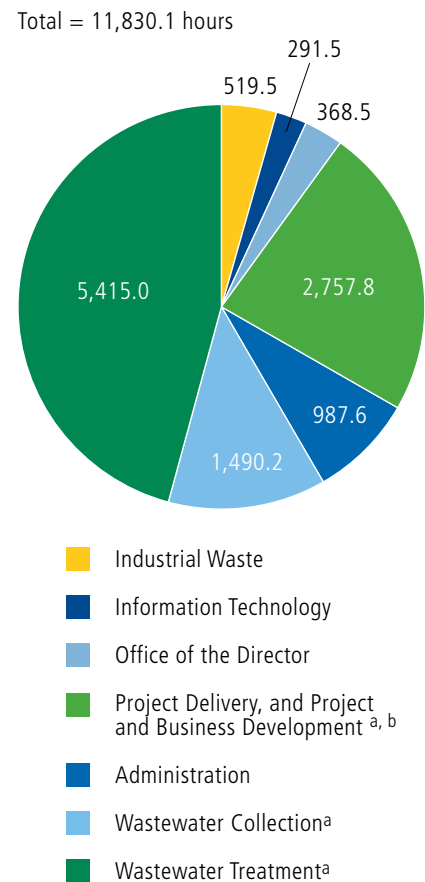
In 2009, MSD employees logged 11,830.1 hours in training courses to maintain or enhance skills needed for job performance, career advancement, or required licensing and certification. The training courses cover a wide range of topics including:

- Technical certifications for wastewater treatment plant operators
- Health and safety courses such as CPR and first aid and forklift handling
- Customer Service skills training
- Standard Operating Procedure (SOP) training
- Diversity and equal opportunity training

Figure 22 shows the breakdown of staff training hours among MSD's divisions.

MSD is currently developing a training plan that identifies gaps and feeds into the career development process for our workforce. The plan will establish training benchmarks for MSD as well as training targets.

Figure 22: MSD Staff Training Hours in 2009



^a These divisions include the greatest number of MSD employees who perform work that requires state licenses and/or job-specific training.

^b In 2008, these two divisions constituted the former Wastewater Engineering Division. To date, training hours are still tracked for these two divisions as if they were one.

MSD Partners with Cincinnati State in Degree Program

MSD and Cincinnati State University have worked together to establish a curriculum in which MSD staff can earn a college degree while enhancing their current skills and capabilities. The program takes advantage of MSD staff expertise by involving them in teaching selected courses. The Water and Wastewater major under the Environmental Engineering Technology (EVET) program focuses on water and wastewater treatment, as well as the operation and design of water and wastewater treatment facilities. Courses focus on biological, physical, and chemical treatment processes; collection and distribution systems; calculations for water and wastewater personnel, safety, and statistics; and quality assurance and control. Graduates of the EVET program go on to work at MSD and other types of facilities, including industrial wastewater treatment facilities; federal, state, and local government agencies; private civil and environmental engineering consulting firms; and water and wastewater analytical labs.



MSD's Transformational Leadership Program

The Transformational Leadership Program (TLP), was developed in late 2009 by MSD's leadership team and Xavier University's Leadership Center. For high-performing employees with strong career development potential, the program offers collegiate-level education in leadership, communications,

systems analysis, customer service design and delivery, critical analysis, and business systems. MSD employees were invited to apply for the program on a competitive basis. Out of 60 applicants, 19 individuals were accepted into the 8-week program. The first class graduated June 2010.

Recruitment

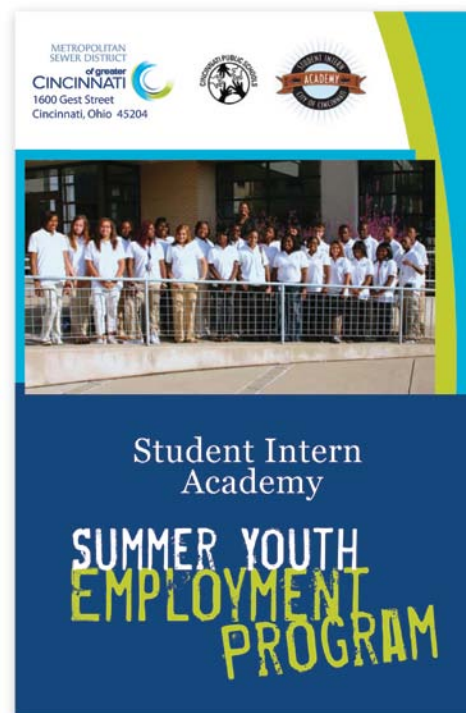
From 2006-2009, 101 of MSD's staff retired. MSD's challenge is not unique – all over the U.S., the wastewater industry faces a shortage of workers who have engineering and operations expertise.

In 2006, MSD chartered a succession planning team to identify critical positions and/or people who would be retiring within this timeframe. The plan included many strategies, such as showcasing employment opportunities at various college career fairs, advertising the positions with professional firms at conferences, automating the application process, and hiring interested professors who are on sabbatical.

The two strategies described below provide a "pipeline" to MSD's future staff and augment the current capabilities of MSD personnel.

Student Intern Academy for High School Students

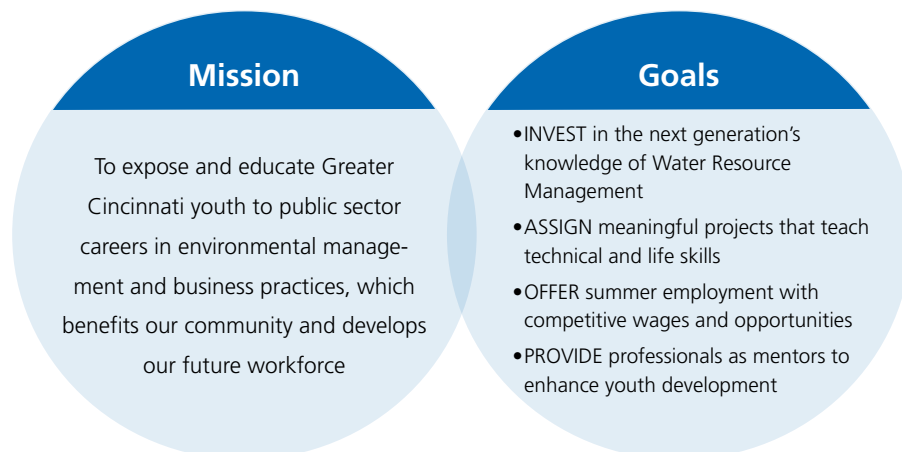
In 2008, with support from City of Cincinnati administrators and local school districts, MSD became the host site of the Student Intern Academy. The Academy is a paid program for high school juniors and seniors that provides skill-based employment and professional development training during the summer break. MSD professionals lead students on various projects, and the training curriculum is facilitated by leaders experienced in youth development. MSD student interns gain hands-on experience, job readiness training, professional development, and the opportunity to explore careers. In 2009, 25 students participated in the program; since 2008 (first year), 96 students have taken part, with a total of 315 applicants.



How will this internship help you in the future?

“This internship has been a valuable experience because I now have a very good idea of the educational direction I want to take after graduation. This internship has taught me how valuable MSD is to the city. It provides so many services to ratepayers, and the sewer system is also one of the best in the country.”

—James Meehan, Clark Montessori High School, Wastewater Collection Intern (Mentor: Jarissa Garcia)



While the program is generally successful, we are constantly learning ways to strengthen and streamline it. We need to ensure that time and funding are set aside for succession planning, and that there are enough staff to manage the increased number of resumes that we receive from year to year. In addition, we are working to improve the tracking, monitoring, and reporting system, which will help us evaluate and improve the recruitment program.

Co-op Program for Students from Local Universities and Colleges

In support of the recruitment program, MSD also provides a co-op internship program, in which college students are able to take temporary positions at MSD to learn more about the types of positions available to those students who pursue careers in water resource management. In 2009, MSD's recruitment strategy included visits to several universities and colleges. As a result, MSD received approximately 155 resumes from college students who applied for summer co-op positions. MSD's goal was to hire 12 students; however, 20 were hired because of their excellent qualifications. Four of the co-op students had participated in the MSD Student Intern Academy program as high school students and were returning as college apprentices. Three of the four declared a major in the area of water resource management operations, saying that their choice was influenced by their experiences at MSD. In total, 31 students participated in MSD's program throughout 2009.

MSD's co-op students added value by working on the following projects in 2009:

- NPDES mapping
- Investigation of property account errors
- Preparing permits
- Providing sewer information to the public
- Assisted with the sewer plant maintenance
- Compiling a spreadsheet of all pressure release valves at the plants
- Making maps of priority areas



MSD's 2009 Recruitment Locations

- University of Cincinnati (Cincinnati)
- DeVry University (Cincinnati)
- Xavier University (Cincinnati)
- Kaplan e-college
- Northern Kentucky University (Kentucky)
- Central State University (Wilberforce, Ohio)
- Cincinnati State and Community College (Cincinnati)
- Dayton University (Dayton, Ohio)
- Ohio State University (Columbus, Ohio)

Important elements of the SBE program:

- Focus on customer service areas
- Diversity of SBE participation
- Opportunity for first-time contractors
- Elements for capacity building
- Partnering with community resources



Small Business and Local Workforce Development

Our contractors and professional services vendors are an extension of MSD's employee base in that they provide a range of skills that augment MSD's staff capabilities on an as-needed basis. In all aspects of contracting, the participation of small business enterprises (SBEs) is of particular interest to MSD. Hamilton County Commissioners approved a resolution accepting the SBE program in August 2009 and authorized MSD to be the first entity to implement it. In 2010, MSD worked with officials from the Hamilton County Office of Small Business Development to establish the SBE Program Rules and Guidelines.

Since 2008, MSD has tracked its performance against the SBE Program aspiration goals. Figure 23 summarizes our performance in the first half of 2010.

Figure 23: MSD Performance Against SBE Program Goals

SBE Participation In:	SBE Program Goal	MSD Performance ^a
Construction Contracts	30 percent	7.6 percent
Commodities and General Services Contracts	15 percent	7.1 percent
Professional Services Contracts	10 percent	19.6 percent
^a These data represent performance in the first half of 2010, when MSD began formally tracking SBE participation.		

In addition, knowing that Project Groundwork would require many contracting and professional-service resources, MSD commissioned a study to look at local contractor and professional capacity and how it might be impacted by upcoming infrastructure projects. The scope of the study included a review of regional resource needs, since other Consent Decree programs and other large projects within a 250-mile radius would be competing for the same resources. The study concluded with several findings that describe a significant shortage in resource capacity:

- The experience of local contractors and consultants does not typically include larger scale projects, such as the infrastructure projects that Project Groundwork will include.
- Resource shortages are estimated to reach 8 to 12 percent by 2018.
- MSD will see the greatest challenge in meeting the 30 percent SBE participation goal in construction, due to lack of SBE representation in specialty trades.

Because MSD's wet weather program is anticipated to require a large percentage of the available regional resources, we have begun to work with a variety of local educational institutions and agencies to ensure that our workforce is ready to meet the demand. For example, in October 2009, MSD hosted a workshop to present "best practices" to help mentor and develop small local engineering and architectural design firms. Through the program, MSD hopes to develop a strong base of local businesses while supporting economic development in Hamilton County. Key future efforts include economic inclusion initiatives with professional service providers while also expanding to construction providers. To monitor the effectiveness of our SBE program, we are developing a system to track, monitor and report our progress.