

Wet Weather Team Project Meeting Materials

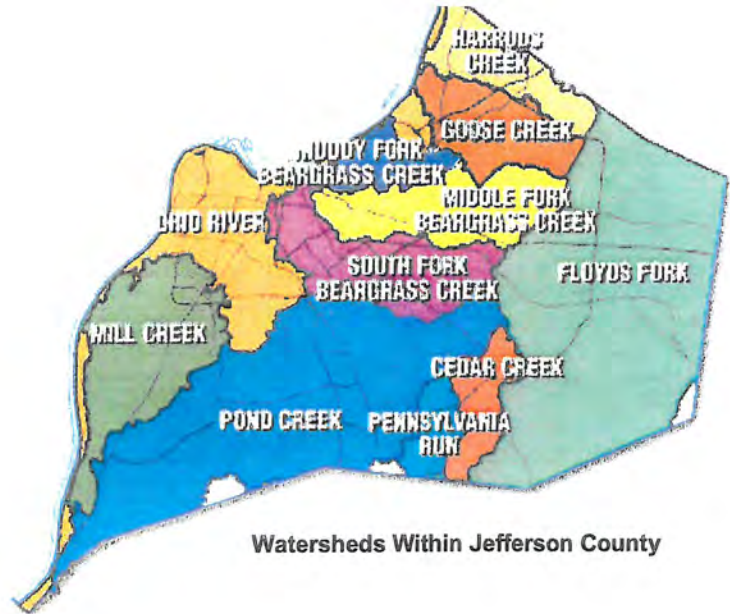
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WWT Stakeholders Meeting # 32 6/24/2014

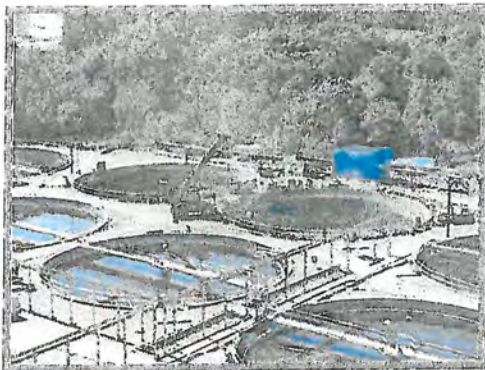


MSD

Louisville and Jefferson County
Metropolitan Sewer District



Watersheds Within Jefferson County





WWT Stakeholder Group Agenda
June 24, 2014
5:30 p.m. – 7:30 p.m.

- 5:15 – 5:45 Dinner
- 5:45 – 5:55 Welcome, Introductions, Meeting Objective, Agenda Review and Stakeholder Meeting “Ground Rules” Review
Angela Akridge, Regulatory Services Director
- 5:55 – 6:10 Welcome & MSD Update
Greg Heitzman, Executive Director
- 6:10 – 6:35 MSD Facilities Plan Update & Stakeholder Group Invitation
Angela Akridge, MSD Regulatory Services Director
- 6:35-6:40 IOAP Modification Submittal & Mid-Point Peer Review
Gary Swanson, CH2M Hill
- 6:40- 6:55 IOAP Design, Construction & Budget Update
John Loechle, Infrastructure Manager
- 6:55 – 7:10 Overflow Abatement Project Performance
Justin Gray, Systems Planning Manager
- 7:10-7:20 Outreach Strategy, Upcoming Activities & Events
Angela Akridge, MSD Regulatory Services Director
- 7:20 – 7:30 Observer Comments, Wrap-up and Adjourn

Meeting Summary

Meeting Summary
Wet Weather Team Stakeholder Group Meeting
June 24, 2014
MSD Main Office, Louisville

The Wet Weather Team (WWT) Stakeholder Group, chartered by the Louisville and Jefferson County Metropolitan Sewer District (MSD), met on June 24, 2014, at MSD's main office. The objective of the meeting was to provide a Consent Decree program update, introduce the Comprehensive Facilities Plan effort, and to extend members an invitation to continue to provide support to MSD as part of the WWT Stakeholder Group.

Welcome and MSD Update

Greg Heitzman, MSD Executive Director, opened the meeting by welcoming the members and providing a status of MSD initiatives, including:

- State audit is behind us – brief history of what we've overcome and how the organization is changing
- Support from the Mayor, MSD board, and good relationship with Metro Council
- Strategic Business Plan – Where are we going over the next 5 years – strategy guidance document
- Next Steps
 - Protect the consent decree.
 - Align organization to fulfill mission
 - Leverage for ability to partner with water company
 - Prepare for the future with succession planning
- Reorganization
 - Goal to better align resources with strategic initiatives and core business functions
 - Regulatory signature authority for the Amended Consent Decree has moved to Angela Akridge as Regulatory Services Director
 - As Chief Engineer, Steve Emly oversees all capital projects
 - Brian Bingham moved to new Chief of Operations position – responsible for operating all facilities within regulatory requirements
 - EPA and KDEP has been updated on reorganization
- Long-term plan may still include merger with LWC

Facilities Plan Update and Stakeholder Group Invitation

MSD Regulatory Services Director Angela Akridge provided an introduction to the Comprehensive Facilities Plan which will prioritize all of MSD's assets. She outlined the Plan's scope of work including wastewater, stormwater, and flood protection systems:

- Part of the Strategic Business Plan – proactive approach for asset management
- Need-based level of service
- Determine what level of service and associated cost of service is acceptable to customers
- CH2M-Hill team was chosen from the competitive selection process
- Prioritization will utilize a risk-based approach similar to what was used in developing the IOAP
- Stakeholder group approach will utilize the Consent Decree WWT guidelines for having members "that have stake in the program outcome and are sufficiently multi-disciplinary to address the myriad of engineering, economic, environmental, and institutional issues that will be raised
- Invitation to was extended to each current stakeholder group, for the next few years to serve MSD in the ongoing Consent Decree program and through the 20-Year Comprehensive Facility Plan development. Meetings will likely be quarterly, addressing both issues.
 - Thoughts on quarterly meetings – consensus to try 4-6 on Tuesdays, but stakeholders will provide schedule conflicts and preference for coordination purposes
 - Greg Heitzman proposed that some meetings could be held at various facilities

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- Attendees Stuart Benson, Bob Marrett, Tina Ward-Pugh, Lisa Santos, Arnita Gadson, and Kurt Mason are willing to continue to participate
- Tina Ward-Pugh will shift from a Metro-Council representative role to a citizen role in approximately 5 months.
- Discussion of potential candidates to balance constituency may be held at a later date, if needed, after hearing from remaining existing stakeholder group members.

IOAP Modification Submittal and Mid-Point Peer Review

Gary Swanson (CH2M-Hill) summarized the IOAP modification process and discussed how an independent peer review will both validate and provide suggestions for the IOAP, including the following topics:

- Brief history of IOAP and ongoing modification process
- IOAP 2012 Modification approved by EPA on Friday, June 20, 2014, pending additional signatures from State and Department of Justice
- Mayoral request for a third-party review of IOAP
- RFP for mid-point peer review has been drafted
- Timeline to complete review process and have a report by January 2015

IOAP Implementation Progress

John Loechle, MSD Infrastructure Manager, gave an update on overall IOAP Implementation progress. The program is approximately 51% complete and 2% below budget when compared to original estimates. MSD is on track to eliminate the remaining small package treatment plants by December 2015, leaving only 5 regional facilities in operation. Refer to the presentation for details. Discussion items included the following:

- Prospect WQTC Elimination Projects – Harrods Creek pump station and force main are 50% complete. All package treatment plants will be eliminated by 2015
- Jeffersontown WQTC Elimination is under construction and on schedule for completion in December of 2015
- Bells Lane Wet Weather Treatment Facility construction has started; the notice to proceed was issued on June 16.
- Clifton Heights Storage Basin design and construction schedule was presented including a site map for the 7 MG basin and the five CSOs that it will address to the level of control of four overflows per typical year. Construction costs are estimated at \$15 million and expected to be complete by the December 2018 Consent Decree deadline
- Camp Taylor project approach – 14 of 19 catch basin separation projects complete in areas 2-5 (catch basins being disconnected from sewer). Completing rehab work in Areas 3, 4, and 5. Sewer replacement projects in areas 1A and 1B are currently in design. Design will start in the next quarter for Area 2 sewer replacement.
- Nightingale CSO Basin scope and location – Project modified to level of control of zero overflows in 2011 Typical Year. The project will include: 33 MGD pump station and 7.7 MG offline storage.
- Rehab Project Summary – 21 projects completed since 2010, totaling 55 miles of pipe, \$20 million, and 5.9 million SCAP credits

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Overflow Abatement Project Performance

Justin Gray, MSD Planning Manager, gave an update on this project performance including the following topics (see slides for details).

- Sanitary Sewer Discharge Plan
- Open Records Request and data coordination with Jim Bruggers at the Courier Journal
 - Transparency in the data we're collecting and the story behind it
- Real Challenges of Rainfall – understand influence on overflow occurrences
- Use of monitoring and environmental data collection to continuously monitor performance to point back to level of control target.
- Going project-by-project to determine "compliance" or whether the IOAP level of protection was met
- Review of factors impacting overflow trends
- University of Louisville Center for Infrastructure Research is under contract to analyze monitoring data with storm frequency to develop recommendation on whether projects are within or beyond their level of control
- Tie back to IOAP – we have to continuously prove compliance with Consent Decree for operating existing facilities and sizing, constructing, and operating new facilities
- Facility Plan will allow us to evaluate operational assumptions with staff and adjust projects accordingly

Germantown/Shelby Park Rail Corridor Plan

Louisville Metro Department of Economic Growth and Innovation has partnered with the University of Louisville Center for Environmental Policy and Management to create an urban planning and environmental implementation strategy for area brownfields cleanup and redevelopment. Regular meetings are held to engage community members and stakeholders in the plan's development. Lisa Santos is participating at next meeting on July 8, with Green Infrastructure theme. Presenters include Go Green Germantown, MSD, and Beargrass Creek Alliance. She offered opportunity to coordinate presentation topics for the meeting.

Outreach Strategy, Upcoming Activities and Events

Angela Akridge, MSD's Regulatory Services Director, described the branding and public outreach strategy that is underway at MSD including the following topics:

- Meeting with Olmstead Conservancy Board for Southwestern Parkway Basin to explain need for the basin, site selection methodology, and partnering during basin design/construction
- Customer Survey results
- Focus group results and insights from June IOAP meeting
 - Relatively neutral to positive feedback from customers.
 - Different from IOAP public meeting feedback where attendance pool is of those who have problems
- Insights from June IOAP meeting
- Strategic Marketing Contract will be procured this summer.

Education Interest

Stakeholder group interest in outreach to schools and MSD involvement in community. Greg Heitzman, MSD Executive Director, agreed and discussed ongoing outreach efforts and what MSD is doing internally to improve internal resources.

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Wrap Up and Next Steps

- MSD will contact WWT Stakeholder Group members who were unable to attend to extend invitation to continue with the stakeholder group.

Meeting Materials

- Agenda for the 6/24/14 WWT Stakeholder Group Meeting
- Copy of the presentation slides
- MSD 2014-2018 Strategic Business Plan

Meeting Summary
Wet Weather Team Stakeholder Group Meeting
June 24, 2014
MSD Main Office, Louisville

Meeting Participants

Wet Weather Team Stakeholders (Present)

Stuart Benson, Louisville Metro Council, District 20
Arnita Gadson, Executive Director, Kentucky Environmental Quality Commission
Kurt Mason, District Conservationist, Jefferson County Soil Conservation District
Bob Marrett, CMB Development Company
Lisa Santos, Irish Hill Neighborhood Association
Tina Ward-Pugh, Louisville Metro Council, District 9

Wet Weather Team Stakeholders (Not Present)

Steve Barger, Labor (Retired)
Susan Barto, Mayor of Lyndon
Allan Dittmer, University of Louisville Provost Office
Mike Heitz, Director, Louisville Metro Parks
Rick Johnstone, Deputy Mayor, Louisville Metro Mayor's Office (Retired)
Jim Mims, Louisville Metro Planning & Design Services Department
Tina Ward-Pugh, Louisville Metro Council, District 9
Bruce Scott, Kentucky Waterways Alliance
David Wicks, Kentucky Conservation Committee, Jefferson County Public Schools Center for Environmental Education (retired),

Wet Weather Team MSD Personnel (Present)

Greg Heitzman, MSD Executive Director
Angela Akridge, MSD Regulatory Services Director
Steve Emly, MSD Chief of Engineering

Wet Weather Team MSD Personnel (Not Present)

Brian Bingham, MSD Chief of Operations

Technical Support

Gary Swanson, CH2M HILL

Meeting Observers

Justin Gray, MSD
John Loechle, MSD
Stephanie Laughlin, MSD



MSD
Metropolitan Sewer District

*Strategic
Business Plan*

2014-18



To Our Community:

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I am excited to share with you MSD's 2014-18 Strategic Business Plan. This plan marks a transition point for MSD—from a single strategic focus during the past decade on our Amended Consent Decree—to a broader focus designed to move us toward our new Vision of *Achieving Clean, Safe Waterways for a Healthy and Vibrant Community*.

The past three years have been a challenging time for MSD. During 2011, MSD underwent a management audit by the Kentucky Auditor of Public Accounts, which



Greg C. Heitzman
Executive Director

resulted in 150 recommendations. Based on this report, Louisville Metro Mayor Greg Fischer appointed a new Board and made changes to senior management. MSD responded by developing specific actions to address all the audit recommendations by the end of 2012.

During 2013, MSD's Board and senior management team collaborated on the following key initiatives, which will guide MSD for the next several years:

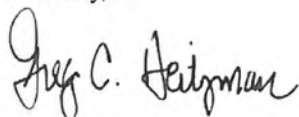
- Design a new MSD organizational structure—aligned around wastewater treatment, collections, drainage/flood protection and business support services
- Prepare a Due Diligence Report and Recommendations for consolidating services with the Louisville Water Company
- Develop MSD's 2014-18 Strategic Business Plan

The MSD Board approved the Strategic Business Plan, and the new organizational structure was announced to employees January 27, 2014. The Due Diligence Report and Recommendations were presented to Mayor Fischer, and the boards of MSD and the Louisville Water Company on February 7, 2014.

In addition to completing these three initiatives, MSD must deliver on our annual operational and financial commitments, as well as continue to improve performance. During the past two years, we have decreased our operating expenses by 10 percent, strengthened our financial position, and enhanced service to customers and elected officials—all while meeting our schedule and budget for the \$850 million Amended Consent Decree.

The eight strategies in our Strategic Business Plan incorporate numerous initiatives that will drive MSD activities as we refocus our Core Values on providing *Public Health, Safety and Protection* for the Louisville community. On behalf of all employees and business partners, I want to assure you, our customers, that we have re-engineered MSD for a bright future.

Sincerely,



Greg C. Heitzman
Executive Director

MSD Board

On behalf of MSD's Board of Directors, I am pleased to share MSD's 2014-18 Strategic Business Plan with our stakeholders. The new Board has focused on learning the business of MSD's three statutory requirements that constitute our new Mission: **Providing Exceptional Wastewater, Drainage and Flood Protection Services for Our Community.** We actively participated, along with a cross section of employees during the development of this plan, to build teamwork and a consensus about our future direction. The Board is proud of MSD's accomplishments during the past two years and looks forward to our continued collaboration on the eight strategies aimed at reaching our Vision of **Achieving Clean, Safe Waterways for a Healthy and Vibrant Community.**

—James Craig, MSD Board Chair



Cyndi Caudill
Board Champion
Strategy 1



Yvonne Wells-Hatfield
Board Champion
Strategy 2



Tom Austin
Vice Chair
Board Champion
Strategy 3



Joyce Horton Mott
Board Champion
Strategy 4



Lonnie Calvert
Board Champion
Strategy 5



John Phelps
Board Champion
Strategy 6



James Craig
Chair
Board Champion
Strategy 7



Daniel Arbough
Board Champion
Strategy 8

Overview

The Louisville and Jefferson County Metropolitan Sewer District (MSD) was created in 1946 as a public body corporate and subdivision of the Commonwealth of Kentucky. MSD has complete control, possession and supervision of the sewer and drainage systems within the Louisville Metro area, which now comprises all of Jefferson County, Kentucky. This system currently includes 3,200 miles of wastewater collection sewer lines, and six regional and twelve smaller water quality treatment centers. Chapter 76 of the Kentucky Revised Statutes authorizes MSD to construct improvements within its service area

and to recover the cost of its services in accordance with rate schedules adopted by its Board.

In 1987, MSD assumed responsibility for stormwater drainage and flood protection for Louisville and Jefferson County from numerous city and county government agencies and the U.S. Army Corp of Engineers. This new utility service provided Louisville and Jefferson County with the first comprehensive approach to resolving and abating drainage problems as MSD is responsible for the 376-square-mile stormwater drainage system. Also transferred to MSD was the responsibility for operating and maintaining the 29-mile Ohio River levee system, along with 16 flood pumping stations.

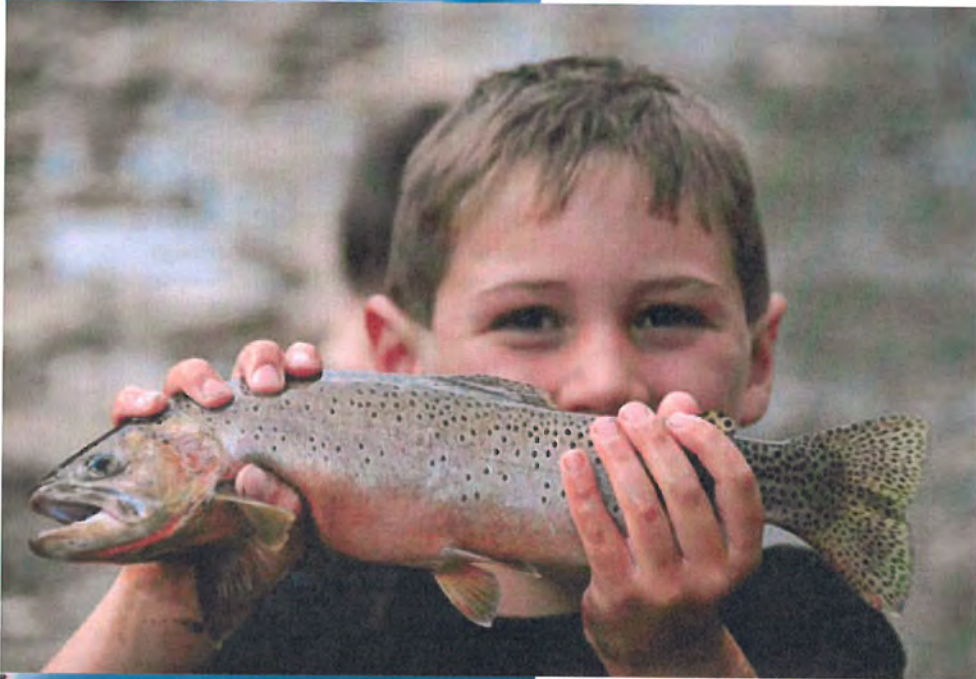
MSD is additionally considered a component unit of the Louisville-Jefferson County Metro Government (Metro). The Louisville Metro Mayor, with the approval of the Metro Council, appoints the members of MSD's governing Board. The Mayor also appoints MSD's Executive Director, Chief Engineer and Secretary/Treasurer, all of whom report to the Board. The Board—which has statutory authority to enter into contracts and agreements for the management, regulation and financing of MSD—manages its business and activities. MSD has no special financial relationship with Louisville Metro Government.



Our Vision

Our Vision Statement reflects the long-term, idealized view for the community—the inspiration of what the future can be.

*Achieving Clean, Safe Waterways
for a Healthy and Vibrant Community*



Our Mission

Our Mission Statement describes MSD's fundamental purpose and role in the community, and what we will do to achieve our Vision.

*Providing Exceptional
Wastewater, Drainage and
Flood Protection Services
for Our Community*





Our Core Values

Our Core Values are the beliefs that form the culture and atmosphere at MSD, providing the framework for our decision-making and actions.

Public Health, Safety and Protection are the common threads that run through each of these values.

- **Employees**

We will work in a safe and respectful manner that will promote collaboration, trust, diversity, quality of work and continuous learning.

- **Customer Service**

We will achieve a premium level of customer satisfaction by serving our customers promptly in a responsive and respectful manner.

- **Public Education**

We will enhance public knowledge of our Mission and responsibilities through open, honest communication with our customers and community stakeholders.

- **Accountability**

We will maintain the highest levels of integrity to ensure the public trust through transparency, financial responsibility and stewardship.

- **Environment**

We will continually improve the environmental quality of our waterways through collaboration with the community and by maintaining our infrastructure.

- **Community**

We will advocate on behalf of our community for public health, safety and protection in accordance with our Mission.

Our Stakeholders

Our stakeholders include both internal and external individuals or groups, who can affect or be affected by the actions of MSD. Stakeholders are key partners who are needed to achieve our Mission and Vision.

The MSD stakeholders

- **Customers/Ratepayers:** including residential, commercial and industrial
- **Employees:** including management, union and nonunion
- **Regulatory Agencies:** including the U.S. Environmental Protection Agency, Kentucky Division of Water and OSHA; and Fitch, Moody's and S&P credit rating agencies
- **Elected Officials:** including local, state and federal officials
- **Community:** including environmental, community and neighborhood groups
- **Suppliers:** including consultants, contractors and vendors
- **Developers:** including residential and commercial builders



Planning Process

MSD's last multiyear strategic plan was completed in the year 2000. This plan allowed MSD to focus its resources toward improving the environment, providing customer service and empowering employees, while also building and maintaining the existing wastewater, stormwater and flood protection infrastructure.

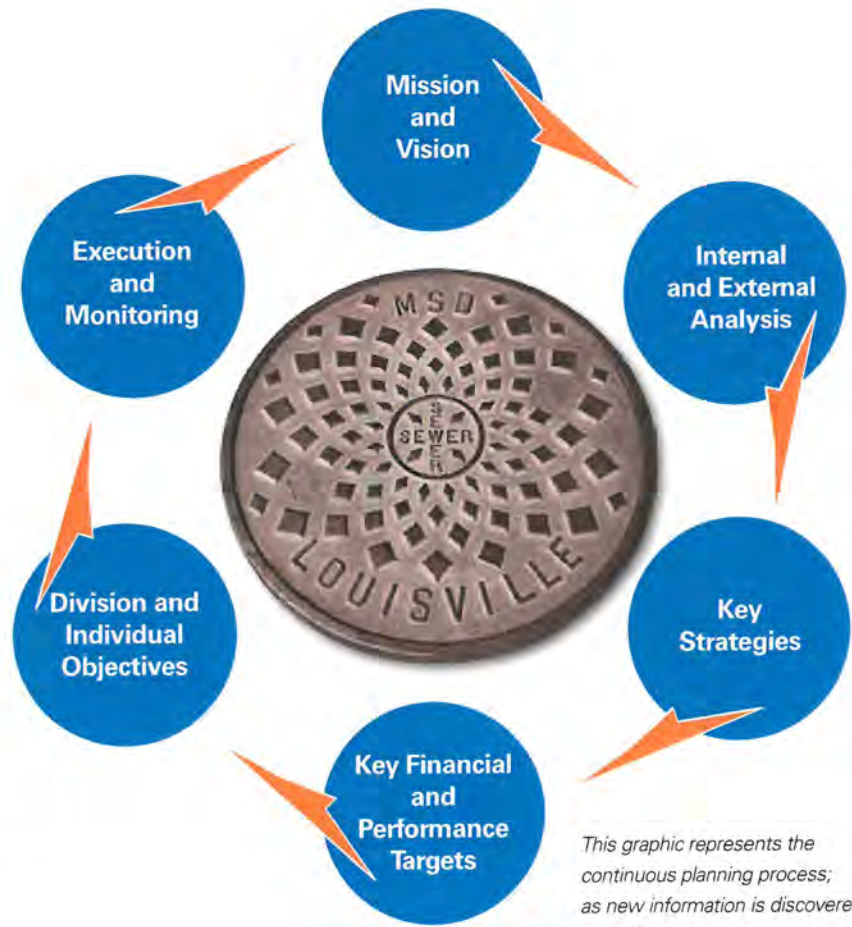
Starting in 2003, MSD directed its attention to compliance with the Clean Water Act and began a series of communications with the U.S. Environmental Protection Agency. In 2005, MSD entered into an \$850 million Consent Decree to achieve regulatory compliance with the Clean Water Act. In 2009, the Consent Decree was amended to adopt an Integrated Overflow Abatement Plan (IOAP), which includes a series of action plans to reduce combined sewer overflows and eliminate sanitary sewer overflows by 2022 and 2024, respectively. In 2013, the IOAP was updated to improve compliance and adjust capital project schedules. The activities of the Amended Consent Decree have been MSD's major strategic focus during the past five years.

As 2014 begins, with almost half the Consent Decree completed (ahead of schedule and under budget), MSD is now positioned to once again pursue a multiyear strategic business plan to accomplish a broader array of strategies,

including the continuation of the Amended Consent Decree. Multiple sources of information were reviewed during plan development, including collaboration with various employee groups throughout MSD and external stakeholders. Involving more employees and stakeholders in the planning process leads to an improved plan.

MSD's current strategic planning process began in the spring of 2013, with an internal survey that was sent to employees (union, nonunion and management) across all divisions and levels. From the results of this survey, meetings were scheduled with an outside facilitator from the Center for Nonprofit Excellence serving as the discussion leader. The facilitator also met with representatives from outside construction companies, engineering consultants and Louisville Metro Council officials to solicit feedback on MSD's performance. Additionally, results from joint Louisville Water Company/MSD customer survey and focus groups were evaluated.

All this information was then condensed, grouped under similar topics and discussed during a special-called Board meeting with the facilitator in May 2013. During this meeting, a Strengths, Weaknesses, Opportunities, Threats—or SWOT—analysis was conducted on MSD's operations, which resulted in the identification of eight strategies. Cross-functional teams of employees were assembled, including a Board member champion for each strategy. They developed specific goals and



This graphic represents the continuous planning process; as new information is discovered, we will need to reassess our plans.

initiatives, which were presented to the Board in August 2013.

During the fall of 2013, the senior management team met with the facilitator to evaluate the collective body of work and to develop draft Vision Statement, Mission Statement and Core Values. These elements were shared with the strategy teams for reviewing their previous work to ensure that initiatives and goals are in alignment with MSD's Vision, Mission and Core Values. The results of all this work are summarized into MSD's Strategic Business Plan 2014-18.

The Board was presented a draft of the Plan outline at the December 2013 meeting, and approved the Plan for implementation on January 27, 2014. The Board directed staff to develop strategic and operational performance metrics and provide semiannual updates (February and August) on progress toward meeting strategic objectives, as well.

Regulatory Compliance

Regulatory Compliance with the Clean Water Act

The U.S. Environmental Protection Agency (EPA) has required many wastewater utilities to comply with the Clean Water Act by reducing combined sewer overflows (CSOs) and sanitary sewer overflows (SSOs) through federally mandated Consent Decrees. MSD entered into its Consent Decree in 2005, amended in 2009 and 2013, which requires an \$850 million investment in capital improvements to sewer infrastructure during a 20-year period. As a result, MSD implemented Project WIN (Waterway Improvements Now), a comprehensive sewer improvement program designed to meet the requirements of the EPA and Kentucky's Environmental and Public Protection Cabinet. Under Project WIN, MSD has instituted the Integrated Overflow Abatement Plan (IOAP), which is a long-term plan to control the combined sewer overflows and eliminate the sanitary sewer overflows. Within the IOAP is a detailed financial section that outlines the budget and schedule, through 2024, for implementing the \$850 million in mandated capital projects, financing them



Floyds Fork Water Quality Treatment Center

with the issuance of revenue bonds and ultimately paying for them with a series of rate increases through 2024. As of year-end 2013, MSD is nearly 50 percent completed with the IOAP and is in design and construction with another 16 projects to meet the 2024 schedule. The program is currently ahead of schedule and under budget.

In 2010, the Kentucky Division of Water issued an amended Municipal Separate Storm Sewer System (MS4) permit to MSD, Louisville Metro Government and four 4th-class cities in Jefferson County (Shively, St. Matthews, Anchorage and Jeffersontown). The requirements of this permit were developed in consultation with the EPA to improve the stormwater quality, which impacts Jefferson County's local waterways. Under the terms of this permit, MSD is required to perform multiple inspections of industrial and commercial facilities; and inspect and monitor construction and development projects under the Erosion Prevention and Sediment Control (EPSC) Ordinance to

LEFT: Pervious pavers capture rainwater and reduce the amount of water entering the combined sewer system.

meet various measurable goals. The MS4 program is not linked to the original and Amended Consent Decrees under which MSD is operating; however, the goals are the same—the improved water quality for our streams and creeks. The terms of the MS4 permit focus on improving the overall quality of local waterways.

MSD operates as a not-for-profit entity, with any income being reinvested in the utility infrastructure; improving technology and equipment; or reducing the following year's rate increase. Because of the mandated capital requirements of the Consent Decree, MSD, like most other wastewater utilities in the country, is in a state of deficit spending. MSD's financial forecasts show the need for both continuous rate increases of 5 to 6 percent a year, and approximately \$450 million of new bonds during the next five years to fund these ongoing deficit spending needs. While the capital spending on Consent Decree projects is projected to be complete by 2024, debt service payments will continue for the next 30 years.

Plan Assumptions

The MSD Strategic Plan is based on a certain set of Assumptions about the future, including external and internal factors that could affect one or more of the strategies. The future seldom unfolds precisely as predicted. Therefore, it is important that the critical assumptions or hypotheses underpinning a strategic plan should be explicitly stated and monitored periodically, so that the strategic plan can be revised to reflect changing conditions.



Tree boxes help decrease the amount of stormwater entering the combined sewer system.

Economic

- Inflation remains low, with Consumer Price Index increasing no more than 3 percent a year
- Interest rates remain reasonably low with long-term, tax-exempt bonds yielding less than 5 percent
- Additional debt issues of up to \$450 million will be needed to fund capital improvements
- MSD is able to maintain its AA credit rating with Fitch, Moody's and S&P
- Rate increases approved annually, between 5 and 6 percent, to adequately fund the \$850 million Consent Decree
- Water consumption per customer will continue to decrease, resulting in revenue growth that is lower than annual rate increases
- Debt service and depreciation expenses will grow faster than other operating expenses
- Partnership opportunities for shared services will be implemented with the Louisville Water Company, Louisville Metro Government and other local agencies to reduce administrative, operating and maintenance expenses
- Growth and development, which have declined significantly, are expected to remain less than 1 percent annually
- Continued use of minority and women businesses will demonstrate our commitment to diversity
- Opportunities will arise for insourcing and outsourcing of utility work and administrative functions
- Changing work-force demographics will require succession planning, talent development and a more flexible work force

Regulatory

- Compliance with the Clean Water Act will require completion of the Integrated Overflow Abatement Plan (IOAP) by 2024, and within the \$850 million capital projection
- Municipal Separate Storm Sewer System (MS4) program regulations will require changes to development designs, funding, materials and methods, and best practices to ensure compliance with the Clean Water Act
- Measurable improvements to stream and river water quality in the service area will continue with implementation of the IOAP and compliance with the Clean Water Act
- Nutrient loading from agricultural runoff will continue to increase, creating challenges for treatment plant operations
- Trace levels of pharmaceuticals in wastewater discharges will emerge as a concern to the public, environmental constituents and regulators
- OSHA safety regulations will increase, requiring enhanced training and operating practices



Rain gardens help capture rainwater and prevent overflows.

Plan Assumptions

Facilities

- Proactive capital investment in MSD's infrastructure—including treatment plants, pump stations, sewer lines, and drainage and flood protection systems—is necessary to ensure regulatory compliance and reliable service to customers
- Flood protection system needs to be maintained and upgraded, which may require substantial capital resources
- The current number of wastewater treatment plants will be reduced and consolidated from 18 small and regional plants to five regional treatment plants by 2016; this transition will require training and significant realignment of human resources
- Significant investment in information technology systems will be required to optimize utility operations and improve customer service
- Extreme weather events will continue to stress the sewer and drainage collection systems, and present challenges for operations to meet community expectations for health, safety and flood protection

Customers

- Expectations for customer service and stream water quality are increasing
- Customers expect timely information regarding the operation and performance of wastewater, stormwater and flood protection systems
- Improved customer service and satisfaction lay the foundation for increasing rate capacity needed to fund operations
- Combined water and wastewater rates will continue to be affordable for the community and within the EPA's affordability index of 2 percent of the median household income
- Customer assistance programs must be provided to low- and fixed-income households to ensure affordability of water and sewer service
- Elected officials, developers and regulators will expect coordinated planning for providing regional sewer service in the Floyds Fork and Salt River watersheds
- Contractors, developers and builders expect new methods for design, construction, contract administration and dispute resolution



Pond Creek Flood Pumping Station



Derek R. Guthrie Water Quality Treatment Center

SWOT Analysis

SWOT—Strengths—Weaknesses—Opportunities—Threats
To support our Vision—Achieving Clean, Safe Waterways for a Healthy and Vibrant Community—we need to analyze our strengths and weaknesses, as well as our opportunities and threats on the horizon. This SWOT analysis provides valuable information for setting strategies and goals to meet our Vision.

Strengths (Internal)

- Responsiveness in times of emergency
- New Board and Executive Leadership
- Community rating for flood insurance
- Technical skills and competence to provide wastewater, stormwater and flood protection services
- Focus on achieving results
- AA credit rating by Fitch, Moody's and S&P
- Committed Executive Leadership and Management Teams
- Support of local elected officials and government leaders
- Cost-effective Consent Decree
- Environmental stewards for the community

Weaknesses (Internal)

- Unfunded regulatory mandates
- Communication and responsiveness to customers
- Information Technology
- Aging infrastructure
- Large amount of debt
- Interest rate swaps
- Departmental silos
- Lack of employee pride
- Low employee morale

Opportunities (External)

- Educating the public about wastewater, drainage and flood protection services provided
- Continuing environmental stewardship and green infrastructure program
- Making technological improvements
- Providing regional sewer service
- Establishing partnership opportunities with the Louisville Water Company (LWC), Louisville Metro Government (LMG) and other local agencies
- Increasing community engagement to improve the environment

Threats (External)

- Public perception
- Climate change and extreme weather patterns
- Emergencies impacting operations (terrorism, natural disasters, power outages, weather events)
- Meeting regulatory compliance schedules
- Failure of partnerships with LWC and LMG to produce expected savings
- Pension system liability
- Affordability of water and sewer rates
- Pressures from future political and environmental regulations

Our Strategies

Business strategies are the road map to the future. Our Strategies include a combination of goals and initiatives that we must complete to achieve our Vision. The most important part of implementing these strategies is ensuring that MSD is going in the right direction—defined by our Vision—Achieving Clean, Safe Waterways for a Healthy and Vibrant Community.



Ohio River flood gate installation



Ohio River levee in southwest Louisville Metro

Strategy 1

Build MSD's Brand Promise

Goal:

Establish a recognizable brand to enhance community perception and awareness of MSD's value in advancing public health, safety and protection.

Initiatives:

- Clarify and integrate MSD's Vision, Mission and Core Values as the basis for brand development
- Define MSD's brand promise
- Develop brand communication plan and implementation strategy
- Implement the brand strategy
- Measure and enhance the community's perception and awareness of MSD

Strategy 2

Provide Premium Customer Care and Service

Goal:

Achieve a premium level of customer care and service throughout MSD.

Initiatives:

- Measure the level of customer service experience as a baseline through a customer satisfaction survey
- Develop a set of standards for each external service MSD provides
- Offer internal training on services MSD provides to better serve our customers
- Coordinate with the brand strategy to educate our customers about services provided
- Improve the level of service we provide to internal customers

Strategy 3

Improve Information Technology Systems

Goal:

Improve the efficiency and currency of Information Technology (IT) through systems integration, appropriate mobile technologies and opportunities for partnerships to better serve our internal and external customers.

Initiatives:

- Explore and pursue partnerships and collaborations between MSD and the Louisville Water Company and Louisville Metro Government to improve efficiency and performance of IT systems
- Improve and upgrade IT systems architecture, systems security, data currency and accessibility for internal staff and the public
- Implement mobile and remote communications technologies where needed and appropriate
- Develop and improve working knowledge of IT staff resources and tools, including training and appropriate certification

Strategy 4

Invest in Infrastructure and Ensure Compliance with Amended Consent Decree

Goal:

Implement the Amended Consent Decree to achieve full regulatory compliance by 2024, and invest in infrastructure systems to ensure efficient, effective, high-quality services to the community.

Initiatives:

- Enhance public understanding, including individual actions that can accelerate implementation of the Amended Consent Decree to achieve full compliance in a cost-effective manner
- Improve MSD staff awareness of Amended Consent Decree requirements through training, empowerment, and improved processes and programs
- Develop and implement regulatory strategies to remain in compliance and avoid enforcement actions throughout all regulatory programs
- Develop Facility Plan to address aging infrastructure systems

Strategy 5

Develop Disaster Response and Business Continuity Plan

Goal:

Develop a comprehensive disaster response and business continuity plan for disasters that impact our ability to serve our customers and the community.

Initiatives:

- Assess level of asset protection through independent consultant evaluation of insurance and risk management plans
- Conduct a comprehensive risk and vulnerability assessment of MSD operations and infrastructure assets, using industry best practices
- Identify operational hazards and resources needed for response scenarios, and define disaster response roles for employees and external resources
- Provide recommendations on systems and improvements necessary to mitigate risks and integrate into Facility Plan and capital budget
- Prepare comprehensive disaster response and business continuity plan to be annually reviewed and updated



Our Strategies

Strategy 6

Develop and Invest in Employees

Goal:

Develop the technical, managerial and leadership competence of MSD's organization and staff to ensure reliable and efficient service to customers.

Initiatives:

- Complete management reorganization, communicate plan to all employees and constituents, and align FY15 budget with new organizational structure
- Implement new performance management system, including metric-based goals and competencies
- Develop succession plan for management and key staff, using Talent Resource and Individual Development Plan methodologies
- Conduct training needs assessment (union and nonunion) for the organization
- Define key areas of technical, managerial and leadership competence, and develop plan for training and implementation
- Implement a Quality Management System to improve service, quality and efficiency of operations
- Pursue partnership opportunities with NAGE Local 89 and Laborers' International Local 576 to enhance skills and increase knowledge for improved quality of services to customers

Strategy 7

Implement Partnerships

Goal:

Improve the quality of service and organizational effectiveness of MSD through partnerships with the Louisville Water Company (LWC), Louisville Metro Government (LMG) and other external stakeholders.

Initiatives:

- Execute and implement master interlocal agreement with LWC to pursue "One Water" partnerships
- Identify partnership opportunities with LMG and other external stakeholders
- Develop implementation plan and governance structure for various partnerships to maximize the benefits and ensure success
- Evaluate and execute partnerships with LMG and other external stakeholders

Strategy 8

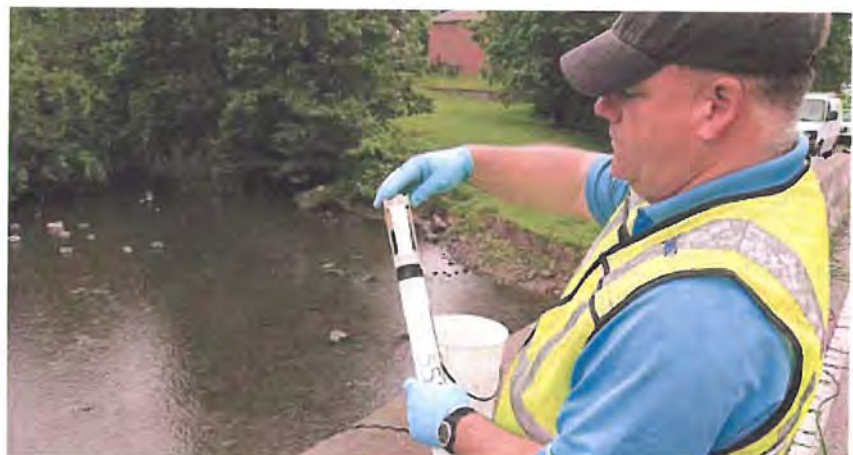
Ensure Financial Viability

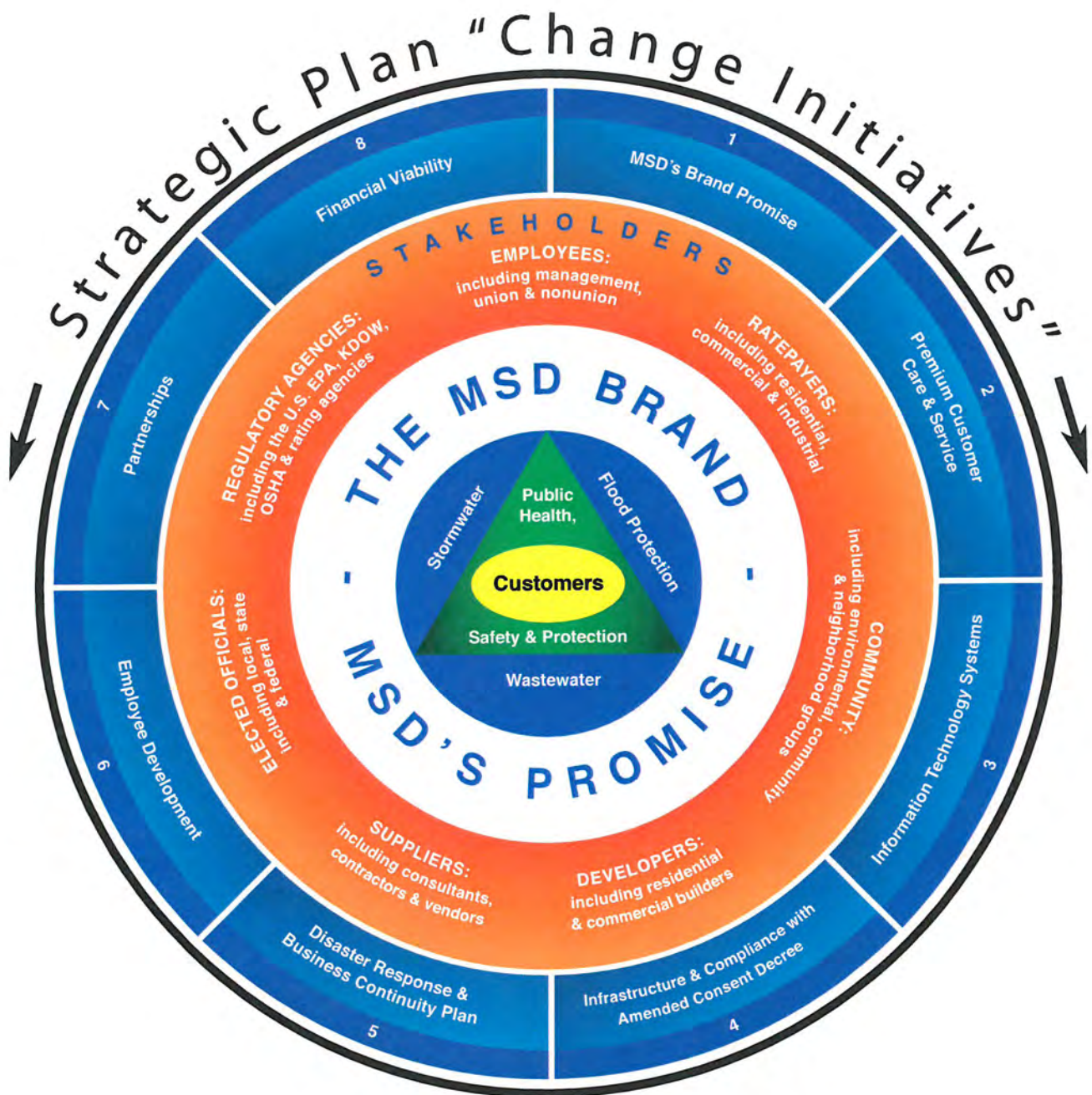
Goal:

Develop a sustainable and responsible financial plan, which balances stakeholders' needs, while ensuring MSD's long-term financial viability.

Initiatives:

- Develop key financial and operating metrics (bonding rates, debt ratios, investments, customer rates, revenue vs. expenses, operating cost per customer), and establish five-year objectives
- Develop process and procedures/guidelines for staff to create, manage and report budgets
- Establish financial software requirements to meet MSD Board, management, employee budget and financial reporting needs
- Conduct benchmarking study of high-performing water/wastewater utilities to improve bond ratings by Fitch, Moody's and S&P





This graphic, which is a product of the Branding Team, depicts the interrelationship between MSD's Strategic Business Plan and MSD's stakeholders in the delivery of services to our customers.



700 West Liberty Street
Louisville, KY 40203-1911

24/7 Customer Relations
502-587-0603
CustomerRelations@LouisvilleMSD.org
msdlouky.org



Discussion Topics

- MSD Update – Greg
- MSD Facilities Plan Update & Stakeholder Group Invitation - Angela
- IOAP Modification Submittal & Peer Review - Gary
- IOAP Design, Construction & Budget Update - John
- Overflow Abatement Project Performance - Justin
- Outreach Strategy, Upcoming Activities & Events - Angela

Facility Plan and Stakeholder Group Invitation

Facility Plan and Stakeholder Group Invitation

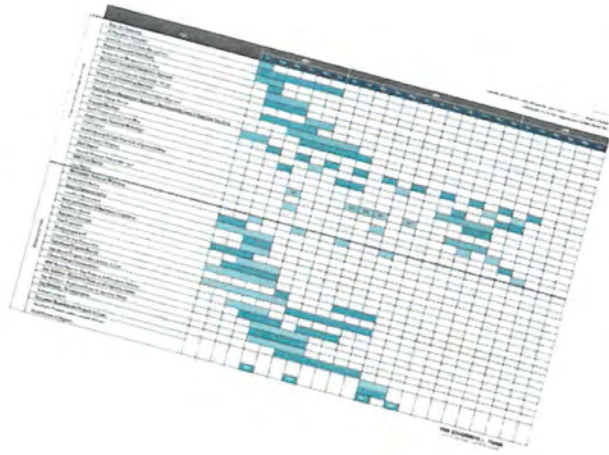
- MSD historically planned wastewater, stormwater and flood protection separately
- No systematic way to evaluate and prioritize projects in different service areas
- IOAP prioritization approach allowed comparison of diverse problems and solutions for overflow control
- Expanding this approach to stormwater and flood protection will allow prioritization of all MSD's service offerings on an equal basis

20-Year Comprehensive Facility Plan – Scope of Work

- Wastewater systems
 - IOAP
 - Other regulatory issues
 - Growth and regionalization
- Stormwater systems
 - Drainage capacity
 - Water quality (MS4)
 - Green infrastructure synergy
 - Flood protection
- Flood Protection Systems
 - Flood pump stations
 - Floodwall, levee, and gates
- Asset Management program
 - Underground pipes
 - Above ground facilities
- Cost of Service
 - Cost allocations
 - Rates and fees
 - Low income rate relief
- Level of Service Evaluations
 - Updated weather statistics
 - Climate change
 - Public input about costs versus level of protection offered

20-Year Comprehensive Facility Plan - Schedule

- Consultant selection – June 2014
- MSD Board action July/August 2014
- Notice to proceed August/September 2014
- Project Completion May/June 2016



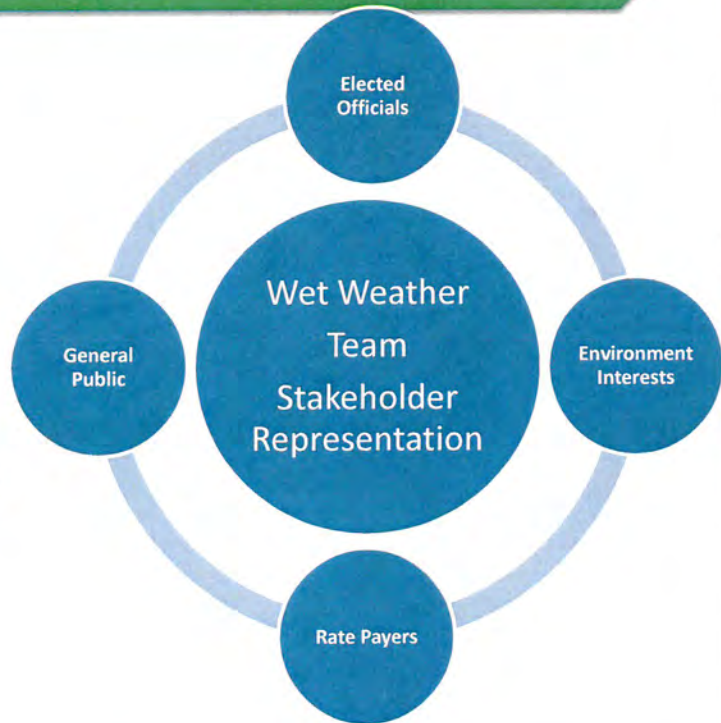
20-Year Comprehensive Facility Plan - Approach

- Project evaluation and prioritization will use IOAP approach
- Stakeholder Group needed to provide guidance
 - Community Values and Performance Metrics
 - Assistance with community dialog
 - Climate change impacts on level of protection and related costs
- ACD required Wet Weather Team in place through 2024



MSD's Stakeholder Group Concept

- Core of IOAP Wet Weather Team required by ACD remains through 2024
 - Representatives of elected officials, rate payers, environmental interests and general public
 - Address engineering, economic, environmental and institutional issues



MSD's Stakeholder Group Concept

- Core Team supplemented with committee structure to meet broader Facility Plan need
- Quarterly meetings of whole team to address common issues
 - Same "ground rules" for transparency and focus
 - As needed meetings of Facility Plan Committees
 - ACD Wet Weather Team meets when key decisions or endorsements required



MSD's Invitation & Logistics Questions

- Would you continue on the Core Team, at least through 2016?
- If we plan quarterly meetings, are evenings better or would you prefer to attend during the work-day?
- What times work best?

IOAP Modification and Mid-Point Review



Project Modification Timeline

- IOAP approved September 2009
- MSD expands flow monitoring system 2009 – 2010
- Hydraulic models recalibrated 2010 - 2011
- Project modifications developed 2011 – 2012
- Project modifications submitted to EPA August/September 2012 and conditionally approved shortly thereafter
- Modifications discussed with Stakeholder Group November 2012
- IOAP Modification draft submitted to EPA November 2012
- Stakeholder Group approves memo of support January 2013
- Public outreach September 2012 – March 2013
- IOAP Modifications re-submittals May 2013, January 2014, June 2014
- IOAP Modification approved June 2014

Approved Modification

- Program Costs Remain at \$850 Million
- Some projects grew significantly in size and cost, or are new projects
 - I-64 and Grinstead Basin grew significantly, then shrank due to valuable neighborhood input
- Some projects shrank, or were eliminated
- Overall program benefits increased
- Individual project schedule revisions necessary but overall schedule did not change

Future Project Modifications

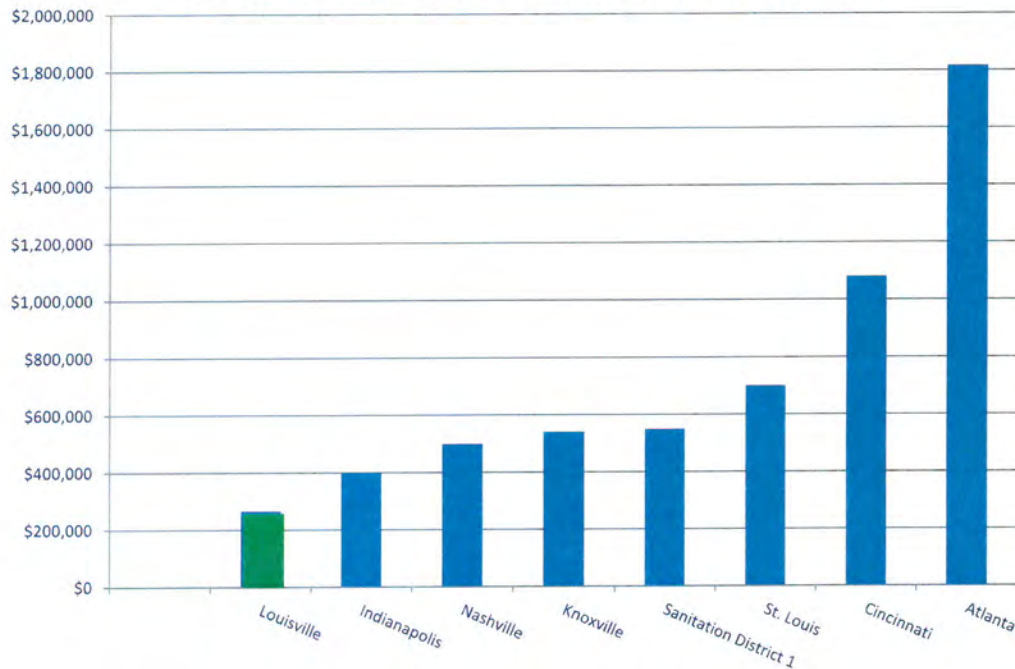
- Expect continued adaptive management review and revisions
- Project changes will be submitted individually as “minor modifications”
- **Never** planning to do complete re-submittal, unless mid-point review comes up with significant recommendations that benefit MSD and the environment



Next Actions

Mid-Point Review of IOAP

Consent Decree Cost Comparison per Sewer Mile



Approach to Mid-Point Review

- Request for Proposals to select unbiased third-party review team
- No previous or future involvement in IOAP development or implementation
- May involve review by industry experts, including former or current utility managers
- May involve analytical analysis of remaining projects using advanced optimization software

Schedule

- Wait until 2012 IOAP Modifications approved
- RFP drafted, needs review and finalization
- RFP issued in August
- Team selection in September
- NTP in early October
- Report due January 2015

IOAP Design, Construction, and Budget Update

Implementation Progress 2007 thru June 2014

Gray Infrastructure Projects (78)

- 27 completed
- 29 in design/construction

Green Infrastructure Projects

- 49 completed
- 48 in design/construction

Source Control Projects

- 17 projects completed
- 14 projects in design/construction

Overall Program Completion

- 51% complete
- 2% under budget, compared to original estimates



Implementation Progress 2007 thru June 2014

Gray Infrastructure Projects (78)

- 27 completed
- 29 in design/construction

Green Infrastructure Projects

- 49 completed
- 48 in design/construction

Source Control Projects

- 17 projects completed
- 14 projects in design/construction

Overall Program Completion

- 52% complete
- 2% under budget, compared to original estimates

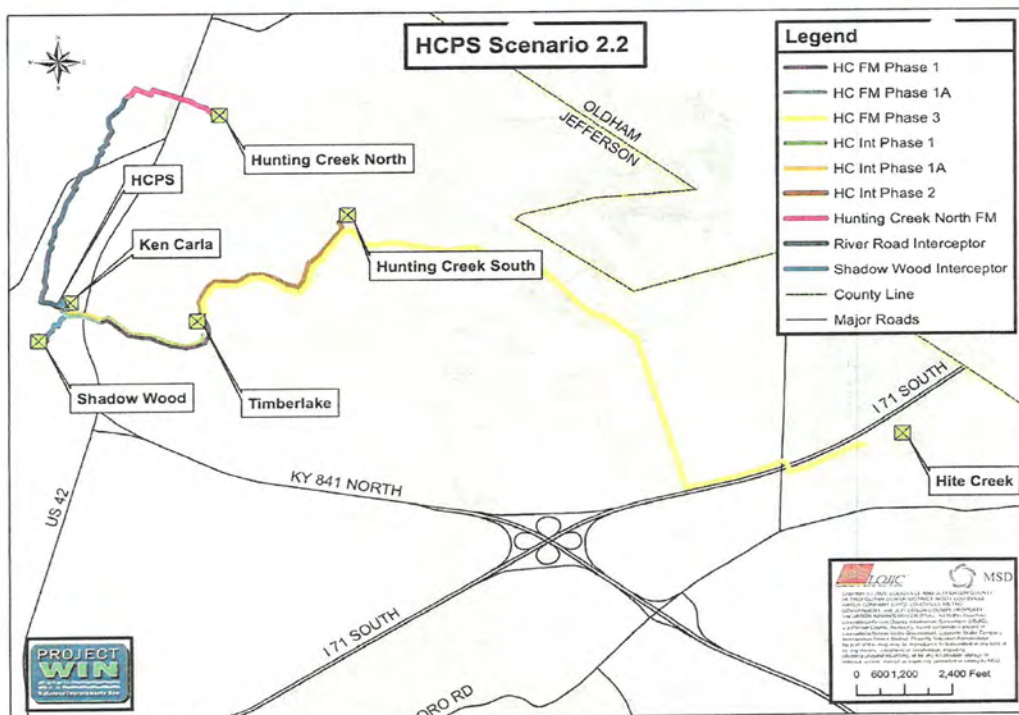


Remaining package plants

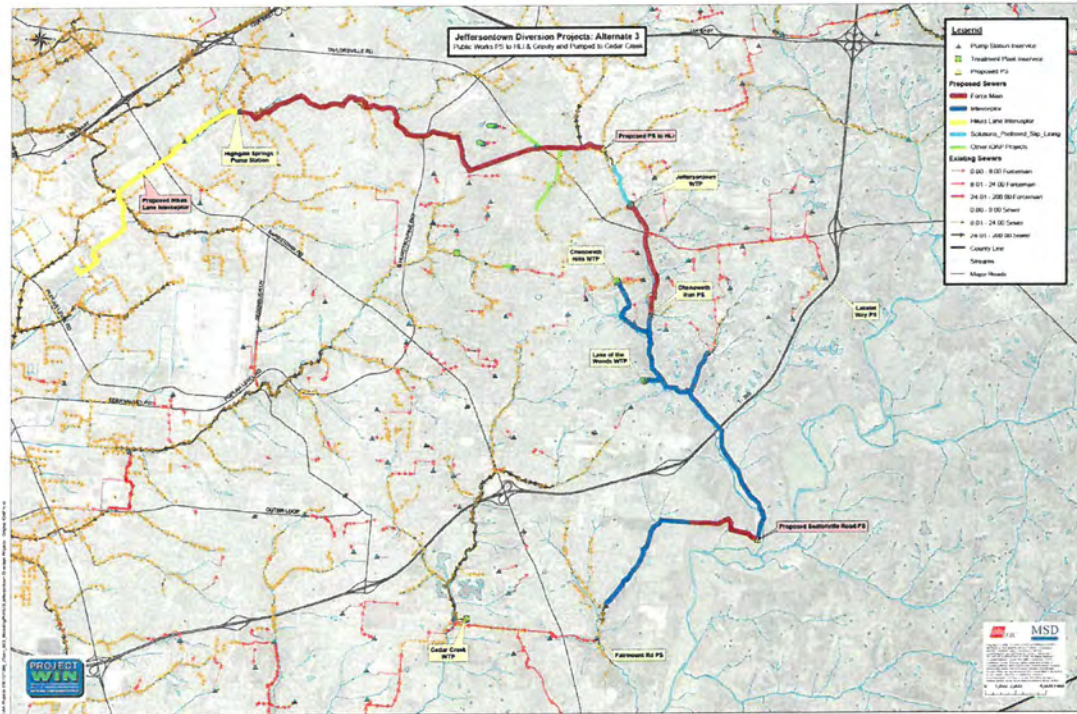
- North Hunting Creek
- South Hunting Creek
- Ken Carla
- Shadow Wood
- Timberlake
- Chenoweth Hills
- Berrytown
- Starview
- McNeely Lake
- **Silver Heights**
- Bancroft

**All out of
service
by end of
2015**

(5) Prospect WTP Eliminations



Jeffersontown WQTC Elimination



Bells Lane Wet Weather Treatment Facility



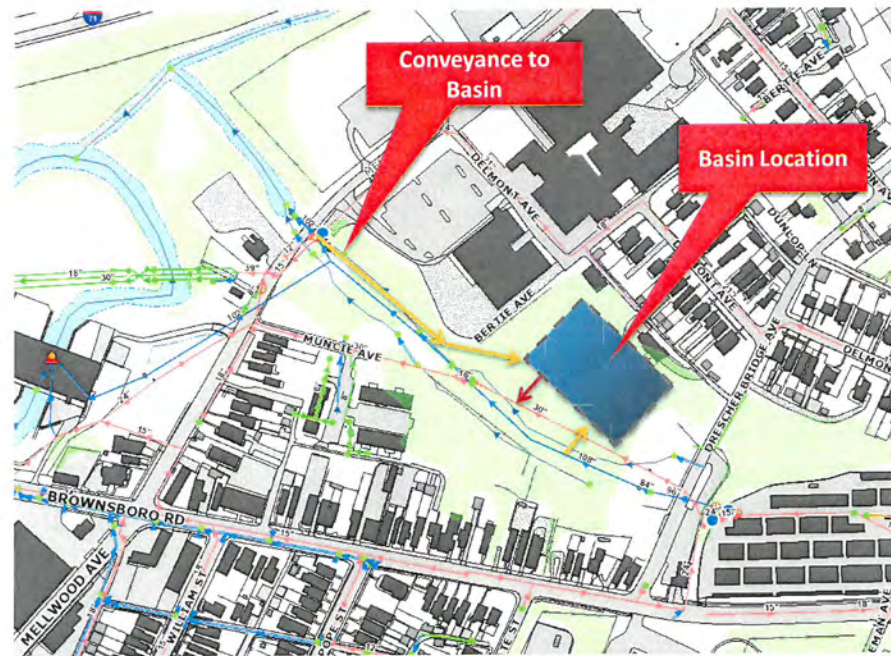
Clifton Heights Storage Basin Project Description



Clifton Heights Storage Basin Project Description

- Construct a 7.0 MG storage basin
- Construct conveyance from CSOs 088,131,132,154, and 167 to storage basin
- Reduce Number of Overflows to 4 per CSO per typical year
- Approximately 5 acres of disturbance (6 affected properties, 2 creek crossings)
- Estimated construction cost: Estimated \$15 million

Clifton Heights Storage Basin Design Components

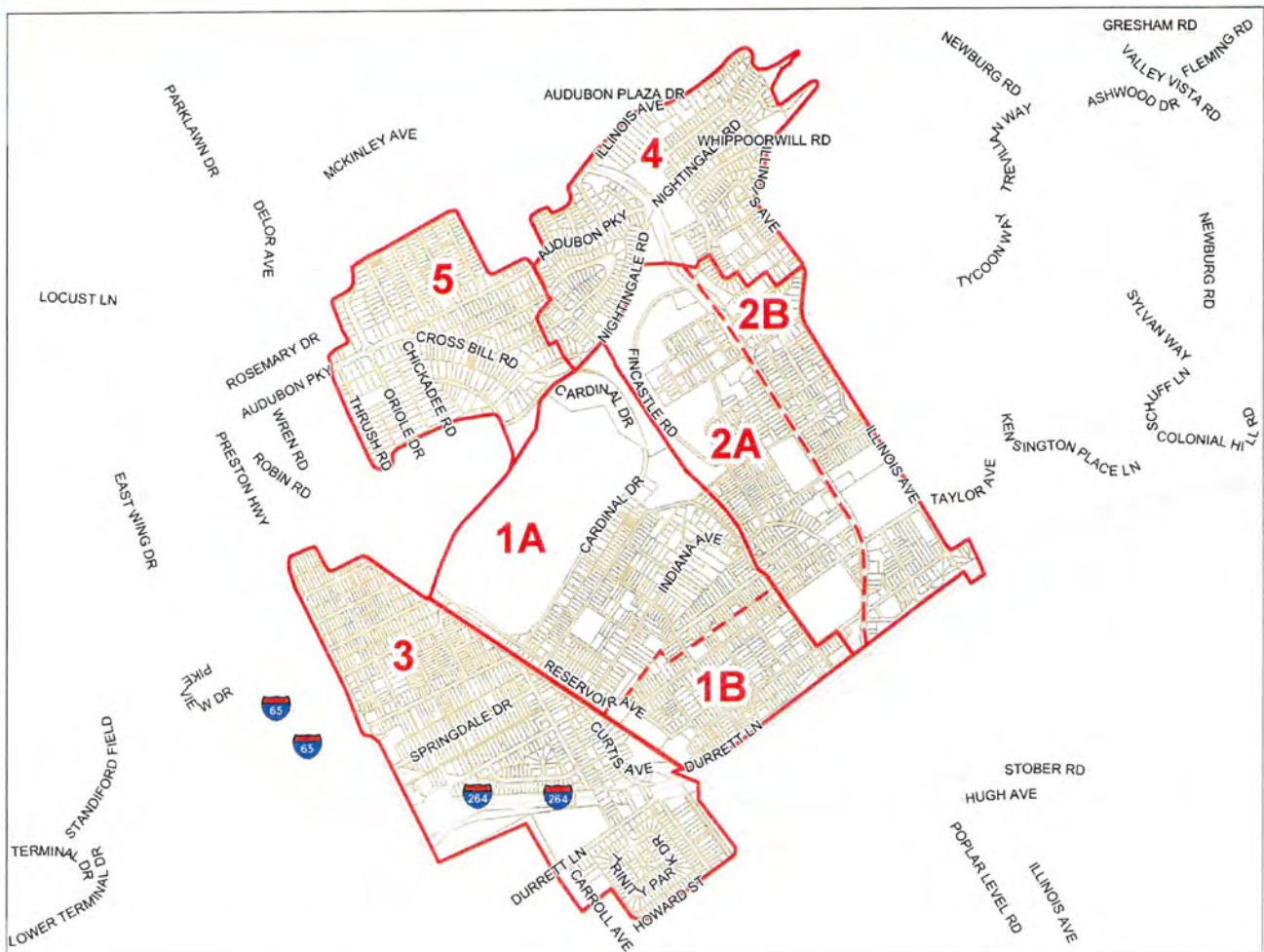


Clifton Heights Storage Basin Project Schedule

- | | |
|---------------------------|---------------|
| • Planning | Complete |
| • Preliminary Design | Summer 2014 |
| • Final Design | Fall 2015 |
| • Advertise Construction | Winter 2015 |
| • Construction Start | Spring 2016 |
| • Consent Decree Deadline | Dec. 31, 2018 |

Camp Taylor Project Background

- Sanitary Sewer Evaluation Study (SSES) was completed in February, 2011.
- The project area included all areas that drain to a trunk sewer along Nightingale Road.
- The scope of work included:
 - CCTV inspections
 - Smoke testing
 - Dye testing
 - Wet weather observations
 - Private property inspections



Camp Taylor Project Approach

Sewer Separation / Drainage Projects

- 19 projects identified (Areas 2-5)
 - 14 complete



Camp Taylor Project Approach

Sewer Rehabilitation Projects

- Area 3: approximately 15,780 LF & 80 MH's
 - Construction ongoing
 - to be completed approximately 8/31/14
 - Springdale replacement to be completed separately
- Area 4: 5,087 LF & 83 MH's
 - Construction Complete
- Area 5: 3,565 LF & 28 MH's
 - Construction Complete
- Private Property Inflow Reduction
 - On-going



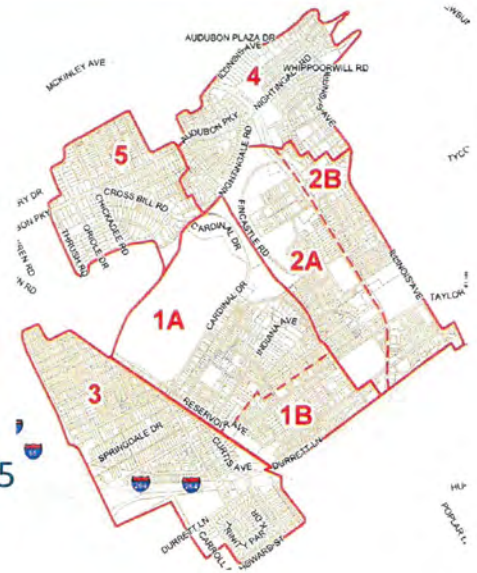
4.6 Miles of Sewer, 191 Manholes



Camp Taylor Project Approach

Sewer Replacement Projects

- Area 1A: approximately 19,200 LF & 92 MH's
 - Construction to begin 9/1/14
 - to be completed approximately 6/30/15
- Area 1B: approximately 7,700 LF & 37 MH's
 - Construction ongoing
 - to be completed approximately 4/30/15



Camp Taylor Project Approach

Sewer Replacement & Rehabilitation Projects

- Area 2A: New: approx. 17,400 LF & 115 MH's, Rehab: approx. 5,200 LF & 30 MH's
 - Construction to begin approximately March 2015
 - to be completed approximately March 2017
- Area 2B: New: approx. 15,400 LF & 82 MH's, Rehab: approx. 12,700 LF & 90 MH's
 - Construction to begin approximately March 2015
 - to be completed approximately March 2017



All work complete by December 2017

Nightingale Pump Station

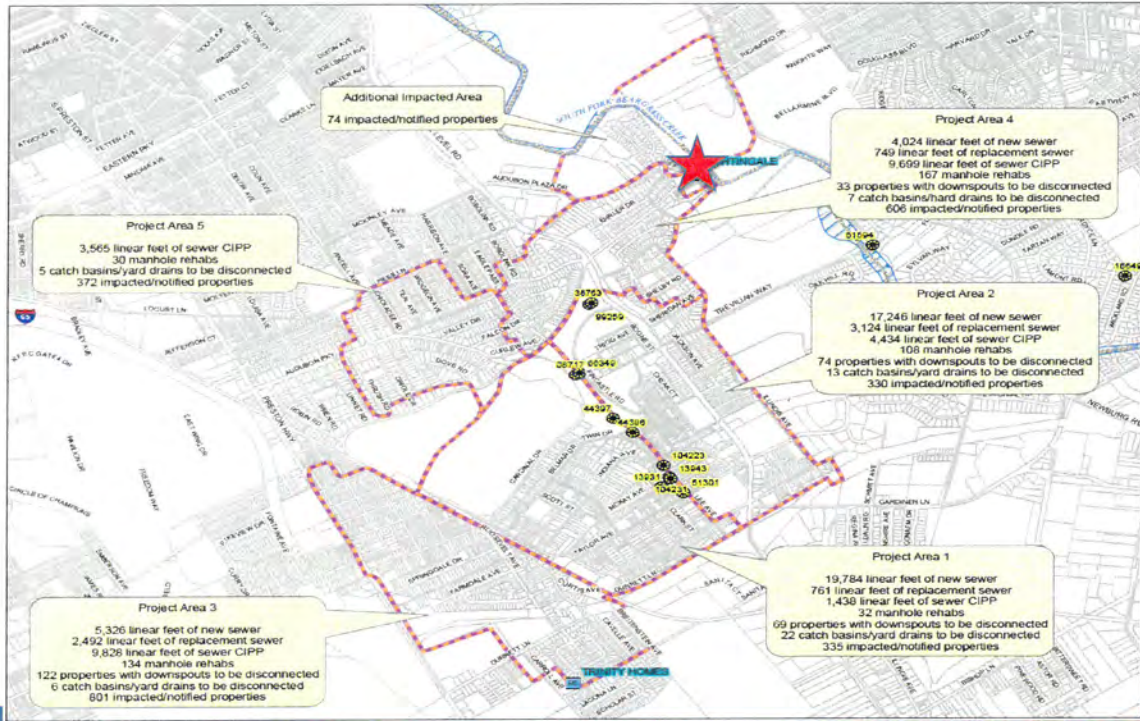
- 27 MGD
- 23,972 Acre Service Area
- Diverts Beargrass Interceptor (BGI) & Beargrass Interceptor Relief (BGIR)
- Serves Camp Taylor and Surrounding Neighborhoods
- Interceptor Relief, CSO 018



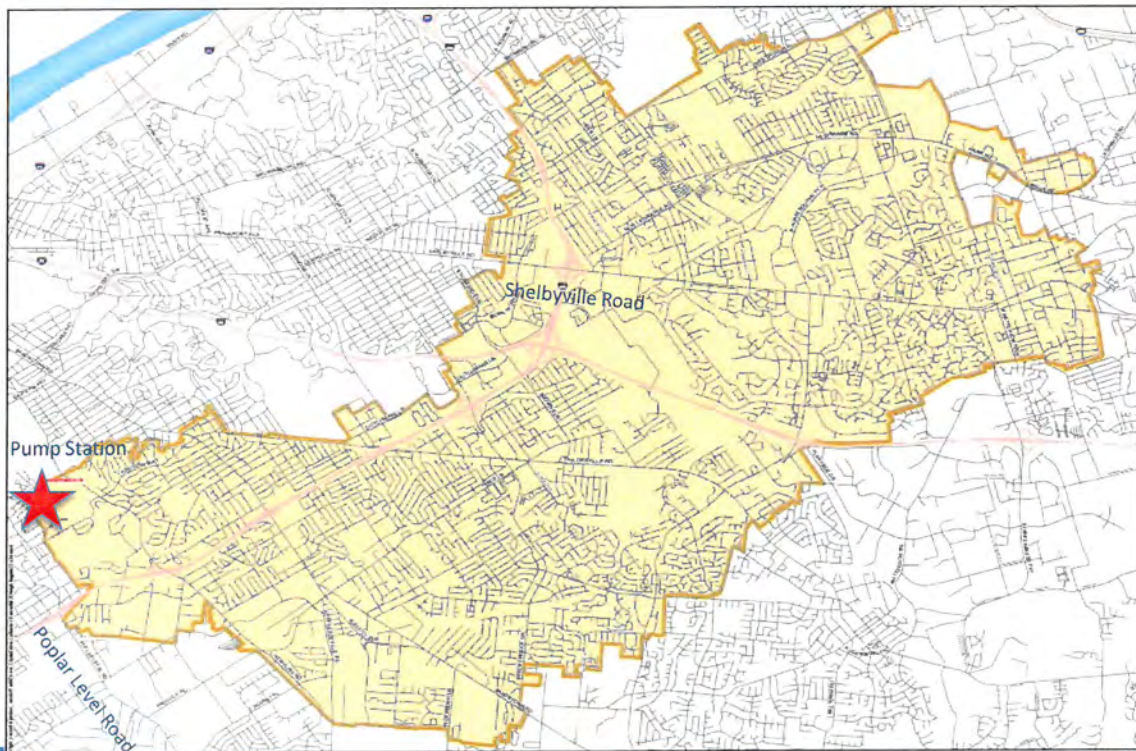
Nightingale Site



Nightingale Service Area (Camp Taylor)



Nightingale Service Area



Nightingale CSO Basin

Nightingale Pump Station Project

Scope

33 MDG

7.7 MG Off-line Storage

\$20,500,000

Sewer Gravity In - Pump Out

Collects Flow from CSO018

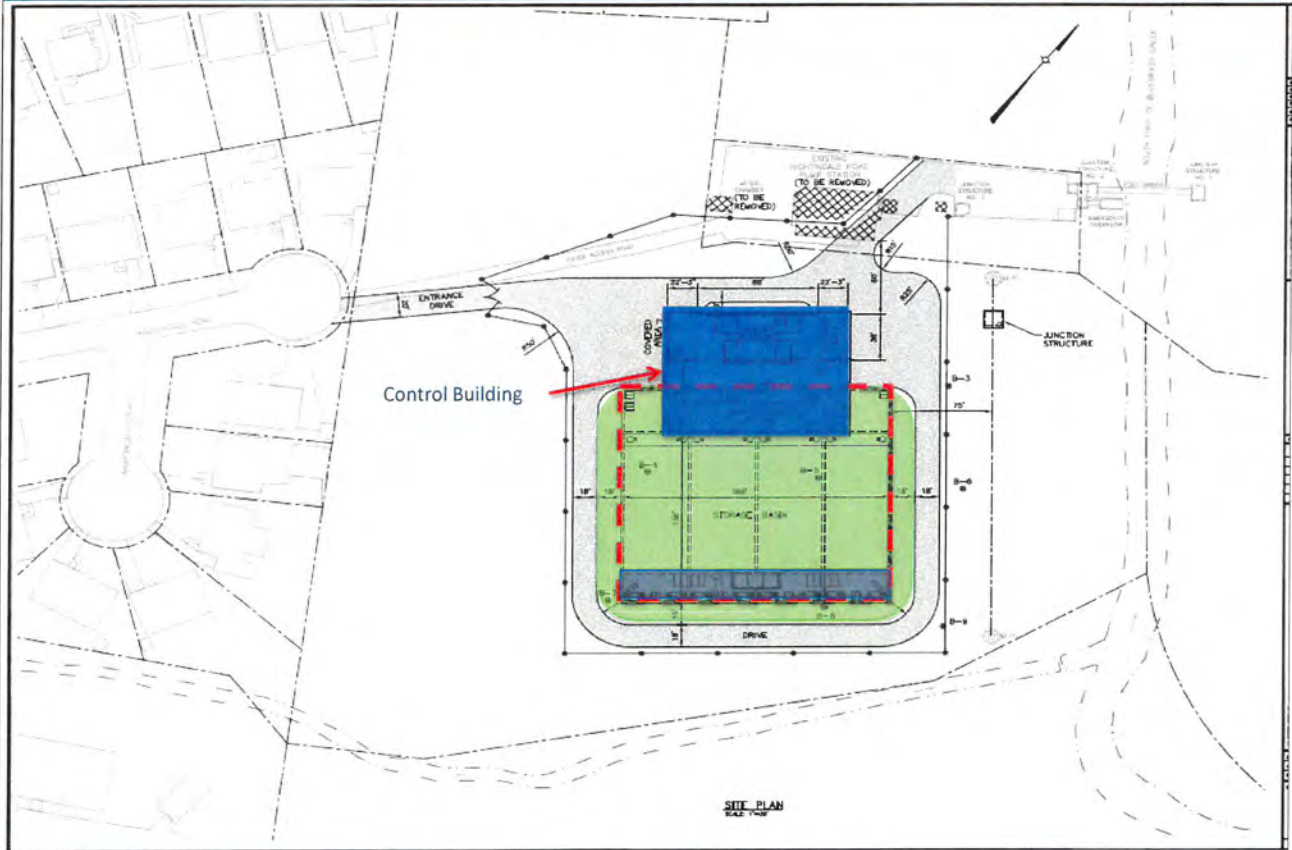
Overflows Reduced to Zero per typical year

Location

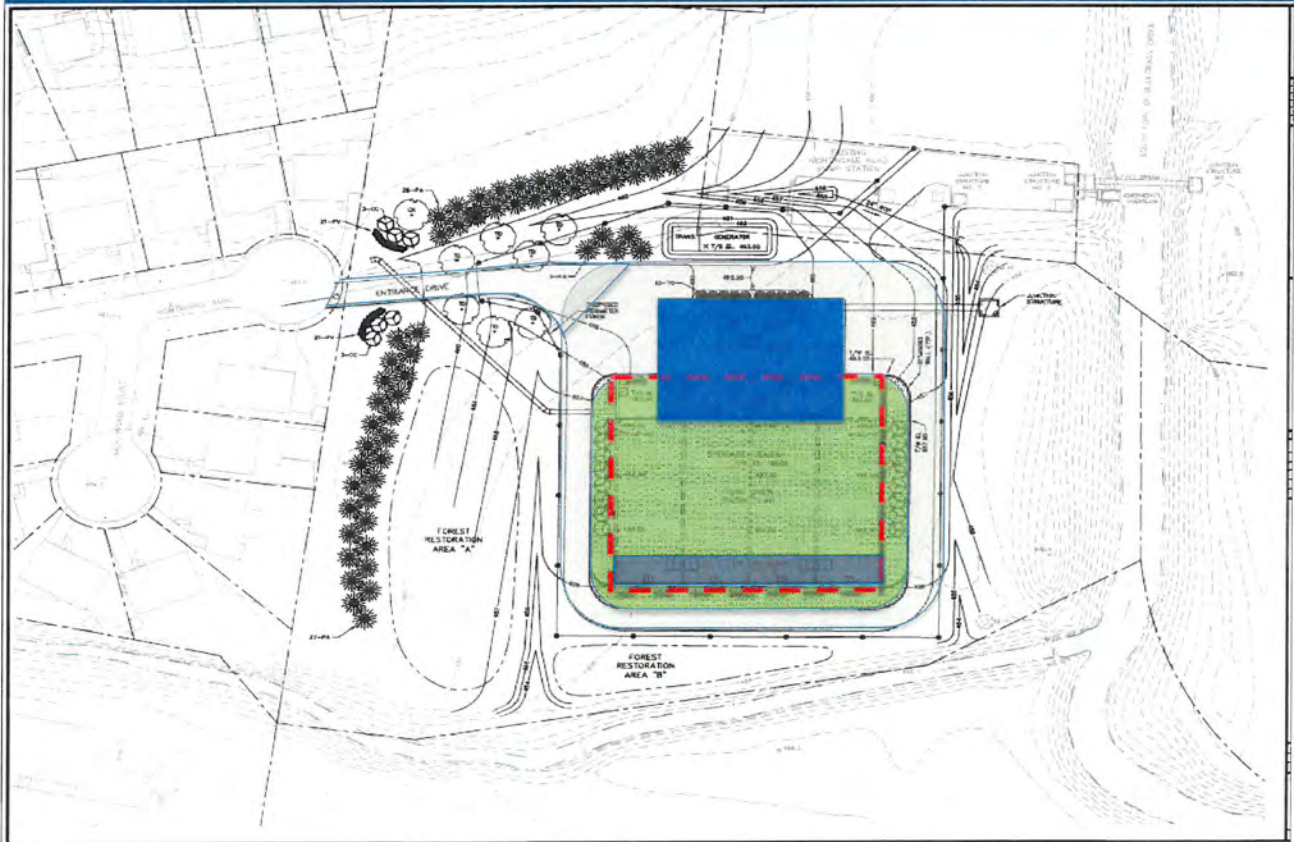
Vacant Property Adjacent to Existing Site



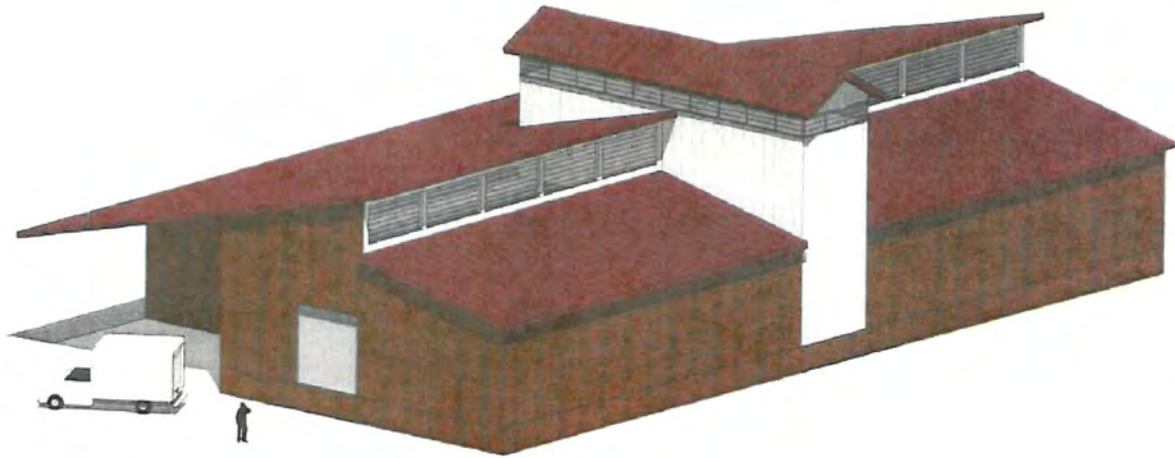
Nightingale PS Project



Nightingale PS Project



Pump Station Building (30% Rendering)



Moving Forward

- | | |
|---------------------------|----------------|
| • Planning | Complete |
| • Preliminary Design | Complete |
| • Final Design | September 2014 |
| • Advertise Construction | October 2014 |
| • Construction Start | January 2015 |
| • Consent Decree Deadline | Dec. 31, 2016 |

Rehab Project Since 2010

- Beargrass Interceptor
- Floydsburg
- Parkview
- Hazelwood
- Sonne
- Edsel
- Shadow Wood
- Lantana
- Hurstbourne
- Saint Matthews Interceptor
- Lea Ann Way Interceptor
- FY12 Annual I&I Rehab
- Fern Creek
- Fegenbush
- FY13 Annual I&I Rehab
- Lake Forest
- Prospect
- Meadow Stream
- Cavin
- Camp Taylor
- Prestonia
- FY14 Annual I&I Rehab (2 Contracts)

Rehab Activities Totals

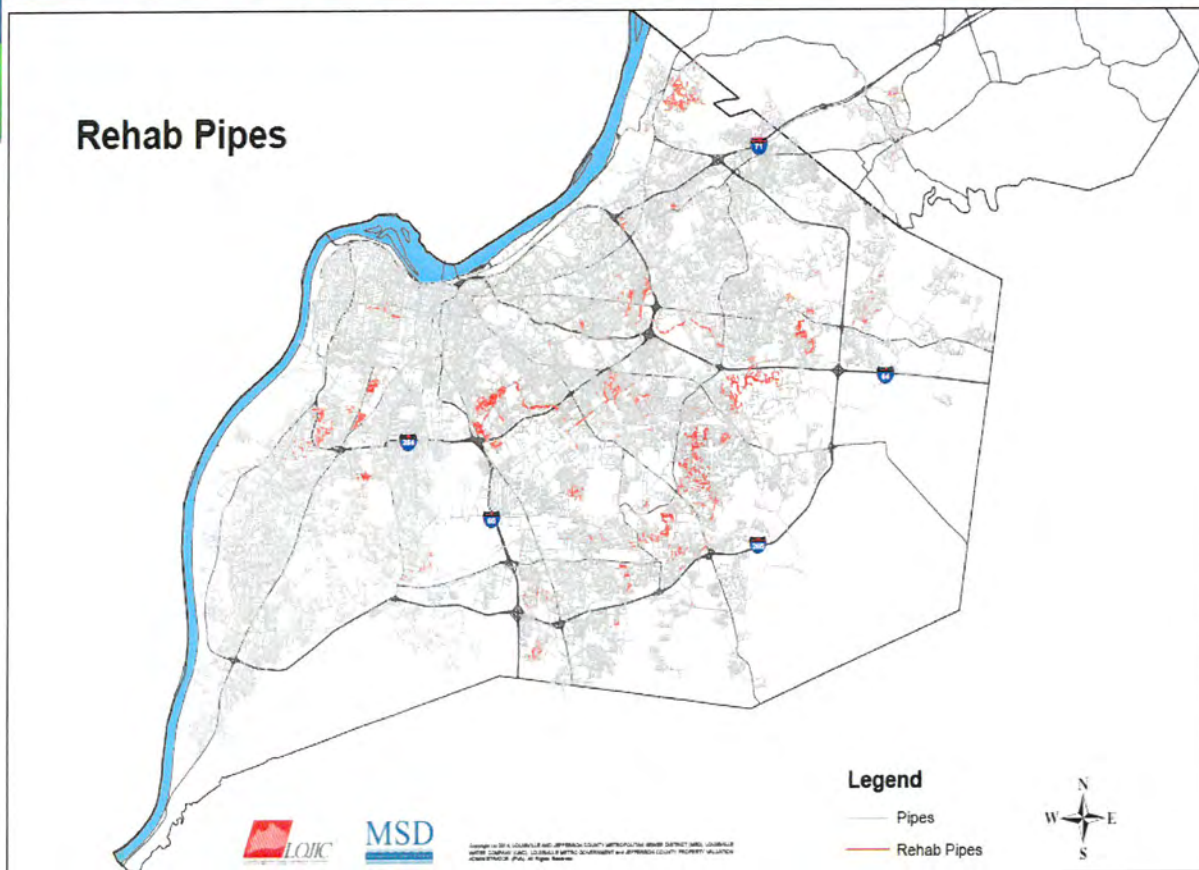
Activity	Total	Units
CIPP	186,767	LF
CIPP tophats	2,435	EA
Point Repairs	1,593	LF
Clean and Inspect	119,906	LF
Chimney Seals	1,080	EA
Epoxy Coating	564	EA
Frame and Lid	348	EA
Water Tight Fframe and Lid	589	EA
Realign Frame and Lid	334	EA
Locate and Raise	516	EA
Clean and Inspect	199	EA
Total Rehab Cost	\$ 20,329,000.00	
SCAP Credits (gpd)	5,915,000	
Ratio	3.44	

Sewer and Manhole Rehab

Activity	Total	Units
Sewers Rehabed	308,266.00 (58 miles)	Feet (miles) of Pipe
Laterals Rehabed	2,435	Laterals
Manholes Rehabed	3,629.50	Manholes
Total Rehab Cost	\$20,329,000.00	
SCAP Credits (gpd)	5,915,000	
Treatment Cost Saved	473,200.00	

Over 55 miles of sewer pipe rehabbed!

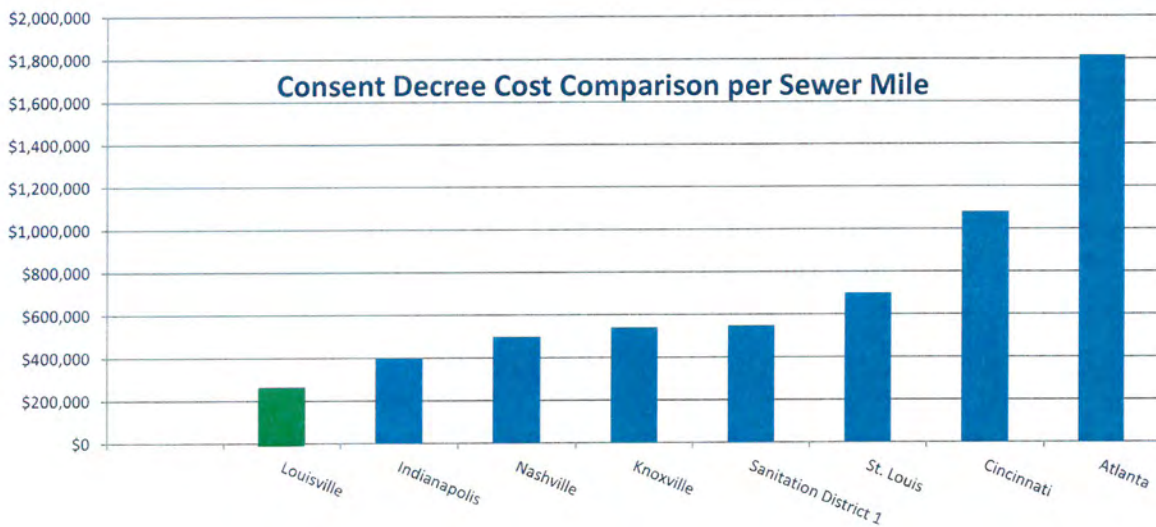
Rehab Pipes



Overflow Abatement Project Performance

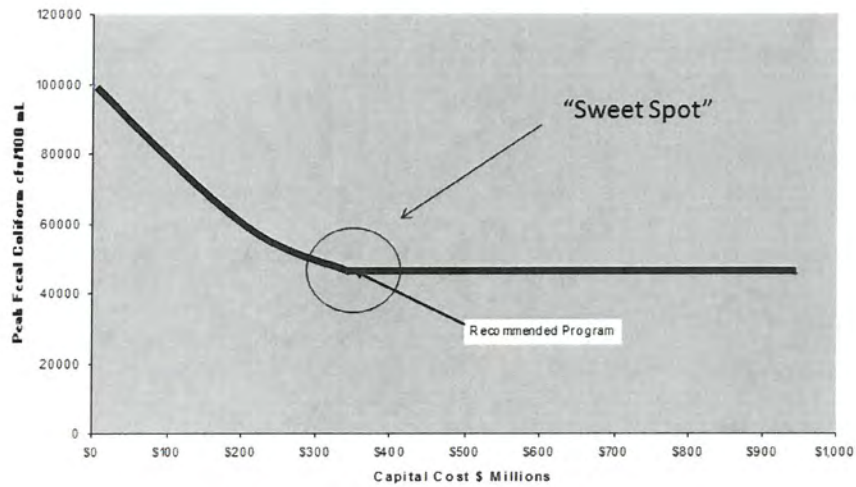
BUT CUTTING IS
MORE FUN
THAN MEASURING

Commitments to Keep

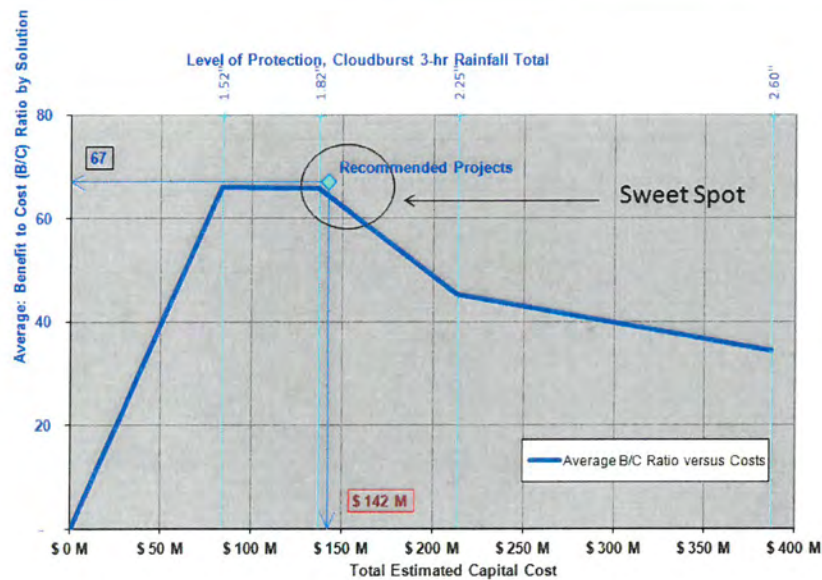


Maximize Water Quality Benefit through CSO Reduction "Knee of the Curve"

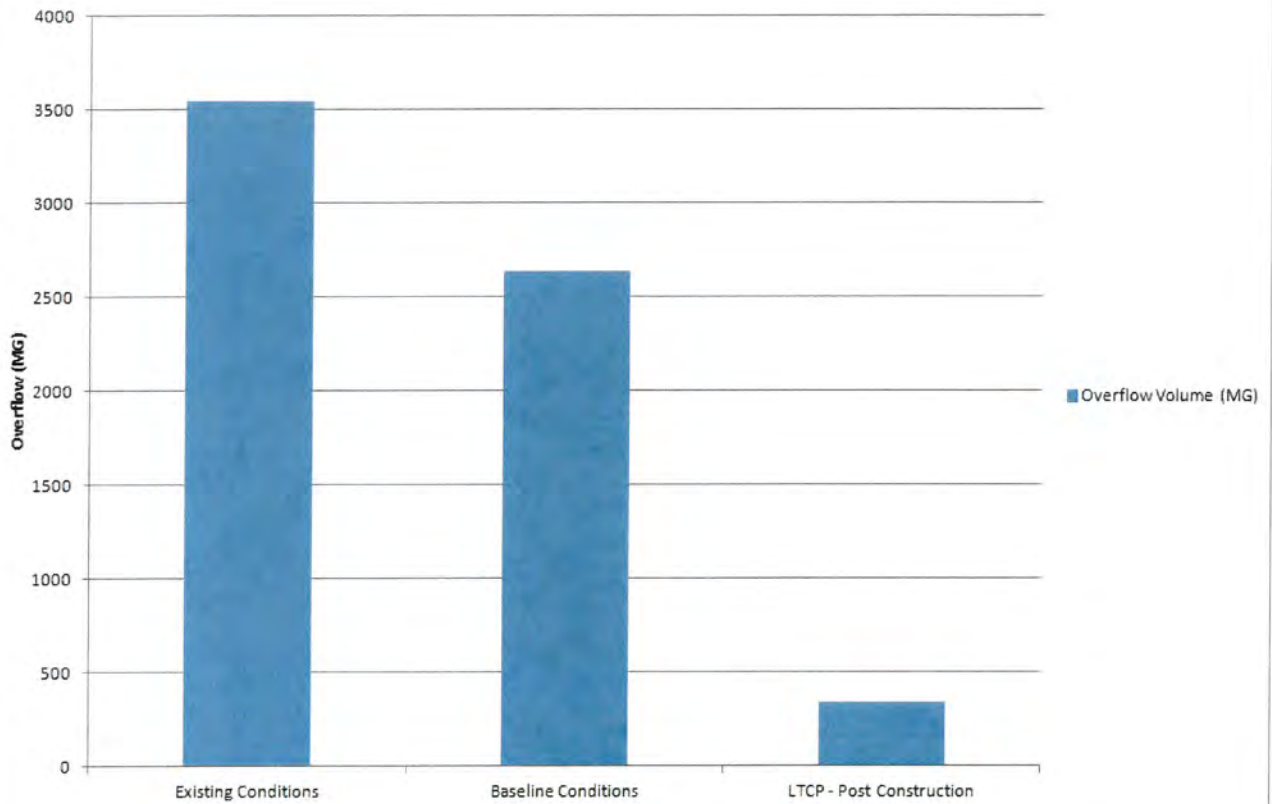
Ohio River Fecal Coliform Peak



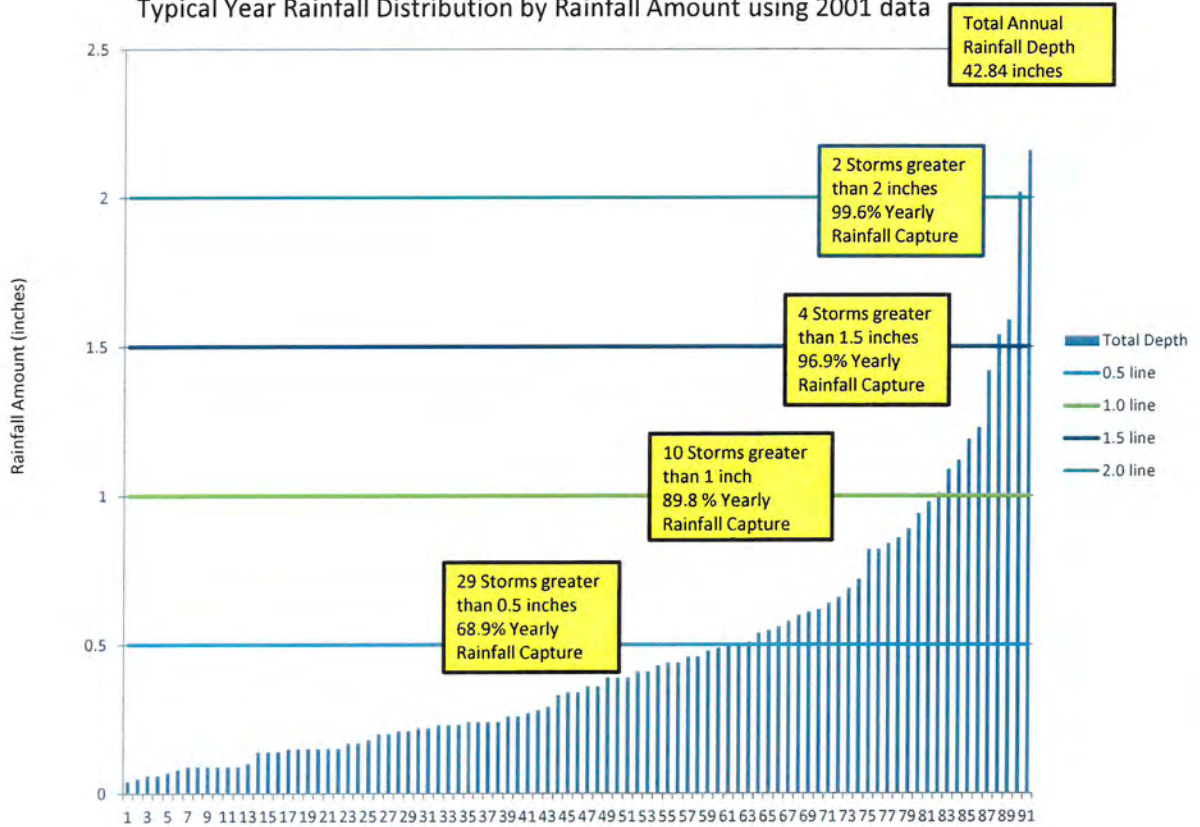
SSS Project Suite Maximized Benefit/Cost Ratios



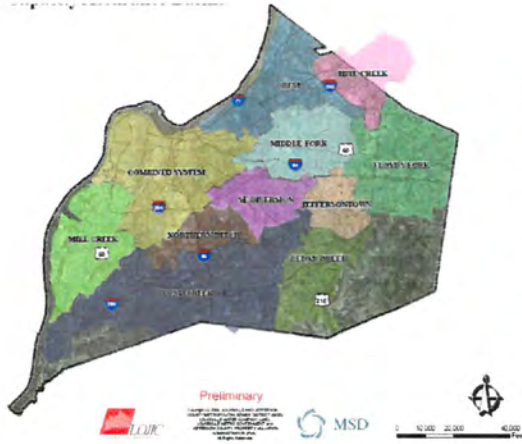
Annual Overflow Volume (MG)



Typical Year Rainfall Distribution by Rainfall Amount using 2001 data

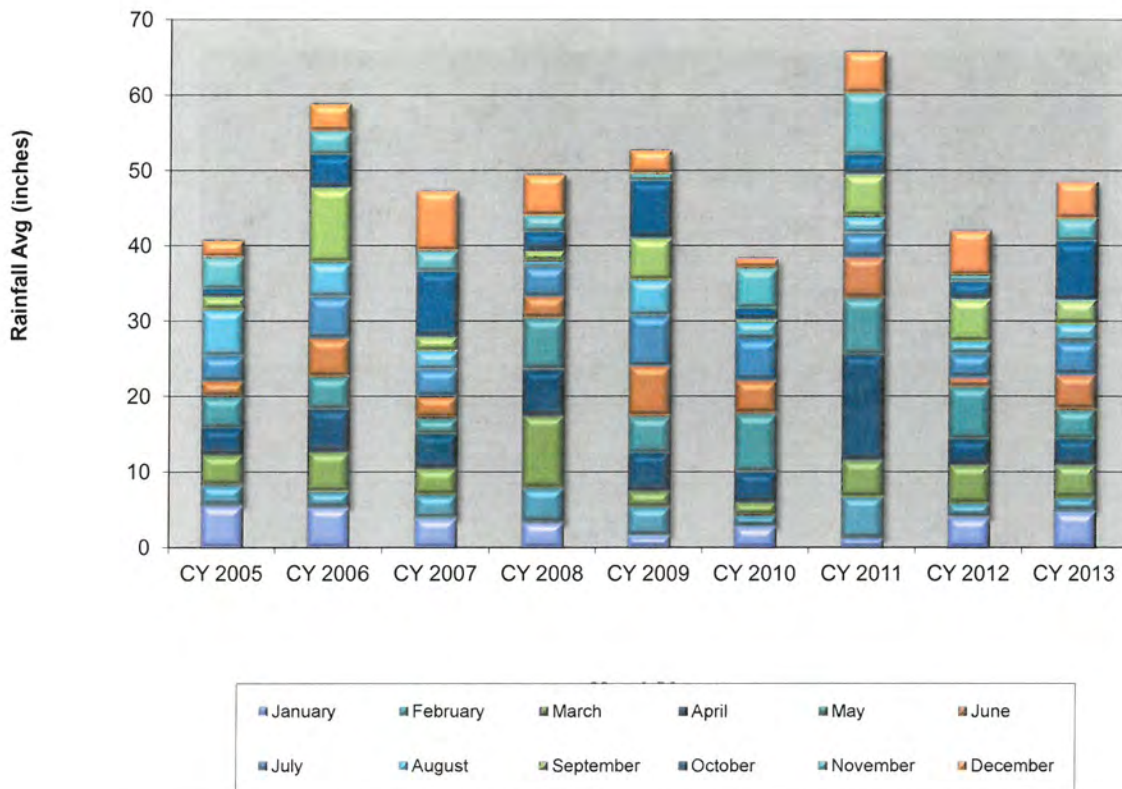


Sanitary Sewer Discharge Plan



- 200+ SSOs
- 300+ Pump Stations
- 6 Regional Service Areas
- 16 Small Package Service Areas
- Min. Level of Protection – 1.82” Cloudburst
- Max. Level of Protection – 2.6” Cloudburst

Real Challenges of Rainfall



Factors Impacting Overflow Trends

- Rainfall Depth
- Rainfall Intensity
- Storm Duration
- Preceding Rainfall Amounts
- Storm Variability over Drainage Area
- Pipe Conveyance
- Pump Station Performance
- Treatment Center Capacity

Third Party Verification



SSO Project Fact Sheet 2012 IOAP Project Modification



Project Name Floydburg Rd./I Investigation & Rehabilitation

Modeled Area Hite Creek

Branch or SSO ID MSD1086

Project Type I/I Reduction

Receiving Stream Royds Fork

Project Description The sewer service area draining to Floydburg Road Pump Station was investigated using tele-inspection equipment and significant defects were rehabilitated. The reduction of inflow and infiltration was significant; however, post-construction data indicates that the 2-year cloudburst level of overflow control has not been met.

Reason for Overflow Pump station capacity

Design Parameters This solution is based on a 1.82 inch cloudburst rain event.

Project Constraints Project may need to include lateral work on private property

Estimated Capital Cost \$57,000

Weighted Benefit/Cost Ratio --

Asset-ID	SSO Start Date	Volume (Gal)
90776	1/13/2005	3800
108957	1/13/2013	10950
MSD1086-PS	1/22/2006	200
90776	1/3/2005	10000

Compliance Analysis with the University of Louisville

Depth, Duration & Frequency Constant Solution

Louisville Cloudburst DDF

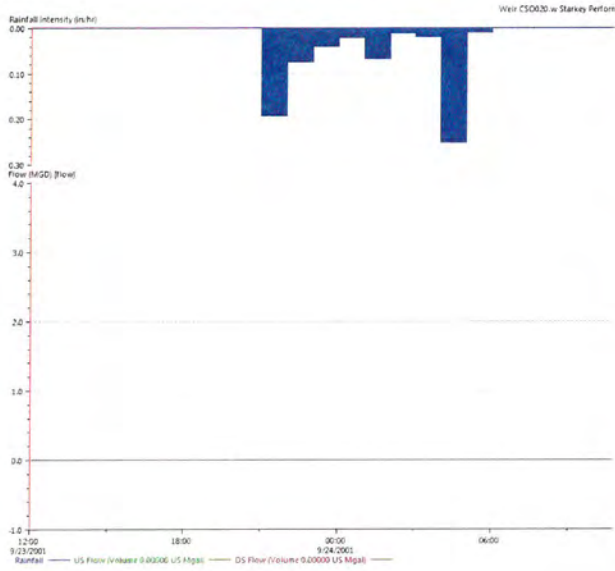
	5	10	15	30	60	120	180	360	720	1440	2880	
Noncompliance	6 per year	0.28	0.37	0.44	0.58	0.74	0.88	0.98	1.17	1.39	1.66	1.98
	4 per year	0.30	0.40	0.47	0.63	0.81	0.97	1.07	1.28	1.53	1.82	2.17
	3 per year	0.33	0.44	0.52	0.69	0.88	1.05	1.16	1.39	1.66	1.98	2.36
	2 per year	0.35	0.47	0.56	0.75	0.96	1.14	1.27	1.51	1.80	2.15	2.56
	1-year	0.43	0.57	0.68	0.90	1.15	1.37	1.52	1.81	2.16	2.58	3.08
	2-year	0.51	0.68	0.81	1.08	1.38	1.65	1.82	2.17	2.59	3.09	3.68
Compliance	5-year	0.58	0.80	0.96	1.31	1.70	2.03	2.25	2.69	3.21	3.84	4.59
	10-year	0.64	0.89	1.08	1.50	1.96	2.34	2.60	3.12	3.73	4.46	5.34
	25-year	0.72	1.01	1.24	1.74	2.30	2.77	3.08	3.71	4.46	5.36	6.45
	50-year	0.76	1.09	1.34	1.93	2.57	3.10	3.47	4.19	5.06	6.11	7.38
	100-year	0.82	1.18	1.46	2.12	2.85	3.46	3.87	4.70	5.70	6.91	8.38
	500-year	0.91	1.36	1.72	2.57	3.53	4.33	4.88	5.99	7.35	9.02	11.07

Essential Building Blocks

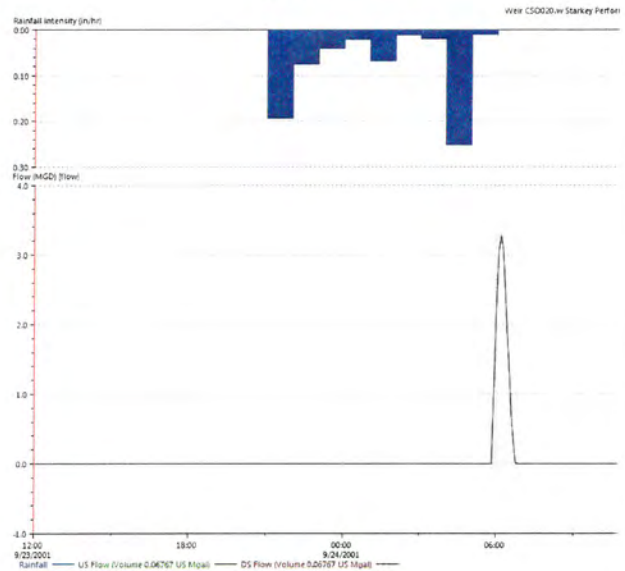


Existing Asset Performance Focus

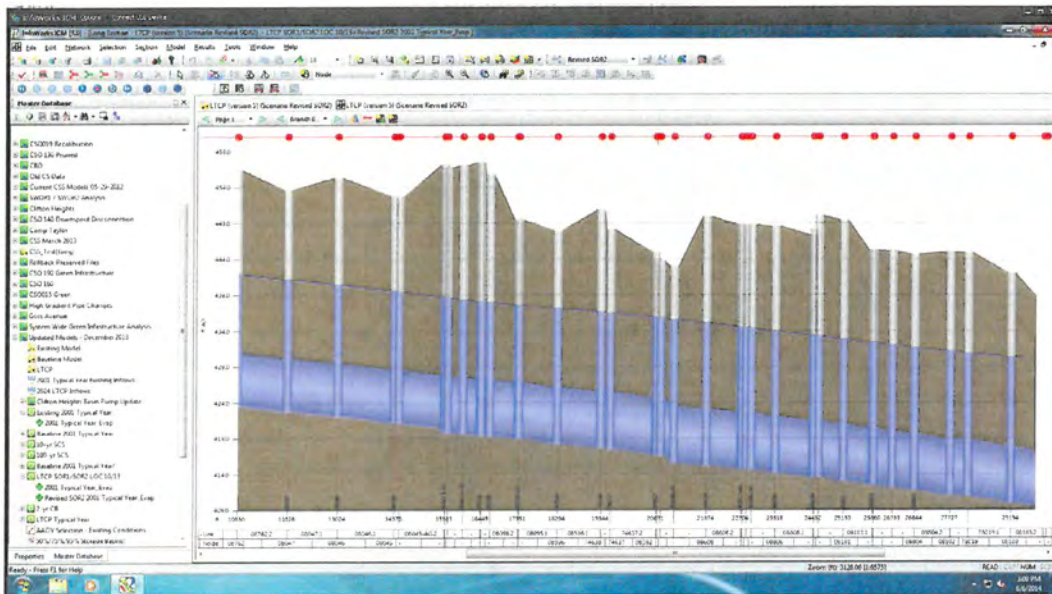
Starkey PS – 108 MGD
CSO020



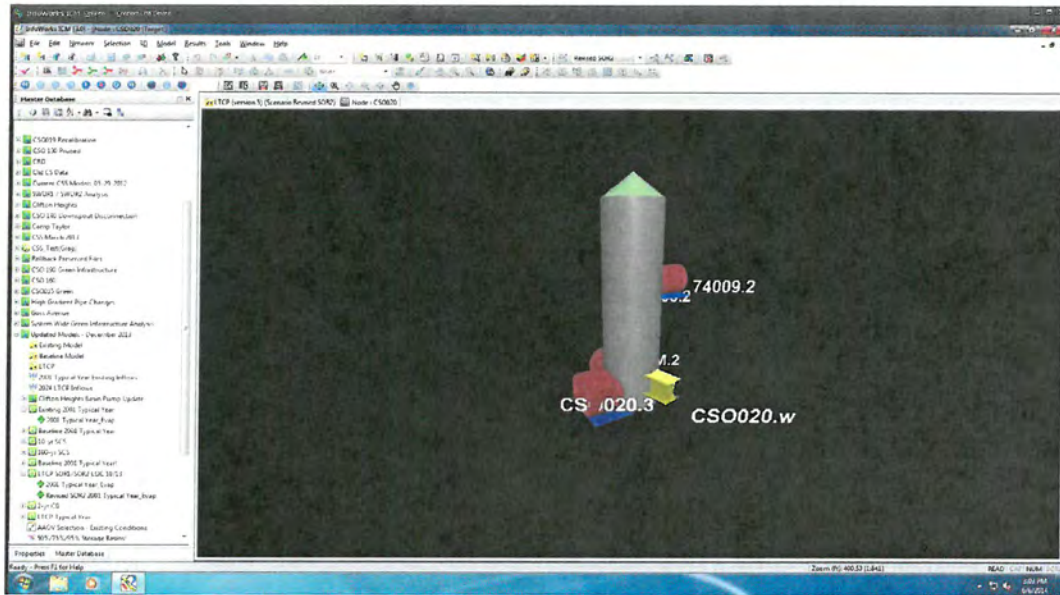
Starkey PS – 95 MGD
CSO020



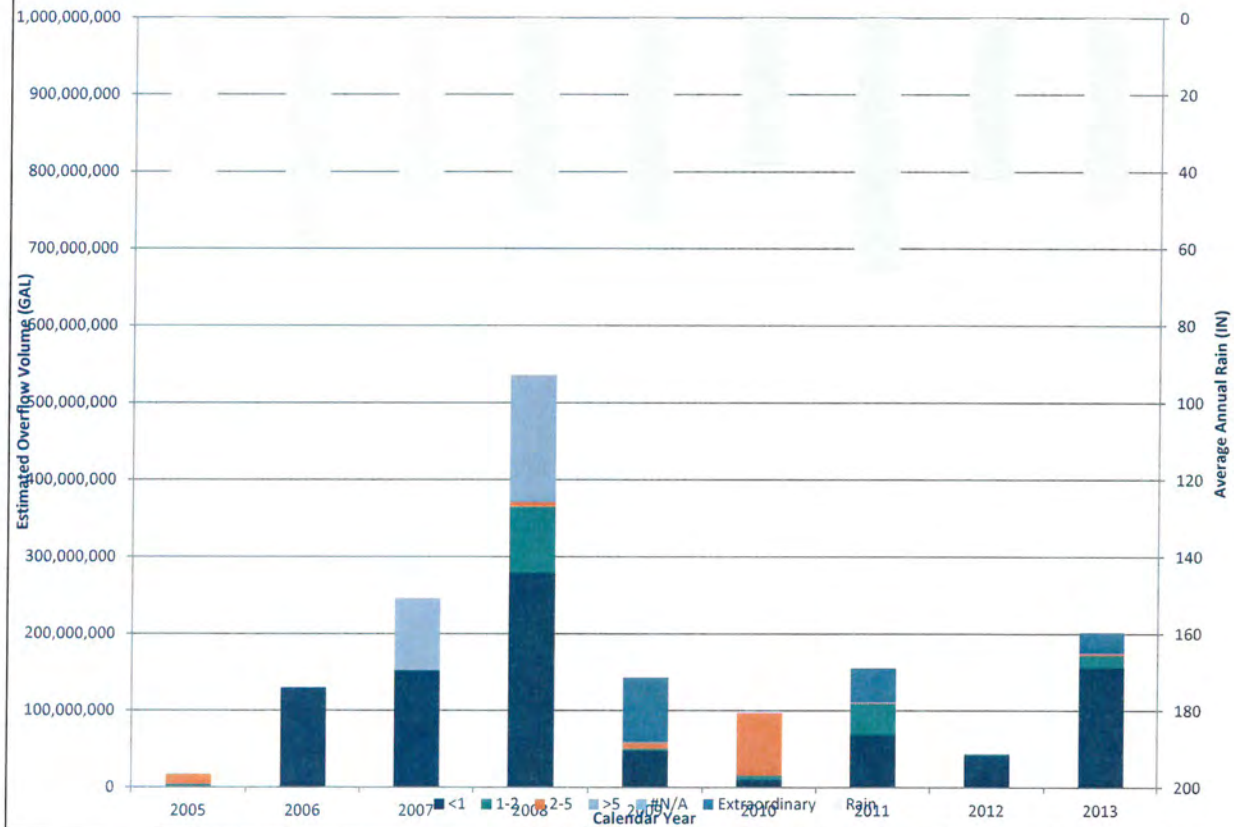
Pre & Post Construction Modeling – Design Level Compliance



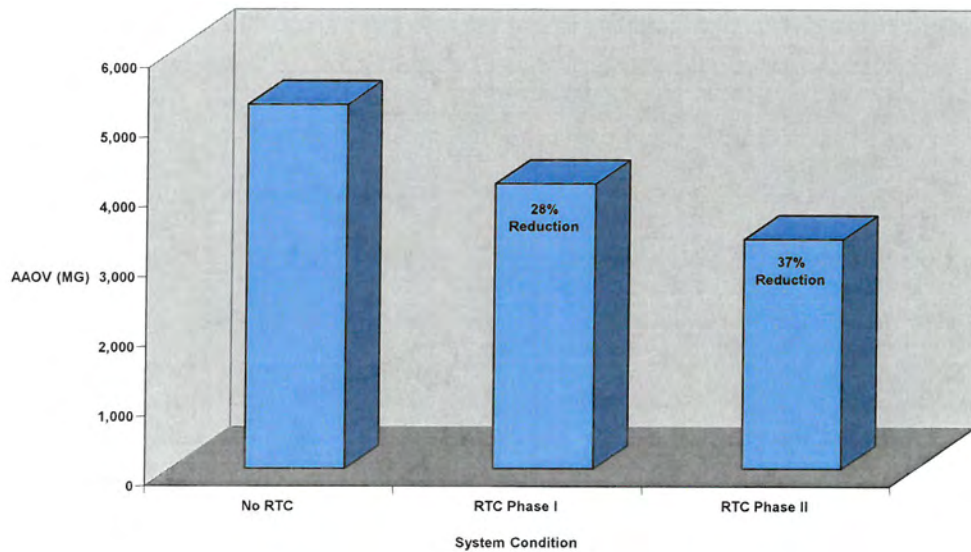
System Modeling Schematics



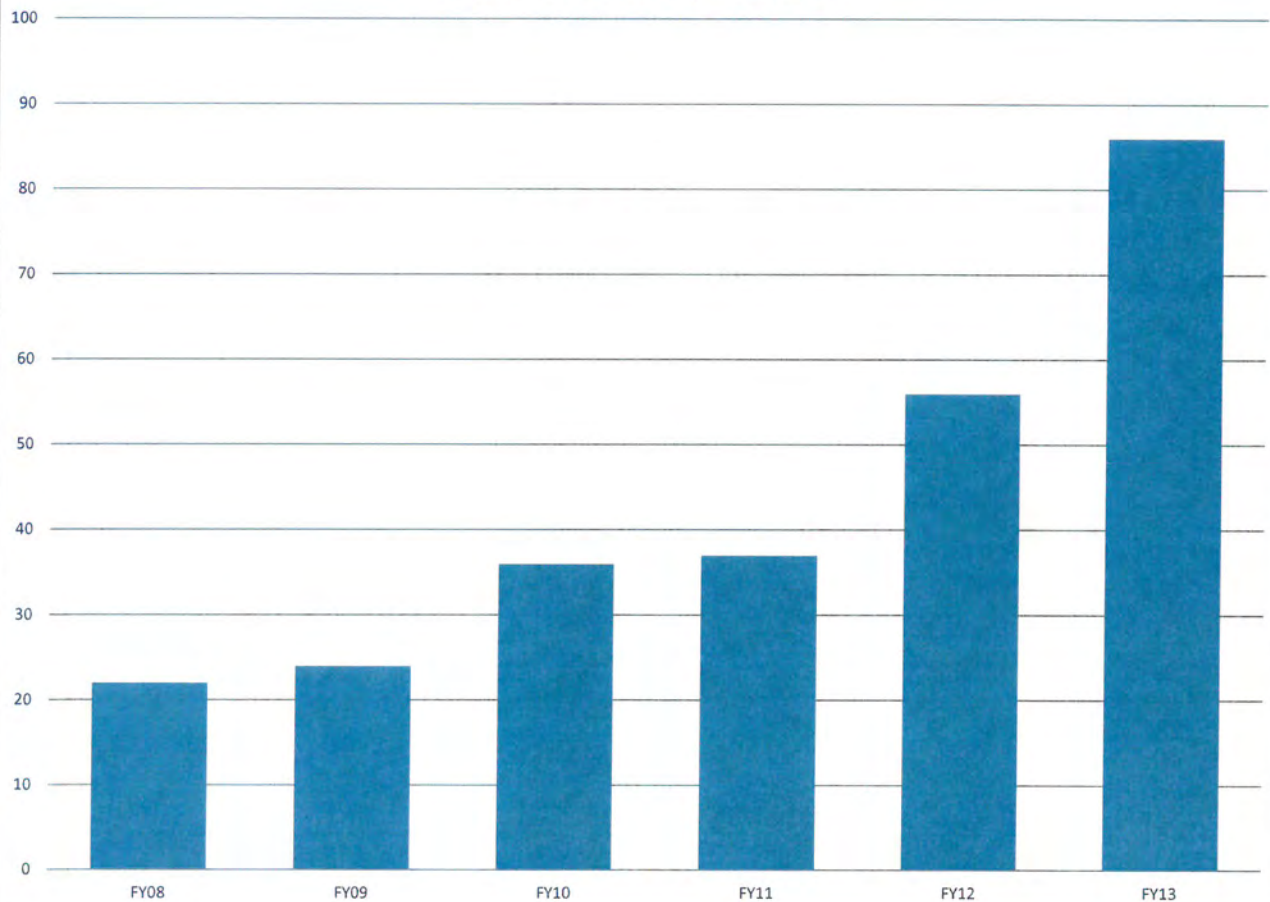
Capacity Related Overflows and Average Annual Rain



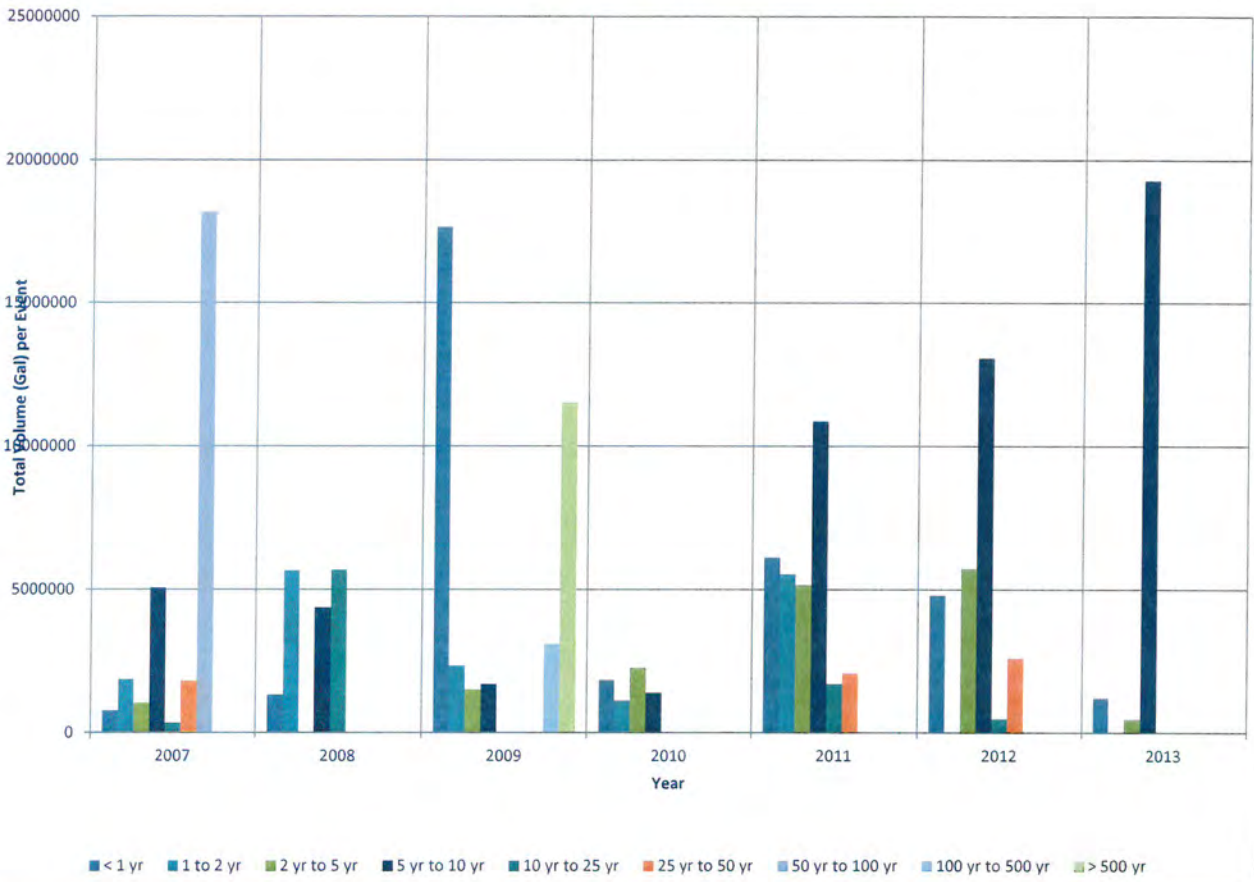
Real Time Control of System Storage &



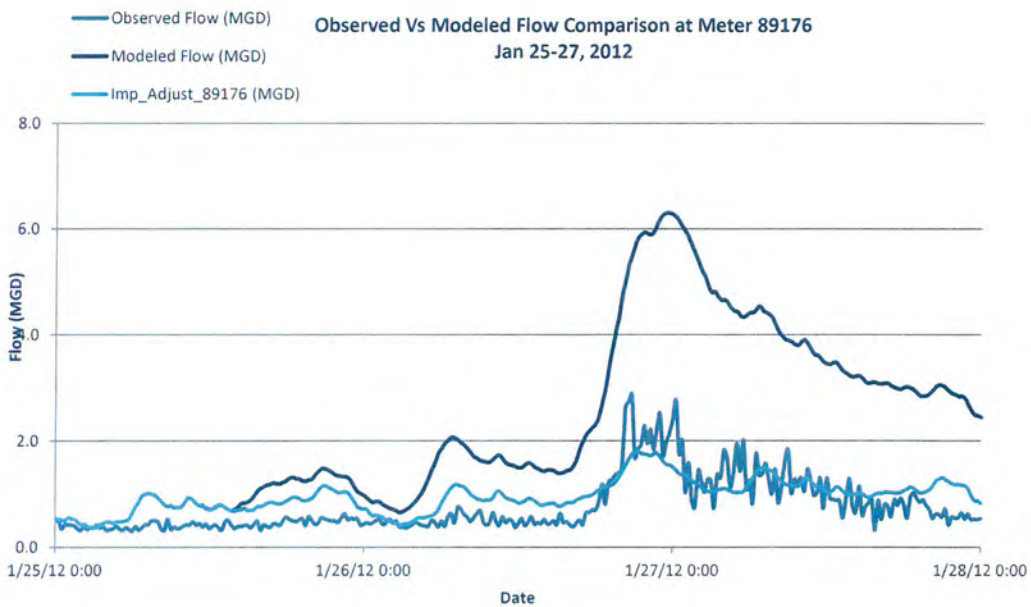
CSOs Monitored by Fiscal Year



Volume Totals by Frequency and Year



Cedar Creek – Rehabilitation



Beechwood Village

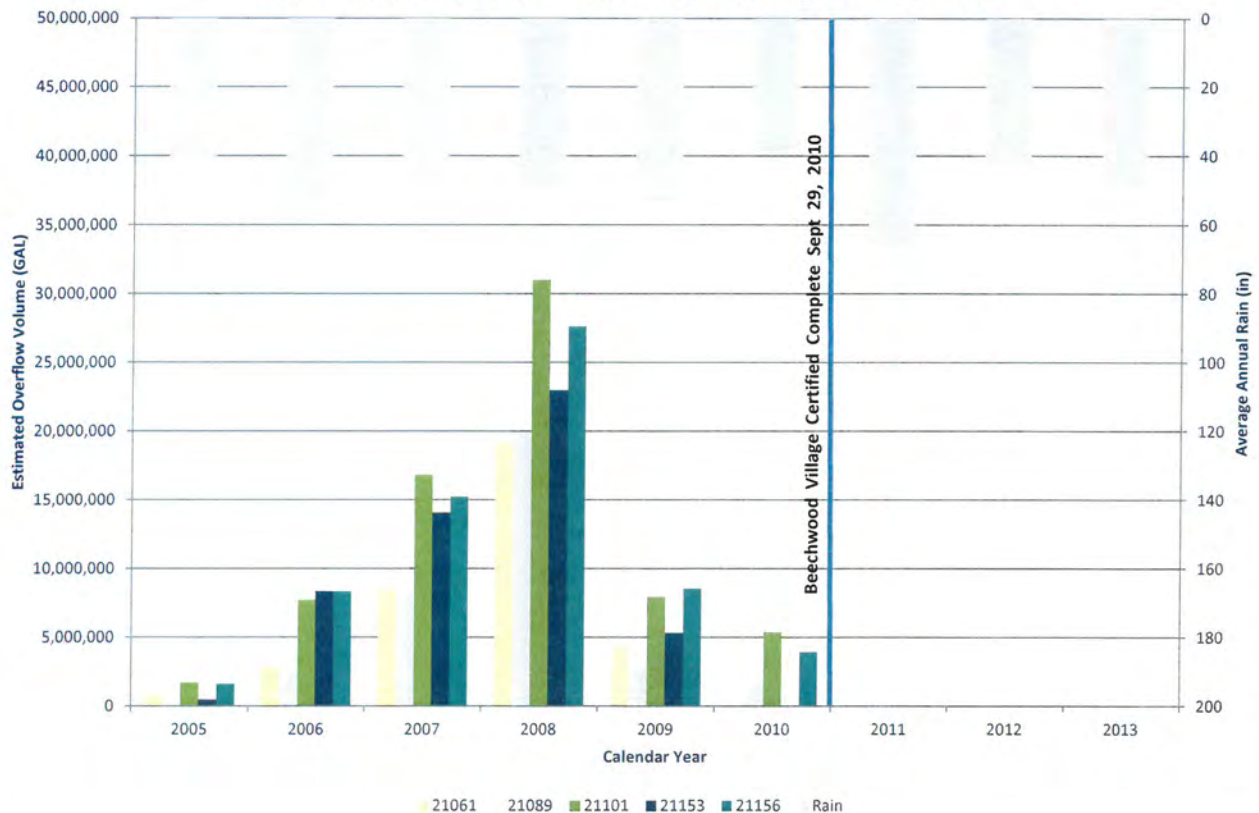


- Overflows previously pumped to creek during wet weather to protect homes
- Average of 43.5 MG pumped five times per year

- Project Description
 - Replace entire local system (23,700 LF)
 - 580 new homeowner service connections
 - Existing system left in place to function as stormwater collection
- Cost = \$11,800,000



Beechwood Village Overflows and Average Annual Rain





CSO 130 Project



Paver Maintenance Research

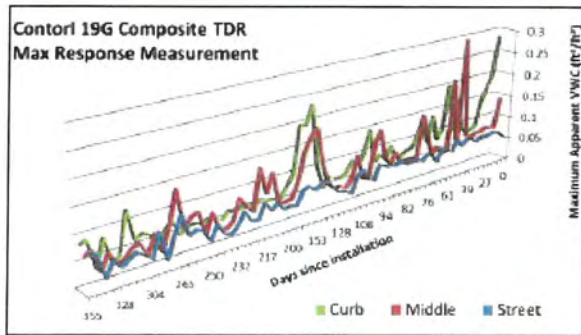


Figure 9: Comparison of TDR max responses by location for 2012.



Figure 7: Attachment Maintenance

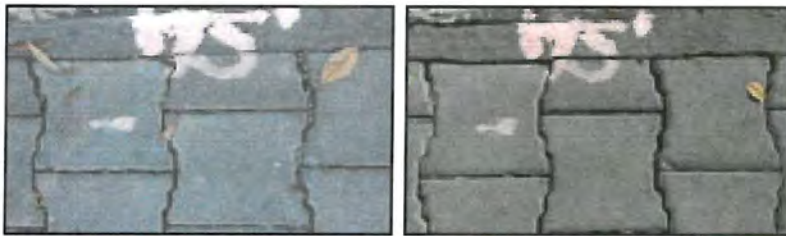


Figure 11: Comparison of air jet maintenance pre (left) and post (right) maintenance, 22.8 meters.

Vine Street Case Study

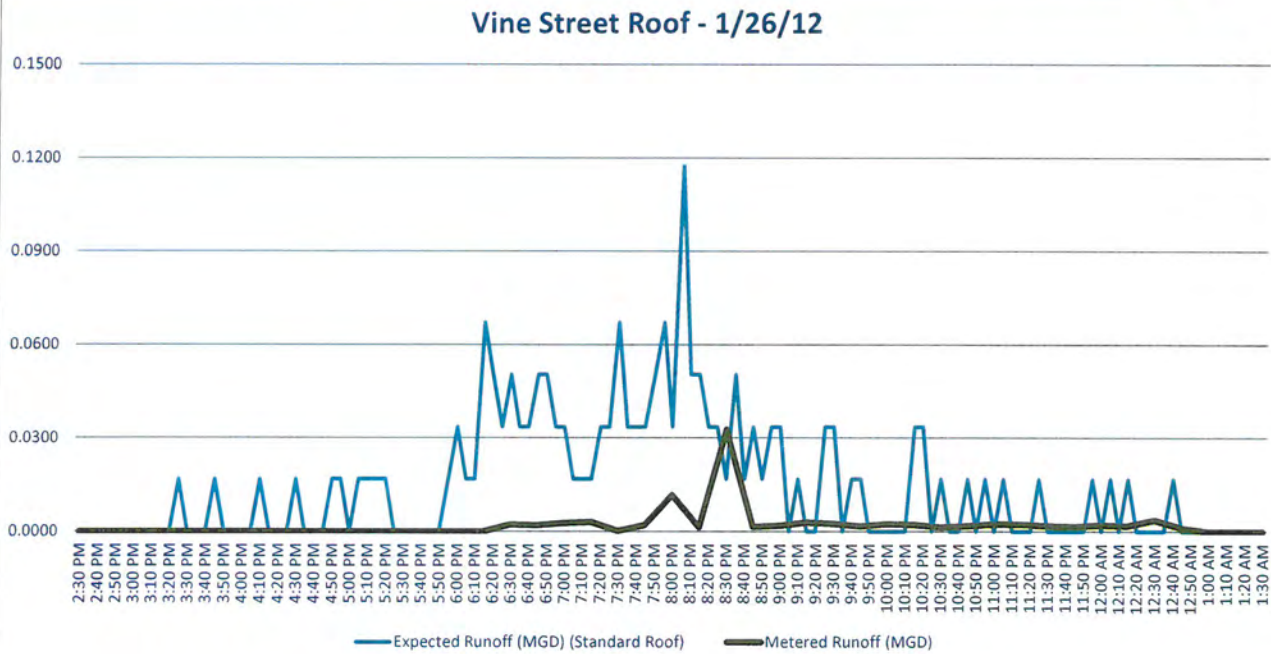


CONCEPT #3
Reduced Accessible Area

JOSEPH
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V&A
VIRAN LAMM & ASSOCIATES, INC.

Vine street green roof project performance



Outreach Strategy, Upcoming Activities and Events

Recent IOAP Outreach Activities

- Outreach public meetings continue
 - Post card invitations improving attendance
 - IOAP overview plus one or two project presentations
 - Taped for replay on Metro TV and MSD web site
- Outreach meeting March 25, 2014 at Lincoln Elementary
 - Clifton Heights Storage Basin discussed
- Olmstead Conservancy Board of Trustees meeting May 29, 2014
 - Southwest Parkway Basin in Shawnee Park
- Outreach meeting June 16, 2014 at Holy Family Church
 - Camp Taylor sewer rehabilitation
 - Nightingale Pump Station Replacement

Customer Survey Completed in December, 2013

- On-line survey by invitation for statistically significant results
- Key insights from survey
 - People care about clean waterways
 - Most people think its someone else's responsibility
 - Education will be an ongoing effort – few understand issues, MSD's role and their role in waterway protection
 - 5 Key messages must be better focused
 - Value of clean waterways and protecting public health well understood
 - Their role not understood and link to controlling rates not convincing
 - Community investment and community partnership messages not effective
 - Current communication channels not reaching broad demographic
- Survey and focus groups show most people have neutral to positive feelings toward MSD – not what who/what we see at public meetings and hearings

Strategic Business Plan Defines MSD “Rebranding” as Number 1 Initiative

- “Metropolitan Sewer District” does not describe all that MSD does for the community
- New brand image will help with internal and external perceptions of MSD – not a new logo but a new promise of performance and customer experience
- Internal listening groups resulted in “brand promise” based on how employees want to be perceived and what they will do to support a new image
- Facilitated focus groups tested brand promise and brand “tag line” with internal and external audiences – significant improvement resulted
- RFP for brand implementation assistance ready to issue in July

MSD has hired Strategic Communications Supervisor to implement outreach education and communications program

- Consistent MSD message and MSD brand presentation
- Multi-media approach to reach broader demographics
 - Social media for more effective notifications
 - Social media to pique interest in what MSD is doing
 - Direct to web site for more substantive content if interested
 - Email and direct mail more effective than bill stuffers or newspaper ads
 - Continue live public meetings for face to face customer interaction
 - Most effective for neighborhood issues like upcoming construction
 - Most who attend general outreach meetings have an issue already
 - Not reaching young adults and parents of young children – can’t attend evening meetings
 - Continue bi-annual surveys to assess progress and continually improve message and delivery

Observer Comments?

Consent Decree Requirement for Stakeholder Representation



Consent Decree Requirement – Issues that Wet Weather Team Must be Able to Address

