



**MSD**

Louisville and Jefferson County  
Metropolitan Sewer District

# Update

News about activities and developments at MSD

**March 28, 2001**

## Horton resigns from board

After more than seven years of Board service, including three years as vice chair, Charles Horton has resigned from the Board. Horton left the Board March 19 to become executive administrator for Louisville's Housing Department.

"We've dealt with some weighty matters and I've learned a great deal," said Horton, who was first appointed to the Board in July 1993 by then-Jefferson County Judge/Executive Dave Armstrong.

*(continued on page 3)*

## Senn's performance rated exceptional

Not many MSD employees achieve an exceptional job performance rating after only a year. But, Laboratory Technician II Jimmy Senn proved to be an exception.

"Through cross-training and embracing our Customer First concept, Jimmy has accomplished feats

*Jimmy has accomplished feats that we were previously unable to achieve.*

in just one year that we were previously unable to achieve," according to Zonetta English, laboratory manager at the Morris Forman Wastewater Treatment Facility lab where Senn works.

*(continued on page 3)*

## Continuous Improvement MSD able to do more with less

*Editor's note: At the March 26 MSD Board meeting, Executive Director Gordon Garner discussed MSD's progress during the past five years and where MSD is headed next. This story includes Garner's review of MSD since December 1996. The April 11 Update will feature Garner's preview of the next five years.*

Faced with the challenges of serving a growing customer base and shoring up an aging infrastructure, MSD began in late 1996 to analyze and improve how it does business.

"The process was deliberate and at times excruciating," according to Executive Director Gordon Garner. But the exercises benchmarked MSD with other wastewater utilities, established internal process improvement teams, and evaluated basic business processes—identifying opportunities to pursue and obstacles to change.

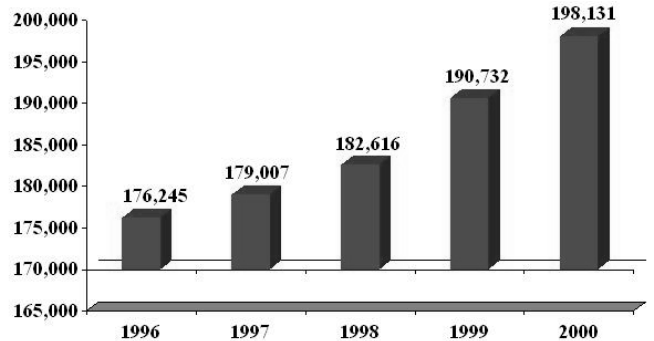
The result is a more efficient MSD with fewer employees providing customer-oriented service to a larger customer base. Garner attributes MSD's ability to do less with more to changing its structure and how it does business.

"MSD has changed as an organization, with 35 cross-functional, outcome-oriented teams working

together every day," Garner said. He noted that one of the first teams formed was a Customer Interaction Team to help MSD achieve its Customer First vision. MSD took the team concept into neighborhoods by reorganizing into watershed area teams to better manage routine maintenance, drainage and capital projects.

From 1996 to 2000, MSD added

**MSD CUSTOMER BASE HAS GROWN**



nearly 22,000 new sewer customers. "That's significant," Garner said. "Very few older cities have this level of growth."

The increase in MSD's customer base has been fueled by extending sewers to neighborhoods within Jefferson County that did not have sewer service.

That expansion, accelerated by MSD's Board, saw increases in MSD's capital projects, from \$46.8 million in fiscal year 1996 to \$150.9 million in fiscal year 2001.

*(continued on page 3)*

## Pond Creek

### Drainage relief planned in Rangeland area

An eroded, inadequate drainage channel behind homes on Ilex Avenue is about to get a makeover.

It will be reshaped and reinforced, and culverts will be replaced to improve its slope. That should be good news to residents on Ilex Avenue and Lagoon Drive, who have complained about yard flooding, standing water and mosquito problems.

The project will cost \$242,398 and should be completed later this year.

## Wet Weather/ Water Quality

### KFEC, MSD agree on stormwater basins

Plans to build two stormwater storage basins at the Kentucky Fair and Exposition Center moved closer to reality as MSD's Board approved an agreement between KFEC and MSD.

The two basins, with a combined capacity of 33 million gallons, will be built on about 10 acres of KFEC property. The existing Brady Lake near Crittenden Drive will be expanded to hold 17 million gallons of stormwater runoff. A new Executive Inn Basin will be built behind the hotel south of Phillips Lane.

Agreement highlights include:

- MSD will build the basins and a 60-inch sewer line from KFEC's proposed South wing expansion to Executive Inn Basin
- KFEC may develop its existing property without additional stormwater mitigation.
- MSD is granted permanent easements for the two basins at no cost

Besides serving as storage for rainwater, the basins are expected to ease combined sewer overflows in the area, according to Angela Akridge of MSD's Wet Weather/Water Quality Team.

Construction is expected to take nearly two years and cost about \$4.1 million.

## Watershed News

### Beargrass Creek

#### City, MSD partner on drainage projects

Three projects in neighborhoods south of Taylorsville Road will see improved drainage, thanks to a partnership between MSD and Second Ward Alderman Barbara Gregg.

The three projects, totaling \$217,575, will relieve standing water and improve roadside drainage along Deible Way, Rosedale Boulevard and along Rosemont and Horton avenues. Alderman Gregg is cost-sharing the projects at 40 percent.

"Currently roadside swales in the area are undefined and silted," according to Beargrass Creek Area Team Leader Loyiso Melisizwe. "There is limited drainage and runoff movement in the area when it rains, so water stands along the road and in yards."

Melisizwe said new roadside drainage swales will be constructed, driveway aprons replaced and catch basins installed.

### Floyds Fork

#### Cedar Creek expansion OK'ed

MSD's Board has awarded a more than \$12 million contract to Judy Construction Company to expand the Cedar Creek Wastewater Treatment Plant.

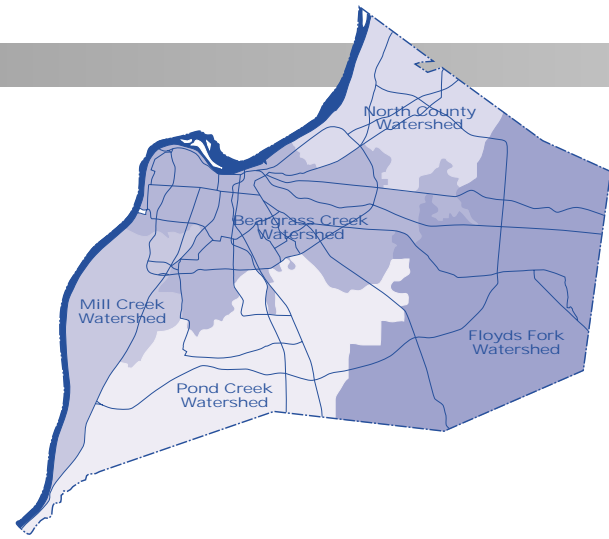
Cynthiana-based Judy Construction was chosen to design and build the expansion in November 2000. Since, the company has worked with MSD staff to finalize construction and design details. According to John Loechle of the Floyds Fork Area Team, improvements to the initial proposal increased construction costs by \$51,636.

Loechle noted that one modification to the original proposal should save MSD about \$68,840 annually in worker time and reduce the amount of solids shipped off-site for handling by about 20 percent.

Judy Construction's Cedar Creek team includes firms owned by minorities and women. Minority-owned firms will perform about 29 percent of the project work while woman-owned companies will perform nearly seven percent. "Judy Construction has brought a diverse team to this project and far exceeds our own goals for minority- and woman-owned business participation," said Executive Director Gordon Garner.

Built in 1995, Cedar Creek Wastewater Treatment Plant is located along Cedar Creek south of the Snyder Freeway near Fern Creek. Now operating near its designed capacity of treating 2.5 million gallons of wastewater per day, the expansion will bring plant capacity to 7.5 million gallons per day.

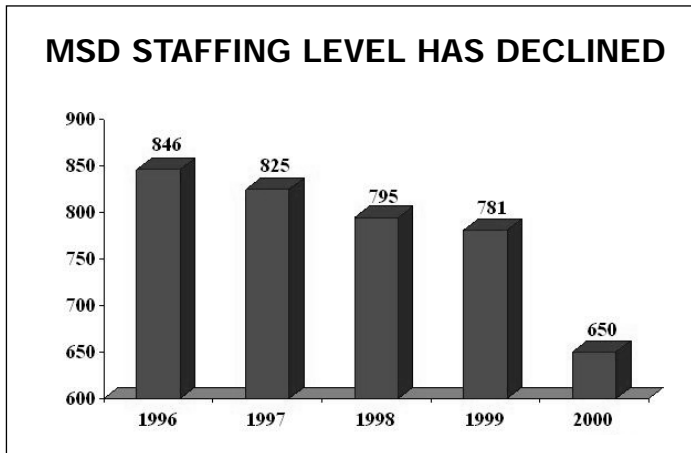
In May 2000 the Cedar Creek plant received a Platinum Award from the Association of Metropolitan Sewerage Agencies, recognizing the plant's five consecutive years of full compliance with its National Pollution Discharge Elimination Permit.



## Continuous improvement

(continued from front)

During the same time, MSD reduced its full-time staff from 846 employees in 1996 to 650 at the end of 2000. "We're providing better service to more customers with fewer staff," Garner said. "By any standard you apply, that's an accomplishment."



Other strategic outcomes over the past five years include:

- Providing Customer First training for all MSD staff
- Streamlining engineering design service methodology
- Creating the Chief Information Officer position

- Revising and streamlining purchasing procedures
- Restructuring wastewater operations and maintenance into regional operations teams, resulting in a 30 percent staff reduction
- Creating a Strategic Business Plan

Garner said that MSD's

Continuous Improvement assessment identified 358 opportunities for improvement. Of that total, 50 percent have achieved improvement and five percent are no longer applicable. "Through an ongoing process of working to improve

our organization and our service, we've been able to do more with less," Garner said.

But only 12 percent are categorized as partially achieved and 33 percent note that opportunities for improvement still exist. As Garner noted, "That will help us map how we approach the next five years."

## Emergency actions help customers

Sometimes sewer problems demand quick action. In those situations, when public health, safety or the environment are at risk, MSD is able to get the work done—rapidly—under an Emergency Contract policy.

In mid-March, the Beargrass Creek Area Team, along with MSD Maintenance staff, worked to correct three emergency situations.

- A degraded manhole serving Swift Foods, one of MSD's large industrial customers, was failing.

If it did, the company would have to temporarily close or discharge about one million gallons of industrial waste a day into Beargrass Creek. MSD installed a new sewer line from the company, some 35 to 40 feet below the surface, to the Beargrass Interceptor just west of the facility. Work was completed within a week.

- A collapsed storm sewer on Springdale Drive off Preston

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## Horton resigns

(continued from front)

"Perhaps the significance of our role as the Board, working on key issues like environmental stewardship and economic development that impact the quality of life in our community, is what I enjoyed most."

Horton also chaired the Board's policy committee and was a member of the budget/audit committee. Fellow Board members first elected Horton as Vice Chair in 1997.

Horton's current three-year term of service on MSD's Board ends July 31, 2001. Of the eight seats on MSD's Board, Horton has filled an at-large position appointed by the Jefferson County Judge/Executive with approval by Jefferson Fiscal Court.

## Senn's job performance

(continued from front)

Shortly after joining the lab staff, Senn quickly helped fill voids created by vacancies and a leave of absence, enabling the lab to continue meeting its customer demands.

Senn developed a raw data tracking system, which is critical to legal evidentiary documentation and special projects. He also stepped up to help the lab provide 24-hour service, becoming one of the on-call experts to relieve the lab's manager and research chemist.

"When I was hired by MSD more than a year ago, I was challenged to think outside of the box," Senn said. "More importantly, I was given the opportunity to do so."



# MSD

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## Inside Update

- Continuous improvement helps MSD do more with less
- Charles Horton resigns from MSD Board
- Cedar Creek plant expansion ready to construct
- Stormwater basins to reduce flooding near Fairgrounds

## Upcoming Events

### April 2

*Public meeting*, West County Phase 2 Inflow & Infiltration Sewer Rehabilitation Project, 11:30 a.m. to 7:30 p.m., Central Government Center, 7201 Outer Loop.

### April 9

*MSD Board meeting*, 10 a.m., 700 W. Liberty, first floor

### April 23

*MSD Board meeting*, 10 a.m., 700 W. Liberty, first floor

### April 26

*Public meeting*, Jeffersontown Phase 2 Inflow & Infiltration Sewer Rehabilitation Project, noon to 7 p.m., Jeffersontown Library, 10635 Watterson Trail

## Emergency actions

*(continued from page 3)*

Highway caused a three-foot cave-in at a residence where small children live. The system was repaired and holes filled in less than a week.

- Reports of basement backups on South Brook Street in Old Louisville led MSD to a collapsed section of sanitary sewer. The sewer was repaired at the failure point within a week, with minimal neighborhood disruption.

Cost of these three emergency contracts totaled \$148,294.87.

## We were wrong

An article in the March 14 *Update* erroneously stated a current project would connect the remaining homes in Indian Hills to sanitary sewers.

According to North County Area Team Leader Vince Bowlin, another project is planned for later this year that will serve about a dozen more homes.

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