

## Focus sharpened on core business

### Restructuring key to efficiently meeting customer needs

MSD is restructuring its organization, honing its focus on providing the services customers expect and the community needs while meeting regulatory requirements.

“Our core businesses include sanitary sewer service, stormwater drainage service and flood protection,” said Executive Director Bud Schardein. “These are the services our customers pay us to provide.”

To develop a restructuring plan, MSD’s management and Board examined how MSD could successfully meet customer service expectations within its budget. Key areas were targeted to lead MSD to higher levels of productivity while maintaining sound financial ratings.

“Our goal is to shift MSD from a capital intensive program to a course that provides a more balanced approach incorporating capital improvements, consistent operations standards, dependable maintenance service and a high level of customer response,” Schardein said.

A logical beginning is **maximizing each employee’s time**. “All of us can find better and more efficient ways to do our jobs,” according to Schardein. “It’s just one way to maximize the investment our customers make in this organization.”

MSD’s continuous improvement is ongoing as employee teams work to **refine core business practices and procedures**. “Employees have different perspectives and roles in various aspects of MSD’s business,” Schardein said. “Already these teams have identified more cost-effective and customer-friendly ways to deliver many of our services. We will continue to use them to examine specific service products.”

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## Employees make the difference

MSD’s success with service provision and its restructuring plan depends on the commitment of its employees. As they do every day in providing sewer, drainage, flood protection and water quality services, MSD’s personnel have demonstrated a commitment to accomplishing the restructuring goals.

All MSD non-unit employees will not receive annual salary increases for at least two years. This action will realize sufficient savings to fund about 20 staff positions that otherwise might have resulted in layoffs, according to Executive Director Bud Schardein.

Also, all vacant positions that were included in the current fiscal year budget have been eliminated, further reducing the overall number of funded staff positions. As employees retire or resign and vacate other jobs, MSD management is reviewing those positions to disperse responsibilities among other staff.

Employees in positions that were eliminated also have opportunities to move into other jobs related to providing core services, according to Schardein. Any employee who is displaced will receive a separation package.

“MSD’s greatest resource is its employees,” Schardein said. “They’ve demonstrated that they’ve got the aptitude and the positive attitude to make this change productive for our organization and our customers.”

*“Service and fiscal responsibility are the primary issues. If we as an organization fail to address them, we will be judged as irresponsible by our customers.”*

### CONNECT WITH MSD

502-540-6000

24/7 Customer Service  
587-0603

[www.msdlouky.org](http://www.msdlouky.org)

TDD/TTY: 540-6233

En español: 540-6423  
(Entre 8 mañana y 5 p.m.  
lunes a viernes)



## Upcoming Events

October 30

**Public meeting, Lynnview/Charlotte Ann Drive Drainage Improvements,**  
7 p.m., Crums Lane Elementary,  
3212 S. Crums Ln.

November 10 and 24

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

## MSD Milestones

Welcome to MSD:  
**Larry Dalton**, LOJIC System  
Support Specialist

We proudly announce:  
Morris Forman Area Team Leader  
**Saeed Assef** was named 2003  
Civil Engineer of the Year in  
Government by the Kentucky  
section, American Society of  
Civil Engineers.

## Certifiable Success

DiverseWorks for this recently  
certified business:

**PRD Tech, Inc. (MBE)**  
Odor, VOC, Pollution Control  
Equipment; Design/Build  
Engineering;  
Environmental/Sanitation  
Consulting and Engineering  
Contact: Ramesh Melarkode,  
859-578-8010

## Area Team Project Roundup

**Beargrass Creek Area:** Some 20 properties in the 2000 block of **Fairland Avenue** will benefit from the Project DRI partnership between Louisville Metro and MSD. The \$81,747 project will reduce standing water in the right of way and resolve several service requests.

In the 4100 and 4200 blocks of **Bubbling Over Drive**, Project DRI will address roadside drainage, benefiting 31 properties at a cost of \$59,540.

Nearly 200 properties along **Lynnview and Charlotte Ann drives** will be impacted by Project DRI. Roadside drainage facilities will be constructed at a cost of \$426,238.

Project DRI will construct \$96,951 in roadside drainage facilities along the 1400 and 1500 blocks of **Homeview Drive**, favorably impacting 57 properties.

Long-standing roadside drainage problems will be addressed with \$57,895 in Project DRI improvements in the 3300 block of **Sunmer Avenue**. More than 20 properties will benefit from the work.

**Floyds Fork and North County Area:** Completion of the 2.3-mile **Long Run Interceptor and Force Main**, and the 5.8 million gallon daily capacity **Long Run Pump Station** this fall has removed the Ashmoor Woods Wastewater Treatment Plant from service.

The plant was taken off line October 23 and wastewater from the properties it served is now conveyed to MSD's Floyds Fork Wastewater Treatment Plant. Salvage operations continue at the Ashmoor Woods site to remove tanks and other useful equipment.

**Mill Creek Area:** Roadside and rear yard drainage improvements will be constructed along **Clarinet Drive**, benefiting more than 40 properties in the neighborhood. The project will cost about \$249,000.

Reinforcing the **Drive In Branch** stream will help prevent further erosion and return the channel to a more natural appearance. Built in the 1940s, the channel has become eroded, threatening nearby properties with potential slides. The project will cost \$836,614 to complete.

**Pond Creek Area:** More than \$70,000 in roadside drainage facilities along the 5300 block of **Adkins Road** and 8600 block of **Denise Drive** will affect 18 properties. It's part of Project DRI, the partnership between Louisville Metro and MSD.

Sewer service will be extended to 43 properties as part of the **Chapel Hill Collector Project**. A high priority for the Metro Health Department, the \$811,989 project will construct nearly a mile of sewer and eliminate use of on-site septic systems now serving the neighborhood.

Project DRI will construct drainage improvements between 1202 and 1246 **Lipps Lane**, resolving standing water issues. The \$73,775 project will address six customer requests and affect 35 properties.



Neighborhoods like the Lynnview/Charlotte Ann area south of Crums Lane are among the targets of Project DRI.

## Focus ... continued from page 1

With sanitary sewers extended throughout most of Louisville Metro, stormwater and flood protection facilities in service and in development, and sewer overflow abatement initiatives underway to improve water quality, MSD has already reached its peak in capital construction spending. After spending more than \$100 million on capital projects during each of the past three fiscal years, Schardein estimates MSD's capital budget will decline to about \$50 million by 2005. "The need for *outside consulting in all disciplines should drop proportionately,*



and our employees will provide more direct management and project support," he said.

Efforts to *reduce transaction and miscellaneous costs* are being stepped up. "A certain amount of these costs are necessary to support our core services," Schardein said. "The key is finding the right amount." Transaction costs should relate to providing the services customers expect, and

those not supporting core services should be eliminated. Schardein noted that miscellaneous costs, including travel expenses, have already been slashed by \$500,000 in the current budget. "That amount can be redirected to fund drainage or other projects."

To help meet budget requirements, MSD has *reduced its number of full-time employees.* Schardein said most reductions were achieved by eliminating positions not related to providing core services. Key responsibilities are being dispersed among other staff.

Also, at Schardein's direction, MSD divisions have *reduced temporary and contract personnel.* These personnel have performed seasonal work and special projects, and filled full-time positions when MSD employees are off due to illness or other leave. "We must take a closer look at how and when we compensate with part-time and temporary employment," he said.

Although restructuring is critical to MSD's long-term improvement, Schardein said any plan that involves staff reductions is difficult. "This affects every one at MSD and his or her family, and I take that very seriously," he said. "But I also take MSD's responsibilities to our customers and our community just as seriously."

Restructuring will ensure that MSD continues performing at high levels of productivity while maintaining MSD's sound financial ratings. "Service and fiscal responsibility are the primary issues," Schardein said. "If we as an organization fail to address them, we will be judged as irresponsible by our customers. It is necessary that MSD remain financially sound so that we may continue to provide the highest level of service to our customers."

## Customer First at Work

"Thanks to **Leila Cunningham, Tammy Moore and Rickie Stout** for their kindness and hard work."

--Debbie Cunningham, McNeely Lake, 40229

"My compliments to **Tony Morrison and crew** for their hard work and professionalism while resolving the sewer matter on my property."

--Eugene Duba, Beechmont, 40214

"I want MSD to know how happy I was with the services I received. My experiences in the past were not as nice, but your helpfulness was outstanding."

--Molly Hagman, McNeely Lake, 40229

"Thanks to **Kathy Myers and Ezell Smith** for their fast and courteous service. Both were so nice and helpful that I'd just like to thank both of them."

--Ms. Stansbury, Shively, 40216

"Both **the inspector** who came to my property today and **Denise Burrell** in customer service were helpful, kind and great to work with."

--Norma Baxter, Beechmont, 40214





# MSD

Louisville and Jefferson County  
Metropolitan Sewer District

700 West Liberty Street  
Louisville, KY 40203-1911



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## Assessment billings to change

New sewer customers will soon get more detail about their assessment accounts on monthly invoices.

By November 30, the transition from using coupon payment booklets to the new invoicing system should be complete. The monthly invoices will include balance information along with the current amount to be paid and due date.

According to Finance Director Marion Gee, the switch should eliminate customer confusion about payments and their accounts. “The monthly invoice will provide information to customers regarding their balances and will reduce confusion about when the assessment payments are due,” Gee said.

When sanitary sewer service is extended to new customers, MSD’s Board sets guaranteed maximum assessments, which are each property owner’s share of the sewer construction costs. Before new sewer construction begins, property owners are notified of the assessment cost. Even if construction costs escalate, property owners’ guaranteed maximum assessment charges remain at the level established by MSD’s Board.

Previously property owners who financed assessments through MSD have been given coupon booklets to make monthly payments. Gee said letters will be sent to customers impacted by the switch from coupons to the monthly invoices.

