

Engaging the Community in Conversation Regarding Critical Infrastructure Risks

5 Cities Plus 2017

August 2017



Discussion Topics

- Need for Community Conversation regarding Critical Infrastructure Risks to Public Health and Safety
- Strategy for Public Engagement Initiative Development
- Overview of the Public Engagement
- Lessons Learned



Need for Community Conversation on Critical Infrastructure Risks to Public Health and Safety

- Entered into federal consent decree to abate CSOs and eliminate SSOs in August 2005
- Initiated condition assessment of all wastewater, drainage and flood protection assets after a decade of deferred maintenance in fall of 2014
- Experienced public outcry for flood mitigation after significant countywide floods during 2015

Need for Community Conversation regarding Critical Infrastructure Risks to Public Health and Safety



Wastewater collection and treatment

\$4.3 Billion
over 20 years

Reliable flood protection



Stormwater and drainage management

Projects focused on public and employee *health and safety*, regulatory compliance, environmental protection, property protection, sustainability and economic development

Consent Decree Obligations Through 2024



More than \$400 million invested over the past decade



Typical CSOs along Beargrass Creek

Logan St Basin Construction



~\$500 million more necessary to reach completion by 2024

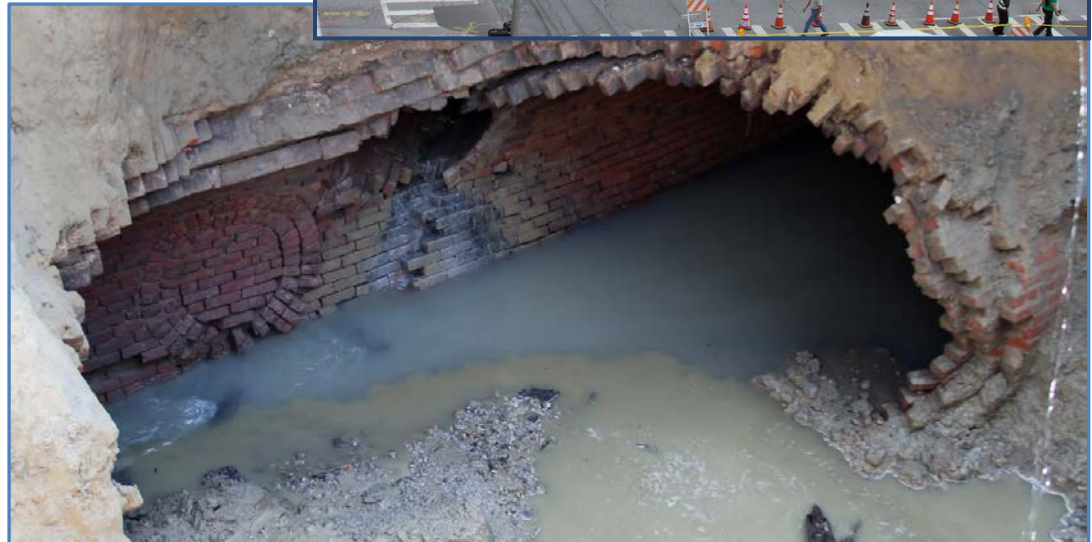
Need for Community Conversation on Critical Infrastructure Risks to Public Health and Safety

- Acrued \$2B debt
- Diminishing bonding capacity
- Limited authority to raise rates
 - MSD Board can raise rates 7%
 - Revenue increase only addresses continued Consent Decree compliance projects, basic operations and debt service
 - Metro Council approval of higher rate increase required



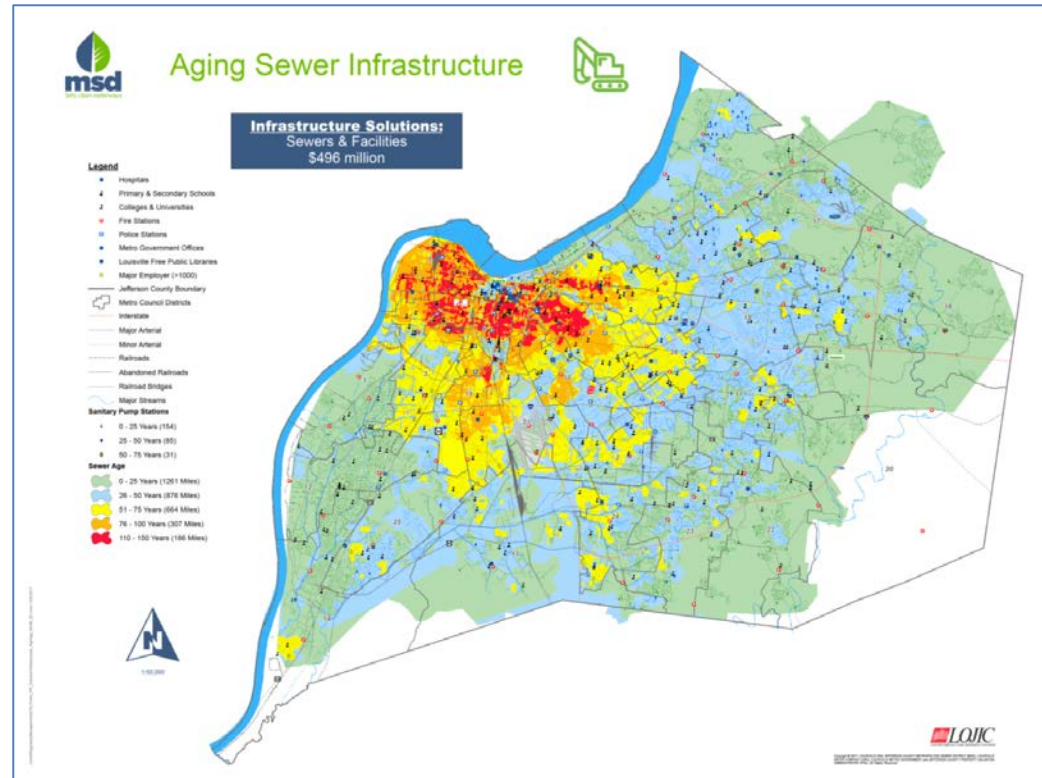
Louisville's Reality

- Operations: bandaid approach not sustainable
- Finances: cannot initiate non-Consent Decree compliance initiatives
- Risk: catastrophic system failure becoming more likely



Need for Community Conversation on Critical Infrastructure Risks to Public Health and Safety

- MSD's outreach in 2016 did not reach broad audience
- Council members understood issues, but reported constituent concerns
- Mayor and Metro Council said "Tell the story" then try again



Outreach Program Framework

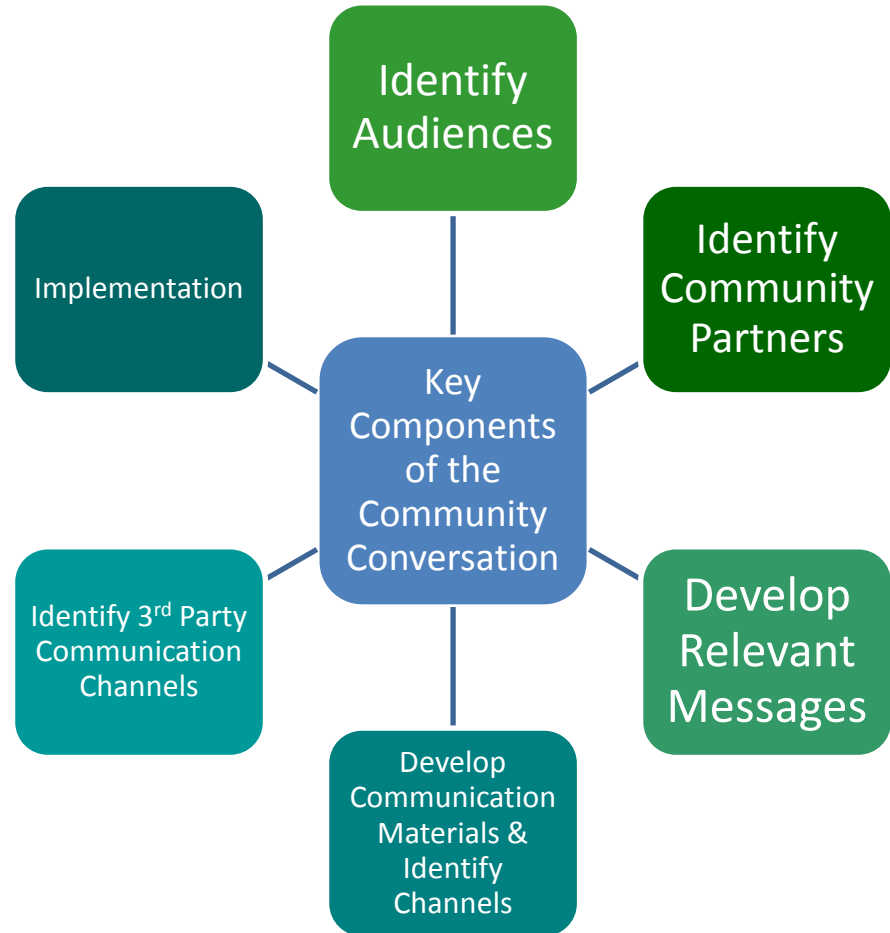


A strategic outreach approach of:

- Messaging
- Direct Engagement and Input
- Communication Tools

Outreach Program Framework

- Relatable message
- Broad community audience
- Two-way conversation/dialog
- Well documented results
- Mostly staff effort



MSD's Critical Repair & Reinvestment Plan

Addresses Public Health and Safety Risks



Upgrade Ohio River Flood Protection



Reduce Neighborhood Flooding



Minimize Viaduct Flooding



Upgrade Wastewater Treatment Facilities



Prevent Collapsing Sewers



Comply with Consent Decree

Meeting Strategy

- **Wet Weather Team Stakeholders**
- **MSD staff**
 - Reaction to message
 - Service improvements
- **MSD public meetings**
 - Project
 - Special events
- **Metro Council district meetings**
- **Community Organization meetings**
 - Professional organizations
 - Advocacy groups
 - Neighborhood groups
 - Faith-based leaders

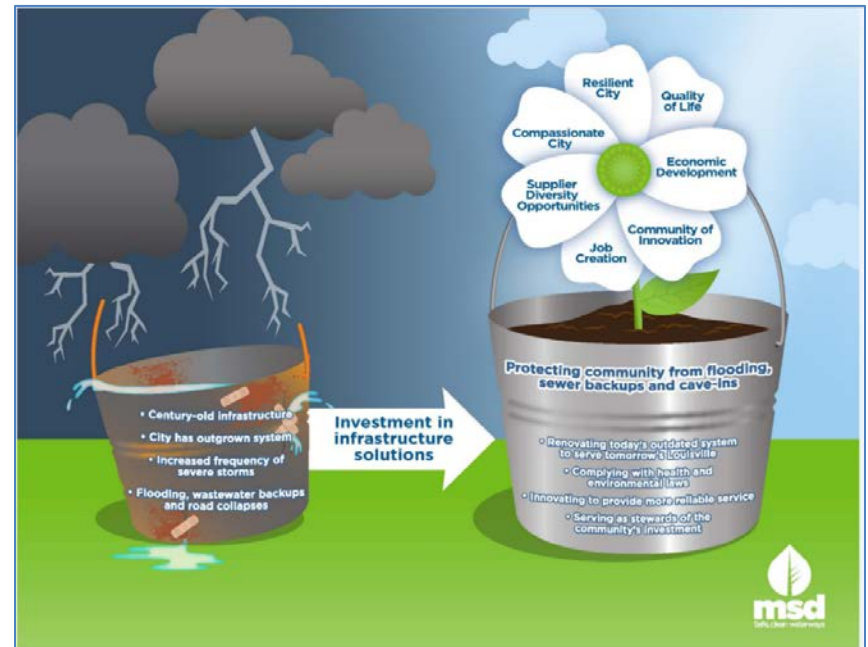


**Meet People Where
They Already Are**

Communication Pathways

Print and Electronic Media

- Libraries
- Newsletters
 - MSD Streamline
 - Metro Council members
 - Other
- Metro TV
 - Tony Parrott video
 - Metro Council Intergovernmental Affairs Committee meeting
 - “Rusty Bucket” spots
- Bill Insert
- Newspaper Articles
- Radio and TV news stories
- Pop-Up Banners and Handouts



Communication Pathways

Internet and Social Media

- MSD web page
 - Six risk areas
 - Story map
 - Video links
- Email blasts
- Twitter
- Facebook
- Social media analytics

[Flood Protection Video Link](#)



PUBLIC HEALTH & SAFETY RISK:

Collapsing Sewer Infrastructure



As Louisville's sewer system continues to age, the likelihood of failure increases. The oldest sections of the system that collect wastewater from homes and businesses are located in the most densely populated and critical economic sectors of Louisville, while 75-year-old sections are located across the entire community. These systems were designed and built when Louisville was a much smaller community and are not equipped to handle today's population or support future growth.

It is not simply the century-old structures that are at risk. The massive gates in the Southwestern Sluice Gate Structure, originally installed in 1975, are the last line of defense from the Ohio River for much of west and southwestern Jefferson County. In 1983 these gates failed during an intense rain event, flooding 2,000 homes and businesses. First responders struggled to gain access to evacuate victims because streets were under several feet of water and sewage. One of these same sluice gates failed again in 2015 during routine operations. MSD crews worked around the clock to secure the gate so public safety would not be compromised if a flood event occurred. As a result, MSD is proceeding with replacement of all three gates using emergency funds.

Did you know?

A large portion of the sewer under Broadway in the heart of downtown Louisville is made of brick—not steel or concrete—and was built in 1867, shortly after the Civil War ended. Because it is made of bricks, the structure literally begins to “unravel” when just one or two bricks start to fall.

What is needed?

MSD estimates that \$495 million is required to upgrade existing sewers and facilities to continue to convey sewage away from homes and businesses and keep the community safe from falling roadways and structures.

For more information, visit LouisvilleMSD.org/CriticalRepairPlan
502.587.0603
CustomerRelations@LouisvilleMSD.org
f t LouisvilleMSD




Real-World Consequences

In 2015, the old Civil War-era sewer under Broadway and Floyd Streets collapsed. As the bricks unraveled, businesses and commuters in Louisville's main business and hospital district had to maneuver around the large gaping hole in this busy roadway. Thankfully, there was not a vehicle, such as a school bus, on top when the roadway opened up. The sewer system in that area has experienced four major collapses since 2012.

0800 6VH7

Community Input Documentation

- Community Input Form analytics
- Documented questions and concerns from the public
 - Email
 - Letters
 - Live meeting discussion



CRITICAL REPAIR & REINVESTMENT PLAN
Voice your opinion

Name: _____

Address: _____

City: _____ Zip: _____

Email: _____

Would you like to receive our newsletter? No Yes, postal mail Yes, email

1. I understand and agree with the need for investing in the community's wastewater, stormwater and flood protection systems in order to reduce risks to public health and safety rather than continuing to defer critical repairs and reinvestment.

I do not agree that the risks to public health and safety are as great as presented.

I don't yet have an opinion on this.

2. I believe it is important to begin addressing the public health and safety risks as quickly as possible.

I believe that MSD should defer addressing these public health and safety risks until after 2024 when the required federal Consent Decree work is complete.

3. I support an increase in residential rates of up to \$10 per month (with a proportional increase in industrial/commercial rates) to immediately begin to fund critical wastewater, stormwater, and flood protection needs to address public health and safety risks.



I prefer an increase in residential rates of not more than \$4 per month (with a proportional increase in industrial/commercial rates) with the understanding that this continues to defer critical repairs and reinvestment in wastewater, stormwater, and flood protection needs.

4. I support the expansion of MSD's Rate Relief Program to assist customers who meet federal criteria established for other utility rate assistance programs.

I do not support the expansion of MSD's Rate Relief Program to assist customers who meet federal criteria for other utility rate assistance programs.

Comments: _____

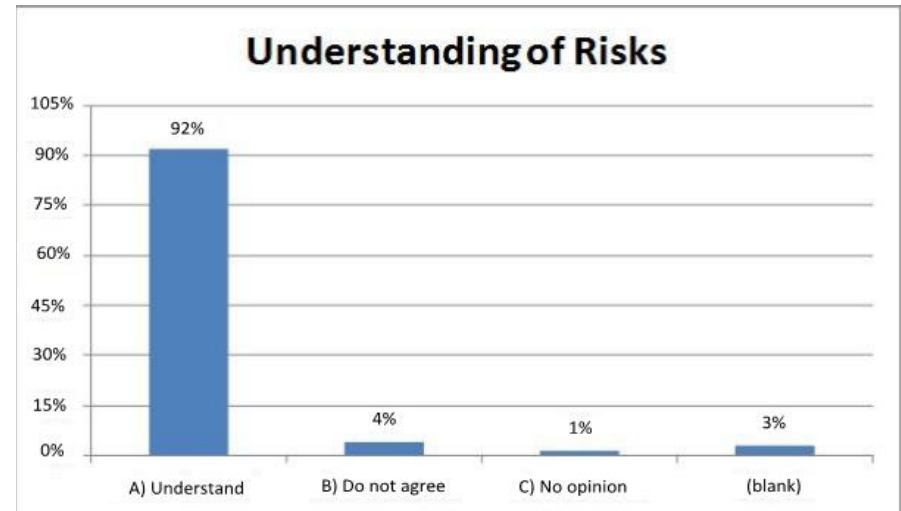
For more information visit LouisvilleMSD.org/CriticalRepairPlan

  LouisvilleMSD

Community Input Form Results

Question 1 – Understanding of Risks

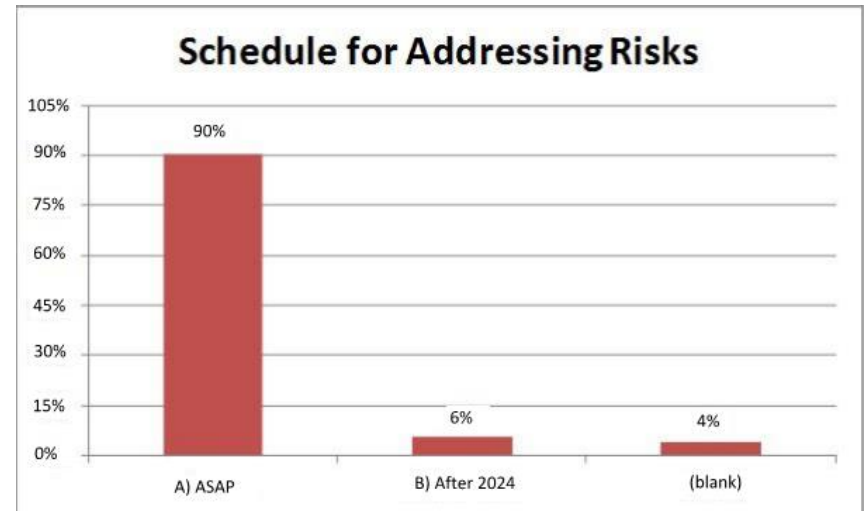
- Representative Comments
 - We can't continue to defer on repair and replacement to critical infrastructure...that's what got us to this point in the first place.
 - This investment is critical for a greatly under priced resource largely taken for granted. In a world where we pay 2 dollars for 12 ounces of bottled water and 5 dollars for warm milk from a coffee shop, 30 cents a day is not too much to ask for the children and for our future.
 - There are no market forces that act to keep you in check or to force you to be more efficient. You tell a good story here- but is this the full story? or in 5 years will you be back for yet more money?... Not buying it.



Community Input Form Results

Question 2 – Urgency of Need

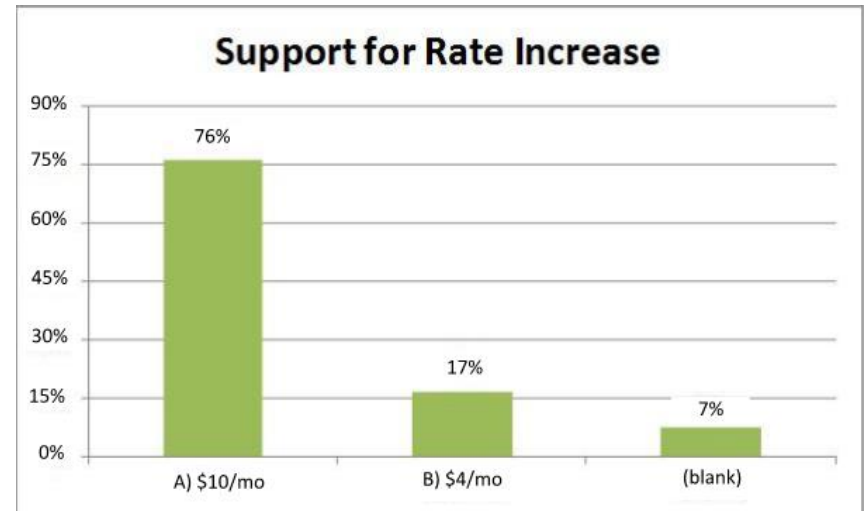
- Representative Comments
 - Catastrophic failures are already occurring, and they will continue at a higher frequency if MSD is not provided the adequate funds to address these public health and safety issues.
 - Putting off our required investments only kicks the can of obligations and needs and increases the costs to taxpayers.
 - We do not need any additional charges at this time. One project at a time should be sufficient.
 - We have spent phenomenal amounts of money because of the decree. Let's take a break, and reevaluate after this massive spending is complete.



Community Input Form Results

Question 3 – Support for Additional Funding

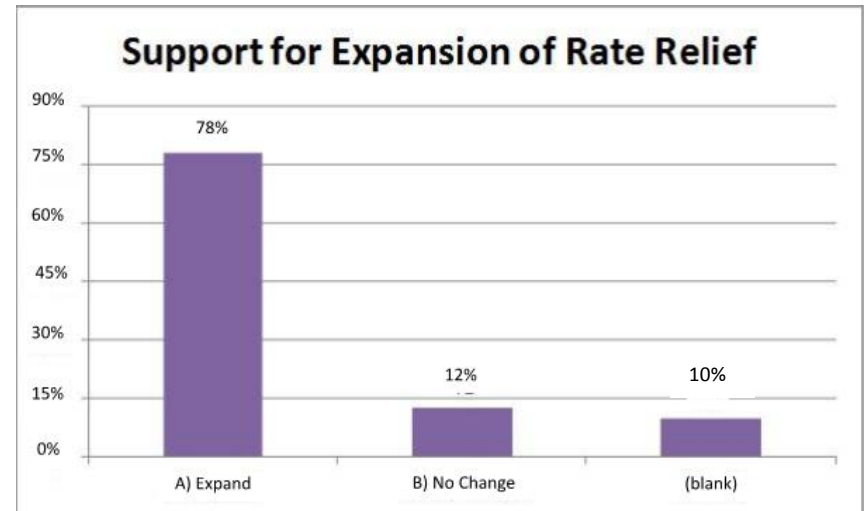
- Representative Comments
 - \$10/month is a small price to pay compared to the public health and safety risks. I fully support the higher rate.
 - \$10/month extra is a minimal investment when you look at it in regards to how much people spend on cellular and television services, two items that aren't critical for sustaining life like clean water is.
 - I only had 2 choices so I had to pick 1, but I need more information.
 - We can take our chances. Scare tactics don't work for most people.
 - I do not support an increase in residential rates at all. I believe that we are often overcharged as it is... I'm sure there are plenty of profits that are made every single time a resident pays a bill;



Community Input Form Results

Question 4 – Low-Income Rate Relief Support

- Representative Comments
 - It is necessary to ensure the impact of necessary increases are muted for those already feeling the sting of other utility increases, and associated burdens. Criteria beyond the federal standards should be examined to offer further support to citizens
 - Rate assistance programs have laudable goals and good intentions, but are misguided. The utility bill is a bill that should be paid first. People who need assistance should get it through other government hand out programs
 - How can you justify raising the rates of others to pay BILLIONS of dollars for improvements, and how do you figure you can give relief to others?



Examples of Comments from the Community

- We *can't continue to defer on repair* and replacement to critical infrastructure... that's what got us to this point in the first place.
- This *investment is critical for a greatly under priced resource* largely taken for granted. In a world where we pay 2 dollars for 12 ounces of bottled water and 5 dollars for warm milk from a coffee shop, 30 cents a day is not too much to ask for the children and for our future.
- There are no market forces that act to keep you in check or to force you to be more efficient. You tell a good story here- but *is this the full story?* or in 5 years will you be back for yet more money?... Not buying it.
- *Catastrophic failures are already occurring, and they will continue at a higher frequency* if MSD is not provided the adequate funds to address these public health and safety issues.
- Putting off our required investments only *kicks the can* of obligations and needs and increases the costs to taxpayers.
- We do not need any additional charges at this time. *One project at a time* should be sufficient.
- We can *take our chances*. *Scare tactics don't work* for most people
- It is necessary to *ensure the impact of necessary increases are muted* for those already feeling the sting of other utility increases, and associated burdens. Criteria beyond the federal standards should be examined to offer further support to citizens
- How can you justify raising the rates of others to pay BILLIONS of dollars for improvements, and *how do you figure you can give relief to others?*

MSD's Message Reached a Broad Audience

November 2016 through May 2017

- 413,000 + social media impressions
- 9,165 web page views

**FEBRUARY 2017
CRITICAL REPAIR & REINVESTMENT PLAN
SOCIAL MEDIA ANALYTICS**

	IMPRESSIONS (number of times post is displayed)	WEB VISITS FROM SOCIAL MEDIA POSTS	TOTAL POSTS/ TWEETS
FACEBOOK 	41,688	657	17
TWITTER 	56,120	869	41
TOTAL	97,808	1,526	58

**MARCH 2017
CRITICAL REPAIR & REINVESTMENT PLAN
SOCIAL MEDIA ANALYTICS**

	IMPRESSIONS (number of times post is displayed)	WEB VISITS FROM SOCIAL MEDIA POSTS	TOTAL POSTS/ TWEETS
FACEBOOK 	46,217	1,365	24
TWITTER 	37,398	488	22
TOTAL	83,615	1,853	46

**FEBRUARY 2017
CRITICAL REPAIR & REINVESTMENT PLAN
WEBSITE ANALYTICS**

PAGE VIEWS (each time a visitor views a page)	AVERAGE TIME ON PAGE	PAGE RANK ON MSD WEBSITE OF ALL MSD WEB PAGES
		
2,666	1:27	2

**MARCH 2017
CRITICAL REPAIR & REINVESTMENT PLAN
WEBSITE ANALYTICS**

PAGE VIEWS (each time a visitor views a page)	AVERAGE TIME ON PAGE	PAGE RANK ON MSD WEBSITE OF ALL MSD WEB PAGES
		
2,927	1:17	2

MSD's Message Reached a Broad Audience

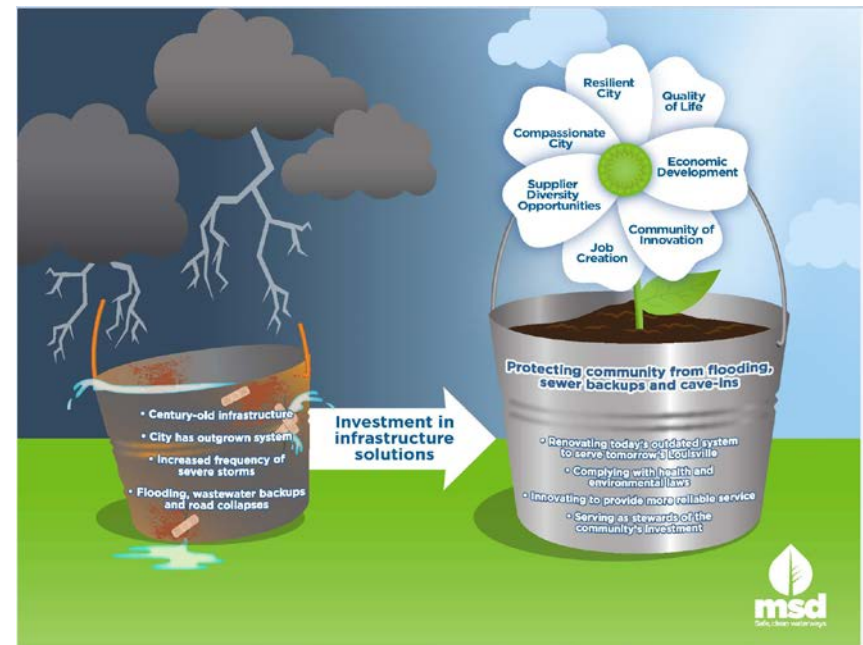
November 2016 through May 2017

- 593 MSD employees
 - 151 LIUNA
 - 128 NAGE
- 1,500 meeting attendance
 - 35 meetings
 - 60 groups



Overall Conclusions

- MSD's Community Conversation initiative touched a large number of our customers through a diverse outreach strategy
- People who took time to learn about the Critical Repair Plan
 - Understood the critical infrastructure investment needs
 - Supported starting work immediately to address needs
 - Indicated support for additional funding up to \$10/mo
 - Supported expansion of low-income rate relief program
- ***The Community Conversation must continue to build trust and demonstrate progress***



<http://louisvillemsd.org/CriticalRepairPlan>

Draft for Public Review - 20-Year Comprehensive Facility Plan MSD's Critical Repair and Reinvestment Initiative Volume 1 - Programmatic and Integrating Information



ch2m:

HDR



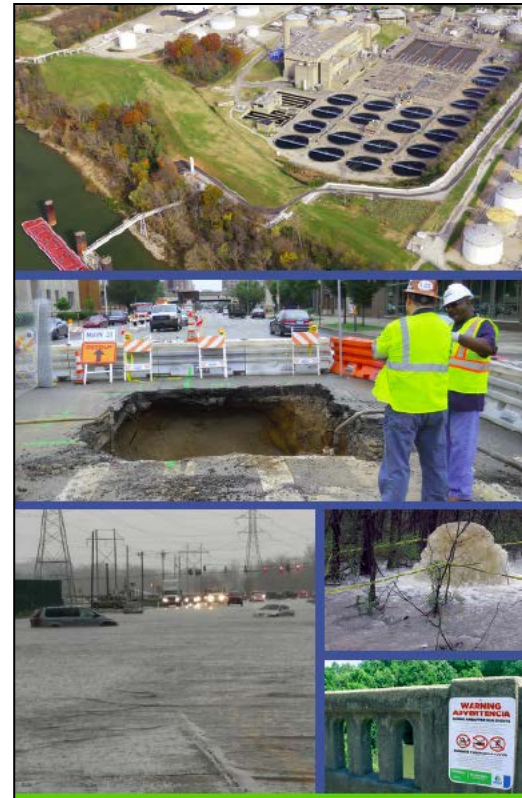
SA
STRAND
ASSOCIATES



In Association with:

NAC | K.S. Ware & Associates | RKX | Powers Engineering

December 2016



CRITICAL REPAIR &
REINVESTMENT PLAN

Community Conversation

Status Update
June 1, 2017



Lessons Learned

- Make your message relatable
- Engage with your community
- Utilize multiple media sources
- Involve your staff in the program
- Meet people where they already are
- Have conversations with your customers
- “Seek to enter into a long term relationship with your customers, a few dates wont build sufficient trust”

