




# ONE WATER PARTNERSHIP



**Partnering for Progress**  
One Water at Work  
July 2022



## Water is a vital resource that is essential to the health, safety, and success of every community.

In Louisville, our two water utilities — Louisville Water Company (Louisville Water) and Louisville Metropolitan Sewer District (Louisville MSD) — manage the water cycle for nearly 1 million people in the region, providing the highest-quality drinking water and ensuring safe, clean, and protected waterways.

As shared stewards of our community's water, we work closely together, embracing a collaborative approach to water management through the One Water Partnership. First launched in 2012 under the leadership of Mayor Greg Fischer, the partnership is an innovative strategy that keeps each organization operating independently while providing a framework to share best practices, leverage our collective knowledge, and collaborate on key projects and programs.

Now, 10 years later, it's clear both Louisville Water and Louisville MSD are stronger and more connected than ever. Together, we are focused on continuing to improve the customer experience, drive efficiencies to help maintain competitive rates, and fuel advancement and innovation in water management.





## By the Numbers:



### 82 Gallons a Day

Average amount of water used per day, per person



### 120 Million Gallons of Water Delivered Daily

By Louisville Water to nearly 1M customers



### Louisville Water Treatment Plants Rank as 2 of the Top 19 for Quality in North America



### First and Only Drinking Water Utility to Trademark its Tap Water

Louisville Pure Tap®



### Over 155 Million Gallons of Wastewater

Cleaned daily by Louisville MSD



### Waterways Managed by MSD

790 miles of streams

38 miles of Ohio River shoreline

130 miles of improved channels



### Ohio River Flood Protection System

Protects 200,000 people, 137,000 structures, and  
\$34B in property



### 1,000 Trees + Vegetation

Planted by MSD each year to enhance  
water filtration and reduce runoff





## The Path to Partnership

In 2012, Louisville Metro Government began exploring opportunities to develop an innovative one water business model. The intent was to better connect Louisville MSD and Louisville Water and promote a more holistic approach to water management, while also looking to drive efficiencies and improve services.

At the onset, discussions centered around a potential consolidation. Leadership teams at both organizations began working on plans for a consolidation, while a third-party industry expert (Black and Veatch) and Louisville Metro reviewed the legal, financial, and environmental/regulatory issues. Eventually, leaders determined that a consolidation was a bridge too far and a partnership would be a better way forward and in the best interest of all — the city, our utilities and employees, and most importantly, the residents of Louisville.

In 2014, the One Water Partnership was created. Through this effort, we share talent, expertise, and best practices and collaborate on initiatives that benefit both organizations and the community. The partnership acknowledges that Louisville Water and Louisville MSD are separate organizations, ensuring we each maintain our focus on the services and systems that are most critical to our missions.





## Moving Forward with a Shared Vision

The One Water Partnership focuses on providing our customers with the best water-related products and services through advancements in four business strategies.



### Improve Every Customer Experience

- Launch innovative products and services
- Educate employees and the community on Louisville Water and Louisville MSD services
- Offer solutions that address affordability concerns



### Partner for Progress

- Develop a true partnership with shared values and opportunities
- Leverage our collective expertise for transformative and sustained outcomes
- Communicate progress to all stakeholders, internal and external



### Drive Revenue Growth

- Expand our services and extend best practices
- Use our skills, experience, and expertise to develop new products and services
- Establish and grow a culture of innovation



### Create Efficiencies

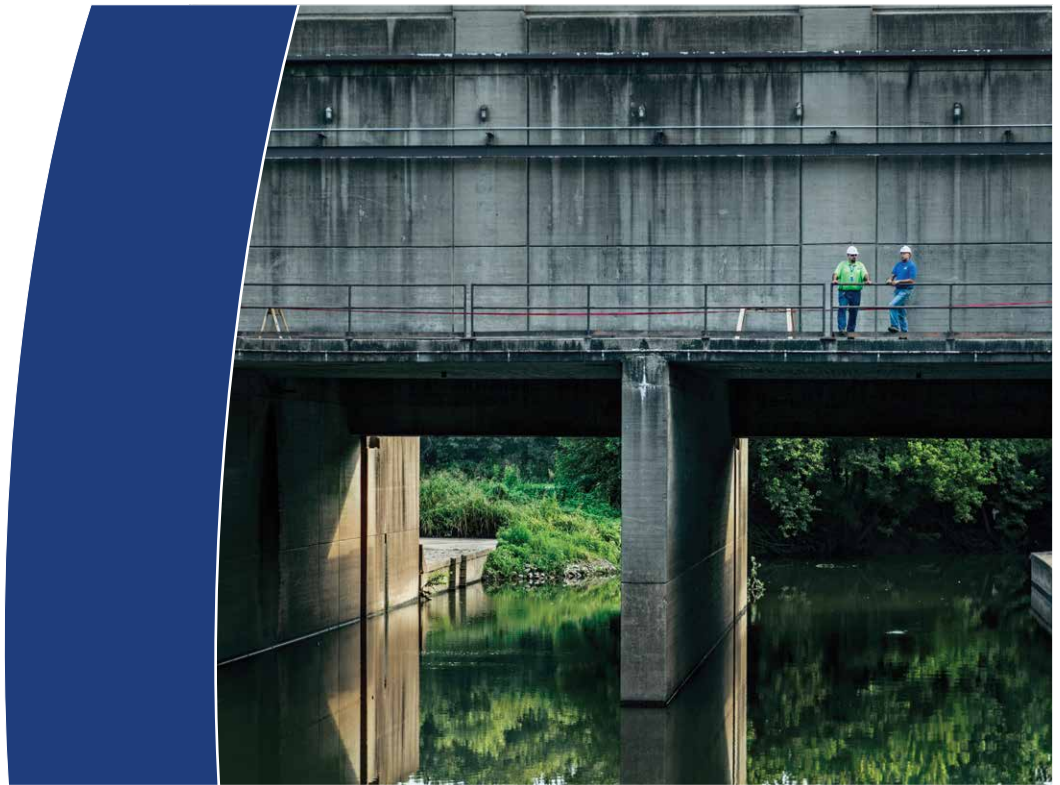
- Share programs, processes, and resources when beneficial
- Gain economies of scale and eliminate redundancies
- Provide employees training and opportunities to contribute and advance their careers

## Working Together

Guiding our work is an advisory council comprised of employees from both utilities, including members of the Executive Leadership Teams. Each year, the One Water Advisory Council (OWAC) aligns on strategic initiatives and creates a One Water Project Plan detailing the year's approved projects. Each project includes a cross-functional team from both utilities, led by a team leader, who is committed to developing project milestones, executing deliverables, and regularly reporting on progress.

A One Water Board oversees the One Water Advisory Council and charts the strategic direction. The Board includes members of Louisville Water's Board of Water Works and Louisville MSD's Board of Directors, as well as an executive member of Louisville Metro Government.





## Our Partnership in Action

Each year, we elevate ideas, lead projects, and drive innovations that deliver immediate benefits to our customers, support the long-term growth of our community, and advance water quality and treatment in the region.

### Sharing our Resources

It starts with sharing our resources — our talent, our ideas, our best practices. As a team, we are focused on building processes and practices that promote ongoing knowledge sharing.

Ten years into the partnership, we see this happen more and more — from our fleet team who operates under a shared leader and the human resources departments sharing recruitment and hiring practices, to our teams working together to secure first-time federal funding through the Bipartisan Infrastructure Law. All benefited from sharing resources and ideas and collaborating on a solution.





## Partner of the Year Award

In 2021, the One Water Partnership launched a new award to recognize individuals or teams who demonstrate our values, advance the goals of both organizations, and deliver results for the community. Nominees are chosen based on professionalism, customer focus, teamwork, and innovation. Our inaugural award winners, **Megan Hancock and Bill Malcolm**, are two great examples of our One Water Partnership in action.



## Expanding our Reach and Services

Through the One Water Partnership, Louisville Water and Louisville MSD identify opportunities to expand our service areas and focus on a more regional approach for water services.

We also continue to explore opportunities to expand products and services to drive revenue growth, which in turn helps control costs and maintain competitive rates. One example of this is our billing service. Through our partnership, we have the systems and processes in place to bill for a third party. Given this, we are evaluating the option to offer billing services to other utilities in coming years.



## Contributing to Louisville's Economic Development

As our city and state looks to attract new businesses to fuel economic growth, our One Water Partnership is seizing the opportunity to promote the benefits of our nationally recognized water quality and infrastructure — specifically to industries with high water consumption. A great example is House Foods America, which produces a range of tofu products. Water quality, reliability, and affordability were critical factors in their decision to build a 350,000 square-foot facility in southwest Louisville, an investment of \$146.3 million and an addition of 109 full-time jobs to our local economy.

The House Foods proposal, and many others like it, demonstrates the power of our one water story and has proven to be an innovative strategy for attracting new businesses to the region.







## Advancing our Systems

Louisville Water is installing an Advanced Metering Infrastructure (AMI) that provides instantaneous and automated access to customers' water usage. The meter is the key in two additional customer benefits — a transition to monthly billing and a new portal for account management.

This multi-year effort gives Louisville Water and Louisville MSD customers more visibility into their overall water usage and the ability to better manage and budget for water and wastewater.

## Coordinating Construction

A smart and simple way we work to improve the customer experience is by coordinating efforts for construction projects and road closures. A cross-organizational team stays connected on upcoming projects and whenever possible, coordinates the timing to minimize disruptions to the community.





## Supporting our Customers with Drops of Kindness<sup>SM</sup>

During the Covid pandemic, we quickly mobilized to determine how best to support customers through the challenging times.

Drops of Kindness provides customers with quick and easy access to a broad range of affordability assistance programs available through the Louisville Water Foundation, Louisville Water, Louisville MSD, and our community partners.

From setting up a payment plan through a new easy-to-use technology to streamlining the process of connecting customers to community-based assistance programs, we assembled a range of options to meet the varied needs of our customers. The impact to the community was immediate. In 2021, over 20,000 customers received \$9 million in assistance through Drops of Kindness.



### The US Water Alliance Affordability Pilot

The work done to create Drops of Kindness fueled a broader conversation with community leaders about the future of water affordability. The One Water Partnership is helping advance that conversation, facilitating additional research, and securing Louisville's spot as one of nine cities participating in an affordability pilot program with the U.S. Water Alliance.

Water affordability is an issue for cities across the nation. Through the One Water Partnership, Louisville is at the forefront, actively working to create a long-term strategy to address affordability for all.



## Leveraging our Purchasing Power

Through our partnership, we leverage our collective purchasing power to reduce business costs.

Thanks to innovative thinking, we joined forces to negotiate reduced fees for employee benefits realizing a combined three-year savings of \$400K. We also aligned on sharing an Information Technology Disaster Recovery/Offsite Backup space, earning another \$200K in savings over a three-year period.

Teams throughout both organizations are connecting and negotiating on a range of purchases and contracts — big and small — to help realize savings, whenever possible.

## Moving Forward, Together

We are proud of the accomplishments of the One Water Partnership and are excited about the many possibilities ahead of us. We are stronger together and more focused than ever on continuing to improve the customer experience, drive efficiencies to help maintain competitive rates, and fuel advancement and innovation in water management.







**ONE WATER  
PARTNERSHIP**

