



TUALATIN VALLEY
WATER DISTRICT

Board Work Session Minutes

December 5, 2023

WORK SESSION – 6:00 PM

CALL TO ORDER

Commissioners Present: Jim Doane, PE; Jim Duggan, PE; Carl Fisher, Elliot Lisac, Todd Sanders, PhD

Staff Present: Clark Balfour, General Counsel; Paul Matthews, Interim Chief Executive Officer; Justin Carlton, Interim Chief Finance Director; Dave Kraska, PE, Water Supply Program Director; Andrew Carlstrom, Customer Service Manager; Justin Dyke, Interim Communications and Public Affairs Supervisor; Kylie Bayer, Human Resources Director; and Sam Kaufmann, District Recorder.

ANNOUNCEMENTS

Paul Matthews presented the CEO announcements.

DISCUSSION ITEMS

- A. Willamette Water Supply System Commission Update. *Staff Report – Dave Kraska, P.E. Willamette Water Supply Program Director*

Dave Kraska gave his update on the Willamette Water Supply System Commission and Justin Carlton presented the performance audit.

Commissioner Duggan asked staff to reconsider the assumed 2-year rotation of the Willamette Water Supply Commission Board assignments for 2024. This would allow the Board Chair position to be evenly shared with our partners during the remaining years of significant construction. Additionally, the Board chair position could return to TVWD for the completion year, 2026.

- B. Leadership Team Retreat Update. *Staff Report – Paul Matthews, Interim Chief Executive Officer*

Paul Matthews presented the Board with the Leadership Team retreat update. Commissioners Lisac, Duggan and Doane mentioned they were in favor of the proposed district priorities presented by the Leadership Team.

- C. Proposed Regional Water Consortium Intergovernmental Agreement. *Staff Report – Clark Balfour, General Counsel*

Clark Balfour presented his staff report on the proposed Regional Water Consortium Intergovernmental Agreement.

ADJOURNMENT

There being no further business, President Sanders adjourned the meeting at 7:02 PM

Todd Sanders, President

Jim Doane, Secretary





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HOLIDAY LUNCH

- TVWD’s staff annual holiday lunch to be held December 14, 12:00 pm, in the Board Room.
- Commissioners are invited.
- If you plan to attend and haven’t already done so, please RSVP to Katherine.

2 | CEO Announcements



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BOARD COMMUNICATIONS LOG

There were no updates to the Board Communications Log this month.

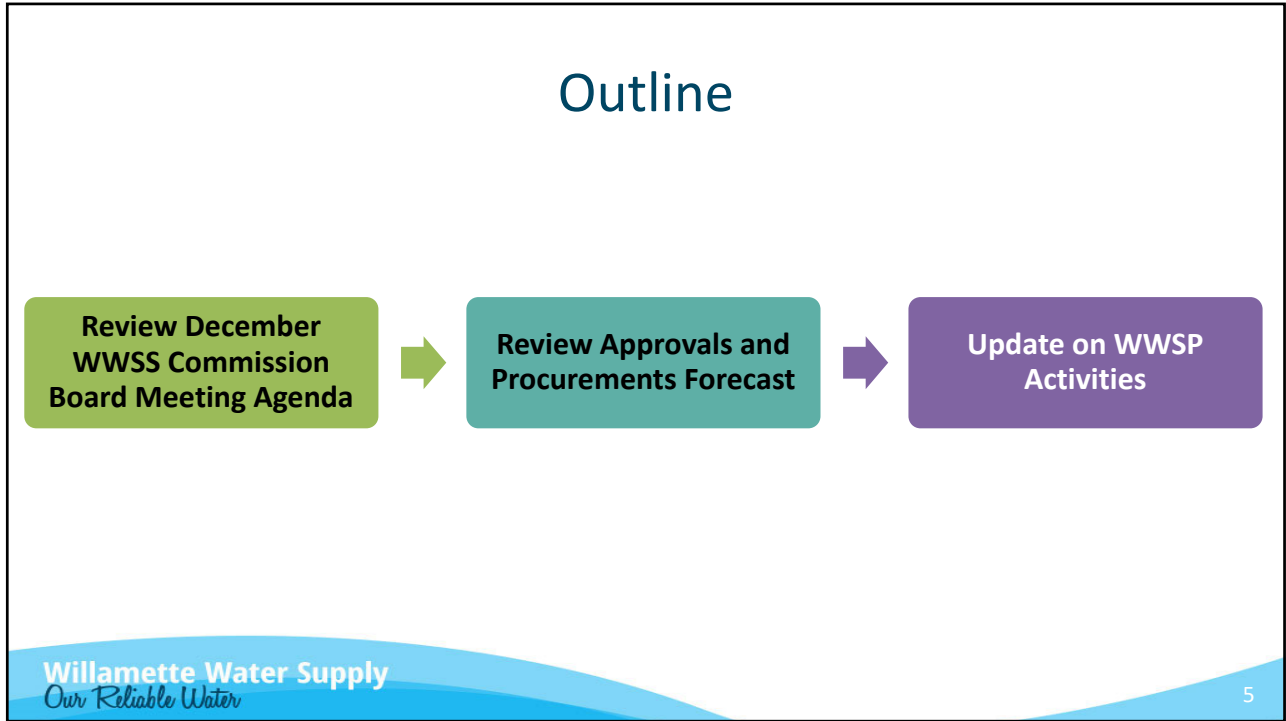
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**Willamette Water Supply System Commission
Update**

**TVWD Board Work Session
December 5, 2023**

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REVIEW DECEMBER WWSS COMMISSION BOARD MEETING AGENDA

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Willamette Water Supply System Commission

December 7, 2023 Board Meeting Agenda

1. Executive Session
2. General Manager's Report
3. Public Comment
4. Consent Agenda
 - A. Approve the November 2, 2023 meeting minutes
5. Business Agenda
 - A. Approve WTP_1.0 GMP2 Contract for Construction
6. Information Items
 - A. Water Treatment Plant Schedule Recovery Progress Update
 - B. WWSP Performance Audit
 - C. Planned February Business Agenda items
 - D. The next Regular Board Meeting scheduled on February 1, 2024

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REVIEW APPROVALS AND PROCUREMENTS FORECAST

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Approvals and Procurement Forecast for November 2023 – April 2024

Program Baseline or Related Plans

Description	Program Director	WWSS Management Committee	WWSS Commission Board
WWSP 2024 Rebaseline Schedule and Budget and WWSS Fiscal Year 2024-2025 Work Plan and Budget	N/A	1/18/2024	2/2/2024

Approvals and Procurement Forecast for November 2023 – April 2024

Real Estate

Description	Program Director	WWSS Management Committee	WWSS Commission Board
None	--	--	--

Approvals and Procurement Forecast for November 2023 – April 2024

IGAs, MOUs, Permit Commitments

City of Tigard

- *PLM_4.3 Temporary Commissioning Discharge Facility IGA (June)*

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Approvals and Procurement Forecast for November 2023 – April 2024

Contracts

Title	Goal	Value	Key Dates
Water Supply Integration Communication Plan, Toolkit, and Engagement Support	Provide communications planning, materials, and public engagement support for Water Supply Integration	\$417k	WWSS Board Approval: 11/2/2023

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Approvals and Procurement Forecast for November 2023 – April 2024 Contract Amendments and Change Orders*

Title	Goal	Value	Key Dates
WTP_1.0 GMP2 for Construction	Construct GMP2 scope that covers landscaping, asphalt, curbs, sidewalks, striping, signage, and fencing	\$11.6M	WWSS Board Approval: 12/7/2023
WTP_1.0 GMP3 for Construction	Perform finished water system startup and commissioning	TBD	WWSS Board Approval: 2/1/2024

*having values higher than the Program Director’s authority

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Approvals and Procurement Forecast for November 2023 – April 2024 Local Contract Review Board Rule Exemption

Title	WWSS Management Committee Approval	WWSS Board Informational Item	WWSS Board Consider Approval
None	--	--	--

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WWSP Schedule Recovery Progress Update
WWSP Performance Audit
WWSP Construction Updates

UPDATE ON WWSP ACTIVITIES

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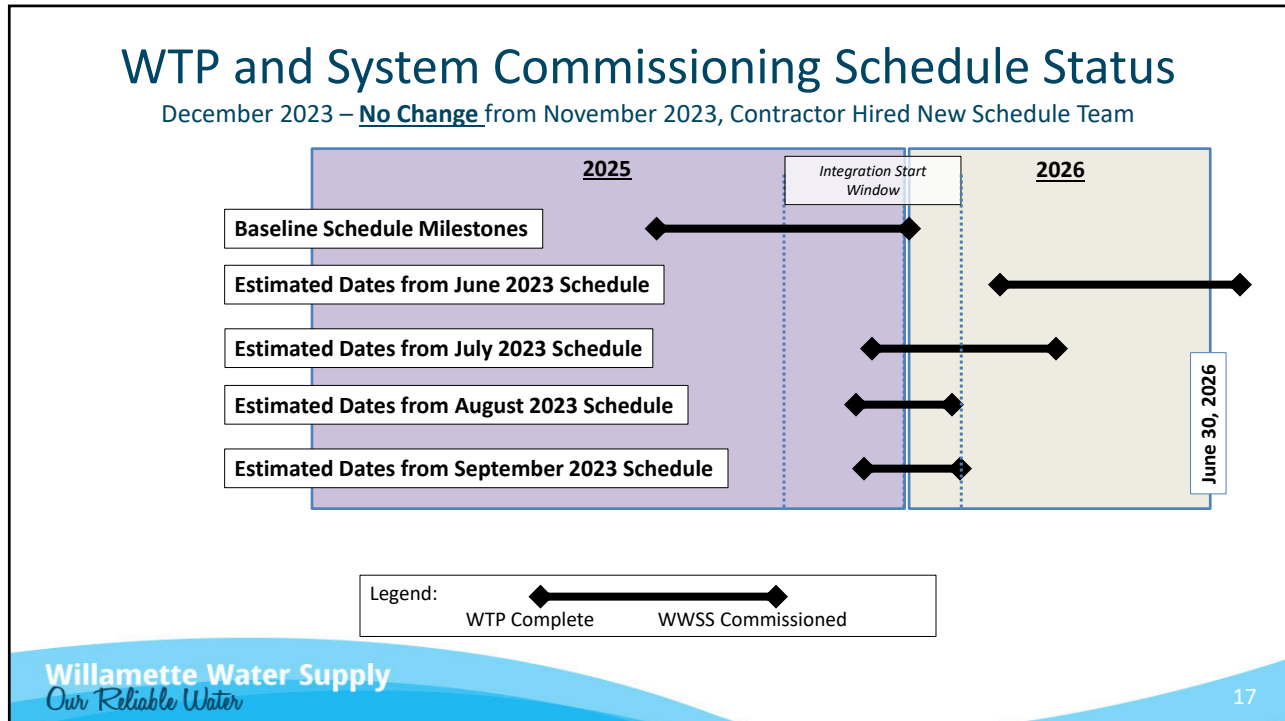
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WWSP SCHEDULE RECOVERY PROGRESS UPDATE

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On-going Contractor Coordination

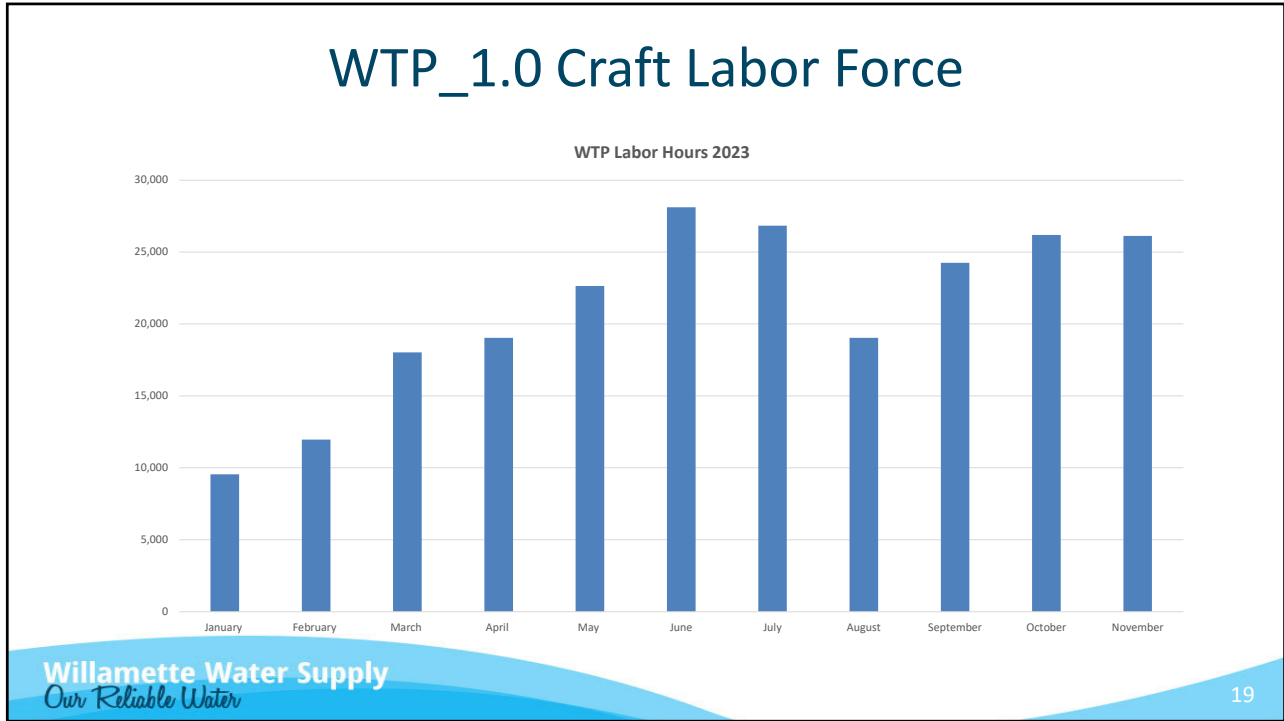
December 2023 – **No Change** from November 2023, Contractor Hired New Schedule Team

- **Delay Prevention:**
 - CM Team and Design Engineer prioritizing urgent field issue resolution
 - Weekly RFI and submittal prioritization with Contractor, Design Engineer, and CM Team
 - CM Team participation in subcontractor coordination meetings
- **Schedule Recovery Activities**

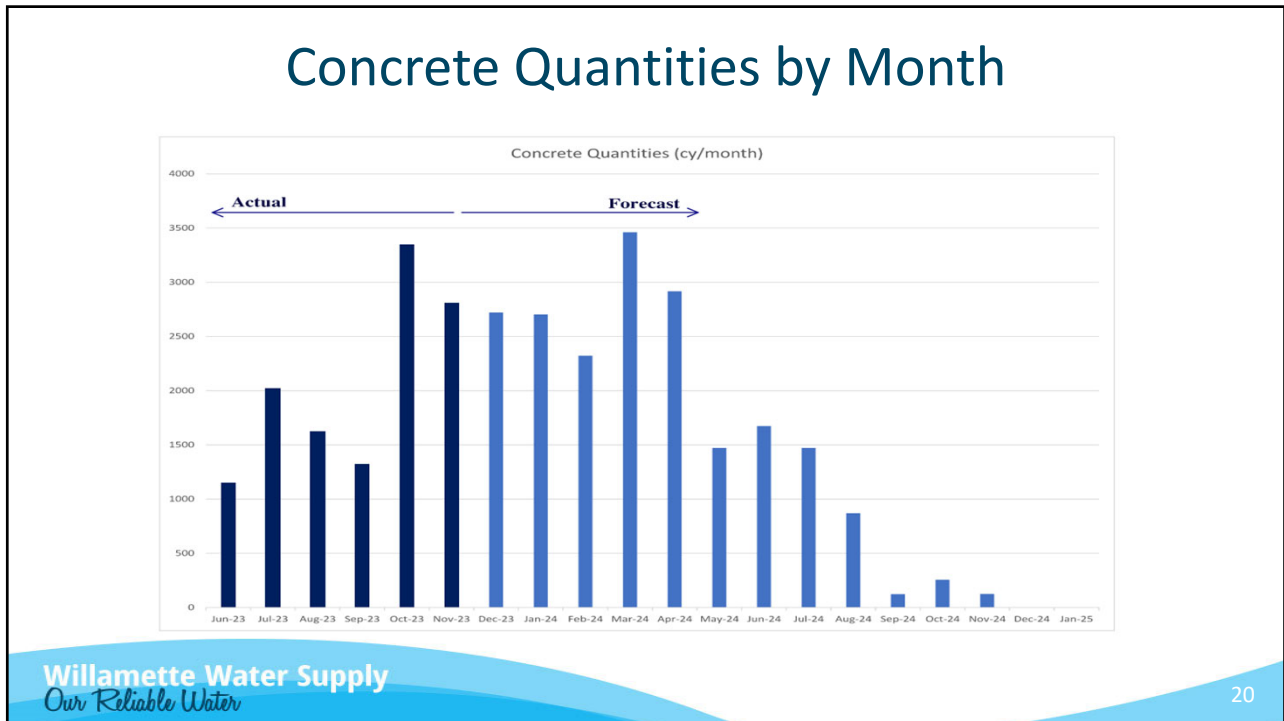
Activity	Status	Potential Schedule Improvement	Potential Cost Impact
Optimizing schedule logic for future activities	Ongoing through early 2024	None to Medium	0
Construction technique changes	Go / No-Go by end of 2023	Low to Medium	\$
Coating product substitution	Go / No-Go by end of 2023	None to Low	\$
6-day workweek or second shifts for certain trades	In review through end 2023	Medium to High	\$\$

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WWSP PERFORMANCE AUDIT

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WWSP Performance Audit

- In March of 2023, TVWD engaged Moss Adams, LLP to conduct a performance audit of the WWSP to ensure effective internal controls and recommend improvements.
- Audit Objectives:
 1. Validate Cost Report Calculations
 2. Ensure Expenditure Compliance
 3. Ensure Policy and Procedure Compliance

Audit Sample Information

- 62 transactions totaling \$29.8 million from FY20
- 20 contracts for policy and procedure compliance
- WWSP provided over 500 documents including:
 - Purchase orders
 - Invoices
 - Payments records
 - Contracts
 - Change orders

Results Summary

Objective	Result Outcome
1. Report Calculation Validation	Improvement Recommendation
2. Expenditure Compliance	No Exceptions
3. Policy and Procedure Compliance	No Exceptions

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Audit Recommendation – Report Calculation Validation

- “... costs ... were correctly allocated in accordance with Baseline Cost Shares Models as approved by the Management Committee and Finance Committee”
- Methodology had not been amended into the Agreement and approved by the WWSS Board, or, authorization authority had not been formally granted to the Finance and Management Committees to approve the methodology
- Recommendation:
 - Obtain WWSS Board approval of cost-allocation methodology
 - Board grant approval authority to Management Committee

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Management Response to the Recommendation

- Contend that the WWSS IGA grants authority to the MA (TVWD) to develop and implement the cost-share methodology
- Methodology reviewed and approved by the Finance and Management Committees prior to implementation

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Possible WWSS Commission Board Actions in Response to the Audit Recommendation

	Option	Actions
1	WWSS Board to formally adopt the cost-share methodology through resolution	Staff will prepare a resolution for the Board to act on at the February 1, 2024 meeting
2	WWSS Board for formally grant authority to the Management Committee	Staff will prepare a resolution for the Board to act on at the February 1, 2024 meeting
3	No additional action	Staff continue to manage sharing WWSP costs in accordance with the approved methodology that has been in use since 2020

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Staff Recommendation

- Given the limited remaining use of the cost-share allocation and its accepted use among the partners, staff recommends that the WWSS Board take no action on the auditor's recommendation.

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QUESTIONS?

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WWSP CONSTRUCTION UPDATES

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Construction Progress

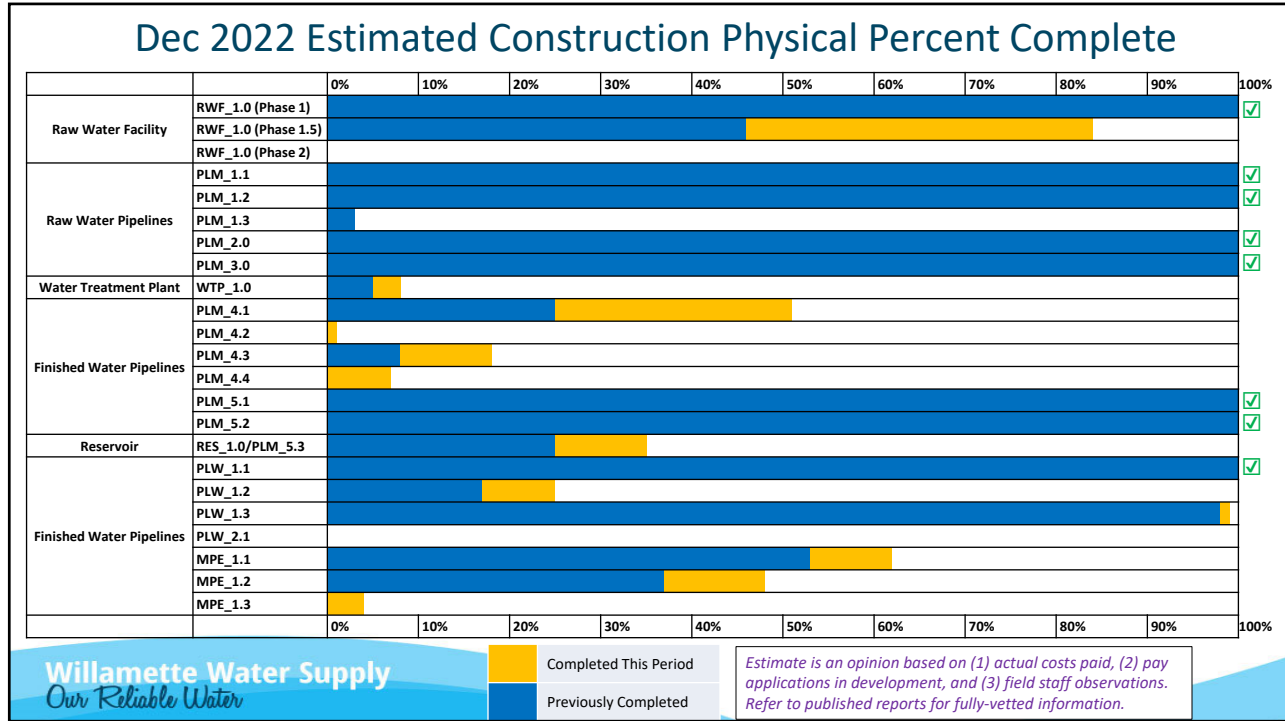
Projects currently in construction

The map shows the following projects currently in construction:

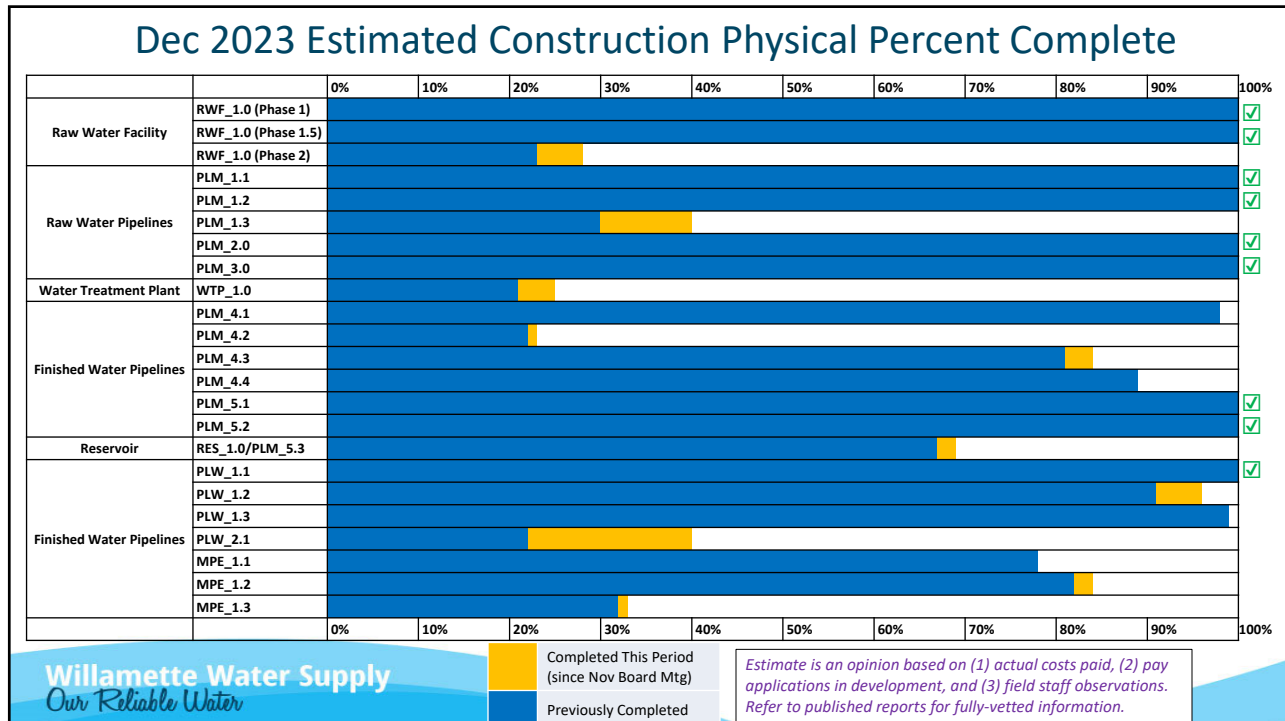
- PLW_2.1** (Orenco Woods)
- PLW_1.2** (South Hillsboro)
- RES_1.0** (Storage Tanks)
- PLM_5.3** (Grabhorn to Rosedale)
- PLM_4.3** (Roy Rogers)
- PLM_4.4** (Chicken Creek)
- PLM_4.1** (Hwy 99 Crossing)
- PLM_4.2** (Tualatin/Sherwood)
- PLW_1.3** (South Hillsboro)
- MPE_1.1** (Metzger Pipeline)
- MPE_1.2** (Metzger Pipeline)
- MPE_1.3** (Metzger Pipeline)
- WTP_1.0** (Water Treatment)
- PLM_1.3** (Wilsonville)
- RWF_1.0** (Phase 2)

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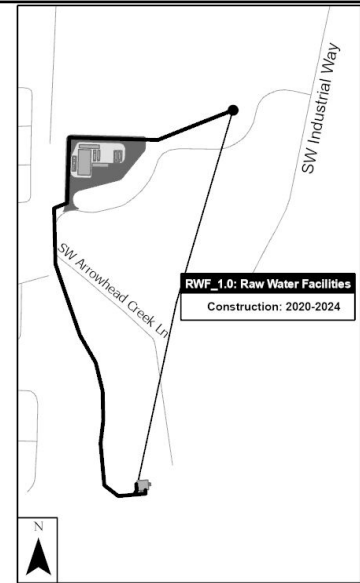
RWF_GMP-2.0

Contractor: Kiewit Infrastructure West Co.

Designer: Black & Veatch

Current and Planned Activities:

- Roof installation at Upper Site Electrical Building
- Architectural system framing (doors, windows, louvers, etc.) at Electrical Bldg.
- Upper site perimeter wall
- Electrical duct banks and site lighting
- Pump bases for new vertical turbine pumps
- Electrical work at Raw Water Pump Station



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Construction Photos – RWF_1.0 (GMP-2)



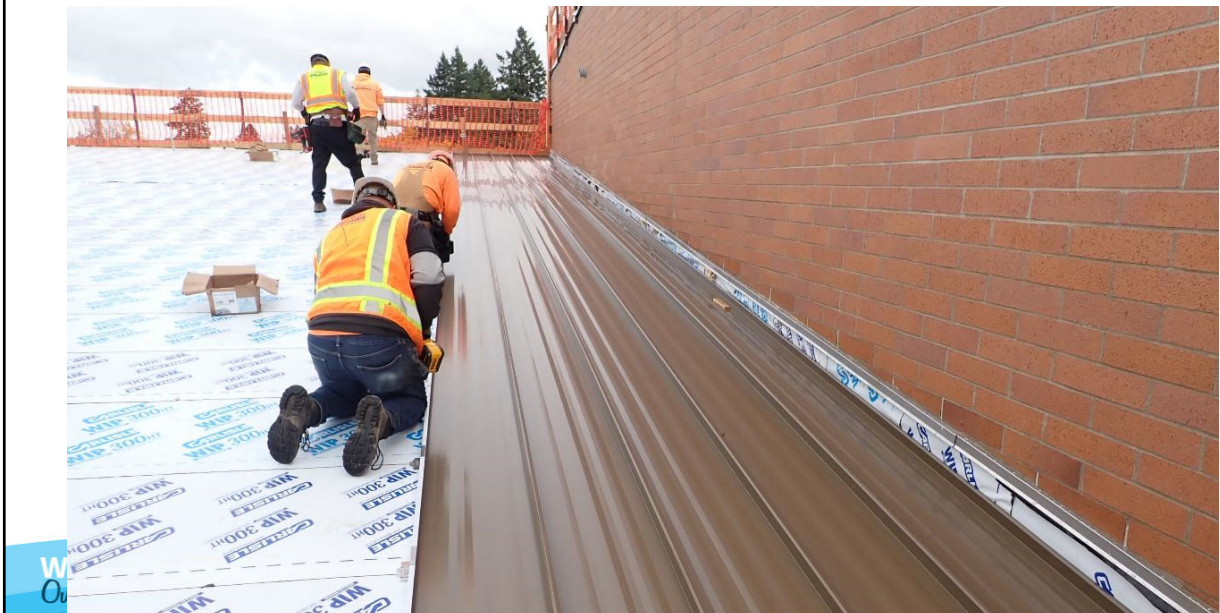
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Construction Photos – RWF_GMP-2.0



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Construction Photos – RWF_GMP-2.0



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Construction Photos – RWF_GMP-2.0

Construction of support footings for HVAC ductwork



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Construction Photos – RWF_GMP-2.0

Raw Water Pump Station:
demolition of existing pump
bases for new larger pump bases
for WWSS vertical turbine pumps



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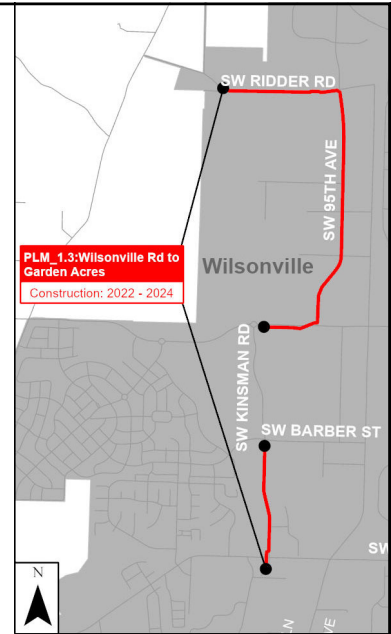
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PLM_1.3

Contractor: Moore Excavation Inc.
Designer: HDR

Current and Planned Activities:

- Curb & gutter, sidewalk, storm drain, and street panel restoration on 95th Ave.
- Completed 66-inch open cut waterline on Kinsman Rd.
- Began appurtenance construction on Kinsman Rd.
- Began 66-inch open cut waterline parallel to Boeckman Rd.
- Mobilized tunneling subcontractor for Boeckman Rd. to 95th Ave. railroad crossing
- Approximately 6850 LF of 66-inch waterline installed (51% of total)



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Construction Photos - PLM_1.3

66-inch waterline installation near Boeckman Rd.



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Construction Photos - PLM_1.3

Concrete sidewalk restoration on 95th Ave.



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Construction Photos - PLM_1.3

Tunneling equipment delivery to Boeckman Rd/95th Ave. railroad crossing (84-inch auger bore)



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WTP_1.0

Contractor: Sundt Construction, Inc.
 Designer: CDM Smith

Current and Planned Activities:

- Continued 78" Overflow line and other yard piping
- Began excavation for footings at Area 08 (Admin Bldg)
- Finished slab and began wall concrete at Area 22 (Ballasted Floc)
- Continued concrete work at Areas 25/26 (Ozone)
- Continued slab and wall construction at Area 28 (Filters)
- Continued concrete, electrical and process pipe at Area 30 (UV building)
- Completed perimeter concrete wall construction and began interior baffle walls at Area 35 (Clearwell)
- Completed concrete wall construction and began slide gate installation at Area 37 (EQ Basin)
- Began concrete slab construction for Area 40 (Gravity Thickeners)
- Began concrete slab construction for Area 52 (Thickened Sludge PS)
- Completed hydrostatic test for wet well at Area 53 (FWPS)



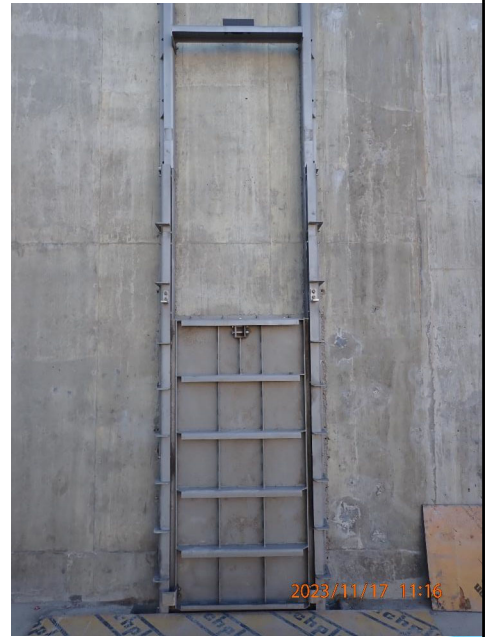
Construction Photos - WTP_1.0

Filtration Area –
 electrical power and
 instrument signal
 conduits in slab



Construction Photos - WTP_1.0

Slide gate installation at EQ Basin



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Construction Photos - WTP_1.0

Interior baffle wall construction at Clearwell

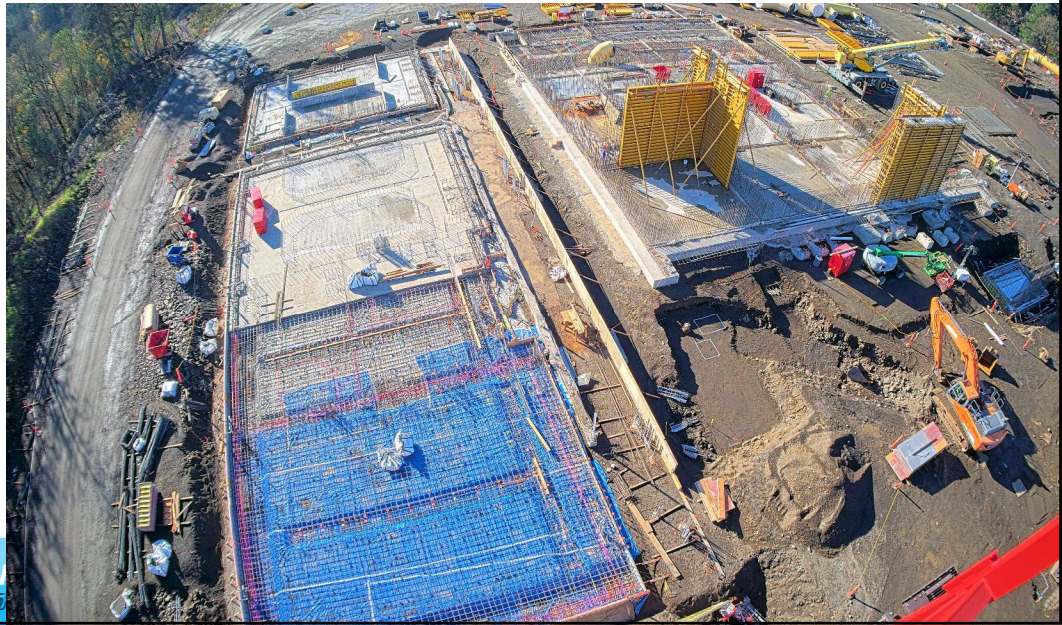


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Construction Photos - WTP_1.0

Chemical Area
slabs (with radon
vapor barrier)
and first Ballasted
Floc area walls



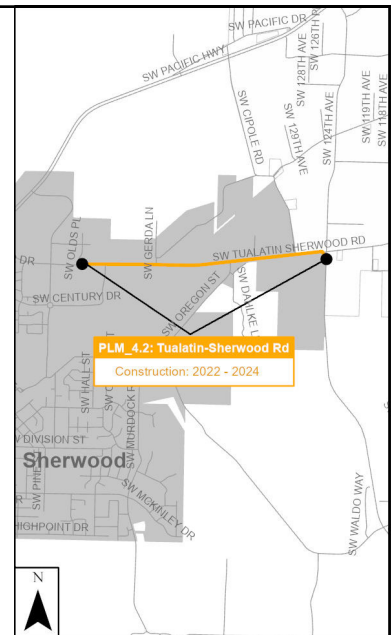
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PLM_4.2

Partner: Washington County
Contractor: Kerr/Emery JV
Designer: Brown & Caldwell

Current and Planned Activities:

- Completed tunneling across Tualatin-Sherwood Rd. at 124th Ave.
- 66-inch carrier pipe to be installed
- Washington County road widening work continues



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Construction Photos – PLM_4.2

Tualatin-Sherwood Rd. at 124th Ave. - trenchless launch shaft. County road widening on south side of road.



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Construction Photos – PLM_4.2

Trenchless launch shaft at 124th Ave. and Tualatin-Sherwood Rd.

WTP_1.0 project in background



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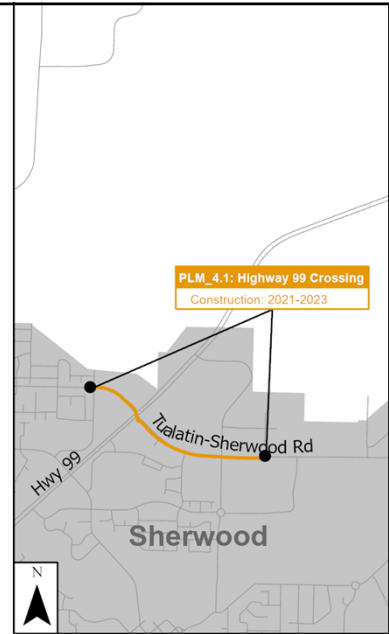
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PLM_4.1

Partner: Washington County
Contractor: Moore Excavation Inc.
Designer: Brown & Caldwell

Current and Planned Activities:

- Appurtenance piping and vaults for 66-inch waterline
- Base paving for County road widening



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Construction Photos – PLM_4.1

Wax tape (corrosion protection) installed on air valve vent piping



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Construction Photos – PLM_4.1

Air valve vent piping installation near Hwy 99



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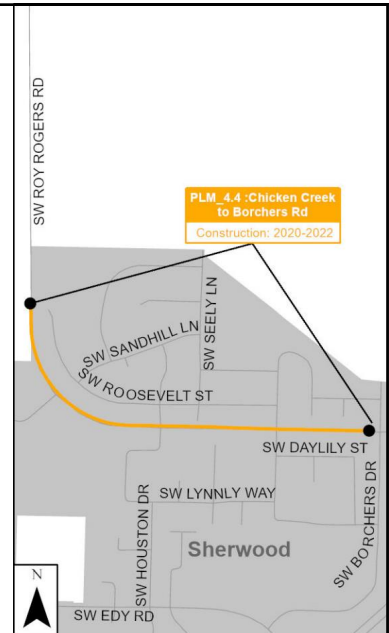
55

PLM_4.4

Partner: Washington County
Contractor: Tapani Inc.
Designer: Brown & Caldwell

Current and Planned Activities:

- Continuing County road work.
- All 66-inch waterline installed and tested.
- Tie-ins to PLM 4.1 and PLM 4.3 to occur after both of those other projects are complete.



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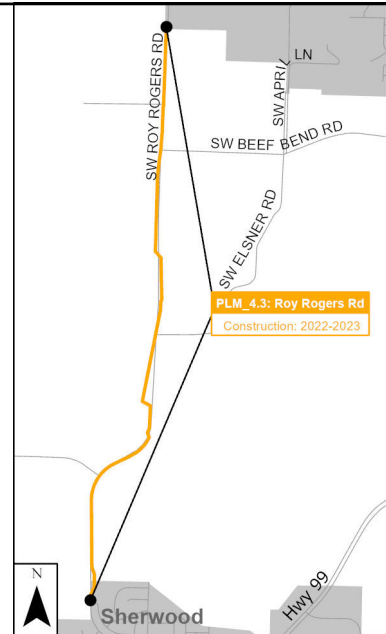
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PLM_4.3

Contractor: Tapani Inc.
 Designer: Brown & Caldwell

Current and Planned Activities:

- Chicken Creek Crossing – Install 66-inch pipe in shafts, remove shaft shoring and backfill shafts
- Tualatin River Crossing – secant pile shaft demolition and backfill
- Approximately 10,640 LF of pipe installed (80% of total)
- Shotcrete finish of soldier pile and lagging wall with tie-backs at Tributary #4



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Construction Photos – PLM_4.3

Chicken Creek tunnel shaft shoring removal



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Construction Photos – PLM_4.3

Installation of special pipe fittings in Chicken Creek tunnel south shaft



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Construction Photos – PLM_4.3

66-inch waterline installation up to Tualatin River tunnel north shaft



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Construction Photos – PLM_4.3

Installation of rebar for shotcrete finish of retaining wall at Tributary #4



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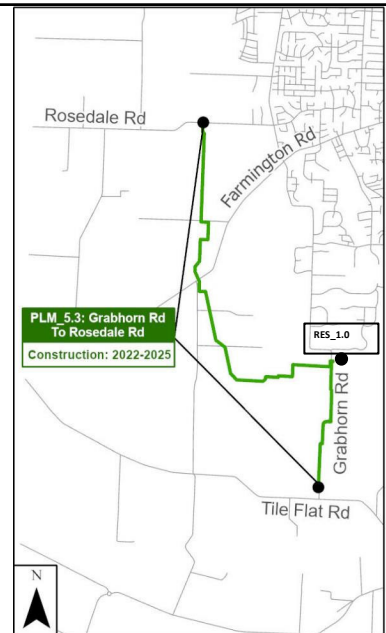
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RES_1.0 / PLM_5.3

Contractor: Hoffman-Fowler JV
Designer: Black & Veatch / Jacobs

Current and Planned Activities:

- RES_1.0
 - Constructing concrete columns (more than 90% complete)
 - Began concrete roof slab (33% complete)
 - Continued work in valve vaults
 - Began masonry walls at Water Quality Building
- PLM_5.3
 - Completed installation of 66" waterline (except tie-ins to adjacent pipelines)
 - Completed interior joint mortar lining
 - Continued surface restoration and plantings



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Construction Photos – RES_1.0

Reservoir roof slab construction



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Construction Photos – RES_1.0

Water Quality Building masonry walls



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Construction Photos – RES_1.0

Stainless steel weir and overflow pipe connection inside reservoir.



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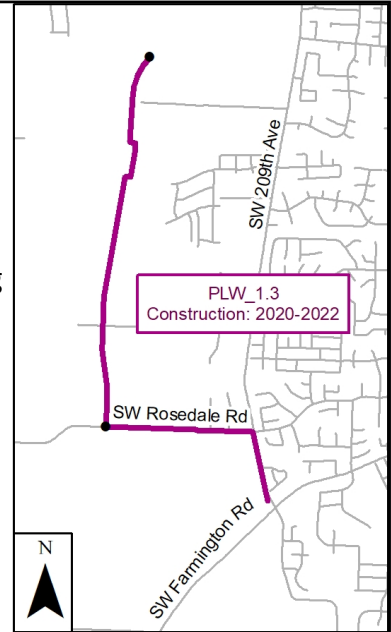
66

PLW_1.3

Contractor: Tapani, Inc.
Designer: Kennedy/Jenks

Current and Planned Activities:

- New fiber conduit installed via horizontal directional drilling at Butternut Creek
- Installed power conduit to Butternut Creek turnout



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Construction Photos – PLW_1.3

Fiber conduit installation at north side of Butternut Creek



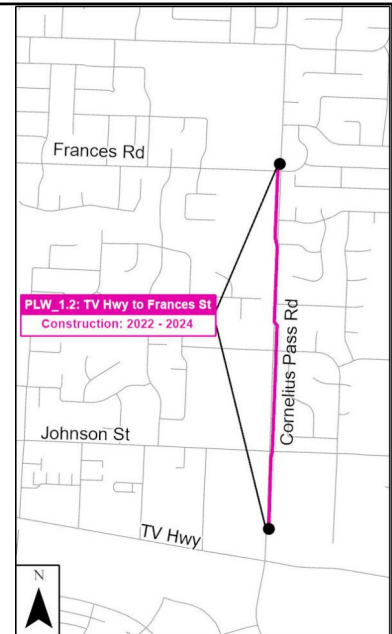
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PLW_1.2

Partner: Washington County
 Contractor: Tapani, Inc.
 Designer: Kennedy/Jenks

Current and Planned Activities:

- Continuing Frances St. turnout vault pressure reducing valve (PRV) and associated pipe installation
- Site restoration
- Permanent power to electrical cabinets installed
- Beginning “deficiency list” work for closeout



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Construction Photos – PLW_1.2

Site restoration at Frances St. turnout; meter vault hatches in view



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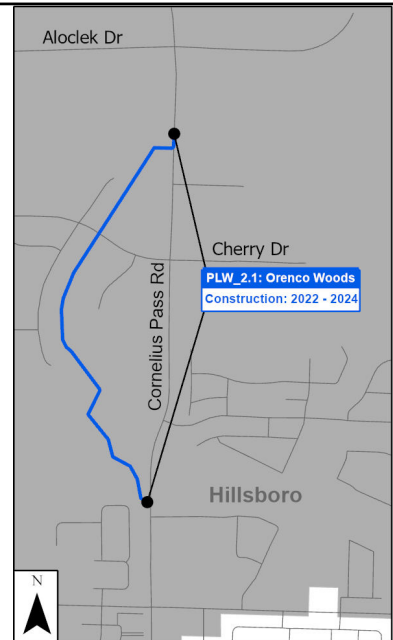
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PLW_2.1

Contractor: Moore Excavation, Inc.
Designer: Kennedy/Jenks

Current and Planned Activities:

- Completed 48-inch waterline installation within Orenco Woods Nature Park (OWNP)
- Completed 48-inch waterline installation from OWINP to Cornelius Pass Rd.
- Beginning 48-inch waterline installation from staging area to Cherry Dr.



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Construction Photos – PLW_2.1

48-inch waterline installation in Cornelius Pass Rd. near entrance to Orenco Woods Nature Park



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Construction Photos – PLW_2.1

Completed haul road and temporary fence installation along “berm” alignment in advance of 48-inch waterline construction.



MPE_1.1

Partner: City of Beaverton
Contractor: Moore Excavation Inc.
Designer: Brown & Caldwell

Current and Planned Activities:

- Planning/coordination for Washington County Supply Line tie-in. Estimated to start in January 2024.



MPE_1.2

Contractor: Emery & Sons
Designer: Brown & Caldwell

Current and Planned Activities:

- 48-inch waterline and appurtenances on Allen Blvd.
- 16-inch COB waterline on Allen Blvd.
- Mechanical and electrical work inside PFC facility
- Shaft excavation and tunneling setup at upper Fanno Creek crossing
- Surface restoration



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Construction Photos – MPE_1.2

48-inch waterline installation on Allen Blvd. inside casing below railroad tracks



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Construction Photos – MPE_1.2

16-inch COB waterline installation on Allen Blvd. inside casing below railroad tracks



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Construction Photos – MPE_1.2

Sheet pile installation for tunnel launch shaft at upper Fanno Creek



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Construction Photos – MPE_1.2

Valving and pipe installation inside PFC facility



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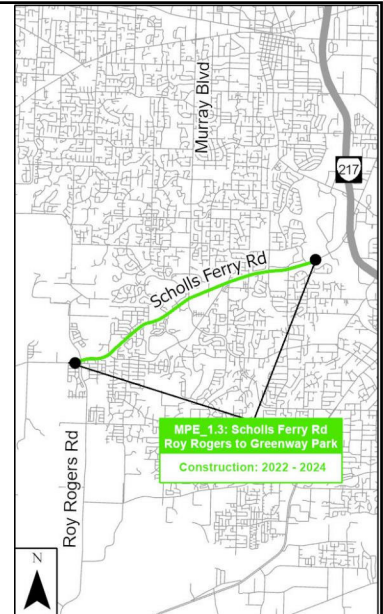
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MPE_1.3

Contractor: Emery & Sons
Designer: Brown & Caldwell

Current and Planned Activities:

- 48” waterline installation on Scholls Ferry Rd. headed west near 135th Ave (night work)
- Pavement restoration continuous with waterline installation



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Construction Photos – MPE_1.3

48-inch waterline installation on Scholls Ferry Rd. (near 135th Ave.)

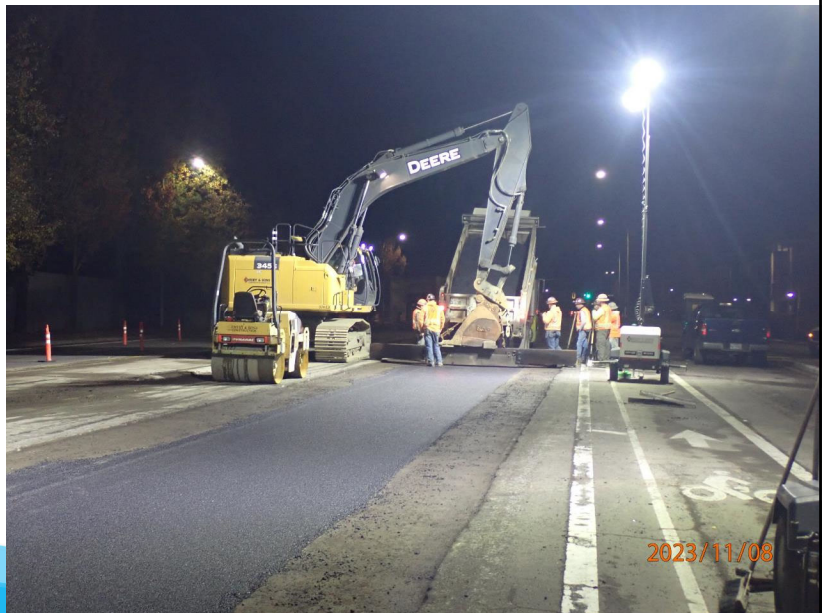


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Construction Photos – MPE_1.3

Trench pavement restoration on Scholls Ferry Rd. (near 135th Ave.)



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QUESTIONS?

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TUALATIN VALLEY
WATER DISTRICT

Leadership Team Retreat Update

December 5, 2023



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Overview of Presentation

Highlights

- Purpose of the Leadership Team Retreat
- Proposed changes to District initiatives
 - Delays
 - Accelerations
 - Modifications
- Proposed next steps
- Discussion and direction from the Board

JOURNAL REPORTS: LEADERSHIP

Why Bosses Should Ask Employees to Do Less— Not More

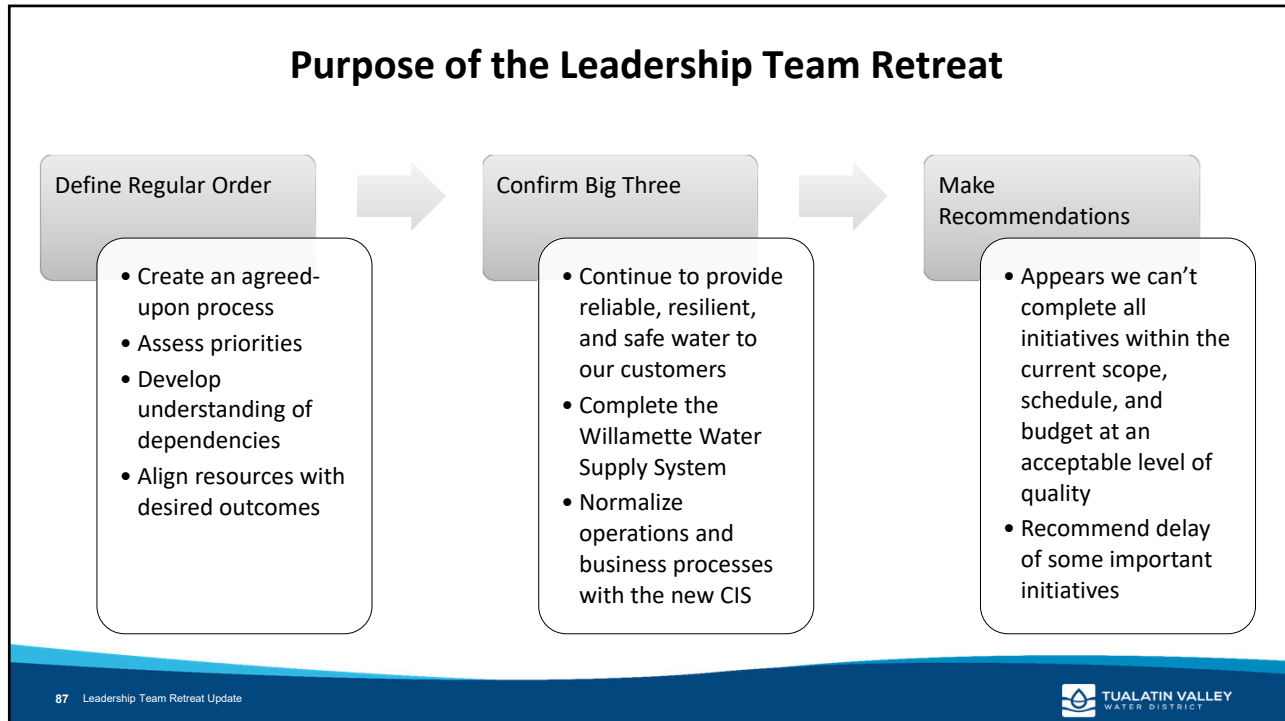
Too many leaders think the key to success is to pile on staff, technology, meetings, training, rules and more. The opposite is true.

By Robert I. Sutton

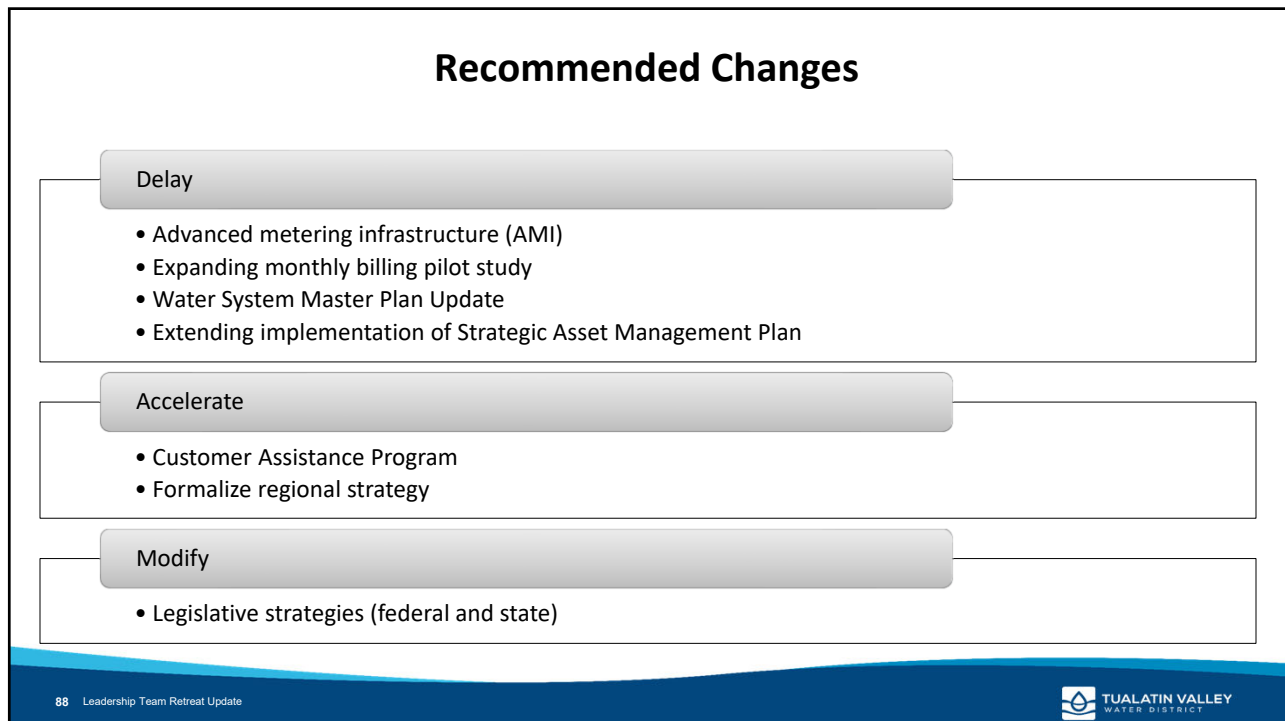
Updated Sept. 25, 2022 8:00 am ET

“More businesses die from indigestion than starvation.”

That’s what Hewlett-Packard co-founder David Packard warned in 1995 about the danger of company leaders who add too much to their workplaces and subtract too little.



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Advanced Metering Infrastructure

Assumptions

- Implemented within 36 months. First 10 months dedicated to technology selection
- Budget excluded recommended contingency
- Project plan assumes use of internal resources that were not included in the budget
- Only meters older than 20 years would be replaced – others retrofitted with AMI heads

Challenges

- Scope, schedule, and budget are unrealistic
- Rescheduling federal grant may be difficult
- Business case and assumptions need verification
- Requires focus of the same staff responsible for the normalization of the new CIS
- Competes directly with WWSS for unique personnel resources and customer focus

Recommendation

- Delay until after Water Supply Integration (WSI) project is secured
- Work with Bureau of Reclamation on grant or apply for grant in the future
- Develop interim solution for customer promised AMI

Expansion of Monthly Billing Pilot

Assumptions

- Monthly billing would be expanded to customers as AMI was implemented
- Monthly billing is key activity to assist most vulnerable customers

Challenges

- AMI heads/meters unlikely to be installed in meaningful numbers within current biennium
- Requires focus of the same staff responsible for the normalization of the new CIS
- Results from current pilot still being collected
- *Adopted 2023-25 Biennial Budget* did not include adequate appropriations

Recommendation

- Continue to collect information from pilot area and control group
- Develop implementation plan
- Undertake analysis of monthly block threshold differences
- Include budget for expansion of monthly billing in future budget
- Prioritize new *Customer Assistance Program*

Water System Master Plan

Assumptions

- Implement new technology for the update to the *Water System Master Plan*
- Update to *Water System Master Plan* would precede completion and implementation of the WWSS thereby having a short life

Challenges

- Competes with both the Water Supply Integration project and Commissioning and Startup project for key District staff
- Limited value of a new master plan as we focus on implementing the WWSS

Recommendation

- Continue the efforts to update the District's Water Management and Conservation Plan (WMCP)
- Update the District's *Water System Master Plan* after the WWSS is online

Strategic Asset Management Plan

Assumptions

- Complete improvements to the District's Computerized Maintenance Management System (CMMS)
- Perform all necessary maintenance of our water system assets

Challenges

- Competes with both the Water Supply Integration project and Commissioning and Startup project for key District staff
- Significant assets (e.g., WWSS) are in development and will be incorporated into the SAMP

Recommendation

- Complete efforts currently underway
- Delay extending the SAMP to new areas

New Customer Assistance Program

Assumptions

- New CAP is fully funded in the Adopted 2023-25 Biennial Budget
- Most vulnerable customers can benefit from the CAP as soon as implemented

Challenges

- Requires agreement with a third-party agency for income verification
- May benefit from some bill redesign
- Requires outreach
- Competes for the same staff responsible for the normalization of the new CIS

Recommendation

- Accelerate the implementation of the new CAP
- Develop overall project plan
- Coordinate to minimize adverse impact on the normalization of the new CIS

Regional Strategy

Assumptions

- Partners (current and potential new) have requested assistance from the District
- Providing assistance benefits both TVWD's customers and the partners' customers
- Benefits of regional partnerships will build over time for neighboring utilities

Challenges

- Some partners may be concerned with TVWD's increased regional role
- TVWD has not articulated criteria it would use in evaluating regional opportunities

Recommendation

- Staff develop a formal regional strategy for Board Adoption
- District share this regional strategy with its partners

Modify Legislative Strategies

Assumptions

- Current strategy identified a staff addition for this role
- TVWD uses professional lobbyists and other industry associations for state and federal legislative issues

Challenges

- Creating new presences in Salem and Washington, DC
- Size of portfolio of responsibility may not attract some candidates

Recommendation

- Repurpose position to build capacity in Communications Division
- Continue to leverage external lobbyists and industry associations

Iterating to a Solution

Next Steps

- Tonight's discussion and direction from the Board tonight
- Leadership Team reconvene and refine recommendations to align with direction
- Leadership Team present modified work plans at the February Board Work Session