



TUALATIN VALLEY
WATER DISTRICT

Board Work Session Minutes

February 6, 2024

WORK SESSION – 6:02 PM

CALL TO ORDER

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

Staff Present: Paul Matthews, Chief Executive Officer; Clark Balfour, General Counsel; Justin Carlton, Interim Chief Financial Officer; Pete Boone, PE, Chief Operating Officer; Dave Kraska, PE, Water Supply Program Director; Andrew Carlstrom, Customer Service Manager; Justin Dyke, Communications Manager; Tim Boylan, IT Services Director; and Sam Kaufmann, District Recorder.

ANNOUNCEMENTS

Paul Matthews presented the Chief Executive Officer announcements.

DISCUSSION ITEMS

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

Dave Kraska, PE, gave his update on the Willamette Water Supply System Commission.

- B. Update on Revised District Priorities. *Staff Report – Paul Matthews, Chief Executive Officer.*

Paul Matthews introduced his staff report on the revised District priorities. His presentation also included updates to the priorities for the Administrative Services Department excluding the Communications Division. His report also included the revised priorities for the Human Resources Division..

Commissioner Lisac felt it's important that by the 27-29 biennium, the Board is presented with budget recommendations that can be tied to Key Performance Indicators which can be used to monitor progress on the District's strategic plan.

Justin Carlton, Pete Boone, PE; Andrew Carlstrom, Justin Dyke, and Tim Boylan each presented revised District priorities for their respective departments/divisions.

Commissioner Fisher requested staff incorporate language into the legislative strategies on continued public ownership of the Tualatin Valley Water District. Paul Matthews replied he would work with staff to add language to both the federal and state legislative strategies regarding public ownership.

The Board felt there was no need for formal approval of the revised District priorities and asked that Paul Matthews update the Board on District priorities only when necessary.

A. Beaverton Intergovernmental Agreement (2018). *Staff Report – Paul Matthews, Chief Executive Officer; Clark Balfour, General Counsel*

Postponed until a later date.

ADJOURNMENT

There being no further business, President Sanders adjourned the meeting at 8:05 p.m.

Todd Sanders, President

Jim Doane, Secretary





1


Update on TVWD Recruitments

Positive Trends

- 17% increase in number of total applications received in 2023 compared to 2022 (internal and external recruitments).
- 16% increase in number of applications per recruitment in 2023 compared to 2022 (external recruitments only).

Contributing Factors

- TVWD's use of technology to reach candidates, promote recruitments, and to engage with candidates.
- Engaging and informative job announcements.
- Potential changes in the labor market.



2

Pump Station project open house

189th Pump Station

- Project team will host an open house & meet the contractor event on Thursday, February 15, from 5:00 to 7:00 p.m.
- Nearby customers have received post cards and emails
- Customers nearby the site will learn more about the project, its improvements to the water system, and construction impacts.



3

WWSS Grant Technical correction

- At the February regular meeting, staff will ask the Board to adopt a resolution requesting the Environmental Protection Agency implement a technical correction to the \$3 million grant awarded to the District, updating the recipient to the Willamette Water Supply System.
- The EPA also recommended combining the \$3 million award with the \$1 million award already reassigned to the WWSS, to streamline the application process, and reduce the administrative and compliance requirements for the grants.
- This action will also increase the fixability for the use of the grant funds.
- A similar resolution requesting will be brought the WWSS Board at its April meeting.



4

Recommended Changes to Future Board MEETING Schedule

June Regular Meeting

- The scheduled regular board meeting for June falls on Juneteenth (June 19) which is an observed District and federal holiday.
- Staff recommends that the June 19 regular meeting be rescheduled to June 26, 2024.

July 2nd Work Session

- The July work session is scheduled for July 2nd, two days before Independence Day
- The work session would be held in the week immediately following the June regular meeting if that's rescheduled
- Staff recommend canceling the July 2 work session

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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
February 6, 2024**

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Outline

**Review February
WWSS Commission
Board Meeting Agenda** → **Review Approvals and
Procurements Forecast** → **Update on WWSP
Activities**

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REVIEW FEBRUARY WWSS COMMISSION BOARD MEETING AGENDA

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Willamette Water Supply System Commission February 1, 2024 Board Meeting Agenda

1. General Manager's Report
2. Public Comment
3. Consent Agenda
 - A. Approve the December 7, 2023 meeting minutes
 - B. Accept Financial Statement and Report of Independent Auditor for the Fiscal Year ended June 30, 2023
4. Business Agenda
 - A. Election of Officers
5. Information Items
 - A. Water Treatment Plant Schedule Recovery Progress Update
 - B. Planned April Business Agenda items
 - C. The next Regular Board Meeting scheduled on April 4, 2024

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REVIEW APPROVALS AND PROCUREMENTS FORECAST



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Approvals and Procurements Forecast for December 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	3/21/2024	4/4/2024



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Approvals and Procurements Forecast for December 2023 – April 2024

Real Estate

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



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Approvals and Procurements Forecast for December 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 Procurements Forecast for December 2023 – April 2024

Contracts

Title	Goal	Value	Key Dates
None	--	--	--




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Approvals and Procurements Forecast for December 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: 4/4/2024
Permitting Services Contract Amendment for Next One-year Period	System-wide permitting services for the next year	\$1.4M	WWSS Board Approval: 4/4/2024

*having values higher than the Program Director's authority



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Approvals and Procurements Forecast for December 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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Approvals and Procurements Forecast for December 2023 – April 2024

Other

Description	Program Director	WWSS Management Committee	WWSS Commission Board
Board Action Related to WWSP Performance Audit	--	3/21/2024	4/4/2024



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WWSP Schedule Recovery Progress Update
WWSP Construction Updates

UPDATE ON WWSP ACTIVITIES

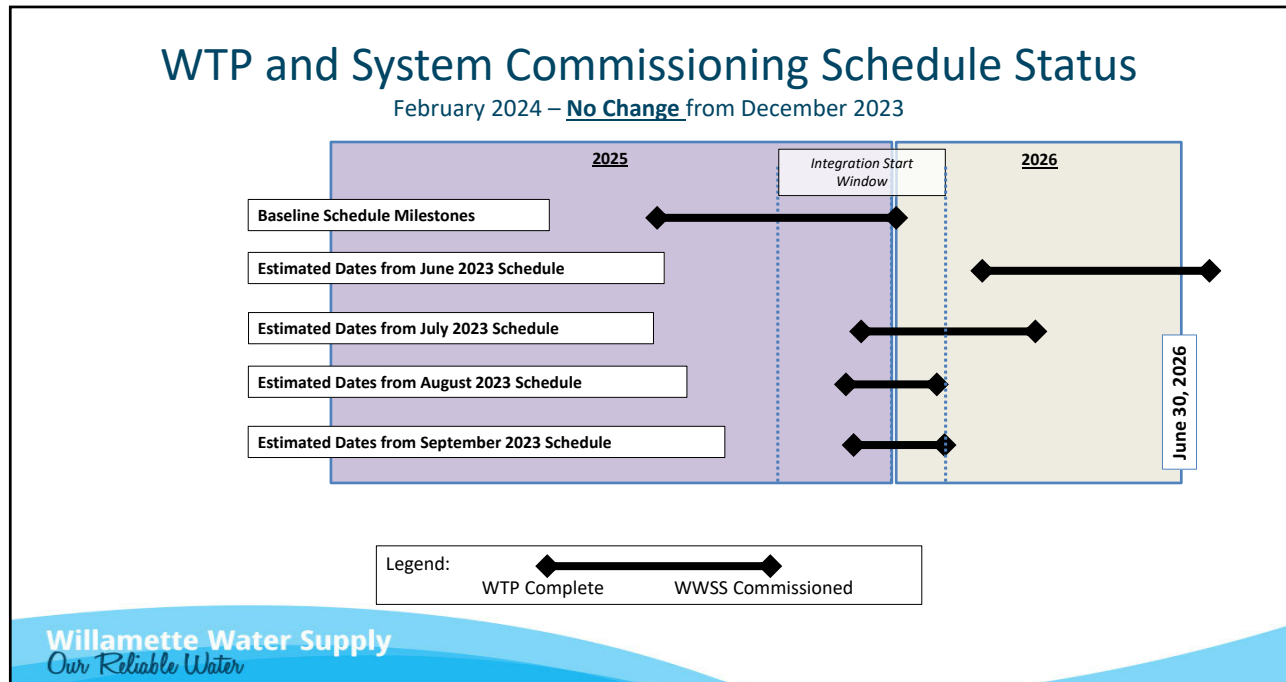
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WWSP SCHEDULE RECOVERY PROGRESS UPDATE

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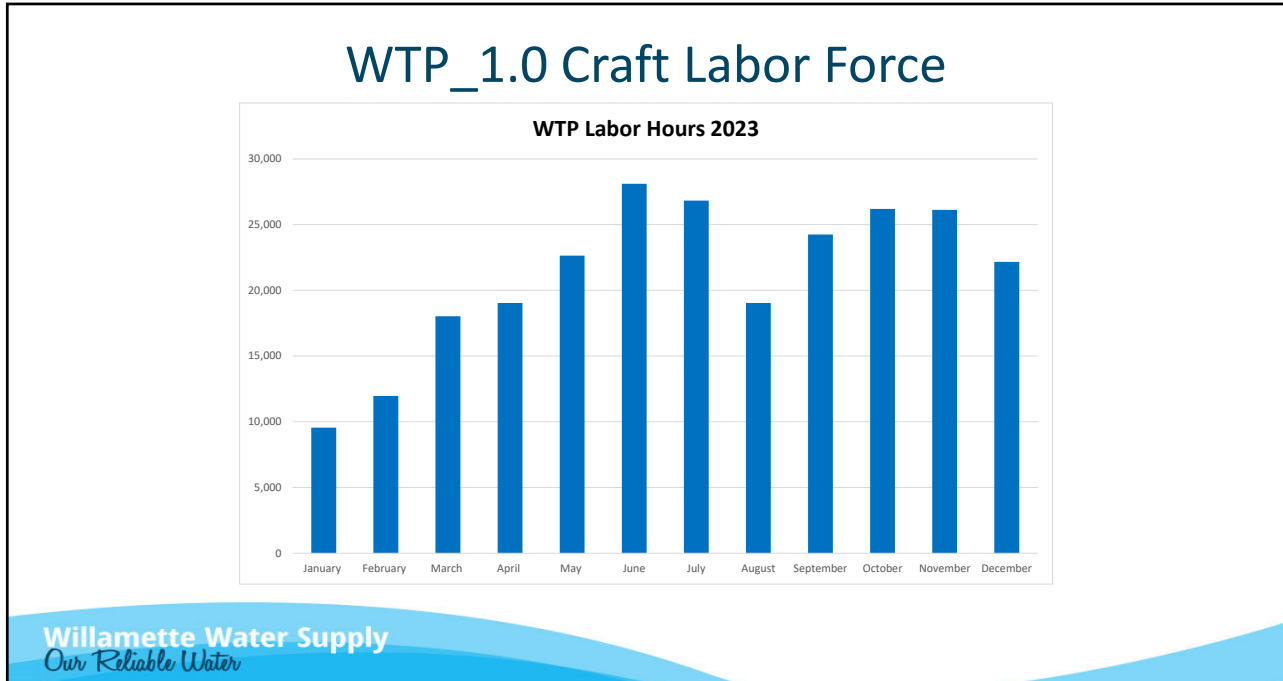
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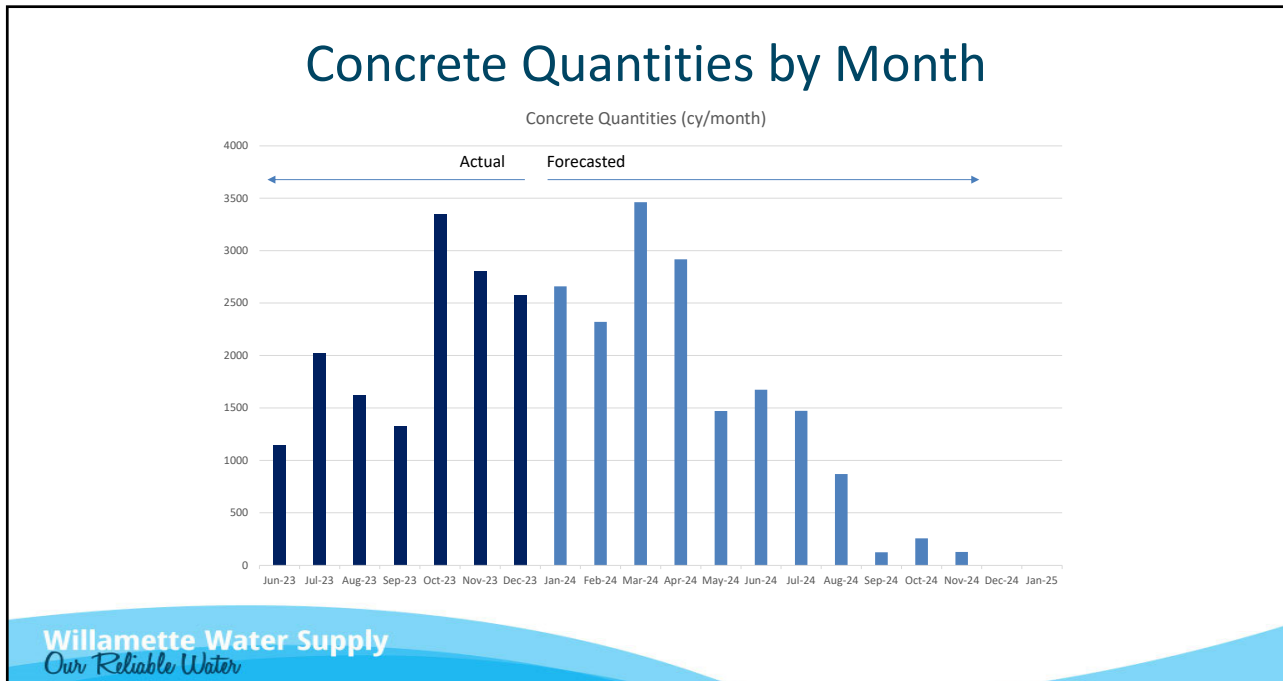
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Questions?

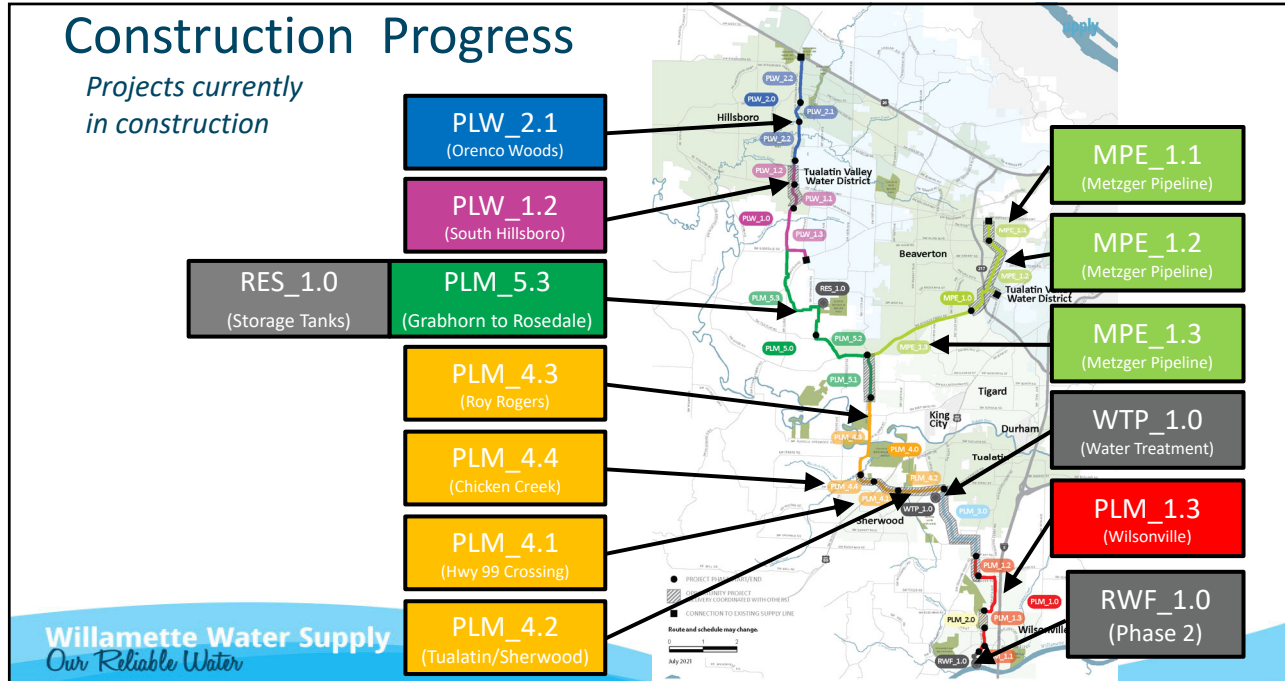


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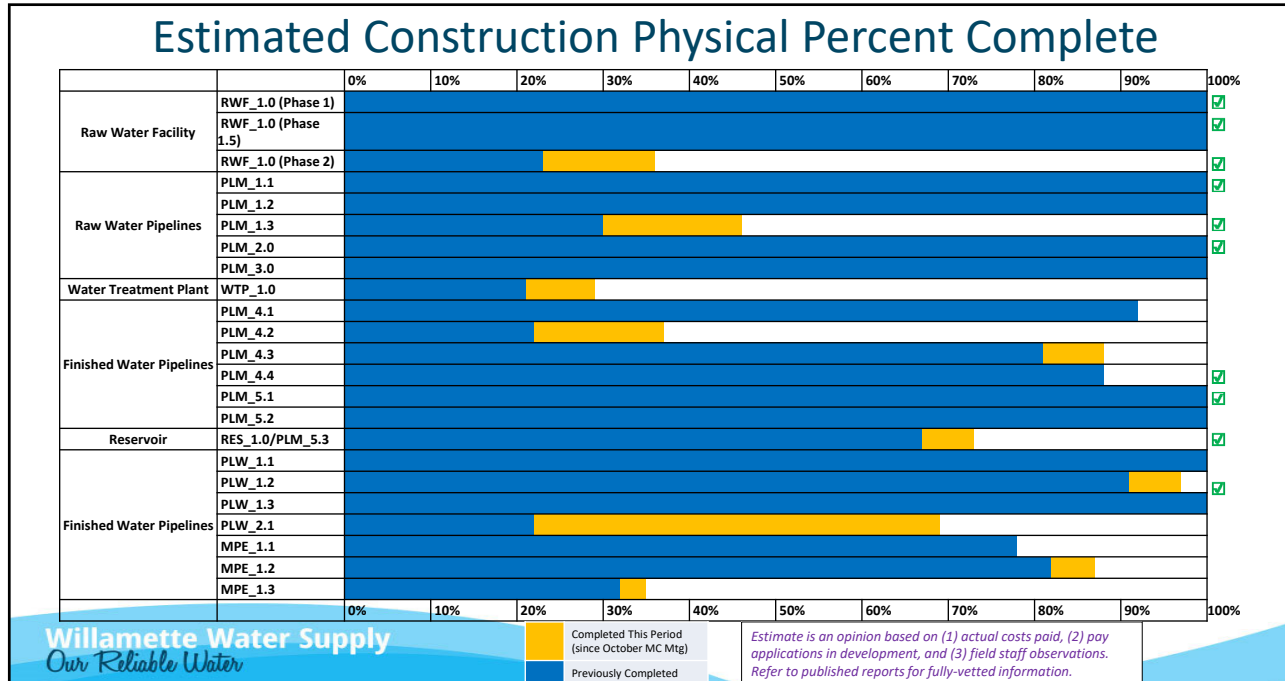
WWSP CONSTRUCTION UPDATES

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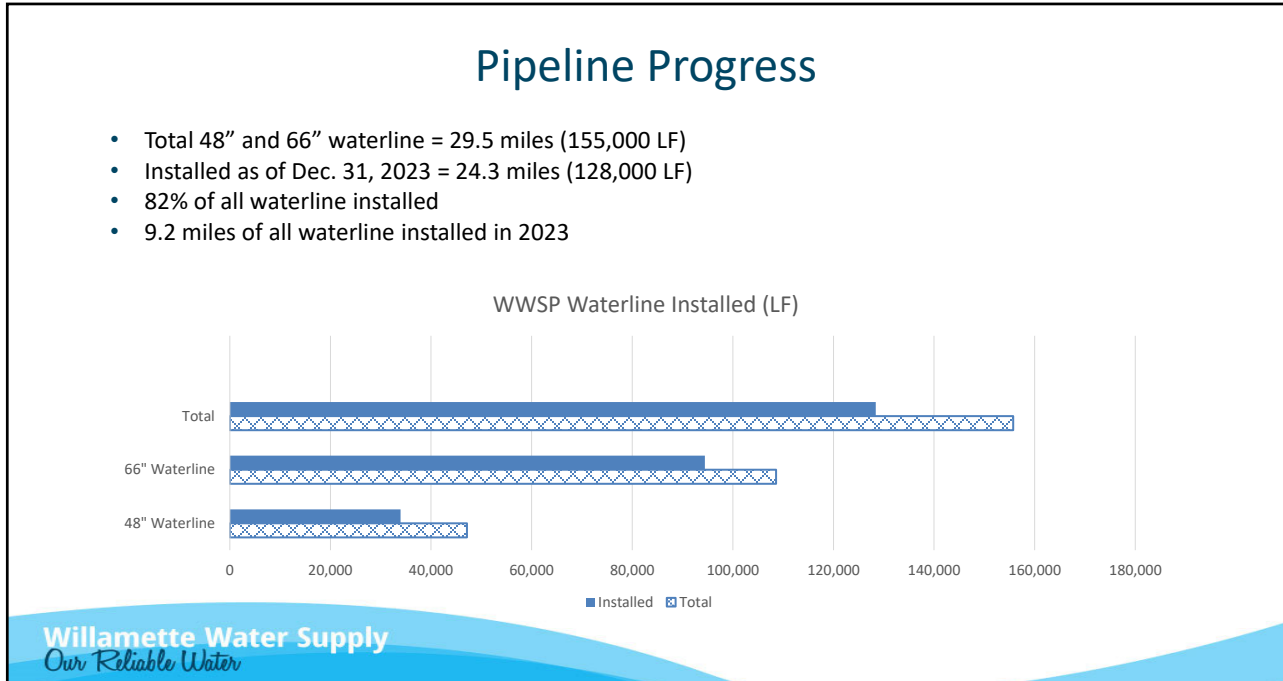
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RWF_GMP-2.0

Contractor: Kiewit Infrastructure West Co.
Designer: Black & Veatch

Current and Planned Activities:

- Formwork, rebar, and concrete for Generator and Fuel Tank slab
- Completion of exterior architectural systems
- Exterior and interior HVAC systems
- Interior mechanical, electrical, and plumbing system rough-in
- Interior painting, flooring, wall sheetrock, and ceilings
- Upper site perimeter wall – stone veneer and steel pickets.
- Vertical turbine pump bases and electrical conduit work in RWPS
- Anticipated start of 30" Surge Tank Piping connections to 66" RW
- Anticipated start of PGE 1.5MW electrical feeder project
- Anticipated start of Sherwood Broadband conduits into site

RWF_1.0: Raw Water Facilities
Construction: 2020-2024

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Construction Photos – RWF_GMP-2.0



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Construction Photos – RWF_GMP-2.0



William
Our Rel

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Construction Photos – RWF_GMP-2.0

Upper Site Electrical Bldg
Interior – metal stud walls,
electrical, and HVAC in the
emergency operation
center and control room



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Construction Photos – RWF_GMP-2.0

Raw Water
Pump Station:
pump bases



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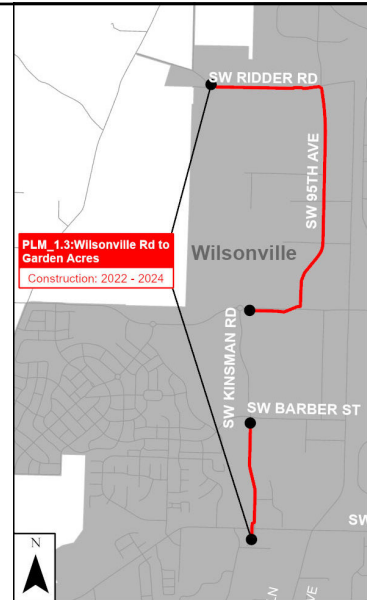
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PLM_1.3

Contractor: Moore Excavation Inc.
Designer: HDR

Current and Planned Activities:

- CARV, access vault, and other appurtenances being installed on Kinsman Rd.
- Approximately 7,280 LF of 66" waterline installed (59% of total)
- Boeckman Rd. / railroad trenchless crossing under way
- Temporary paving of 95th Ave. planned for late January

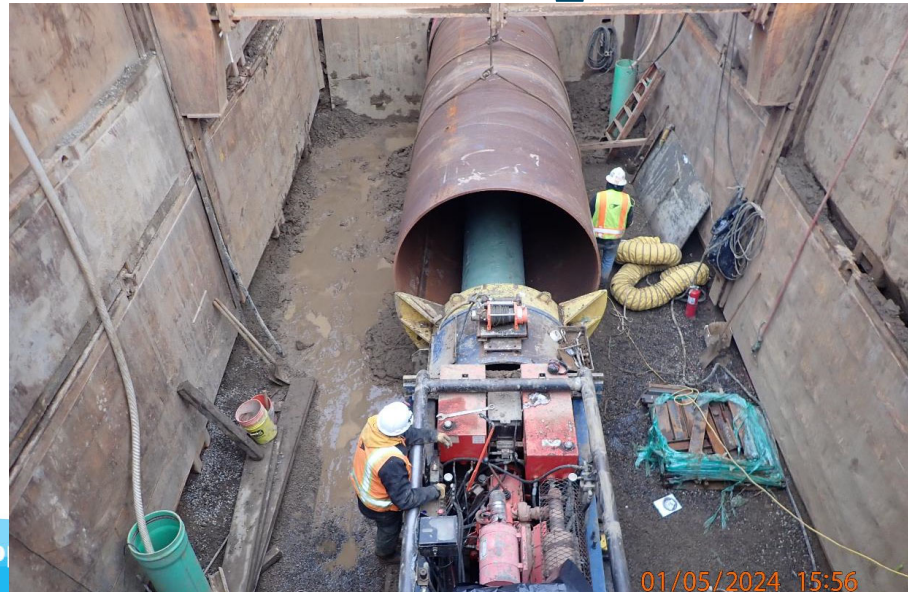


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Construction Photos - PLM_1.3

Installation of casing section at Boeckman Rd. tunnel.



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WTP_1.0

Contractor: Sundt Construction, Inc.

Designer: CDM Smith

Current and Planned Activities:

- Area 03 (Site Work): 66" RAW and 66" FNW pipe continues.
- Area 08 (Admin Building): Work continues with column foundations.
- Area 22 (Flash Mix): Concrete slab complete. Placing full height concrete walls.
- Area 25 (Ozone Generation): Duct bank work is on-going. Began elevator pit.
- Area 26 (Ozone Contactor) Concrete for effluent channel overflow box walls.
- Area 28 (Filters): Building lower gullet walls and decks.
- Area 30 (UV): Continue working on 84" pipe. Structural steel has begun.
- Area 34 (Chemical Building): Concrete containment walls and tank pads.
- Area 35 (Clearwell): Continue concrete walls and columns.
- Area 37 (EQ basin): Filling basin with water for hydrotest.
- Area 40 (Thickeners): Rebar and concrete work has begun.
- Area 52 (Thickened Sludge Pump Station): Placed concrete slab and began walls.
- Area 53 (FWPS): Process pipe installation has begun. Backfilling outside structure.



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Construction Photos - WTP_1.0



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Construction Photos - WTP_1.0



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Construction Photos - WTP_1.0

Area 30
Maintenance
Building
Structural Steel



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01/05/2024 13:24

40

Construction Photos - WTP_1.0

Electrical conduit duct bank construction - Area 30



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Construction Photos - WTP_1.0

Hydrotesting
Area #37
Equalization
Basins



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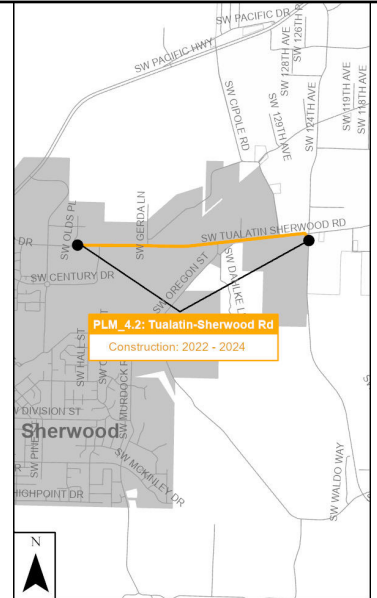
42

PLM_4.2

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

Current and Planned Activities:

- Casing for 124th trenchless operation is complete. Carrier pipe is expected to be installed in February
- Relocation of 12" City of Sherwood Water Line between Oregon St. and Wildrose Pl.
- 66-inch open cut waterline installation began. Heading west from 124th Ave.



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Construction Photos – PLM_4.2

66-inch waterline installation along Tualatin-Sherwood Rd.



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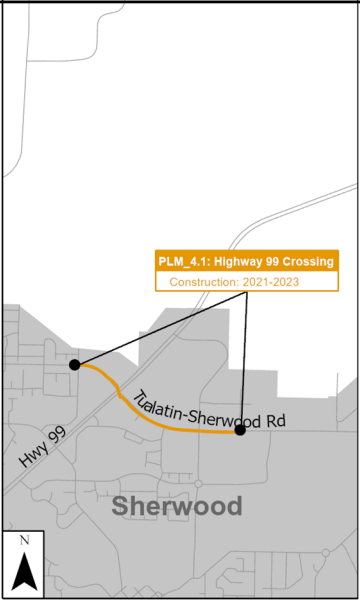
44

PLM_4.1

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

Current and Planned Activities:

- Appurtenance piping and vaults have all been installed
- Cathodic protection system installation almost complete
- Small amount of road widening to be completed



PLM_4.1: Highway 99 Crossing
Construction: 2021-2023

Hwy 99
Talatin-Sherwood Rd
Sherwood

N

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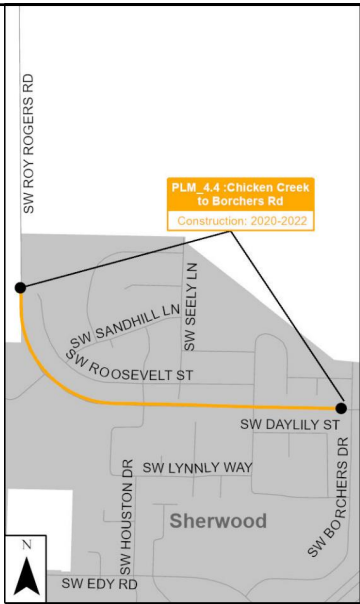
45

PLM_4.4

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

Current and Planned Activities:

- Completed testing and disinfection for 66-inch waterline
- Cathodic protection system is up and running
- Tie-in to PLM_4.1 and PLM_4.3 once both are complete



PLM_4.4: Chicken Creek to Borchers Rd
Construction: 2020-2022

SW ROY ROGERS RD
SW SANDHILL LN
SW ROOSEVELT ST
SW SEELY LN
SW DAYLILY ST
SW LYNNLY WAY
SW HOUSTON DR
SW EDY RD
SW BORCHERS DR
Sherwood

N

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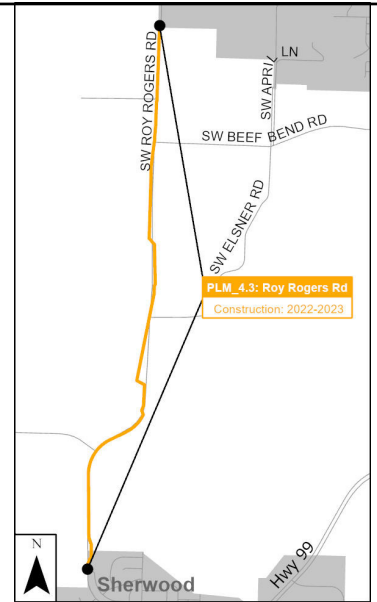
46

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
- Installing 66-inch waterline on east side of Roy Rogers Rd., north of Chicken Creek. Approximately 12,000 LF of pipe installed (90% of total)
- Completed construction of soldier pile and lagging wall with tie-backs at Tributary #4



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Construction Photos – PLM_4.3

66" waterline installation along Roy Rogers Rd. north of Chicken Creek



Jan 11, 2024 at 9:49:53 AM
 N 45° 22' 34", W 122° 51' 24"
 338° N
 19881–19897 SW Roy Rogers Rd
 Sherwood OR 97140
 United States

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Construction Photos – PLM_4.3

66-inch waterline near connection to PLM_4.4



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Construction Photos – PLM 4.3

66-inch butterfly valve installation



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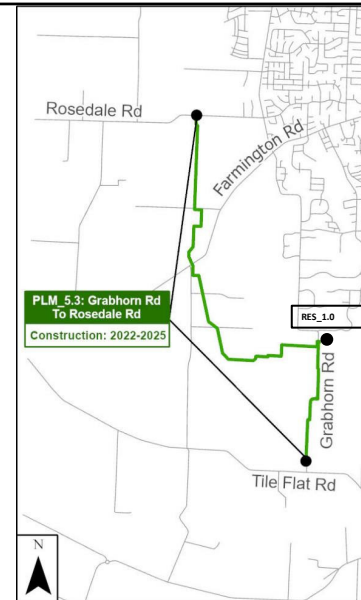
50

RES_1.0 / PLM_5.3

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

Current and Planned Activities:

- RES_1.0
 - Reservoir core wall and columns 100% complete
 - Reservoir roof concrete placement approximately 70% complete
 - Completed metal platforms and grating in valve vaults
 - Continued electrical duct bank and yard piping installation
 - Completed Water Quality Building CMU walls & began roof structural steel
- PLM_5.3
 - 66" waterline installation 100% complete (except tie-ins)
 - Continue cleaning, disinfection and hydrostatic pressure testing of 66" waterline
 - Continue appurtenance installations
 - Continued easement restoration in multiple locations including landscaping in creek and wetland crossings



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Construction Photos – RES_1.0



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Construction Photos – RES_1.0



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Construction Photos – RES_1.0



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Construction Photos – PLM_5.3

Wetland restoration at
McKernan Creek

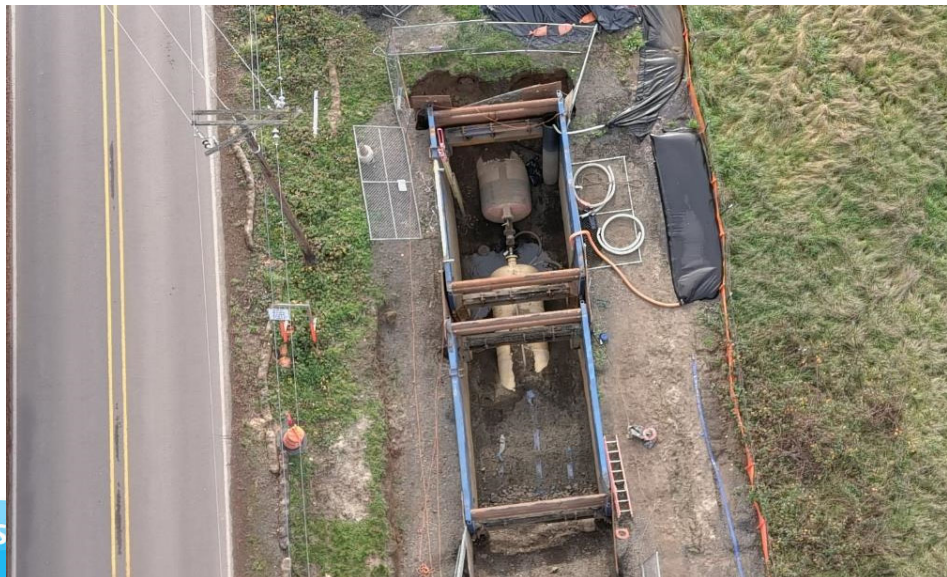


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Construction Photos – PLM_5.3

66" waterlines
PLM_5.2 and
PLM_5.3 tie-in
location



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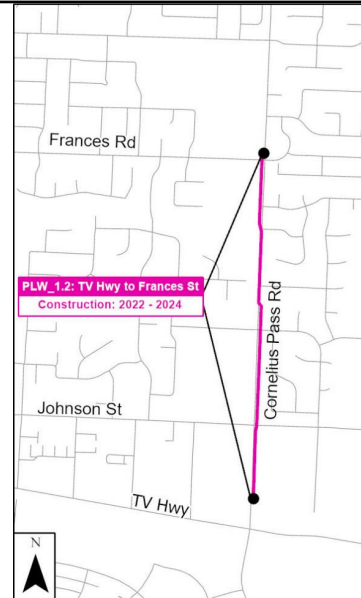
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PLW_1.2

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

Current and Planned Activities:

- Start-up of Frances St. Turnout at Reedville Creek Park
- Final restoration of Reedville Creek Park
- Deficiency list items



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Construction Photos – PLW_1.2

Installation of 12" PRV at
 Frances St. Turnout



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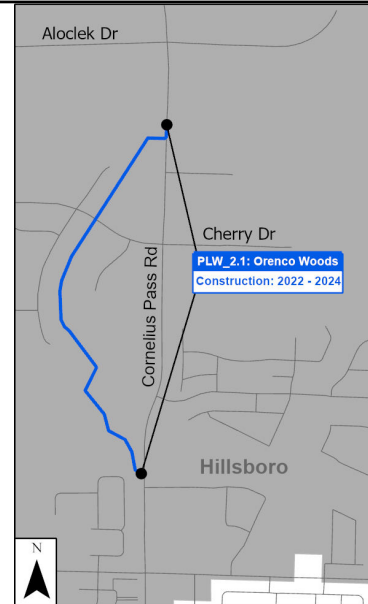
58

PLW_2.1

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

Current and Planned Activities:

- 48" waterline installation in Cornelius Pass Rd at end of alignment (north end)
- Appurtenance and precast vault installation
- Stormwater piping installation for access road



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Construction Photos – PLW_2.1

Overview of construction access south of Cherry Dr.



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Construction Photos – PLW_2.1

48" waterline installation between staging area and Cherry Dr. on old railroad corridor



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Construction Photos – PLW_2.1

Willow stakes budding in Rock Creek restoration ahead of winter precipitation



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MPE_1.1

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

Current and Planned Activities:

- Washington County Supply Line (WCSL) tie-in work under way
 - 10-week window to have work completed and WCSL reactivated
 - TVWD drained the WCSL in advance of the work
 - WCSL sampling and condition assessment by TVWD
 - West Slope and COB water line relocation planning



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Construction Photos – MPE_1.1

- Traffic control setup and sawcutting roadway at Western Ave. / Beaverton-Hillsdale Highway (BHH)



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Construction Photos – MPE_1.1

- Careful excavation and uncovering of the existing 54" WCSL at Western/BHH



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Construction Photos – MPE_1.1

- Initial cut of the WCSL completed, first pipe section removed and end protection established



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Construction Progress – MPE_1.1



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MPE_1.2

Contractor: Emery & Sons
Designer: Brown & Caldwell

Current and Planned Activities:

- Trenchless crossings – Upper Fanno Creek
- Continued PFC building mechanical, HVAC, electrical
- Connections to existing 24" and 16" waterlines on Oleson Rd.
- Partial pressure testing completed on 48" waterline
- Site restoration



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Construction Photos – MPE_1.2

Fanno Creek tunnel
shaft construction



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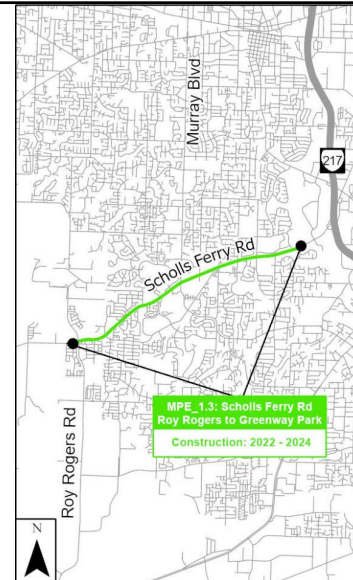
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MPE_1.3

Contractor: Emery & Sons
Designer: Brown & Caldwell

Current and Planned Activities:

- 48" waterline installation on Scholls Ferry Rd.
 - Heading west near 135th Ave. (night work)
 - Heading east near Roy Rogers Rd. (day work)
- Barrows Rd. Sewer Relocation
- Roy Rogers Road Turnout Vault
- PGE relocations



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Construction Progress – MPE_1.3



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Construction Photos – MPE_1.3

Roadway Paving



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Construction Photos – MPE_1.3

Setting access vault



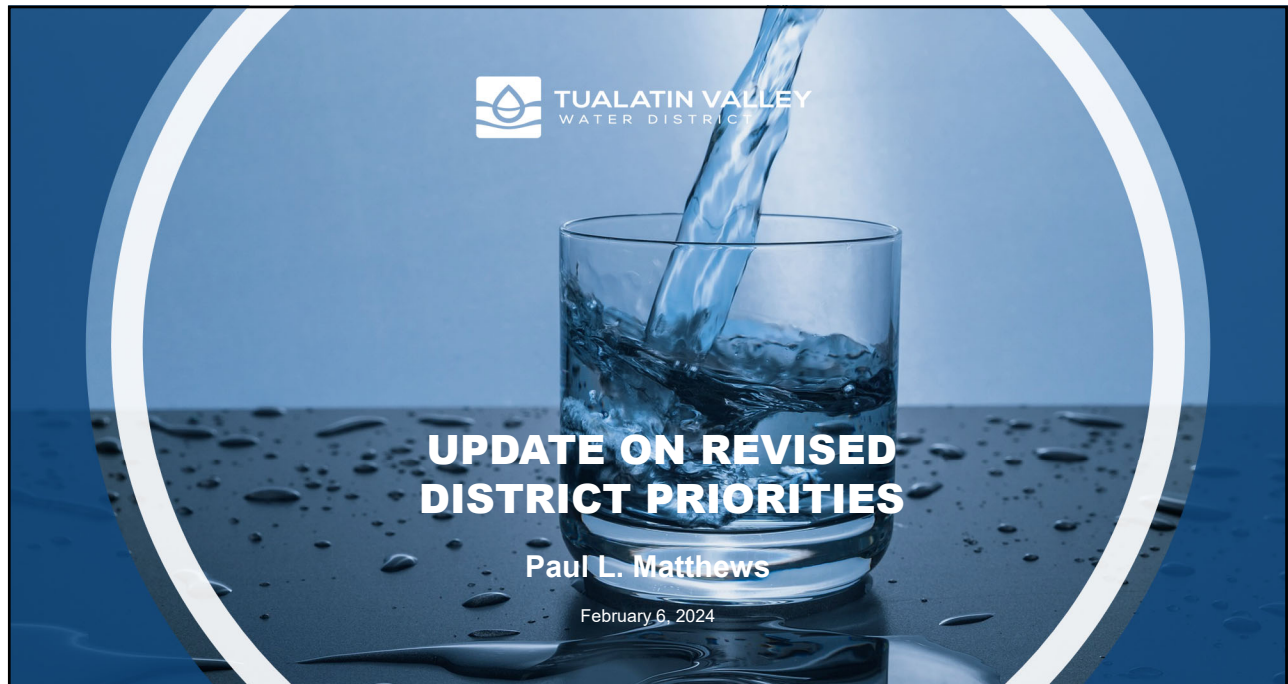
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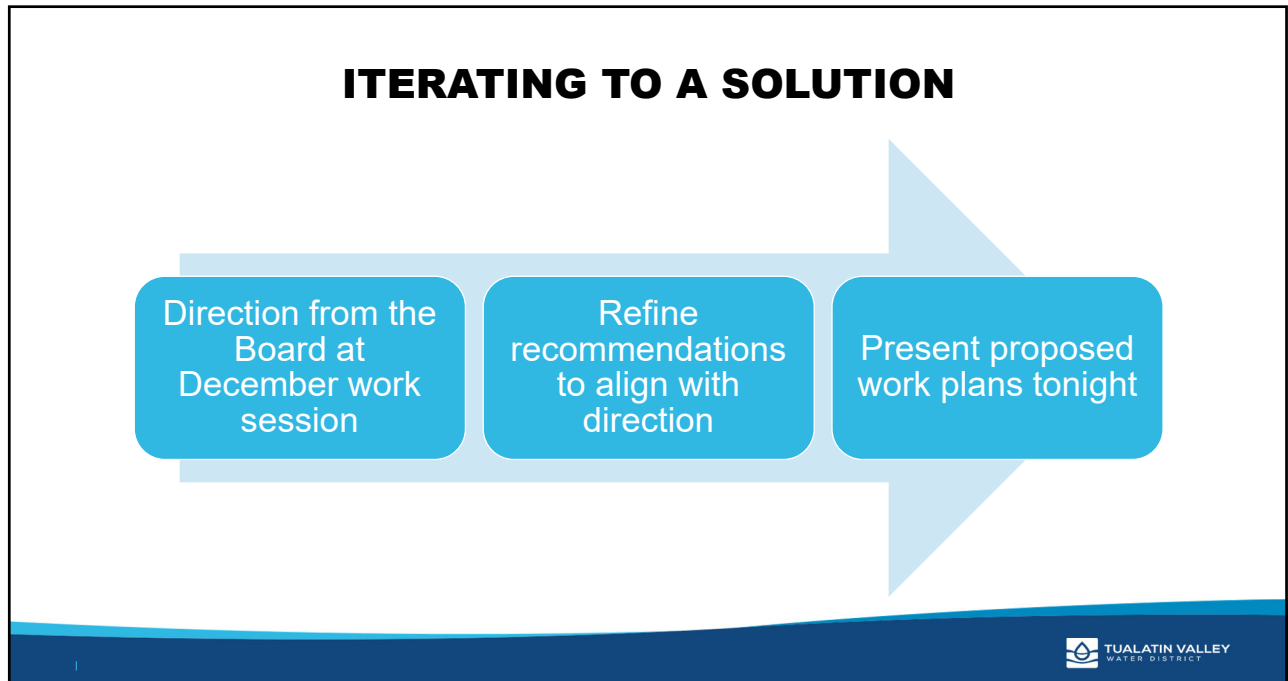
QUESTIONS?

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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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Focus on the Big Three

- Continue to provide reliable, resilient, and safe water to our customers
- Complete the Willamette Water Supply System
- Normalize operations and business processes with the new CIS



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PROPOSAL AT DECEMBER WORK SESSION

Delay

- Advanced metering infrastructure (AMI)
- Expanding monthly billing pilot study
- Water System Master Plan Update
- Extending implementation of Strategic Asset Management Plan

Accelerate

- Customer Assistance Program
- Formalize regional strategy

Modify

- Legislative strategies (federal and state)

RECOMMENDED INITIATIVES

- Federal & State Legislative Strategies
- Regional Principles
- Strategic Planning Framework
- Classification/ Compensation Study
- DEI Strategy
- Water Supply Integration (WSI) Communications
- Customer Assistance Program
- OSF Normalization
- Lead Service Line Inventory
- Willamette Preparation Efforts
- WSI Planning and Implementation
- Technology Refresh
- Data Reporting Foundation

STATUS OF INITIATIVES WILL BE TRACKED

#	Description	Target Date	Status	Status	#	Description	Target Date	Status	Status
1	Federal & State Legislative Strategies	Jun-24	G	●	8	OSF Normalization	Dec-24	G	●
2	Regional Principles	Jun-24	G	●	9	Lead Service Line Inventory	Apr-24	G	●
3	Strategic Planning Framework	Sep-24	Y	●	10	Willamette Preparation Efforts	Jun-26	G	●
4	Classification/ Compensation Study	Feb-24	R	●	11	WSI Planning and Implementation	Jun-26	G	●
5	Develop DEI Strategy	Jun-24	G	●	12	Technology Refresh	Jun-25	Y	●
6	WSI Communications	Sep-24	G	●	13	Data Reporting Foundation	Jun-25	Y	●
7	Customer Assistance Program	Jun-24	G	●					

KEY:

	On Schedule	G	●
	Some issues slowing this down	Y	●
	Significantly off schedule	R	●
	Not yet begun / not yet reported	B	●
	Completed	C	✓



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TEMPLATE FOR TRACKING INITIATIVES

No.	Title	Dept. Mgr	Project Mgr
1	Federal & State Legislative Strategies	Paul Matthews	Paul Matthews

Initiative status last updated: 1/30/2024

Primary Desired Result:

Objective	Description
Provide Board guidance to management of the District's legislative priorities. Allows management to coordinate activities of the District's lobbyists to pursue the Board's policy objectives. Aligns the District's priorities and efforts on legislative matters. Aligns and/or coordinates federal and state legislative priorities.	Working with the District's lobbyists, develop a legislative strategy for adoption by the Board that guides the District's federal and state legislative efforts.

Status Summary

Please update the 5 **blue-shaded areas** before your presentation at Leadership Team. Include a description of your status update in the large box below.

Status: G - On Schedule
Target Completion Date: 6/30/2024
Today's Date: 1/30/2024
Updated by: Paul Matthews

Draft state and federal legislative strategy have been prepared and reviewed by the District's lobbyists. These initiatives will be presented to the Board at its February 6, 2024 work session. Management will prepare a resolution for adopting the strategies after the conclusion of the Oregon short session. Management is proposing reconfiguring the District's *Policy and Board Development Committee* to be the Board's *Policy and Legislative Strategy Committee*. The Board will be asked to name commissioners to serve on the newly retasked committee.



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WORKPLANS ALSO TRACKED

Workplan for Initiative 1 – Federal & State Legislative Strategies

Major Project Elements or Tasks	Task Manager	Start Date (month/year)	Target End Date (month/year)	Actual End Date (month/year)	% Compl	Notes
1 Prepare draft State Legislative Strategy	Matthews	Nov - 2023	Apr - 2024	Jan - 2024	100%	
2 Prepare Draft Federal Legislative Strategy	Matthews	Nov - 2023	Apr - 2024	Jan - 2024	100%	
3 Present Strategies at Work Session	Matthews	Jan - 2024	Apr - 2024		50%	
4 Revise draft State and Federal Legislative Strategy	Matthews	Feb - 2024	May - 2024		0%	
5 Draft Resolution and Staff Report	Matthews	May - 2024	Jun - 2024		0%	Currently targeting March Board Meeting
6 Present State and Federal Legislative Strategy to Board for Adoption	Matthews	Jun - 2024	Jun - 2024		0%	



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THIRTEEN INITIATIVES

Work Plan	#	Title
Admin/CEO	1	Federal & State Legislative Strategies
	2	Regional Principles
	3	Strategic Planning Framework
HR	4	Classification/ Compensation Study
	5	Develop DEI Strategy
Comms	6	WSI Communications
Cust Svc	7	Customer Assistance Program
	8	OSF Normalization
Engineering	9	Lead Service Line Inventory
	10	Willamette Preparation Efforts
	11	WSI Planning and Implementation
IT	12	Technology Refresh
	13	Data Reporting Foundation

- Focus on enterprise-level initiatives
- Efforts cross departmental boundaries
- Each has a Leadership Team Sponsor
- Coordination required among initiatives
- Example: WSI Communications and WSI Efforts



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INITIATIVE 1 – FEDERAL & STATE LEGISLATIVE STRATEGIES

Objective

- Provides guidance to management on the Board's legislative priorities.
- Allow management to coordinate activities of the District's lobbyists to pursue the Board's priorities.
- Aligns and coordinates federal and state legislative priorities.
- Prepare the District for its evolving regional role.

Description

- Develop a legislative strategy for adoption by the Board that guides the District's federal and state legislative efforts.
- Work with the District's state and federal lobbyists to align efforts.
- Leverage lobbying efforts of national and state industry organizations.

INITIATIVE 1 – FEDERAL & STATE LEGISLATIVE STRATEGIES

Key Activities/Tasks

- Prepare draft State Legislative Strategy
- Prepare draft Federal Legislative Strategy
- Present Strategies at Work Session
- Revise draft State and Federal Legislative Strategy
- Draft Resolution and Staff Report
- Present State and Federal Legislative Strategy to Board for Adoption
- Disseminate adopted strategies to stakeholders

DRAFT STATE LEGISLATIVE STRATEGY

Priority	Item
1	Protect the Willamette River as a Drinking Water Source. Work with stakeholders, regulatory agencies, and drinking water providers to ensure TVWD can continue to provide reliable, resilient, and safe water to its communities. Guard against efforts to reduce environmental or habitat safeguards within the Willamette River basin. Protect access to water and stored water rights.
1	Water Quality. Monitor issues related to water quality, including lead service lines, PFAS, water contaminants, and water quality testing.
1	State Funding for Water Infrastructure Projects. Monitor and pursue opportunities to increase state investments in water infrastructure. Work with state agencies, legislative champions, and federal partners to steer state and federal dollars to critical water infrastructure projects. Lobby for additional funding for TVWD related to affordable housing, resiliency, climate change, and public health.
2	Economic Development, Land Use, and Housing. Support efforts to increase affordable housing supply through policies which encourage sustainable growth and economic development. Ensure TVWD can continue to support the growth of Oregon's semiconductor industry.
2	Project Delivery and Contracting. Work with legislators and stakeholders to avoid negative impacts to TVWD project delivery related to contracting issues, financing, and system development charges.



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DRAFT FEDERAL LEGISLATIVE STRATEGY

Priority	Item
1	Federal Funding for Water Infrastructure Projects. Monitor and pursue opportunities to increase federal investments in water infrastructure. Work with federal agencies, legislative champions, and federal partners to steer federal dollars to critical water infrastructure projects. Lobby for additional funding for TVWD Congressional Directed Spending and grant projects.
1	Affordability of Water for Vulnerable Customers. Monitor issues related to customer assistance programs to address the affordability of water for economically vulnerable customers. Support the funding of a permanent low-income water bill assistance program (LIHWAP), full funding of the Drinking Water State Revolving Loan Fund and the Mid-Size and Large Drinking Water Infrastructure Program.
1	Protect the Willamette River as a Drinking Water Source. Support the strategic use of environmental laws to protect the water quality of the Willamette River. This includes reducing the introduction of PFAS into the water and controlling it at the source and holding those responsible for the contamination accountable. Work with federal regulators for a favorable outcome on the Willamette River Basin Review Feasibility Study (Reallocation).
2	Economic Development. Support efforts to strengthen the economy by ensuring water-intensive industries have ready-access to a reliable and resilient water supply. Ensure TVWD can continue to support the growth of the semiconductor industry in the United States.
2	Project Delivery and Contracting. Work to avoid negative impacts to TVWD's project delivery related to legislation impacting procuring, contracting, and financing water infrastructure. Advocate for the protection of tax-exempt financing options for water infrastructure.



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INITIATIVE 2 – REGIONAL PRINCIPLES

Objective

- Improve relationships with regional stakeholders by communicating TVWD's principles on how it will support neighboring utilities.
- Improve the District's ability to react to regional needs in a timely manner.
- Prepare the District for its evolving regional role.

Description

- Develop, adopt, and publish principles that will signal the District's commitment to the region.
- Identify the principles that will allow stakeholders to anticipate the District's actions within the region.
- Describing these principles in advance to reduce the likelihood that the District's actions are unexpected or contrary to the public interest.

INITIATIVE 2 – REGIONAL PRINCIPLES

Key Activities/Tasks

- Prepare long-form Regional Principles
- Consolidate principles into concise presentation
- Present draft Regional Principles to the Leadership Team
- Revise draft Regional Principles
- Present draft Regional Principles at Board Work Session
- Revise draft Regional Principles
- Disseminate Regional Principles to stakeholders

DRAFT REGIONAL PRINCIPLES

TVWD is committed to:

- The preservation of public health and safety
- The stewardship of a resilient and reliable water system
- The highest standards of quality and professionalism

DRAFT REGIONAL PRINCIPLES

Our Regional Commitments:

- TVWD is committed to equitable, fair, mutually beneficial, and meaningful partnerships that respect current jurisdictional boundaries.
- TVWD is committed to transparency among all interested entities. As a public agency, TVWD's actions are a matter of public record.
- TVWD is committed to providing mutual aid to neighboring public agencies. Mutual aid might include:
 - Reciprocal arrangement for water and/or other services.
 - Fee-based services.
 - Other arrangements where appropriate.
- TVWD will endeavor to respond to a request for assistance in a timely manner in accordance with the highest professional standards.

DRAFT REGIONAL PRINCIPLES

Threshold Criteria for Partnerships Include:

- Is the request consistent with TVWD's mission, vision, and values?
- Does the request serve the best interest of TVWD's customers to build and maintain reciprocal relationships with neighboring utilities?
- Does TVWD have the resources, expertise, equipment, system capacity, etc., to meet the request in a cost-effective manner?
- Is TVWD in the best position to provide the services requested?

INITIATIVE 3 – STRATEGIC PLANNING FRAMEWORK

Objective

- Update the District's Strategic Planning Framework (SPF) to align with future needs.
- Integrate Effective Utility Management (EUM) elements where desirable to make the SPF recognizable by outside stakeholders.
- Improve accountability and performance measurements (e.g., KPIs).
- Prepare the District for its evolving regional role.

Description

- Conduct a multidisciplinary project using the diverse expertise of the leadership team to craft a repeatable SPF.
- To the extent possible, incorporate the concepts contained in the EUM framework.
- Use the new SPF to develop the strategic plan and performance measures for the 2025-27 biennium.

HEART OF TVWD'S STRATEGIC PLAN

TVWD Desired Results

- Water supply meets community needs & expectations
- Community is confident in TVWD's water, service & employees
- Good stewards of financial resources
- Good stewards of natural resources
- Good stewards of District assets

INITIATIVE 3 – STRATEGIC PLANNING FRAMEWORK

Key Activities/Tasks

- Establish Project Objectives and Governance
- Conduct Preliminary EUM Assessment
- Identify/Revise EUM Keys to Management Success
- Identify District-Specific Attributes (Desired Results)
- Propose Biennial Strategic Planning Framework and Process
- Develop Proposed Measurement/Monitoring Strategy
- Present Proposals to Strategic Planning Team
- Present Proposals to Board
- Finalize Proposed Strategic Planning Framework

INITIATIVE 4 – CLASSIFICATION/ COMPENSATION STUDY

Objective

- Attract and retain talent, maintain internal fairness, and support overall organizational effectiveness by appropriately valuing and compensating employees based on their contributions and responsibilities.
- Establish a transparent and equitable compensation structure that aligns with market conditions and achieves internal equity.
- Prepare the District for its evolving regional role.

Description

- Follows a systematic process relying on industry-standards.
- Adopt a compensation philosophy.
- Complete an equal pay analysis.
- Recommend necessary adjustments to classification structure, pay ranges, and personnel policies related to compensation.

INITIATIVE 4 – CLASSIFICATION/ COMPENSATION STUDY

Key Activities/Tasks

- Job Analysis
- Compensation Philosophy
- Equal Pay Analysis (work of comparable character)
- Comparable Agencies and Benchmark Jobs
- Classification Update
- Market Analysis
- Compensation Structure Update
- Policy Analysis
- Final Report and Implementation Plan

INITIATIVE 5 – DEVELOP DEI STRATEGY

Objective

- Assess the District's current state for alignment with its mission, vision, and values.
- Support a diverse and inclusive workplace that encourages employees to have a sense of belonging.
- Prepare the District for its evolving regional role.

Description

- A collaborative effort with a defined project governance plan that leverages the skills of a professional consulting team to guide the District through a process that produces a DEI strategy.
- Depending on the strategy developed, the DEI strategy will be implemented over time in deliberate steps and phases.

INITIATIVE 5 – DEVELOP DEI STRATEGY

Key Activities/Tasks

- DEI Stakeholder Analysis and ad hoc project review
- Project Team Governance
- Leadership Team Alignment
- Quantitative/Qualitative Assessment
- DEI Policy Statement
- DEI Strategy and Implementation Plan
- DEI Training Plan
- Embed DEI in strategic goals
- Final Report

INITIATIVE 6 – WSI COMMUNICATIONS

Objective

- Prepare effective communications strategies and techniques that prepare customers for the integration of the WWSS.
- Harmonize communications strategies and techniques among WWSS partners.
- Prepare the District for its evolving regional role.

Description

- In coordination with our partners, create a public communication tools and plans that increase pre-integration project awareness.
- Develop communication elements shared by the Partners with some elements unique to TVWD.
- Coordinate closely with operations team.

INITIATIVE 6 – WSI COMMUNICATIONS

Key Activities/Tasks

- Audit of existing materials and interview with consultant team
- Develop focus group and survey questions
- Develop draft messages for consulting team
- Conduct workshop with consultants and Partners
- Identify communication plan development milestones
- Establish performance benchmarks and measurement standards
- Determine tasks, budget, and timelines for next phase

INITIATIVE 7 – CUSTOMER ASSISTANCE PROGRAM

Objective

- Assist economically vulnerable customers in paying their water bills.
- Protect the District's reputation and ratemaking flexibility by reducing the impact on low-income customers.
- Prepare the District for its evolving regional role.

Description

- Draft policies and procedures to implement the RAC-recommended Customer Assistance Program.
- Develop an agreement with a third-party agency to identify and qualify low-income customers
- Implement changes to customer service procedures, CIS, and potentially customers' bills to support new Customer Assistance Program.

INITIATIVE 7 – CUSTOMER ASSISTANCE PROGRAM

Key Activities/Tasks

- Develop Draft Program Policies
- Develop and Execute Contract with Community Action
- Informational Presentation to Board of Commissioners
- Adoption of Resolution by Board of Commissioners
- CIS, Utility Bill Changes and Testing
- Define Initial (Pilot) Outreach Customer Group
- Develop Pilot Plan
- Train Customer Service and Community Action Staff
- Execute Pilot Plan
- Evaluate Pilot Results

INITIATIVE 8 – CIS NORMALIZATION

Objective

- Improve customer experience in using the District's new CIS
- Improve efficiencies of internal operations
- Increase employee satisfaction with new system
- Reduce outstanding account receivables
- Prepare the District for its evolving regional role.

Description

- Normalize operations of CIS within the District and partner, Clean Water Services
- Leverage contractual governance model for managing improvements
- Institutionalize relationship with CWS with new intergovernmental agreement

INITIATIVE 8 – OSF NORMALIZATION

Key Activities/Tasks

- Contractual Governance
- SME Review of Open Proposed Phases
- Finalization of Items in Three Phases
- Implementation Tracking - Phase 1 Items
- Phase 1 Report
- Implementation Tracking - Phase 2 Items
- Phase 2 Report
- Implementation Tracking - Phase 3 Items
- Phase 3 Report
- End of Year Review - All Governance Committees
- IGA Approval – TVWD, CWS Boards

INITIATIVE 9 – LEAD SERVICE LINE INVENTORY

Objective

- Comply with mandated lead service line inventory by the regulatory deadline.
- Increase the District’s knowledge regarding the risk of lead service lines to its customers.
- Prepare the District for its evolving regional role.

Description

- Using an accepted statistical modeling approach, sample 379 randomly chosen sites to determine service line material.
- Report findings to the Oregon Health Authority to comply with regulatory requirements.

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INITIATIVE 9 – LEAD SERVICE LINE INVENTORY

Key Activities/Tasks

- Communications outreach to the 379 customers at inspection sites
- Excavate sites and determine/record service line materials
- Submit findings for approval by OHA

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INITIATIVE 10 – WILLAMETTE PREPARATION EFFORTS

Objective

- Prepare for the successful startup, commissioning, and ongoing operations of the WWSS.
- Identify and track risks to success.
- Prepare the District for its evolving regional role.

Description

- Working with partners, develop SOPs and operational plans for the WWSS.
- Support the development of Commissioning and Startup plans.
- Prepare for the long-term management of the new WWSS.

INITIATIVE 10 – WILLAMETTE PREPARATION EFFORTS

Key Activities/Tasks

- Operational planning and SOP development
- CSU planning (led by WWSP) and final allocation of responsibilities
- Organizational chart updates and staff selection
- Financial procedures development
- Preparation of WWSS and TVWD physical assets

INITIATIVE 11 – WSI PLANNING AND IMPLEMENTATION

Objective

- Execute an integration strategy that minimizes risk of disruption to customers from changing water supplies to the new WWSS.
- Identify and track risks to success.
- Prepare the District for its evolving regional role.

Description

- Multidisciplinary effort to develop an operationally focused integration plan.
- Leverages the expertise of consultants to assist in plan development.
- Although focused on the District, based on framework approved by Partners.
- Implement Incident Command System (ICS) during WSI.
- Coordinate closely with Communications team's efforts.

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INITIATIVE 11 – WSI PLANNING AND IMPLEMENTATION

Key Activities/Tasks

- Draft operations-based integration plan.
- Implement Water Quality Monitoring Plan (WQMP) – before, during, and after integration.
- Prepare the District's water system to include unidirectional flushing, capital improvements, etc.
- Develop post-WSI operational plan for chlorine residual management.

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INITIATIVE 12 – TECHNOLOGY REFRESH

Objective

- Maintain the resiliency and reliability of the District's IT infrastructure.
- Continue to progress along the District's IT roadmap.
- Prepare the District for its evolving regional role.

Description

- Refresh the District's data center technologies
- Technologies include servers, storage, firewalls, network, wi-fi, and cybersecurity products

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INITIATIVE 12 – TECHNOLOGY REFRESH

Key Activities/Tasks

- Define requirements for each technology
- Perform vendor and product due diligence
- Define procurement strategies
- Execute procurements
- Receive products
- Install, configure and test equipment
- Develop production implementation plan
- Migrate production to new systems

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INITIATIVE 12 – TECHNOLOGY REFRESH

Activity	Server	WAN	LAN
Define requirements	✓	✓	
Perform vendor and product due diligence	✓		
Define procurement strategy	✓		
Execute procurement	✓		
Receive products			
Install, Configure and test			
Develop production implementation plan			
Migrate production to new systems			



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INITIATIVE 13 – DATA REPORTING FOUNDATION

Objective

- Improve the quality and efficiency of existing data reporting processes.
- Create a foundation for more advanced data analysis initiatives in the future.
- Prepare the District for its evolving regional role.

Description

- Identify key data needs, requirements and pain points.
- Document current data sources.
- Create a plan to improve the quality and efficiency of data processes.




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INITIATIVE 13 – DATA REPORTING FOUNDATION



Key Activities/Tasks


- Define project charter and plan
- Identify and document standard reports
- Identify and document standard report data sources
- Collect ad-hoc reporting needs and gaps
- Evaluate process improvement opportunities
- Create implementation plan
- Execute priority stabilization and improvement actions



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INITIATIVE 13 – DATA REPORTING FOUNDATION

Activity	Status
Define project charter and plan	
Identify and document standard reports	
Identify and document standard report data sources	
Collect ad-hoc reporting needs and gaps	
Evaluate process improvement opportunities	
Create implementation plans	
Execute priority stabilization and improvement actions	



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DIRECTION FROM BOARD

Questions from Management

- Concerns with any initiatives?
- Other guidance on priorities?
- Desire for approval. Formal or informal?
- Preference for frequency of briefings?
- Other important considerations?