

# Tualatin Valley Water District



Delivering the Best Water • Service • Value



## **BOARD WORK SESSION AGENDA\*** October 6, 2020

President Bernice Bagnall

Treasurer Jim Duggan

Vice President Dick Schmidt

Secretary Todd Sanders

Acting Secretary Jim Doane

\*To slow the spread of COVID-19, this meeting is dial-in only. It will not be held at a physical location. If you wish to attend via conference call and need dial-in information, please email [katherine.desau@tvwd.org](mailto:katherine.desau@tvwd.org) or call 503-848-3078 by 4:30 p.m. on October 6, 2020.

The meeting is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to the contact listed above.

For online meeting information, Commissioner bios and more, visit [www.tvwd.org](http://www.tvwd.org).

### VISION

Delivering the best water • service • value

### MISSION STATEMENT

To provide our community quality water and customer service

### VALUES

Reliability • Integrity • Stewardship • Excellence • Safety

## **EXECUTIVE SESSION – 6:00 PM – ONLINE MEETING**

An executive session of the Board is called under ORS 192.660(2)(i) to review and evaluate the employment-related performance of the chief executive officer who does not request an open hearing.

## **WORK SESSION – 7:00 PM – ONLINE MEETING\***

### **CALL TO ORDER**

### **ANNOUNCEMENTS**

#### **1. DISCUSSION ITEMS**

- A. District Initiatives Update and 2021 Goals Development. *Staff Report – Tom Hickmann*
- B. Willamette Water Supply System Commission Update. *Staff Report – Dave Kraska*
- C. Customer Information System (CIS) Contract Elements. *Staff Report – Andrew Carlstrom*

### **ADJOURNMENT**

## Tualatin Valley Water District



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**To:** Board of Commissioners  
**From:** Tom Hickmann, Chief Executive Officer  
**Date:** October 6, 2020  
**Subject:** District Initiatives Update and 2021 Goals Development

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### Key Concepts:

Staff will present:

- A status update for the 2019-21 District Initiatives, including 2020 updates.
- Proposed 2021 Chief Executive Officer (CEO) goals.

### Background:

Beyond the essential day-to-day operations of the District, staff works on *Strategic Projects* (i.e., District Initiatives) that are based on the District's vision, mission, values and strategic direction. For the 2019-21 biennium, six initiatives were established and helped to inform the District's adopted budget. A report summarizing the status of these projects is attached.

In addition to the District Initiatives, goals are typically established for the CEO each calendar year. Due to the transition within the position, CEO goals were not adopted in 2020. A summary of the CEO's proposed 2021 goals will be reviewed with the Board during the October 6th work session.

### Budget Impact:

Currently, there are no budget impacts from scope changes to the 2019-21 District Initiatives. All projects outlined in the attached overview pages (i.e., the first page of each two-page overview) are being executed within current budgets. However, there have been changes to the related costs of *Initiative 1 - Program for Management & Operation of the Willamette Water Supply System*.

The District's share of Willamette Water Supply Program (WWSP) costs have increased due, in part, to taking on more capacity in the terminal storage project (the part that Hillsboro no longer wanted to own), additional ancillary projects, and other projected cost increases.

### Staff Contact Information:

Tom Hickmann; Chief Executive Officer; (503) 848-3088; [tom.hickmann@twwd.org](mailto:tom.hickmann@twwd.org)

### Attachments:

Status Summary of 2019-21 Initiatives

Detailed Overviews of District Initiatives for 2019-21

**Management Staff Initials:**

Chief Executive Officer	TRH	Customer Service Manager	AC
Chief Engineer	CEP	IT Services Director	(TB)
Chief Financial Officer	Pon	Human Resources Director	OB
General Counsel	CB	Water Supply Program Director	(D)

## Status Summary of 2019-21 Initiatives

#	Description	Dept. or Division	Target Date	Status	Status
1	Program for Management and Operation of the Willamette Water Supply System	Admin	Jan-23	G	●
2	Debt Program	Finance	Ongoing	G	●
3	Strategic Communications Program	Communications & Public Affairs	Jun-20	Y	●
4	Develop and Implement CIS	Customer Service	Dec-21	G	●
5	District Resiliency Program	Risk	Ongoing	G	●
6	Human Capital Strategy	HR	Ongoing	G	●

KEY:

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

1 – Program for Management & Operation of the Willamette Water Supply System		Admin   Dave
<p><b>Current State</b></p> <p>TVWD currently serves as the managing agency for the implementation of the Willamette Water Supply Program. Infrastructure has been installed as part of these improvements, and construction will ramp up in the 2019-21 biennium. In addition, agreements are being negotiated for governance of the future Willamette Water Supply System (WWSS).</p>	<p><b>Future State</b></p> <p>TVWD will serve as the managing agency for the operation, maintenance and governance of the new water supply system. In addition, administration of the governance agreement will become necessary once the IGAs are complete.</p>	<p><b>Solution Overview</b></p> <p>Complete a planning process to identify the needs, priorities and resource requirements associated with the operations, maintenance and management of the WWSS.</p>
<p><b>Objective</b></p> <p>Develop a comprehensive plan and resource requirements for operations, maintenance, management and administration of the WWSS.</p>	<p><b>Success Measurements</b></p> <ul style="list-style-type: none"> <li>• Completion of the Draft WWSS Operations and Maintenance Plan</li> <li>• Support by TVWD Board</li> <li>• Support by TVWD staff</li> <li>• Support by WWSP partners</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• TVWD / WWSP staff</li> <li>• WWSP Program Manager</li> <li>• WWSS Commission Partner Agencies</li> </ul>
<p><b>Schedule</b></p> <ul style="list-style-type: none"> <li>• Oct '18 – July '19: Complete WWSS IGA; initiate implementation of WWSS Commission; continue implementation of WIF Commission</li> <li>• Mar '19: Executive Committee approval of the WWSS Operations Plan outline</li> <li>• Mar '23: Complete first draft of Operating Plan for WWSS including collaboration with partners</li> <li>• Mar '23 – Mar '25: Refine the draft Operations Plan as construction of the WWSS is completed</li> <li>• July '19 – Dec '25: Continue implementation of WWSS and WIF Commissions; continue design &amp; construction of infrastructure projects</li> </ul>		

## 1 – Program for Management & Operation of the Willamette Water Supply System

Admin | Dave

### 2020 Updates

- Resolved the reservoir cost allocation issue where City of Hillsboro's requirement to own 10-MG of terminal storage capacity outright was renegotiated such that no Partner owns separate terminal storage capacity.
  - *This reallocation, plus additional ancillary projects and other projected cost increases have all resulted in an increase to TVWD's total share of WWSS costs.*
- Addressed cost management matters related to City of Hillsboro's concerns regarding the overall Willamette Water Supply Program cost including preparing a strategy of identifying and prioritizing bid alternative items.
- Resolved concerns on the true-up calculations required when the WWSS IGA was adopted.
- Identified resource and process requirements of the WWSS information technology environment.
- Advanced the development of the WWSS Operations Plan.
- Advanced development of staffing plans for the WWSS Operations and Management, and for operation of the WWSS raw water facilities, water treatment plant, transmission system and storage system.
- Held monthly WWSS Board meetings, and twice monthly Management Committee meetings in support of the Board meetings.
- Presented updates on progress on the WWSP at each TVWD work session.
- Continued to advance all elements of the WWSP including five active construction projects (a sixth, the Raw Water Facilities project, started construction summer 2020); real estate acquisition; permit and land use applications and approvals; design of the remaining pipeline projects, the water treatment plant, and the terminal storage project.
- Continued our active public outreach and communications efforts related to all elements of the WWSP.
- Maintained the WWSP controls for management of the schedule, budget, and verifying compliance with the Partners' WIFIA loan requirements.

## 2 – Debt Program

Finance | Paul

<p><b>Current State</b> The District currently has no outstanding debt.</p>	<p><b>Future State</b> With more than \$850 million in planned capital expenditures over the next 8 years, the District may need \$500 million or more in debt financing. The amount of debt financing from revenue bonds will depend on the invitation from EPA to apply for a WIFIA loan.</p>	<p><b>Solution Overview</b> Develop a long-term debt program and its ongoing requirements – financial planning, ratings, mix of short and long-term debt instruments, continuing disclosure and investor relations. Maintain continuity with other partners in financing the WIF and WWSS. Stay up-to-date on emerging best practices, current market conditions, changing regulatory and statutory requirements pertaining to debt issuance and management.</p>
<p><b>Objective</b> Undertake those tasks necessary for the District to fund its participation in the WWSP, JWC, and fund its CIP. Build the foundation of a debt program to sustain the District's long-term financing needs while minimizing its cost of capital.</p>	<p><b>Success Measurements</b></p> <ul style="list-style-type: none"> <li>• Maintain a credit rating better than single A by S&amp;P and/or Moody's.</li> <li>• Have Board-adopted financial management policies in place by March 31, 2019.</li> <li>• Be prepared to issue long-term debt by FY2021.</li> <li>• Apply for a WIFIA loan during the current NOFA.</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• TVWD staff</li> <li>• Limited duration part-time staff with specialized expertise in debt management</li> <li>• Municipal Advisor (PFM)</li> <li>• Bond counsel</li> </ul>
<p><b>Schedule</b></p> <ul style="list-style-type: none"> <li>• (December 2018 through June 2019) Apply for WIFIA loan as part of the current NOFA.</li> <li>• (March 2019) Receive an indicative rating from a national rating agency.</li> <li>• (Continuous) Stay abreast of the bond market conditions and market innovations by meeting with members of the investment banking community.</li> <li>• (Continuous) Maintain reimbursement declarations.</li> <li>• (July 2019 through June 2020) Prepare a master revenue bond declaration (timing dependent on WIFIA).</li> <li>• (July 2021) Issue long-term debt.</li> </ul>		



## 2 – Debt Program

Finance | Paul

### **2020 Updates**

- Re-executed WIFIA Loan Agreement saving the District an additional \$122 million in repayment costs.
- Responded to credit rating surveillance from Fitch and maintained the District's AA+ credit rating.
- Prepared financial reporting process to monitor the District's financial health during the COVID-19 crisis.

3 – Strategic Communications Program		Communications   Andrea
<p><b>Current State</b></p> <p>TVWD has a Communications and Public Affairs division of three FTE planning and implementing a strategic communications program for customers, community, staff/Board and partners. The District has opportunities to increase outcomes by engaging in robust communications and engagement in its outreach efforts to inform and educate customers about District initiatives, rates and the value of water. The District also should evaluate emergency communications capacity, such as the one Salem experienced to assure performance capability.</p>	<p><b>Future State</b></p> <p>The District needs to increase outreach efforts for customers and stakeholders. While preparing customers for future water rate increases, TVWD has an opportunity to address affordability of water service by engaging the human services community to educate those working directly with those in need about District investments and increasing water bills. Together, TVWD and its partners will strengthen the network to support customers with affordability concerns while communicating and demonstrating the value of its investment in a new regional water supply.</p>	<p><b>Solution Overview</b></p> <p>Complete the planning and resourcing process to identify the needs, priorities and budget requirements associated with the implementation of the Strategic Communications Plan.</p> <p>Website redesigned by May 1, 2019.</p> <p>The Strategic Communications Plan will include sections that address Ratepayer Communications and Affordability Strategies.</p>
<p><b>Objective</b></p> <p>Develop work plans and resource requirements for implementing the District’s Strategic Communications Plan and Ratepayer Communications Strategy.</p>	<p><b>Success Measurements</b></p> <ul style="list-style-type: none"> <li>• Management Team and Board adopts an updated Strategic Communications Plan</li> <li>• Customer Satisfaction Survey results</li> <li>• Rate hearings include customer engagement</li> <li>• Annual work plan assessments</li> <li>• Customer, Board and staff feedback</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Current TVWD staff (3 FTE)</li> <li>• New Communications budget FY 19-21                             <ul style="list-style-type: none"> <li>○ Develop a display to educate the impact and value of the WWSP</li> <li>○ Emergency Communications system</li> <li>○ Communications Research</li> <li>○ Consultant support to develop a responsive construction outreach program</li> <li>○ Resources to build a network to assist with affordability strategies.</li> </ul> </li> </ul>
<p><b>Schedule</b></p> <ul style="list-style-type: none"> <li>• Rate communications for 2019 rate-setting process – through July 2019.</li> <li>• Customer Satisfaction Survey – January 2020.</li> <li>• Branding roll out complete by June 30, 2020.</li> <li>• Strategic Communications Plan to leadership team by December 2020.</li> <li>• Strategic Communications Plan to Board by June 2021.</li> </ul>		

## 3 – Strategic Communications Program

Communications | Andrea

### 2020 Updates

- TVWD Communications staff has been directly involved in the Emergency Operations Center for the majority of 2020.
- COVID-19 has also necessitated a major communication/outreach effort to reach customers that are in arrears with suspension of shut off.
- Virtual customer outreach events have been created and are well attended.
- Arrival of new CEO created opportunities to consider the District's mission, vision, and values; program resources; brand experience; business needs for changing role of TVWD as a regional water provider; and alignment of the Strategic Communications efforts.

## 4 – Develop and Implement CIS

Customer Service | Andrew

### Current State

The District’s 2015 IT Master Plan identified a need for the District to replace the internally developed Utility Billing (UB) system with a COTS Customer Information System (CIS). The FY 2015-2017 Adopted Budget included funding for the first phase of this project, development of requirements for a CIS vendor RFP. However, the CIS project was delayed until the District completed implementation of a new PCI-compliant third-party payment system. The District has now developed an agreement strategy, including an initial project intergovernmental agreement (IGA) with project partner Clean Services. The partners have also selected a professional services firm for the project.

### Future State

By the end of the 2017-2019 biennium, the District will have: documented issues with the current UB; developed its CIS business requirements; completed CIS preparedness including analyzing related policies, business rules, workflows, customer needs and communication opportunities; developed a project schedule, scope, budget, and sustainment plan for a new CIS; selected a professional services firm for the CIS project; implemented an initial project intergovernmental agreement with project partner Clean Water Services; and published a Request for Proposals (RFP) to select a system vendor.

### Solution Overview

This initiative will make continued progress in moving the District from the existing customized utility billing solution to a new commercial off the shelf (COTS) CIS product. The CIS project is a collaborative effort between TVWD and Clean Water Services; both agencies will share costs and project decisions. TVWD will serve as the “managing agency” of the project and future system and Clean Water Services will be the “partner agency” for both the project and new system after go-live.

### Objective

Develop a strategy for a new CIS and begin its implementation.

### Success Measurements

- Development and approval of overall agreement strategy, by phases, with Clean Water Service
- Development and approval of initial project IGA with CWS
- Hire new Business Analyst for project
- Develop initial project charter
- Review/document internal meter to cash business processes
- Develop requirements and select professional services firm for needs assessment (meter to cash audit), vendor selection/contracting, and overall project management
- Develop scope, schedule, and budget estimates
- Develop project staffing plan to inform 2019-2021 budget development
- Develop/publish RFP; select CIS vendor & negotiate contract
- Implement and stabilize new CIS

### Resources

The District and partner Clean Water Services estimated \$250,000 for the initial project phase: needs assessment (meter to cash audit), development of new system RFP, and selection/contracting with the CIS vendor. For the overall project budget, the District does not yet have enough information to state the budgetary and other requirements needed for a CIS implementation; the District and Clean Water Services, assisted by the professional services firm, will determine this in the coming months, in preparation for their respective budget processes.

### Schedule

- Phase 1 – Needs assessment (meter to cash audit), select new CIS vendor, negotiate CIS vendor contract: to be completed in calendar year 2019.
- Phase 2 – Implementation: to be completed in calendar year 2021.

## 4 – Develop and Implement CIS

Customer Service | Andrew

### 2020 Updates

- Completed Implementation IGA with Clean Water Services (second of three IGAs); third IGA with CWS (ongoing operations agreement) must be completed prior to new system go-live.
- CIS vendor selected: Open International LLC (software: SmartFlex).
- Vendor contract negotiated and being prepared for execution.
- Contract is for software as a service (SaaS) and addresses the implementation and the ongoing provision of service from Open.
- TVWD and CWS are preparing for the implementation, including addressing third party project resources; start date is November 16.
- TVWD and CWS have conducted significant work in preparation for implementation data conversion, including establishing a data warehouse and addressing legacy system data cleanup.
- TVWD is currently replacing its legacy meter sales application; the replacement will integrate with both the existing billing system and the new CIS.
- Implementation goal is 14 months with go-live in early 2022, an aggressive schedule.
- TVWD and CWS leadership are prepared to prioritize and support the CIS implementation in order to meet this goal.

## 5 – District Resiliency Program Risk | Mike

<p><b>Current State</b></p> <p>To increase resiliency, the District adopted an updated All Hazards Emergency Response Plan (ERP) in 2014. There are pieces of the plan that have not been effectively implemented.</p> <p>Currently, the ERP has not been effectively coordinated with other resiliency efforts including:</p> <ul style="list-style-type: none"> <li>• System Master Planning</li> <li>• Development of Resilient Construction Standards</li> <li>• Continuity of Operations Planning</li> <li>• Community Outreach</li> </ul>	<p><b>Future State</b></p> <ul style="list-style-type: none"> <li>• The Resiliency Program is adopted and coordinates all District resiliency efforts, including the ERP, infrastructure resiliency, security (cyber and physical) planning, continuity of operations and community/family outreach</li> <li>• The District’s Risk &amp; Resilience Plan (VA) is updated per “America’s Water Infrastructure Act of 2018”</li> <li>• Long-range CIP is established to meet Oregon Resiliency Program (ORP) objectives by 2065</li> </ul>	<p><b>Solution Overview</b></p> <ul style="list-style-type: none"> <li>• Update the District’s Risk &amp; Resilience Plan (VA) per “America’s Water Infrastructure Act of 2018”</li> <li>• Continue implementation of the ERP adopted in 2014</li> <li>• Establish Level of Service goals for each Department and Continuity of Operation Plans</li> <li>• Develop standard operating procedures that support resiliency</li> <li>• Strengthen cooperative relationships with partner agencies for effective emergency responses</li> <li>• Develop community and staff preparedness plans</li> <li>• Conduct employee and family support/training</li> </ul>
<p><b>Objective</b></p> <p>The Resiliency Program is effectively implemented and is coordinated with District-wide resiliency efforts.</p>	<p><b>Success Measurements</b></p> <ul style="list-style-type: none"> <li>• The District can meet standards set by the ORP.</li> <li>• Staff is trained and ready to respond to all levels of emergency events</li> <li>• The District is actively participating in regional emergency planning efforts</li> <li>• Each major work group adopts Resiliency Program</li> <li>• District-wide Resiliency Program is adopted by the Board</li> <li>• 90% of staff have personal family emergency plan in place</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Support from representatives of each Department</li> <li>• Emergency Program Coordinator</li> <li>• Consultant services for resiliency assessment</li> </ul>

<p><b>Schedule</b></p> <ul style="list-style-type: none"> <li>• The new Emergency Planning Coordinator (EPC) will start on October 31. By July 1, 2019, the EPC will provide a schedule.</li> </ul>
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## 5 – District Resiliency Program

Risk | Mike

### 2020 Updates

- The Risk and Resiliency Assessment has been completed per America's Water Infrastructure Act of 2018 (AWIA). Certification of completion was sent to the EPA in March 2020.
- The District's ERP has been reviewed by a consultant and edits are being reviewed by the District's Risk and Resiliency Team. Certification of review will be submitted to EPA by the end of September 2020.
- Staff Training and Employee Preparedness
  - **COVID-related Emergency Management and Response Training:**
    - Nearly all ICS training is being conducted virtually. A list of nearly 80 hours of ICS training has been curated for staff during COVID. Many of the field staff and office staff have completed the basic online ICS training. Regional Emergency Managers including TVWD representatives have met to develop online advanced ICS training (ICS 300 and 400).
    - Since March, our EOC and other work task forces have been in constant coordination with county, regional, and state response teams regarding COVID-19 and the recent wildfires.
    - Disaster Water Preparedness Webinar scheduled 9-31-2020.
  - **Personal Employee Preparedness** is still a priority and is being promoted through a variety of trainings and programs (e.g., 6-month employee disaster preparedness bags, "Preparedness Corner" SharePoint site is ready to launch, and more.)
- Regional Resiliency Efforts
  - **Regional Disaster Exercises delayed** due to real world disasters including COVID-19 and wildfires.
    - Great Shakeout Earthquake Exercise 2020- Will be conducted Oct. 15, 2020
    - National Wide "Blackout" Workshop and Exercise with Regional Partners and EPA-November 12, 2020
  - **RDPO/Regional Water Providers Consortium:**
    - Regional Emergency Water Plan- Still in development and discussion
    - Natural Hazards Mitigation Planning-Washington County Wide Hazards-Planning Delayed due to COVID.
    - Washington County Emergency Fuel Supply Planning- Delayed due to Covid-19
    - Oregon State and Portland Regional Emergency Transportation Route Planning-Delayed due to Covid-19

6 – Human Capital Strategy			HR   Amy
<p><b>Current State</b></p> <p>The District is facing a challenging competitive labor market that includes increasing labor regulations. (e.g., PERS, aging workforce, Equal Pay Act).</p>	<p><b>Future State</b></p> <p>Proactively address changing workforce demographics and trends. Departments establish cross-training programs for key positions and leadership continuity.</p>	<p><b>Solution Overview</b></p> <p>Align strategic human capital with the District’s mission and goals. Build a framework for workforce development and talent management that will meet current and future trends and regulatory requirements.</p>	
<p><b>Objective</b></p> <p>The District possesses a “deep” candidate pool for job openings. Develop and implement new tools and methods to attract outside candidates in a competitive labor market. Develop the human resources and skills needed to allow the District to achieve its goals.</p>	<p><b>Success Measurements</b></p> <ul style="list-style-type: none"> <li>• Applicant pool numbers are increasing.</li> <li>• Employees are engaged in targeted training and take the initiative themselves to prepare for advancement.</li> <li>• Institutional knowledge is documented.</li> <li>• There are clear back-ups for key roles providing depth and flexibility to cover the work.</li> </ul>	<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• TVWD staff</li> <li>• Technology</li> </ul>	
<p><b>Schedule</b></p> <ul style="list-style-type: none"> <li>• NEOGOV implementation by October 2019.</li> <li>• Help establish and review Department work plans for workforce development and cross-training opportunities by November 2019.</li> </ul>			



## 6 – Human Capital Strategy

HR | Amy

### 2020 Updates

#### COVID-related activities

- Additional employee leave banks for 2020 (i.e., Emergency Paid Sick Leave, OFLA School Closure Leave).
- New work policies (i.e., Temporary Work from Home Policy, Temporary Office Closure Policy).
- Temporary Blood and Plasma Donation Program.
- Leave Donation Program – Expanded program to include COVID and school closure, natural disaster or declaration of a State of Emergency, volunteer time and active military duty.
- Implemented portions of the CARES Act with ICMA-RC (401k and 457 plans).
- Additional CARES Act with health care benefits and information from UHC and RBH – keeping employees informed:
  - Waived copays and Covid testing costs.
  - Free Telehealth virtual visits and mental health connection.
  - Early refills on prescriptions.
  - Allowing mid-year FSA changes.

#### Diversity, Equity, and Inclusion (DEI)

- All District employees completed online training titled "Systemic, Structural and Institutional Racism: What is the Government's Role in the Conversation?"
- 126 employees completed a consultant-led DEI training titled "Struggling as Equal Partners: A Candid Conversation about DEI." All supervisors and managers gathered at an additional session to debrief with the consultants to discuss themes and possible next steps
- A post DEI training survey has been created and will be sent to all staff participants for feedback and suggestions for the District's future DEI work.
- HR may add at least two optional trainings to Safe Personnel for staff: LinkedIn's "Diversity, Inclusion and Belonging" and Starbucks' "To Be Welcoming".
- HR has researched the DEI work of other local public agencies and conducted preliminary groundwork to form an employee DEI Committee.
- HR is conducting research on recommended expert DEI consultants for future work with the District. This includes looking into the possibility of hiring a consultant to help guide the District's next steps, which may eventually include training for the DEI Committee members and departmental and District-wide strategic plan development related to DEI.
- HR provided support for the TVWD Sustainability Committee to host two optional DEI-themed book clubs for staff and create a DEI-themed staff lending library.

#### NEOGOV

- 10/21/20 - went live with NEOGOV Insight, a new tool that addresses the District's goal to attract diverse, qualified talent in a competitive labor market.
- 4/15/20 - went live with NEOGOV PERFORM, a performance management software that automates annual and probationary employee evaluations.
- 5/4/20 - implemented a limited version of NEOGOV eForms for employees working from any location to securely submit documents to HR. This system has online customizable approval workflows and an easy to use self-service portal.

*Note: The first page of each overview was first presented to the Board in November 2018. Each second page includes "2020 Updates" with recent activities.*

## **2020 Updates Continued**

### *DiSC Training*

- In November 2019 through early March 2020, TVWD engaged in District-wide DiSC training to increase awareness of how our communication styles help or hinder us. Staff were taught how to adapt their approach with both internal and external peers and customers based on the situation and person.

### *PERS Side Account*

- To better manage future benefit costs, in September 2019, funded a side account to offset a portion of the District's unfunded actuarial liability for the Public Employee Retirement System (PERS).
- Received matching funding from the State's Employer Incentive Fund of \$860 thousand for the District's side account.

## Tualatin Valley Water District



Delivering the Best Water 💧 Service 💧 Value

**To:** Board of Commissioners

**From:** David Kraska, PE, Willamette Water Supply System Commission General Manager

**Date:** October 6, 2020

**Subject:** Willamette Water Supply System Commission Update

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### Key Concepts:

At each monthly work session, we will provide the TVWD Board with an update on the current activities of the Willamette Water Supply System (WWSS) Commission. Since the TVWD Board has one representative on the WWSS Commission Board, these reports provide a means of keeping the other TVWD Board members current on relevant information. The topics of this month's update are:

- A. Review the October 2020 WWSS Commission Board Meeting agenda
- B. Review the Approvals and Procurements Forecast
- C. Update on Willamette Water Supply Program (WWSP) activities

### Background:

The WWSS Commission Board meeting occurred on October 1, 2020. The agenda for that meeting is attached to this staff report. At the October meeting, there were five Business Agenda items:

- A. Adopt PLW\_2.0 Supplemental Resolution of Public Necessity
- B. Adopt Resolution Approving MPE\_1.2/COB\_1.2 City of Beaverton Construction IGA (SW Nimbus Avenue/SW Scholls Ferry to SW Western Avenue)
- C. Acting as Local Contract Review Board: Adopt Resolution Approving the Use of Alternative Contracting Methods for Construction of a Phase of MPE\_1.2/COB\_1.2
- D. Acting as Local Contract Review Board: Approve Public Notice of Findings for the Use of Alternative Contracting Methods for Construction of PLW\_2.0
- E. Approve PLM\_1.0 Design Contract Amendment for Completing PLM\_1.3

There were two informational items on the October agenda: 1) an update on the Thermal Trading Plan, and 2) a discussion of the planned business agenda items for the November WWSS Commission Board meeting.

The Approvals and Procurements Forecast (Forecast) is a WWSP tool that summarizes recent decisions made and provides a look ahead to what decisions and approvals are coming up in the next two months. The Forecast is divided along the various types of approvals and procurements that occur on the WWSP and the different approval levels: Program Director, WWSS Committees and WWSS Board. This document is a companion to the Management Authority Matrix that was approved by the WWSS Commission Board at its September 5, 2019 meeting. At the October TVWD work session, we will present a review of the current Forecast that covers the months of September through November 2020.

Activity on the WWSP will continue to increase over the next several years as more of our projects enter the construction phase. To enable this, we are working to complete our planning, permitting and real estate activities, though some of these are likely to continue for the next couple years. Active final design work will also continue for the next few years. We currently have six projects in construction. At the October TVWD work session, we will update the Board on our project delivery progress and on our current construction projects.

**Budget Impact:**

Informational item only. No budget impacts.


**Staff Contact Information:**

David Kraska, PE; WWSS Commission General Manager; 503-941-4561; david.kraska@tvwd.org

**Attachments:**

WWSS Commission September Board Meeting Agenda  
WWSP Approvals and Procurements Forecast

**Management Staff Initials:**

Chief Executive Officer	TRH	Customer Service Manager	N/A
Chief Engineer	CEP	IT Services Director	N/A
Chief Financial Officer	PSM	Human Resources Director	N/A
General Counsel	N/A	Water Supply Program Director	

**Willamette Water Supply System Commission  
Board Meeting Agenda  
Thursday, October 1, 2020 | 12:00 – 2:00 PM**

**Microsoft Teams Dial-in Conference**

To slow the spread of COVID-19, this meeting is dial-in only. It will not be held at a physical location.

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- If you wish to attend via conference call and need dial-in information, please contact [Faye.Branton@tvwd.org](mailto:Faye.Branton@tvwd.org) or call 503-969-0031. • If you wish to address the Willamette Water Supply System Board, please request the Public Comment Form and return it 48 hours prior to the day of the meeting. • **All testimony is electronically recorded.**
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**EXECUTIVE SESSION – 11:30 AM**

An executive session of the Board is called under ORS 192.660(2)(h) to consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

**REGULAR SESSION – 12:00 PM**

**CALL TO ORDER**

**1. GENERAL MANAGER'S REPORT – Dave Kraska**

*(Brief presentation on current activities relative to the WWSS Commission)*

**2. PUBLIC COMMENT**

*(This time is set aside for persons wishing to address the Board on items on the Consent Agenda, as well as matters not on the agenda. Additional public comment will be invited on agenda items as they are presented. Each person is limited to five minutes, unless an extension is granted by the Board. Should three or more people testify on the same topic, each person will be limited to three minutes.)*

**3. CONSENT AGENDA**

*(The entire Consent Agenda is normally considered in a single motion. Any Commissioner may request that an item be removed for separate consideration.)*

- A. Approve the September 3, 2020 meeting minutes.

**4. BUSINESS AGENDA**

- A. Adopt PLW\_2.0 Supplemental Resolution of Public Necessity – *Joelle Bennett*
- B. Adopt Resolution Approving MPE\_1.2/COB\_1.2 City of Beaverton Construction IGA (SW Nimbus Avenue/SW Scholls Ferry to SW Western Avenue) – *Joelle Bennett*
- C. Acting as Local Contract Review Board: Adopt Resolution Approving the Use of Alternative Contracting Methods for Construction of a Phase of MPE\_1.2/COB\_1.2 – *Mike Britch*
- D. Acting as Local Contract Review Board: Approve Public Notice of Findings for the Use of Alternative Contracting Methods for Construction of PLW\_2.0 – *Mike Britch*
- E. Approve PLM\_1.0 Design Contract Amendment for Completing PLM\_1.3 – *Mike Britch*

**5. INFORMATION ITEMS**

- A. Thermal Trading Plan Update – *Christina Walter*
- B. Planned November Business Agenda Items – *Joelle Bennett*
- C. The next Board meeting is scheduled on November 5, 2020, via Microsoft Teams conference

**6. COMMUNICATIONS AND NON-AGENDA ITEMS**

- A. None scheduled.

**ADJOURNMENT**

## Approvals and Procurement Forecast: September 2020 through November 2020

This report provides a three-month projection of (1) forthcoming actions under the WWSS Management Authority Matrix and (2) ongoing and forthcoming procurements.

a = Actual date  
 e = Email approval  
 FC = Finance Committee  
 LCRB = Local Contract Review Board  
 MC = Management Committee  
 N/A = Not applicable  
 OC = Operations Committee

Rec. = Recommendation  
 t = Tentative date  
 TBD = To be determined; sufficient information not available to project a date  
 Note: Dates in red text indicate meetings needed outside the normal meeting schedule

Type	Description	Projecte d Action	Body/Position (projected action date)		
			Program Director	WWSS Committees	WWSS Board
<b>Program Baseline or Related Plans</b>	1. PLW_2.0 Modify Baseline construction duration to accommodate traffic control requirements, resulting in increase to individual project budget	Approve	N/A	MC: 10/22/2020 t	11/05/2020 t
<b>Real Estate</b>	2. PLM_5.3 Resolution of Need (third supplemental approval)	Approve	N/A	MC: 8/20/2020 a	9/3/2020 a
	3. PLW_2.0 Resolution of Need (supplemental approval)	Approve	N/A	MC: 8/20/2020 a	9/3/2020 a
	4. PLM_4.3 Resolution of Need (supplemental approval)	Approve	N/A	MC: 8/20/2020 a	9/3/2020 a
	5. PLM_1.3 Resolution of Need	Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
	6. PLM_5.3 Resolution of Need (fourth supplemental approval)	Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
	7. PLW_2.0 Resolution of Need (third supplemental approval)	Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
	8. PLM_1.3 Resolution of Need (supplemental approval)	Approve	N/A	MC: 10/22/2020 t	11/05/2020 t
	<b>IGAs, MOUs, Permit Commitments, &amp; Similar Agreements</b>	9. MPE_1.0/COB_1.0 Design IGA Amendment 1 to add a City of Beaverton Hall Boulevard 16-inch pipeline to COB_1.0	Approve	N/A	MC: 7/23/2020 a
Execute			TBD	N/A	N/A
10. MPE_1.0 WWSS Project Management Services Agreement Amendment to add TVWD connection to 24-inch pipeline at Oleson Blvd.		Approve	N/A	MC: 8/20/2020 a	9/3/2020 a
		Execute	9/4/2020 a	N/A	N/A
11. City of Wilsonville IGA for WRWTP Filtration Pilot Study Participation		Approve	N/A	MC: 8/20/2020 a	9/3/2020 a
		Execute	9/4/2020 a	N/A	N/A
12. MPE_1.1/COB_1.1 City of Beaverton Construction IGA (S.W. Western Ave. from S.W. Beaverton-Hillsdale Hwy. to S.W. Allen Blvd.)		Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
		Execute	10/2/2020 t	N/A	N/A
13. MPE_1.2/COB_1.2 City of Beaverton Construction IGA (S.W. Nimbus Ave./S.W. Scholls Ferry Road to S.W. Western Ave.)		Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
		Execute	10/2/2020 t	N/A	N/A
14. PLM_4.2 WCLUT Design IGA Amendment 2		Approve	N/A	MC: 10/22/2020 t	11/5/2020 t
		Execute	11/6/2020 t	N/A	N/A
15. PLW_1.2 Construction IGA to Relocate Existing 18-inch TVWD pipeline		Approve	N/A	MC: 10/22/2020 t	11/5/2020 t
		Execute	11/6/2020 t	N/A	N/A

Type	Description	Execute	Body/Position (projected action date)		
			Program Director	WWSS Committees	WWSS Board
<b>Contracts</b>	16. RES_1.0 and PLM_5.3 Project Construction Manager/General Contractor (CM/GC) <ul style="list-style-type: none"> <li>• Goal: CM/GC for RES_1.0/PLM_5.3 project</li> <li>• Approximate value (design phase): \$0.47 M</li> <li>• Approximate value (construction phase): \$118.9 M</li> <li>• Contractor: TBD</li> <li>• Publish Request for Proposals: 9/2/2020 a</li> </ul>	Approve	N/A	MC: 11/19/2020 t	12/3/2020 t
		Execute	12/4/2020 t	N/A	N/A
<b>Contract Amendments and Change Orders</b> (above Program Director's Authority)	17. PLM_1.0 Design Contract Amendment for Completing PLM_1.3 Design <ul style="list-style-type: none"> <li>• Goal: Amend contract for design services to accommodate PLM_1.3</li> <li>• Value: \$618K</li> <li>• Engineer: HDR</li> </ul>	Approve	N/A	MC: 9/17/2020 t	10/1/2020 t
		Execute	10/2/2020 t	N/A	N/A
	18. PLW_2.0 Design Contract Amendment for Scope Modifications <ul style="list-style-type: none"> <li>• Goal: Amend contract for design services and engineering services during construction to accommodate scope modifications</li> <li>• Value: \$612K</li> <li>• Engineer: Kennedy Jenks</li> </ul>	Approve	N/A	MC: 8/25/2020 a	9/3/2020 a
		Execute	9/4/2020 a	N/A	N/A
<b>Local Contract Review Board (LCRB) Actions</b>	19. Findings for the Use of Alternative Contracting Methods for Construction of MPE_1.2/COB_1.2 <ul style="list-style-type: none"> <li>• Goal: Use of best value selection approach</li> <li>• Board approval to initiate public comment 8/6/2020 a</li> </ul>	Approve	N/A	MC: 7/23/2020 a	10/1/2020 t
		20. Findings for the Use of Alternative Contracting Methods for Construction of PLW_2.0 <ul style="list-style-type: none"> <li>• Goal: Use of best value selection approach</li> <li>• Board approval to initiate public comment 10/1/2020 t</li> </ul>	Approve	N/A	MC: 9/17/2020 t



## Tualatin Valley Water District



Delivering the Best Water  Service  Value

**To:** Board of Commissioners

**From:** Andrew Carlstrom, Customer Service Manager

**Date:** October 6, 2020

**Subject:** Customer Information System (CIS) Contract Elements

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### Key Concepts:

- The Customer Information System (CIS) project is a collaboration between Tualatin Valley Water District (TVWD) and Clean Water Services (the “Partners”).
- The Partners have completed the CIS vendor selection and contract negotiation processes.
- The work session presentation will provide an overview of the final CIS contract as well as a preview of the upcoming implementation.

### Background:

CWS and TVWD are working together to select and implement a new Customer Information System (CIS). The new system will replace the TVWD’s billing application that went into production in February 2007 with a commercial off-the-shelf system solution for customer billing, customer care functions and a robust customer self-service portal.

The project is a multiyear, multiphase technology project that relies on best practices in utility industry CIS implementations and delivery of a CIS solution. CWS and TVWD jointly own the project with TVWD serving as the managing partner of the implementation project and of the new CIS after cutover.

The adopted 2019-21 biennial budget included funding for a new CIS. In April 2020, the Board approved the second of three anticipated CIS-related intergovernmental agreements between the District and Clean Water Services; the phases and agreements are for: (I) CIS vendor selection; (II) system implementation; and (III) ongoing operations under the new CIS.

The selected vendor is Open International LLC. The implementation is expected to start in the fall of 2020 with a planned 14-month implementation period, followed by four months of post-go-live stabilization. The established budgetary estimate for the complete project is \$9.5 million and includes software, consulting and vendor services, third-party services, internal labor, facility costs, and contingency. Ongoing costs to the vendor will be for software as a service (SaaS) which include support to both CWS and TVWD users. The October 6 Board presentation will include an overview of the District’s contract with Open and a preview of the upcoming implementation.

### Budget Impact:

The budgetary estimate in the 2019 – 2021 biennial budget for the CIS project is \$9.5 million, including external and internal costs.

**Staff Contact Information:**

Andrew Carlstrom; Customer Service Manager; 503-848-3024; [andrew.carlstrom@tvwd.org](mailto:andrew.carlstrom@tvwd.org)

**Attachments:**

None.

**Management Staff Initials:**

Chief Executive Officer	TRH	Customer Service Manager	AC
Chief Engineer	CEP	IT Services Director	TB
Chief Financial Officer	Pon	Human Resources Director	N/A
General Counsel	CS	Water Supply Program Director	N/A