



American Water Works Association  
**Pacific Northwest** Section

**Your Role in Effective Utility Management (EUM)**

Presented by the Utility Management Committee

February 25, 2026

Alderwood Water & Wastewater District, Lynnwood, WA

Time	Presentations	Speakers	Notes
8:00 - 8:15	Introduction	Joe Miller, <i>Jacobs, OR</i>	Effective Utility Management is a program developed by the EPA in association with professional groups to help utilities function better. The process, focusing on engaging everyone towards continual improvement, includes ten pillars of best practices.
8:15 - 9:15	Applying the Effective Utility Management Framework at Your Utility	Michael Grimm, <i>West Slope Water District, OR</i>	Discussion of what EUM is and how it can be applied to any water utility to improve performance and to effectively and strategically lead the utility. <b>W/WW</b>
9:15- 10:15	Operational Optimization at the Willamette River Water Treatment Plant	Kim Reid, <i>Veolia Water, Wilsonville, OR</i>	One of ten pillars, Operational Optimization includes implementation of resource efficiencies without compromising water quality, adopting new technologies, and measuring success while engaging operations staff. Includes past and future plans for the water plant in Wilsonville. <b>W/WW</b>
10:15	BREAK		

10:30-11:30	Enterprise Resiliency - Tolerating Risk	Erin McLachlan Sanchez, <i>Stantec, OR</i>	Situational based steps to ensure operational continuity through risk management. Uses EUM program's attribute for Enterprise Resiliency to provide a method of identifying risks, treating risks and using the risk tolerance to proactively prepare for adverse scenarios. <b>W/WW</b>
11:30-12:30	Stakeholders: Transparency in Utilities Rate Setting with Elected Officials and the Community	Gary Schimek, <i>City of Mountlake Terrace, WA</i>	Provides a case study on the early development of a transparent and detailed utilities rate setting process for water, wastewater, and stormwater services; focussing on the transparent depiction of operating and capital budgets and relationship building with elected officials and the community <b>W/WW</b>

12:30	Lunch and Table Discussions		
1:00-2:00	Financial Viability	Theresa Jurotich, <i>Raftelis</i> ; Matt Hobson, <i>City of Bellevue</i> , Ann Hajnosz, <i>Harris &amp; Assoc.: WA</i>	In the context of the EUM framework, the basics of Financial Viability at water/wastewater utilities will be presented followed by a panel reviewing implementation at their respective utilities enhanced by industry experience. <b>W/WW</b>
2:00 - 3:00	Infrastructure Strategy and Performance: Building Level of Service Goals	Andy Tuchscherer, <i>Sammamish Plateau Water, WA</i>	Within the framework of the pillar Infrastructure Strategy and Performance, recent efforts to streamline Sammamish Plateau's level of service goals will be presented. <b>W/WW</b>
3:00	BREAK		
3:15-4:15	Enterprise Resiliency: Mitigating Malware	Diana Storm, Maria Weiss & MJ Jensen <i>Alderwood Water &amp; Wastewater, WA</i>	As cyber attacks on utilities continue to rise, our seasoned technologists will share from their experience and expertise on strategies for preparation, prevention, response, and recovery from major malware incidents. <b>W/WW</b>

4:15	Closing Remarks	Joe Miller, <i>Jacobs, OR</i>	
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The Utility Management Committee respectfully requests 0.7 CEUs for water and 0.7 CEUs for wastewater. Within the context of EUM, even though examples may be specific to a water system, the principles apply equally to wastewater systems.

**This is an in person training only. Attendance will be taken at check-in and at the end of the day. No partial credit will be awarded.**

**The Ten Attributes to an Effectively Managed Utility and Five Keys to Management Success**





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Signature of Instructor: *Kimberleigh Reid* Date: \_\_\_\_\_

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## Erin McLachlan Sanchez

23 years of experience · Walnut Creek, CA

As a Principal Asset Manager, Erin works with project and program teams to develop strategic asset management practices and reliability strategies for water, wastewater and hydroelectric power utilities. She takes a practical approach to asset management by collaborating with clients to design and implement strategies that are effective, appropriate and measurable. Starting with data analysis and management, through asset lifecycle optimization, Erin uses risk-based principles to build comprehensive solutions.

Erin supports the American Water Works Association Asset Management Technical Education Committee Division (ECD) by providing inputs to and initiatives for policy, industry events, tool development, and educational programs. She is the Levels of Service Committee Chair for the ECD and is an active participant with the AWWA Pacific Northwest Section Utility Management Committee.

### EDUCATION

Bachelor of Arts, Business Management, Golden Gate University, San Francisco, CA, US

### CERTIFICATIONS & TRAINING

MIAM, Certificate, Foundation Award, IAM Professional Development, The Institute of Asset Management, Bristol, England, United Kingdom, 2024

Utility Risk and Resilience Certificate Program (AWIA Compliance), American Water Works Association, Denver, Colorado, USA, 2020

### MEMBERSHIPS

Levels of Service Subcommittee Chair, National Chapter, American Water Works Association, 2019-Present

Utility Management Committee, Pacific Northwest Chapter, American Water Works Association, 2022-Present

MIAM, The Institute of Asset Management, 2018-Present

### PUBLICATIONS & WHITEPAPERS

Buchanan B., Roth F., McLachlan Sanchez, E.. *Establishing Levels of Service as the Foundation of Utility Asset Management* - Journal AWWA, 2023, pp. 12-25.

### PRESENTATIONS

Levels of Service: Establishing and Supporting Realistic Goals for the Utility. *AWWA Pacific Northwest Section Annual Conference*, 2024.

Asset Management Fundamentals: Determining Remaining Useful Life. *AWWA Pacific Northwest Section, Utility Management Committee Annual Training*, 2024.

### PROJECT EXPERIENCE

#### ASSET MANAGEMENT CONSULTING

Regional Water System Pumping Facilities Asset Management Program | San Francisco Public Utilities Commission, Water Supply and Treatment Division | San Francisco, California | 2023-2024 | Asset Management Specialist, Project Manager

Phase I Development of Asset Management Implementation Plan for the Regional Water System Pumping Facilities. Field verified asset attributes, processes, and location through comprehensive condition assessments of the seven pumping facilities across the region. Using the data collected, constructed the asset hierarchy and compared with asset records in the CMMS to identify gaps. Working with the client and project team subject matter experts, Erin developed the risk model using a proactive approach to managing critical and functional assets across a 20-year replacement planning cycle. The resulting Asset Management Implementation Plan is intended for use as the basis for functional asset management plans at the assembly level.

Asset Management System Policy and Procedures Development | San Francisco Public Utilities Commission | San Francisco, CA, | 2021-2022 | Technical Project Manager, Asset Management Lead

Working with division management and staff, completed development of the asset management system policy and procedures that set forth the guidelines for asset management, establishing the use of CMMS and specifying the workflow of maintenance planning. The guidelines are designed to ensure consistent handling of corrective, preventive and emergency work, condition assessment and failure analysis, and provide asset attribute information to inform risk, value, and replacement strategies. Subsequently, Erin performed an ISO 55001 gap analysis and benchmarking evaluation to determine the asset management maturity baseline of the division. Using this information, with concurrent efforts by the organization, the division is developing and integrating achievable improvements to their asset management system

Collection System Asset Management Program | Wastewater Enterprise, San Francisco Public Utilities Commission | San Francisco, CA, | 2007-2014 | Technical Project Manager/Data Analysis/Model Design

Multi-phased, ground-up development of the asset management program for SFPUC's Collection System. Working with the Client and the Project Team, developed Levels of Service statements, identified consequences of failure, likelihood of failure, capacity/redundancy and system risk criteria for <36" sewer mains. Incorporated use of PACP standards for pipeline assessments, inventoried attributes into proprietary Oracle schema and prepared design for integration of data from adjacent sources include sewer cleaning modules, GIS, and CMMS (Maximo) for dynamic flow of information. Developed algorithm-based risk model for capital planning and repair scheduling. Designed user interface for near-real-time risk analysis of collection system assets.



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## Core Competencies

- Cybersecurity & Risk Management
- Hybrid Cloud Integration
- ISO 27001 & NIST Cybersecurity Frameworks
- Team Leadership & Staff Development
- Vendor & Contract Negotiation
- Security Awareness & Phishing Simulation Programs
- Network Architecture & Design
- Firewall & VPN Administration
- Disaster Recovery & Business Continuity
- Identity & Access Management (IAM)
- Technical Project Leadership
- IT Service Management (ITIL)

## Career Experience

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### **Alderwood Water and Wastewater District – Lynnwood, WA**

#### **IT Operations Manager (6/2025 to Present)**

- Oversee the District's IT operations, ensuring the security, performance, and reliability of networks, servers, cloud environments, cybersecurity frameworks, and technical support services.

### **City of Charlottesville – Charlottesville, VA**

#### **IT Operations Manager (1/2022 to 6/2025)**

- Architected, secured, and maintained a resilient enterprise infrastructure environment serving 1,200+ users throughout city government, public safety, and judicial operations.
- Developed and implemented **cybersecurity program**, deploying **Varonis (data security)** and **CrowdStrike (EDR)** to enhance detection and response.
- Instituted **mandatory security awareness training** and bi-monthly phishing campaigns using **KnowBe4** and **HoxHunt**.
- Administered and supported **Windows Server, VMware virtualization, Active Directory, DNS, DHCP, VPN, and enterprise applications**.
- Provided **Tier 2/3 escalation support**, root cause analysis, and 24/7 on-call response for major system incidents.
- Designed and implemented **Microsoft 365/Azure** migration, moving critical services from on-premises to cloud-based platforms.
- Rebuilt **VPN infrastructure** to secure hybrid work and improve remote access reliability.
- Managed **firewall upgrades** and deployed **Meraki APs** citywide, boosting wireless capacity and security.
- Oversaw **VxRail and NetApp** environments with disaster recovery readiness.
- Rolled out **Microsoft Intune MDM** for 600+ mobile devices, enforcing compliance policies.
- Supervised and mentored **11 technical staff**, ensuring operational excellence and skills growth.
- Certified for CJIS/VCIN Level 2

## School of Engineering and Applied Sciences, The University of Virginia – Charlottesville, VA

### IT Infrastructure Manager (8/2021 to 1/2022)

- Developed and implemented IT infrastructure strategies, supporting faculty, staff, and students.
- Oversaw design of enterprise technology refresh programs, including desktop, AV, and network upgrades.
- Managed IT service contracts, ensuring cost-effective solutions and vendor performance.

## County of Culpeper – Culpeper, VA

### Director of Information Technology (9/2020 to 8/2021)

- Directed IT operations, security programs, and network management for the County's public services, including law enforcement and emergency response.
- Managed end-to-end IT security programs, including risk assessments, penetration testing, and vulnerability management.
- Ensured compliance with **FERPA, HIPAA, CJIS, and PCI DSS**.
- Oversaw business continuity/disaster recovery planning and execution.
- Led cross-functional teams to implement and maintain IT infrastructure projects, ensuring alignment with business and security requirements.
- Developed and executed long-term IT strategies to modernize and improve service delivery across departments.
- Oversaw Cisco CUCM and Unity services, ensuring reliable service delivery.
- Oversaw the County's IT budget, ensuring cost-effective use of resources and compliance with service-level agreements.

## Culpeper County Public Schools – Culpeper, VA

### Network Engineer (07/2002 to 09/2020)

- Directed IT infrastructure and services for a mid-sized school division supporting 8700 students and 1200 staff members, overseeing network engineering, cybersecurity, and service/help desk operations to ensure reliability and efficiency.
- Managed resources and administrative operations for hardware, software, networks, access control systems, security video surveillance, and audio/visual systems.
- Served as lead for all **cybersecurity initiatives** for the division.
- Led project management for infrastructure initiatives across multiple schools, including new construction and renovation projects, delivering on-time and within budget.
- Designed, deployed, and managed **enterprise-wide network infrastructure**, including Cisco VoIP systems and wireless access points.
- Spearheaded the district's 1:1 computing initiative, deploying thousands of Dell Chromebooks for PK-12 students and transitioning from shared mobile labs to personalized devices.
- Oversaw procurement of technology assets, managed E-Rate filings, and optimized annual services and hardware acquisitions.
- Designed and implemented a robust IT asset management program to ensure accountability and lifecycle management for all hardware and software assets.
- Monitored IT infrastructure performance, identifying areas for enhancement and driving continuous improvement.
- Established and managed a division-wide Service/Help Desk based on ITIL best practices, improving response times and customer satisfaction.



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# Mj Jensen

## *IT Leadership Professional*

206-697-2117 || [maryjensen3369@gmail.com](mailto:maryjensen3369@gmail.com) || <https://www.linkedin.com/in/mj-jensen-16511737/>

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### **Experience**

#### **IT Manager – Enterprise Applications & GIS, City of Kirkland**

January 2021 – June 2025

- OVERSEES SYSTEM DEVELOPMENT AND PERFORMANCE, INTEGRATION, PROGRAMMING AND INTERFACING OF SYSTEMS.
- ENSURES HIGH AVAILABILITY, SECURITY AND ACCURACY OF SYSTEMS AND ASSOCIATED DATABASE MANAGEMENT AND DATA IN ACCORDANCE WITH GENERALLY-ACCEPTED BEST PRACTICES AND INTERNAL POLICIES
- RESPONSIBLE FOR HIRING OF NEW STAFF, REVIEWS, PERFORMANCE IMPROVEMENT PLANS AND DEVELOPMENT
- MANAGES DEPARTMENT-WIDE PROJECTS AND PRIORITIES AS ASSIGNED BY THE CIO THROUGH WORKING TOGETHER WITH OTHER DIVISION MANAGERS
- RESPONSIBLE FOR THE OVERSIGHT OF OPERATIONAL EVENTS IMPACTING CITY TECHNOLOGY AND USERS
- MANAGES VENDOR RELATIONSHIPS, CONTRACTS, AND NEGOTIATIONS FOR VARIOUS TECHNOLOGY PURCHASES AND PROCUREMENT
- MANAGES WORKPLANS FOR MULTIPLE DIVISIONS AND BALANCE RESOURCES AT A DEPARTMENTAL LEVEL
- RECOMMENDS AND MANAGES ASSIGNED BUDGET AND ANY ASSOCIATED CAPITAL PROJECTS BUDGETS
- MONITORS PERFORMANCE TO BUDGET AND ASSURES THAT CITY FUNDS ARE MANAGED CAREFULLY AND TRANSPARENTLY

#### **IT Supervisor – Enterprise Applications, City of Kirkland**

October 2020 – January 2021

- RESPONSIBLE FOR OVERALL QUALITY, PERFORMANCE AND CUSTOMER EXPERIENCE OF CITYWIDE APPLICATIONS
- RESPONSIBLE FOR HIRING OF NEW STAFF, REVIEWS, PERFORMANCE IMPROVEMENT PLANS AND DEVELOPMENT
- EMPOWER DIRECT REPORTS AND IT DEPARTMENT STAFF THROUGH TEAM BUILDING AND RECOGNITION
- FACILITATE ONGOING COMMUNICATION WITHIN THE DEPARTMENT RELATED TO NEW TECHNOLOGY, PRODUCTS, AND PROCEDURES TO ACHIEVE ORGANIZATIONS GOALS AND/OR OBJECTIVES

- RESPONSIBLE FOR THE OVERSIGHT OF OPERATIONAL EVENTS IMPACTING CITY TECHNOLOGY AND USERS
- RESEARCH AND SOCIALIZE NEW TECHNOLOGIES AND AUTOMATION PERTINENT TO THE CITY OF KIRKLAND
- PROVIDE TRAINING STRUCTURE AND REQUIREMENTS TO STAFF; MEET NEEDS OF NEWLY ON-BOARDED TECHNOLOGIES AND TOOLS BY ENSURING STAFF READINESS
- RECOMMENDS CHANGES TO POLICIES THAT AFFECT IMMEDIATE ORGANIZATION AND MAY HAVE AN IMPACT ON THE OVERALL SUCCESS OF FUNCTION(S), DIVISION OR BUSINESS OPERATIONS
- MANAGE DIVISION WORKPLAN AND BALANCE RESOURCES BETWEEN STRATEGIC INITIATIVES AND OPERATIONAL NECESSITIES

## **Sr. Operations Manager – Global Command Center, Expedia**

May 2018 – September 2020

- RESPONSIBLE FOR DEVELOPING, IMPLEMENTING AND MAINTAINING INCIDENT MANAGEMENT PROCESSES FOR THE GLOBAL CUSTOMER COMMAND CENTER.
- DRIVE CREATION OF QUALITY INITIATIVES, PROCESS CHANGE AND OTHER KEY INITIATIVES TO ENABLE THE GLOBAL CUSTOMER COMMAND CENTER TO ULTIMATELY MEET AND EXCEED BUSINESS GOALS.
- RESPONSIBLE FOR OVERALL QUALITY AND PERFORMANCE AND CUSTOMER EXPERIENCE OF INTERNAL OR PARTNER CONTACT CENTERS FOR THE NORTH AMERICA REGION.
- RESPONSIBLE FOR HIRING OF NEW STAFF, REVIEWS, PERFORMANCE IMPROVEMENT PLANS AND DEVELOPMENT.
- RESPONSIBLE FOR THE OVERSIGHT OF OPERATIONAL EVENTS IMPACTING CALL QUEUES AND FORECAST GROUPS
- PARTNERS WITH INTERNAL AND EXTERNAL TEAMS TO AID WITH THE IDENTIFICATION OF ROOT CAUSES ON SIGNIFICANT INCIDENTS AND DRIVE ANY IDENTIFIED PROBLEMS TO RESOLUTION.
- PARTNERS CLOSELY BUSINESS STAKEHOLDERS TO DETERMINE THRESHOLDS FOR THE REAL-TIME MANAGEMENT OF THEIR CALL QUEUES.
- PARTNERS WITH THE VARIOUS TECH ORGANIZATIONS TO IMPLEMENT AND IMPROVE MONITORING LEADING TO IMPROVED SUPPORT OF PRODUCTS AND SERVICES.
- ENABLE RESOURCES TO RESOLVE AND IMPROVE WORKLOAD AREAS WHERE KPIS ARE NOT ACHIEVED.

### **Skills and Certifications**

- *ITIL Foundations 4 Certified*
  - *FEMA Certifications:*
    - *IS-100.C: Introduction to Incident Command*
    - *IS-200.C: Basic Incident Command System for Initial Response*
    - *IS-700.B: An Introduction to the National Incident Management System*
    - *IS-800.D: National Response Framework, An Introduction*
    - *ICS-300: Intermediate ICS for Expanding Incidents*
  - *Completed “Managing Lawfully” conducted by certified staff within Expedia*
  - *Completed “Web Accessibility and You” – a W3 certified course*
  - *Facilitated “Performance Review Training with Mj Jensen” – a comprehensive training required to be attended by all supervisors and managers at the City of Kirkland*
-



## Instructor Background And Information Form

Thank you for filling out this form.

Presentation Title: \_\_\_\_\_

Presenter: \_\_\_\_\_ Title: \_\_\_\_\_

Employer: \_\_\_\_\_ Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_ Phone: \_\_\_\_\_

Summary of Lesson content: \_\_\_\_\_

Professional Background: ( Note a brief - 2 page maximum - resume may be submitted in lieu of the following data. Please be sure the resume includes all requested information. Qualifications should be related to your presentation.) Use the reverse side of this form if more room is needed to fully answer the following questions.

Primary Knowledge/Skills/Abilities related to presentation: \_\_\_\_\_

Education (High School, Upgrades, Colleges and Degrees): \_\_\_\_\_

Professional Registration/Certification: \_\_\_\_\_

Related papers/instruction you have presented:

Title: \_\_\_\_\_ Date: \_\_\_\_\_ Event: \_\_\_\_\_

Title \_\_\_\_\_ Date: \_\_\_\_\_ Event: \_\_\_\_\_

Professional Organizations/Activities:

\_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_ Date: \_\_\_\_\_

Course sponsor: \_\_\_\_\_

Signature of Instructor: \_\_\_\_\_ Date: \_\_\_\_\_

**DO NOT WRITE BELOW THIS LINE**

Date Evaluated: \_\_\_\_\_ By: \_\_\_\_\_ Approved: Yes \_\_\_\_\_ No \_\_\_\_\_

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