

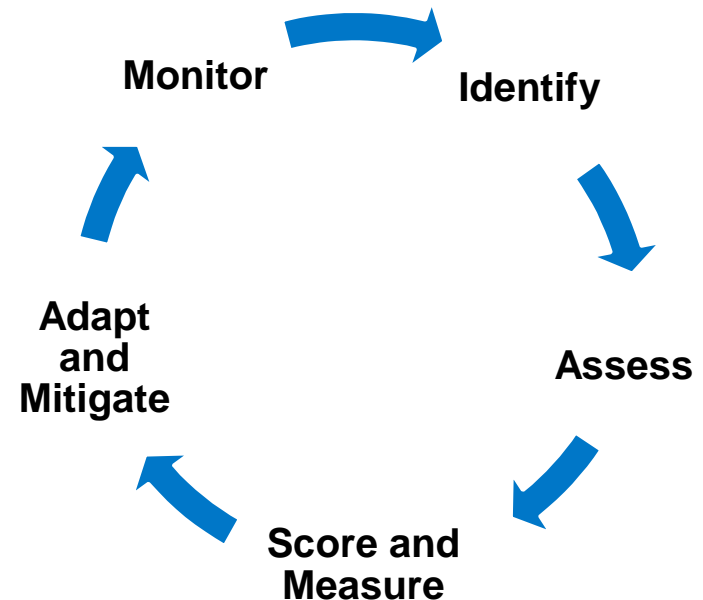


Introduction to Resilience

Planning and Public Policy Committee Meeting
Sept. 18, 2019

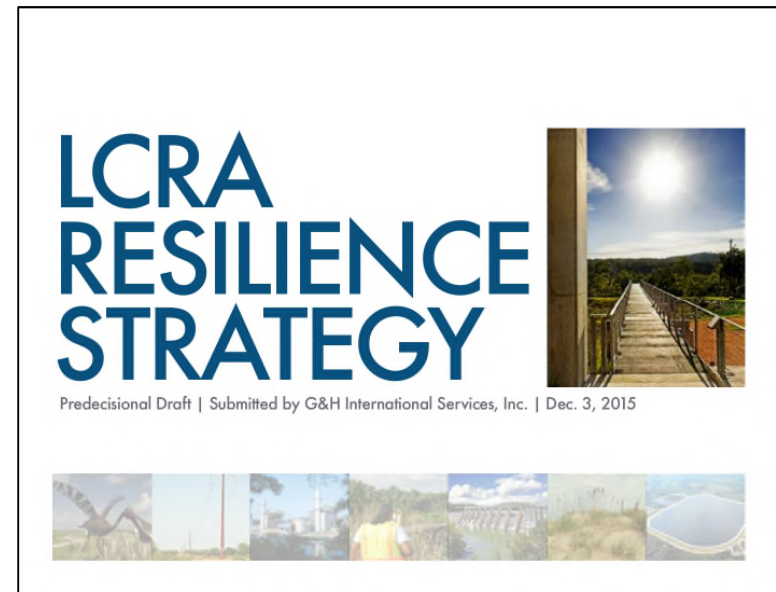
Sustainable Future: Understanding the Risk

- Managing risks means reducing risk, transferring and sharing risk, preparing for impact, and responding and recovering efficiently
- Risk's three key characteristics:
 - Holistic framework for assessing risks
 - Options for dealing with uncertainty
 - Proactive



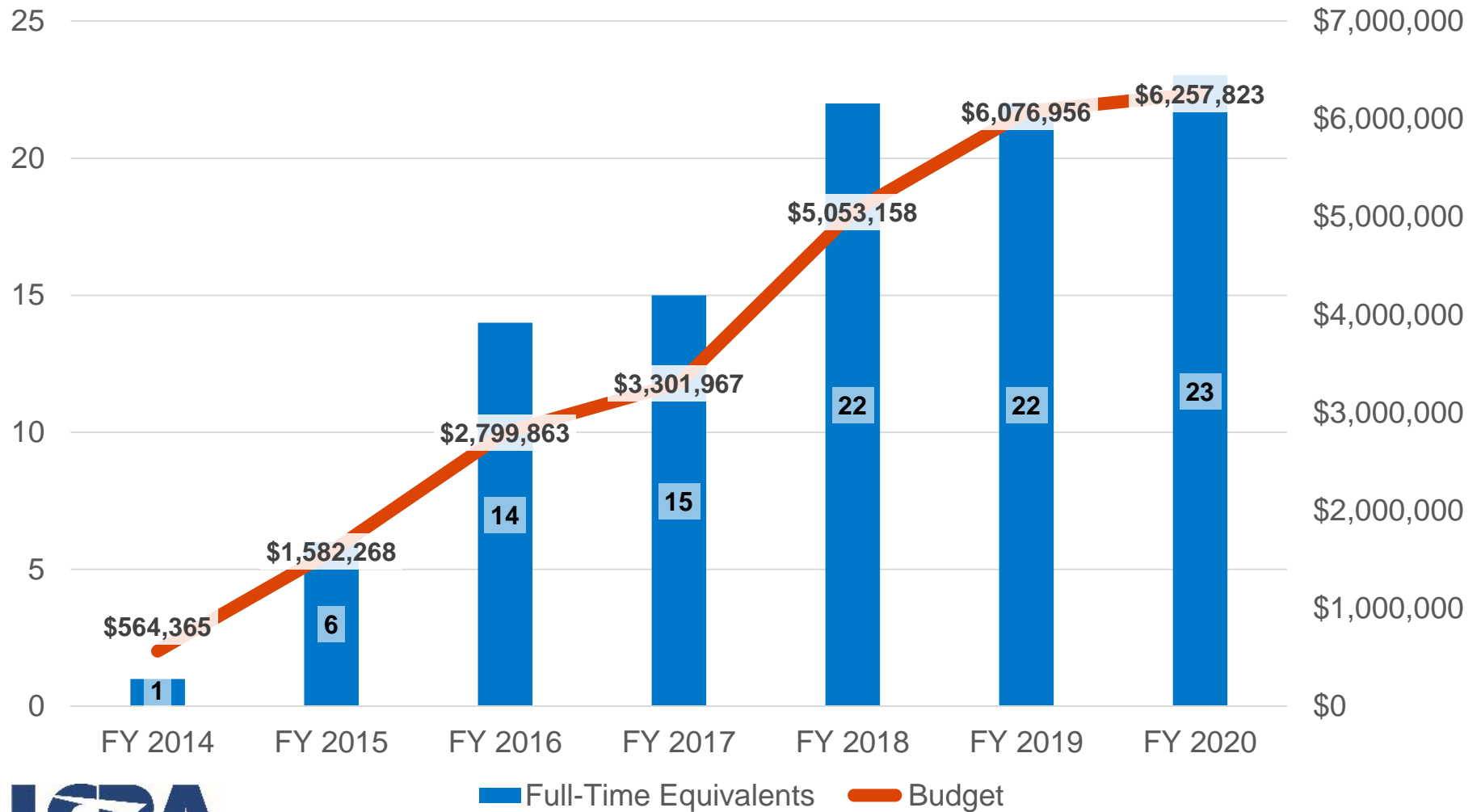
Project Resilience Began in 2014

- General manager commissioned a cross-functional project to define a strategy and long-term vision for resilience in 2014
- Initial LCRA resilience strategy was defined in December 2014, with input from entire executive team
- Report identified major gap between cybersecurity goals and available resources

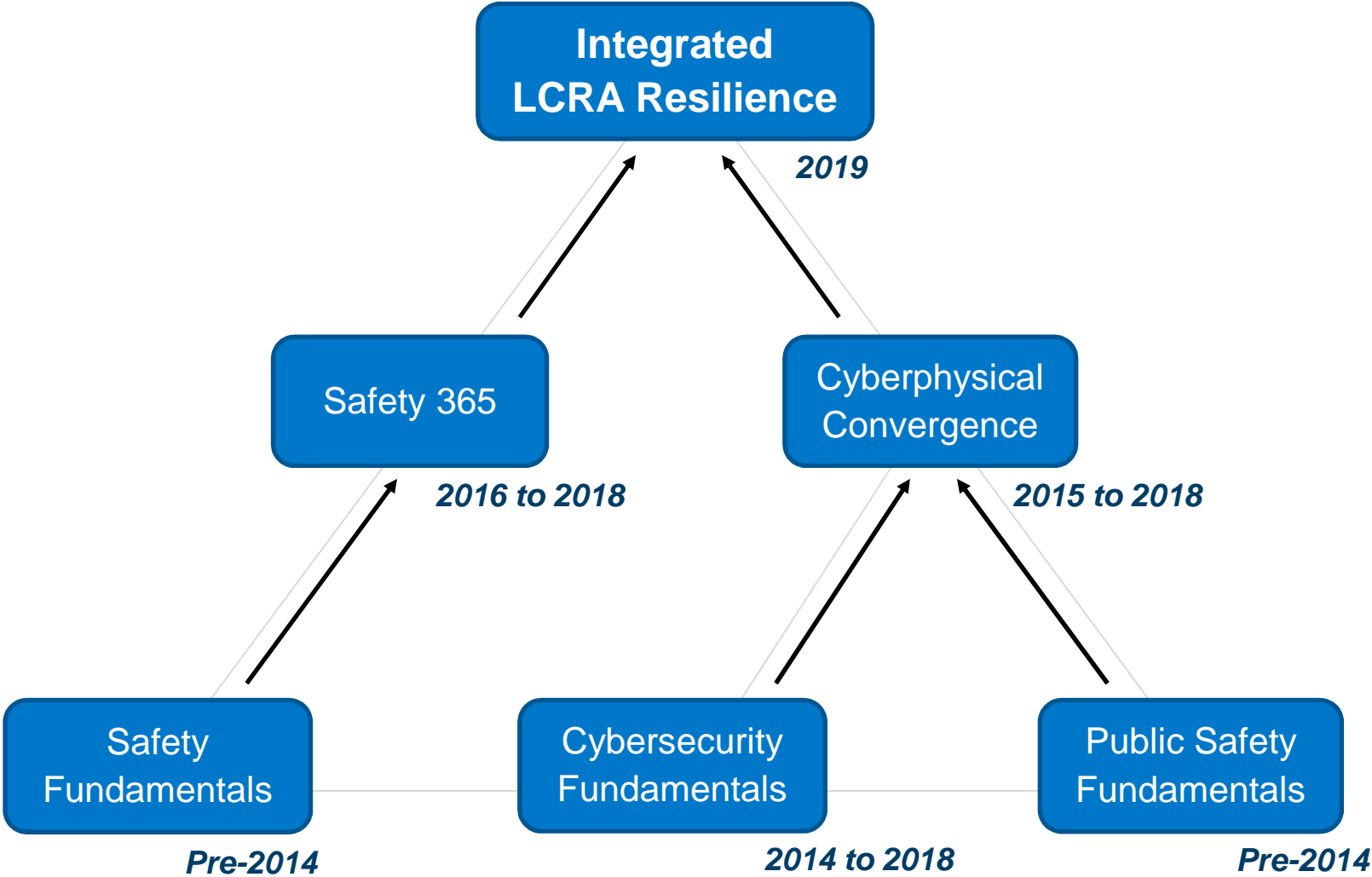


Real and Sustained Financial Commitment

Cybersecurity Department Operations and Maintenance Budget



History of Resilience



Establishing the Resilience Group



Organizational Resilience



Organizational Resilience



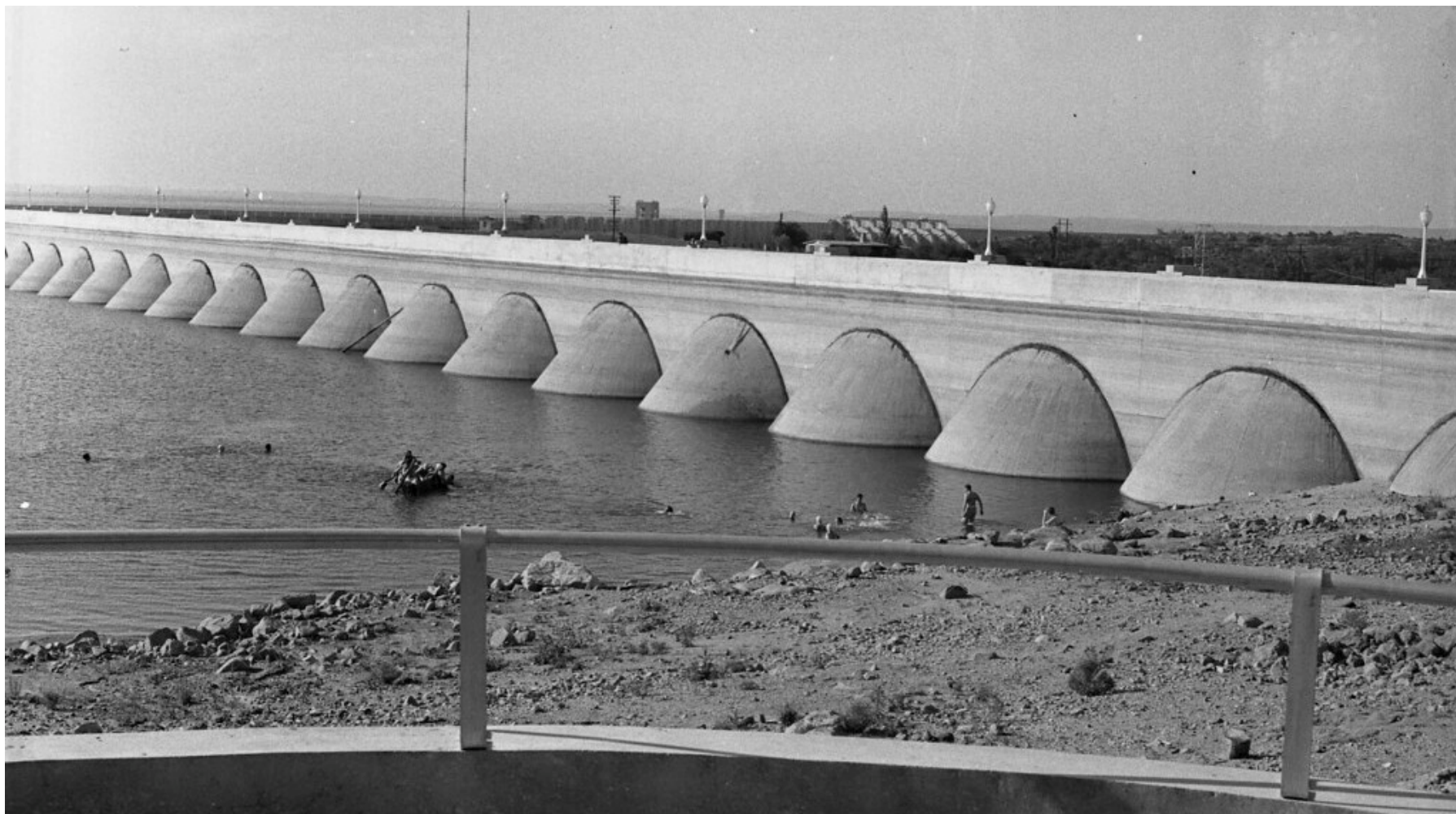
Organizational Resilience



Organizational Resilience



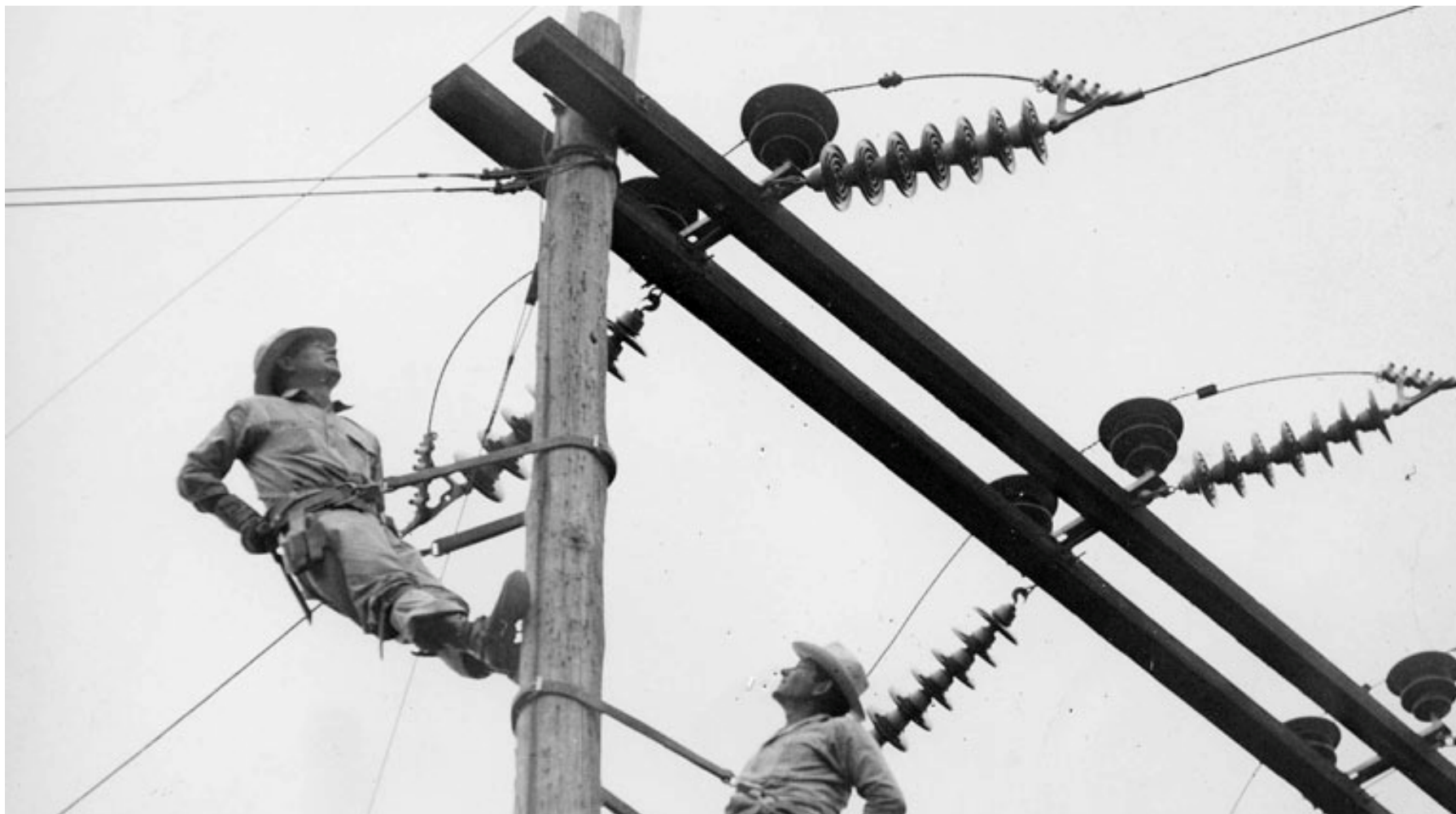
Organizational Resilience



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Organizational Resilience



Organizational Resilience



Potential Threats and Challenges

- Increased demand due to population growth
- Cyberattacks
- Terrorism
- Espionage
- Unknown unknowns

Goal

To create a more resilient LCRA and bolster the resilience of our communities and customers.



Current Areas of Focus



- Business unit focus on:
 - Reliability and mission continuity
 - Future strategic initiatives
- Business Continuity group exists, being developed further
- Public Safety, Safety Services and Cybersecurity well established

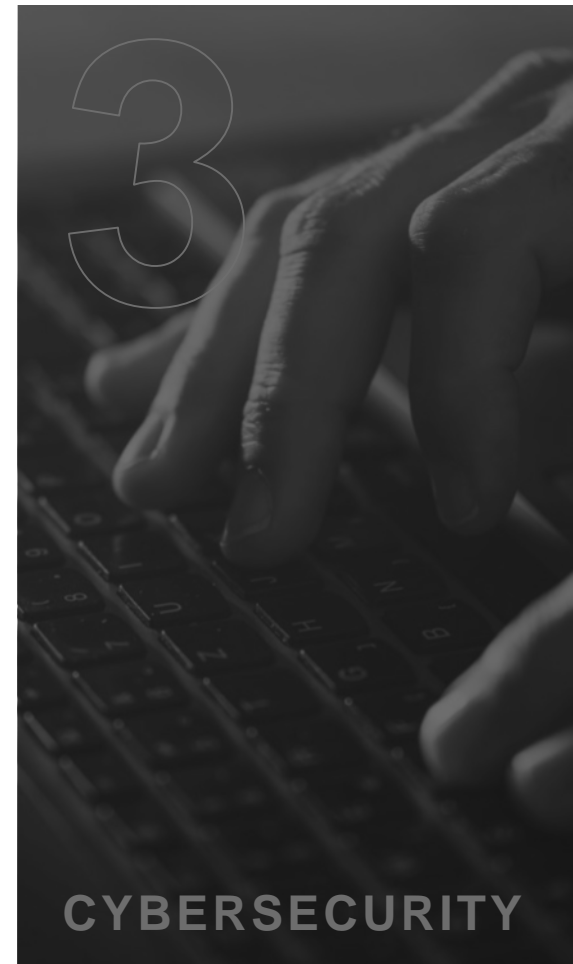
Synergy Replacing Silos

- Vertical and horizontal alignment of LCRA-wide objectives
- Strengthen collaboration
- Build business continuity plans
- Develop cross-enterprise communication





Components of Resilience



SAFETY SERVICES

- Safety specialists
- Safety technical trainer
- Safety program specialists
- Industrial hygienist



Training and Programs

- Training
 - In-house safety curriculum
 - Contracted specialized training
 - Online Learning Management System
 - Safety meetings
 - Contractor orientations
- Programs
 - Behavior-based safety program (STOP)
 - Field hazard assessments
 - Annual medical surveys

Safety Specialists



Field Hazard Assessments



Safety Services Impact – Fiscal Year 2019

- 280 safety meetings/trainings performed
- 300 employees trained in first aid/
CPR/automated external defibrillator
- Over 3,000 STOP observations submitted
- 987 FHAs conducted

Safety Services Impact

37% decrease in recordable incidents from
FY 2018 to FY 2019

Recordable Incident Rate:	
LCRA Rolling Average	Industry Average
1.12	1.8