

Tualatin Valley Water District



**BOARD OF COMMISSIONERS
1850 SW 170th AVENUE
BEAVERTON, OR 97006**

**WORK SESSION AGENDA
TUESDAY, DECEMBER 4, 2012
6:00 PM TO 8:00 PM**

This meeting is accessible to persons with disabilities. Accommodations, including listening devices, are available upon request 48 hours prior to the day of the meeting by contacting the Executive Assistant, 503-642-1511.

1. [DISTRICT LANDSCAPE MAINTENANCE GUIDELINES.....](#)
2. [DISTRICT DESIRED RESULTS AND KEY INITIATIVES FOR 2013-2015](#)
3. ADJOURNMENT

**TUALATIN VALLEY WATER DISTRICT
WORK SESSION AGENDA ITEM**

MEETING DATE: DECEMBER 4, 2012

TITLE: DISTRICT LANDSCAPE MAINTENANCE GUIDELINES

ITEM: At the TVWD Board meeting on September 19, 2012, Commissioner McWilliams proposed a Commissioner Topic on TVWD's landscape and grounds maintenance practices. This proposed topic was in response to maintenance concerns that had been identified by neighbors of the Garden Home Reservoir site. At the Board meeting on October 24, 2012, Manager of Operations, Dale Fishback, presented an overview of the District's landscape maintenance practices and described some of the complexities of landscape maintenance at District facilities. At this meeting, Commissioner Doane suggested that this topic be further considered at a future Board work session.

In response to these concerns, staff has prepared the attached memo that describes some of the challenges associated with landscape maintenance and proposes a set of overarching guidelines for landscape maintenance at District facilities.

The guidelines would serve to formalize the District's landscape maintenance activities and would help establish the level of effort required to consistently achieve the proposed guidelines.

STAFF RECOMMENDATION: This item is presented for information only.

BUDGET IMPACT: There is no budget impact associated with the proposed guidelines

ADDITIONAL INFORMATION: Mark Knudson at 503-848-3027, markk@tvwd.org or Dale Fishback at 503-848-3069, dale@tvwd.org (note that Dale Fishback will be out of the office until 12/3/12).

ATTACHMENTS: Memo dated 11/26/12 to the TVWD Board of Commissioners

APPROVING MANAGERS INITIAL:

| | | | |
|-------------------------|-------|---------------------|-----|
| CHIEF EXECUTIVE OFFICER | _____ | HUMAN RESOURCES | N/A |
| FIELD OPERATIONS | _____ | INTERGOV. RELATIONS | N/A |
| FINANCIAL SERVICES | N/A | CUSTOMER SERVICES | N/A |
| ENGINEERING SERV. | _____ | | |

Memorandum

To: TVWD Board of Commissioners

From: Dale Fishback

CC: Management Team

Date: 11/26/12

Re: District Landscape Maintenance Guidelines

This memorandum stems from the Commissioner Topic regarding the District's grounds maintenance raised by Commissioners McWilliams and Doane at the October 24, 2012 Board meeting.

The District staff maintains landscapes at numerous District facilities. Each facility has unique physical site conditions and requirements which influence how the site is maintained. Conditions include in varying degrees and combinations, slopes, turf, natural areas, wetlands, formal ornamental plantings, casual ornamental plants, hedges, woodlands, various types of impervious surfaces, and other attributes.

In addition, each site requires unique and variable intensities of maintenance. For example, certain sites are largely in native plant materials and can be maintained with modest efforts. Other sites require routine turf maintenance during the growing season and little effort during the winter season. Some locations have significant leaf remove requirements while others have none.

These sites vary substantially in size. Facilities also vary significantly in their public visibility. Some sites are isolated and almost completely removed from public view. In contrast, a limited number of sites are, in whole or in part, formally landscaped and located in areas with significant public visibility.

In general, it is the District's intent to maintain each facility in a site-specific manner, with attention paid to presenting a positive public appearance, efficiency of maintenance, and sustainability. To help achieve this objective, staff proposes the following overarching guidelines for facility landscape maintenance:

1. District facility landscapes will be maintained to at a level consistent with the character and location of the neighborhood in which they are situated, with the objective that District facilities blend in and complement the overall neighborhood appearance.
2. Grounds maintenance will be conducted with the following priorities in descending order: site access for operation of the water system; mitigation of hazardous condition exposures for the public and District staff; maintenance as required by land use agreements and/or permits; maintenance of formal landscapes; maintenance of informal landscapes; maintenance of natural areas.

3. Grounds maintenance for aesthetic purposes will be prioritized in a gradient with greatest priority placed on maintenance of formal landscapes with high public visibility and least priority placed on informal or natural landscapes with low public visibility.

These guidelines are intended to formalize landscape maintenance activities and will be used as a basis of establishing the proposed budget for these activities. Resulting maintenance efforts will also be updated as needed, based on these guidelines in response to customer input as well as changing characteristics of the facilities and their neighborhood setting.

**TUALATIN VALLEY WATER DISTRICT
WORK SESSION AGENDA ITEM**

MEETING DATE: DECEMBER 4, 2012

**TITLE: DISTRICT DESIRED RESULTS AND INITIATIVES FOR
2013-15**

ITEM: In previous years, the TVWD Board of Commissioners has reviewed the District's Goals, Objectives and Targeted Tasks and provided input on their desired modifications.

In 2011, the District assembled a Strategic Core Team (SCT) to help refine the District's Vision, Mission and Values and to begin to identify and develop work plans for key initiatives. The current SCT includes two Commissioners, the CEO, the department managers and coordinators for the District's IT, Safety, Strategic Planning and Risk Management programs.

In June, 2012, the SCT again assembled to identify opportunities to consolidate several elements of the District's strategic planning efforts: Vision, Mission and Values; Industry Trends; Organizational Goals; Targeted Tasks; Performance Measures (for systems); Performance Reviews (for individuals); Capital Improvement Planning; and Budgeting. Much progress has been made in all of these areas, but there was some overlap and a few parallel processes that were ripe for streamlining. The SCT approved an approach that better connects all of the above elements and provides tools and timelines for review and updating each.

In keeping with this revised process, the *Goals, Objectives and Targeted Tasks* have been reformatted into *Desired Results and Key Initiatives*. The Desired Results are what have been known in the past as Organizational Goals. As described to you at the August Work Session, they are now being referred to as Desired Results to emphasize our focus on the results of our actions more than the actions themselves.

The attached document details the five major results desired by Tualatin Valley Water District at an organizational level. These Desired Results stem from our Vision, Mission and Values and summarize what District staff, programs and policies seek to accomplish. Within each Desired Result, staff has tentatively identified the key initiatives and projects that will likely be most significant in the next biennium. These initiatives are over and above the essential day-to-day work already being accomplished, and detail specific work intended to allow staff to continue to achieve the stated Desired Results.

To assist the Board with their discussion, TVWD management staff has developed this Desired Results and Key Initiatives document to provide suggestions for the Board to consider. Feedback is sought for any further revision needed.

STAFF RECOMMENDATION: This is for information purposes only. Staff seeks feedback on the draft 2013-15 TVWD Desired Results and Key Initiatives document. Suggestions by the Board will be incorporated into a final draft document that will be presented to the Board for consideration during the December 19 TVWD Board of Commissioners meeting.

BUDGET IMPACT: Budget impact will be developed for each initiative through the regular 2013-15 budget development process.

ADDITIONAL INFORMATION: Todd Heidgerken, Manager, OCIR, toddh@tvwd.org, (503) 848-3013 or Cheryl Welch, Strategic Planning Coordinator, cheryl@tvwd.org, (503) 848-3012

ATTACHMENTS: District Desired Results and Key Initiatives for 2013-15

APPROVING MANAGERS INITIAL:

| | | | |
|--------------------|-------|---------------------|-------|
| GENERAL MANAGER | _____ | HUMAN RESOURCES | N/A |
| FIELD OPERATIONS | N/A | INTERGOV. RELATIONS | _____ |
| FINANCIAL SERVICES | N/A | CUSTOMER SERVICES | N/A |
| ENGINEERING SERV. | N/A | | |



DISTRICT DESIRED RESULTS AND KEY INITIATIVES FOR 2013-15

This document identifies the five major results desired by Tualatin Valley Water District at an organizational level. These Desired Results stem from our Vision, Mission and Values and summarize what District staff, programs and policies seek to accomplish for our stakeholders. They were developed by the Strategic Planning Core Team, comprised of all seven managers, four additional key staff members and two commissioners.

Within each Desired Result, District staff has tentatively identified the initiatives and projects that will likely be most significant for the next biennium. Some initiatives relate to more than one result, of course, but we have listed them just once under the result they most closely support. Within each Desired Result, the initiatives, programs and projects are prioritized:

- a. Items we believe are top priorities essential to include in the 2013-15 biennium
- b. Additional items necessary to meet our current service levels
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
(Items in this category are then given a High, Medium or Low priority and listed in order of that priority.) Items to be included in and prioritized through the District's Capital Improvement Plan (CIP) are noted as such.

There is a lot happening in many areas of our organization right now and that results in a large number of initiatives and programs that are significant for the District. All have been identified as actions we would like to take, but we realize we may be unable to do everything we want to. Also note that these projects are over and above the essential day-to-day work already being accomplished.

The first three pages list each of the five major Desired Results, with the programs, projects and initiatives that support that Result. The last page lists all initiatives and projects in a matrix and indicates the lead department for each with an 'X'. Other departments with a major role are noted by a 'o' in the department column. Additional departments may be involved in a less intensive way. These projects and initiatives are where TVWD staff expects to focus the majority of its effort in the 2013-15 biennium.

Board input is now sought to confirm or modify these suggested directions for the 2013-15 biennium.

1. The water supply meets community needs and expectations

- a. Items we believe are essential to include in the 2013-15 biennium
 - i. ***Water Supply Improvement Implementation.*** Initiate implementation of Water Supply Improvements. Complete ongoing evaluation of supply options. Begin negotiation of IGA(s) needed with partners. Prepare pre-design of proposed system improvements. Identify and initiate acquisition of properties and rights-of-way. Develop and implement Communications Plan associated with District's next long-term water supply investment. Work may include implementation of additional ASR and JWC expansion projects, as needed and as identified in long-term water supply strategy. Develop financial plan.
- b. Items necessary to meet our current service levels
 - i. ***Master Plan Update.*** Update District Water System Master Plan.
 - ii. ***Mains Replacement Program Implementation.*** Addresses aging infrastructure, system reliability, seismic resiliency, and new standards. Complete pilot program, establish new standards, and continue planned replacements of failing mains. Includes various activities associated condition assessment of our pipeline infrastructure. (CIP)

- iii. ***IT Disaster Recovery.*** Develop organization-wide plan for technology recovery. Implement appropriate recovery capability.
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
 - i. ***TVWD Seismic Resiliency Program.*** Develop and implement Seismic Resiliency Program. Conduct system vulnerability assessment and identify implementation plan. Key objective is to identify and begin upgrades to create a seismically hardened “backbone” to meet critical water needs of community. Scope includes infrastructure, staffing and business systems for improved resiliency with most work to be implemented as part of other projects or improvements. Implement initial activities & upgrades. (HIGH - some improvements funded in CIP)
 - ii. ***West Hills Improvement Program Implementation.*** Addresses system reliability, redundancy, seismic resiliency, new standards, and critical customers. Program includes Ridgewood View Reservoir and Pump Station Project (1st), 820 Transmission Lines (2nd), Rosander Pump Station (3rd), and larger Sunset Reservoir (4th). (MEDIUM - CIP)
 - iii. ***Cooper Mountain Improvement Program Initiation.*** Addresses system reliability, redundancy, seismic resiliency, new standards, and source supply. Program includes new reservoir to replace Grabhorn Reservoir and new pump station and transmission lines to move water up to ASR and back down to system. (MEDIUM - CIP)
 - iv. ***District Partnerships.*** Use partnerships to achieve District initiatives. Be an active participant in regional organizations including encouraging Willamette River Water Coalition to replace current structure with a Lead Administrative Agency structure. (MEDIUM)
 - v. ***Backflow Protection Program Enhancement.*** Begin expanding gold & silver program to commercial accounts. Continue implementation of staffing plan to enhance performance and customer service. (LOW)

2. The community is confident in our water, service and employees

- a. Items we believe are essential to include in the 2013-15 biennium
 - i. ***CEO Transition.*** Successfully transition from current to new Chief Executive Officer.
- b. Items necessary to meet our current service levels
 - i. ***Information Security Improvements.*** Includes PCI compliance steps, security assessments, and SCADA security improvements.
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
 - i. ***Key Customer Program.*** Develop key customer contact program to enhance two-way communication for water related issues and provide District customers with a primary point of contact at TVWD whom they can reach with any questions regarding their water service. (HIGH)
 - ii. ***Customer Information Systems (CIS) Strategy.*** Develop long-range CIS Strategy, including plans for custom applications, such as Utility Billing suite, phone system call center improvements and phone system integration. (HIGH)
 - iii. ***New Communication Tools.*** Identify topics where we can provide additional information about the services and activities of the District. Explore non-traditional ways to provide and receive information. Examples may include the development of *Demonstration Garden Guides* that include interactive exercises for younger school age visitors to the garden and the creation of educational videos. Expand on the District’s current efforts to provide information about District activities and projects. (MEDIUM)
 - iv. ***Web Site Modernization.*** Develop a plan to redesign Web site, upgrade content management system, meet mobile needs, and evaluate third party payment options. Deploy solutions based on strategy. (MEDIUM)

- v. ***Performance Measurement Development.*** Complete first round of Performance Measurement development. Identify Key Performance Indicators (KPIs) for all crews and teams, and embed reporting of these KPIs into monthly processes. (LOW)

3. We are good stewards of our financial resources

- a. Items we believe are essential to include in the 2013-15 biennium
 - i. **Rate Phase-in.** Implement the Board's 3-year phase-in of rate study.
- b. Items necessary to meet our current service levels
 - i. **SDC Review.** Review/update SDCs to make sure growth pays its proportionate share.
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
 - i. **New Bond Feasibility Analysis.** Analyze market conditions for calling current bonds and developing new bond indenture strategy. By July 2014, be prepared to issue new debt when appropriate. Engage bond counsel and Financial Advisor when needed. (HIGH)
 - ii. **Business Intelligence.** Implement system-wide data warehouse capability. Build solutions to provide reports, measures and data driven process improvement. (MEDIUM)
 - iii. **Rebate Program Review.** Determine whether the current types of rebates are still relevant and whether the amounts of the rebates are appropriate. (MEDIUM)
 - iv. **Indirect Cost Study.** Undertake Indirect Cost Study to make sure we are capturing all appropriate direct and indirect costs related to rates, fees and contracted services. (LOW)
 - v. **Service Agreements Review.** Review existing agreements that will be eligible for renewal and explore additional opportunities to provide assistance to others when it is of value to the District. (LOW)

We are good stewards of natural resources

- a. Items we believe are essential to include in the 2013-15 biennium
 - i. **Unaccounted For Water Investigation.** Identify amount and source of District's unaccounted for water.
- b. Items necessary to meet our current service levels
 - i. **Water Management/Conservation Plan Update.** Meet requirement to review and update the District's plan.
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
 - i. **Energy Efficiency Monitoring & Data Capture.** Add energy monitoring to individual pumps to track energy use for each pump. Enhances distribution system efficiency, improves energy savings and reduces operating costs. (HIGH) (CIP)
 - ii. **Fuel Strategy.** The District's Fleet staff has constantly monitored alternative fuel evolution. Changes in the vehicle fuel environment may make certain "alternative" fuels more attractive (from cost, reliability, and environmental standpoints) than traditional petroleum-based fuels. Specific products seem to be gaining traction, particularly compressed natural gas and propane. Analysis is underway to assess the appropriateness of these particular fuels for District applications. Product evaluation and, if appropriate, pilot projects, will be implemented in FY 2013-14. If successful, a long term migration toward selected non-traditional fuel(s) would be initiated. (MEDIUM)
 - iii. **Implementation of Green IT Practices.** Track and manage computing power consumption, implement desktop power savings steps, utilize desktop and server virtualization to reduce power needs. (LOW)

4. We are good stewards of our assets and resources (people and physical assets)

- a. Items we believe are essential to include in the 2013-15 biennium
 - i. **CMMS Implementation & Integration.** The successful implementation and integration of this tool should significantly increase understanding of the performance of District assets, facilitating better life cycle cost and reliability management. The project should also provide field users more timely information and accurate information while reducing

paper. IT will take a lead role in integrating CMMS with Utility Billing, Logos, GIS, SCADA and Meter Sales.

- ii. **Field Mobile Communications Platforms.** This project would determine the most feasible and effective voice and data communications platforms for District field applications. Where possible, we would seek to reduce the number of unique platforms to reduce cost, improve functionality, increase reliability, and avoid redundancy. The process will be driven by a combination of obsolescence of current equipment, changing mobile data requirements, changing service provider offerings, and enhanced technology capabilities. A master plan study is currently underway.
 - iv. **Enterprise GIS Implementation.** Ongoing implementation of existing GIS Master Plan.
- b. Items necessary to meet our current service levels
- i. **Workforce Planning.** Build our talent pipeline by developing a business strategy to dictate how the workforce planning program will continue to be delivered and the speed of the program.
 - ii. **Communication of TVWD Culture, Vision and Values.** Develop program to define and clearly communicate TVWD culture to new hires and current employees. Visibly support the District's values, and communicate with employees the importance of those values.
 - iii. **Process Improvements.** Implement automation solutions for Customer Service, HR, and Engineering. Provide end-user training mechanism that can be adapted for all technology based solutions.
 - iv. **Large Meter Replacement.** Replace balance of 2" compound meters. Approximately 50 remain. (CIP)
 - v. **IT Infrastructure and Systems Maintenance.** Server migration, backup & recovery improvements, upgrade of phone system to current supported release.
- c. Items that enhance our ability to meet current service levels, but could be postponed or modified if needed
- i. **IT Application Upgrades.** Server platform standardization, upgrade of custom applications software platform, phone system modernization, development of desktop virtualization plan. (HIGH)
 - ii. **Enterprise Content Management / Document Management Strategy.** Develop long-term strategy and plan for managing digital content and related work processes in compliance with records retention policies; include planning for electronic workflow automation throughout the District's operations. (HIGH)
 - iii. **AMR Replacement Program.** Continue program to replace standard meters with Automatic Meter Reading (AMR) meters. (HIGH - CIP)
 - iv. **HR Technology Enhancements.** Implement Logos Next Gen, applicant tracking and other HR improvements. (HIGH)

KEY INITIATIVES FOR 2013-15

| Program, Project or Initiative | RESULT # | CEO/HR | CSS | ENG | FIN/IT | OCIR | OPS |
|--|----------|--------|-----|-----|--------|------|-----|
| Water Supply Improvement Implementation | 1 | o | | X | o | o | |
| Master Plan Update | 1 | o | | X | o | | |
| Mains Replacement Program Implementation | 1 | | | X | | | |
| IT Disaster Recovery | 1 | | o | o | X | | o |
| TVWD Seismic Resiliency Program | 1 | | o | X | o | o | o |
| West Hills Improvement Program Implementation | 1 | | | X | | | |
| Cooper Mountain Improvement Program Initiation | 1 | | | X | | | |
| District Partnerships | 1 | | | | | X | |
| Backflow Protection Program Enhancement | 1 | | | X | | | |
| CEO Transition | 2 | o | X | | | | |
| Information Security Improvements | 2 | | o | o | X | | |
| Key Customer Program | 2 | | o | o | o | X | |
| Customer Information Systems Strategy | 2 | | X | | o | | o |
| New Communication Tools | 2 | | o | | | X | |
| Web Site Modernization | 2 | | o | | o | X | |
| Performance Measurement Development | 2 | | | | o | X | |
| Rate Phase-In | 3 | | | | X | | |
| SDC Review | 3 | | | o | X | | |
| New Bond Feasibility Analysis | 3 | o | | | X | | |
| Business Intelligence | 3 | | o | o | o | X | o |
| Rebate Program Review | 3 | | | | o | X | |
| Indirect Cost Study | 3 | | | | X | | |
| Service Agreements Review* | 3 | | X | X | X | X | X |
| Unaccounted For Water Investigation | 4 | | | o | X | o | |
| Water Management/Conservation Plan Update | 4 | | | o | o | X | |
| Energy Efficiency Monitoring and Data Capture | 4 | | | X | o | o | |
| Fuel Strategy | 4 | | | | o | | X |
| Implementation of Green IT Practices | 4 | | | | X | o | |
| CMMS Implementation & Integration | 5 | | o | o | o | o | X |
| Field Mobile Communications Platforms | 5 | | | | o | | X |
| Enterprise GIS Implementation | 5 | | | X | o | | |
| Workforce Planning | 5 | o | X | | | | |
| Communication of TVWD Culture, Vision and Values | 5 | o | X | o | o | o | o |
| Process Improvements | 5 | | o | o | X | | o |
| Large Meter Replacement | 5 | | X | | | | |
| IT Infrastructure and Systems Maintenance | 5 | | | | X | | |
| IT Application Upgrades | 5 | | | | X | | |
| Enterprise Content Management / Document Management Strategy | 5 | o | | o | X | | |
| AMR Replacement Program | 5 | | X | | | | |
| HR Technology Enhancements | 5 | | X | | o | | |
| Project or Initiative | RESULT # | CEO/HR | CSS | ENG | FIN/IT | OCIR | OPS |

Lead Department = X; Other significant department involvement = o
 (Note distinction within department column re: CEO & HR; FIN & IT)

*Lead department here depends on specific agreement