



Board Work Session Minutes
March 1, 2016

WORK SESSION – 6:00 PM

1. CALL TO ORDER

Commissioners Present: Jim Doane, Jim Duggan, Marilyn McWilliams and Dick Schmidt
Commissioner Absent: Richard Burke

Staff Present: Mark Knudson, Carrie Pak, Debbie Werner, Joel Cary, Joe Healy

2. ANNOUNCEMENTS

Ms. Pak presented the Safety Moment on preventing eye injuries at work.

Mr. Knudson recommended the May 3 Board work session be cancelled given its proximity to the conference for the Pacific Northwest Section of the American Water Works Association and the Board concurred. He also said he would be out of the office in training for most of the rest of the week.

3. DISCUSSION ITEMS

A. Hydrant Permit Program Update

Mr. Cary gave a presentation (see attached) giving an overview of the hydrant permit program as it compares to neighboring agencies, as well as providing short- and long-term recommendations for the program.

In response to a question, he said Hillsboro, like TVWD, has predefined hydrants for use for their permit program and they are also dispersed throughout their service area. Mr. Knudson said TVWD's hydrant permit program hydrants are painted yellow with a green cap.

Commissioner feedback included appreciation for TVWD's protection of public health through the current program and interest in exploring the pilot fill station option in about 10 years, if warranted.

B. Revised Total Coliform Rule Update

Mr. Cary gave a presentation (see attached) providing background on the Total Coliform Rule and TVWD's current monitoring process as well as information on the Revised Total Coliform Rule and how that will affect TVWD's monitoring process.

In response to questions, he said:

- While the 30-day public notification requirement seems like a long time, that notice relates to detection of coliform, which does not have the same public health risk as detection of E. coli.
- Other states are also required to follow the Revised Total Coliform Rule starting April 1.

- A second Level One investigation under the Revised Total Coliform Rule in a water supplier's service area within a rolling, 12-month period could trigger a Level Two investigation, leading to a boil water notice.
- A boil water notice would be triggered if E. coli was confirmed while performing a Level One investigation. Public notification is not required for Level One investigations if no E. coli is detected. Mr. Knudson reiterated coliform is an indicator organism only.
- All microbiological contaminants and any regulated contaminant would show up in TVWD's consumer confidence report.

C. Status Update on District Initiatives for 2015-17

Mr. Knudson introduced Joe Healy, Senior Management Analyst, and gave a presentation (see attached) on the current status of District Initiatives. He focused on four specific initiatives, describing the objectives and notable progress of each. The Board received a handout (see attached) with more specific information on updates for each initiative.

There was discussion about providing closure reports for completed initiatives, which Mr. Knudson provided verbally for the two the Board brought up. The initiative on reviewing and revising the employee benefit package (Initiative 1) was primarily focused on the "Cadillac tax" and Congress has deferred implementation of the tax for three years. The initiative on new bond indenture (Initiative 22) is considered complete because staff has contracted with a municipal advisor and initial assessments have been made.

D. Board Retreat Agenda Planning

Mr. Knudson provided an overview of the Board Retreat Topics Preferences handout (see attached) and draft retreat agenda (see attached) and asked for feedback. He was asked to add financial issues, specifically bond sales, to the strategic planning section of the topics preferences document.

He also clarified the strategic planning topics will address issues the Board has the authority to oversee versus aspects of Public Employee Retirement System (PERS) costs, for example, over which the Board has no jurisdiction. The Board could discuss what the District is doing to be prepared for increasing PERS costs.

There was discussion about emerging contaminants and water quality testing of the Willamette River.

Mr. Knudson said the retreat would be a chance for staff and the Board to have a conversation rather than staff providing detailed information with presentations. It will be publicly noticed as a Board work session and the entire management team will be present.

There was discussion about the timing of filling the Customer and Support Services Manager position.

4. ADJOURNMENT

There being no further business, President McWilliams adjourned the meeting at 7:37 p.m.

Marilyn McWilliams, President

Jim Duggan, Secretary

TVWD Board Work Session

Safety Moment



March is Eye Health Month

- Estimated 1,000 eye injuries daily
- More than \$300 million in lost production, medical expenses, etc.
- Personal toll is immeasurable



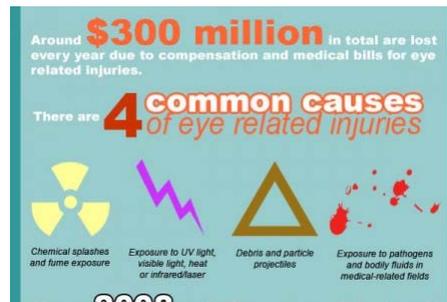
What Contributes to Eye Injuries at Work?

- Not wearing eye protection
- Estimated three out of every five
- Wearing the wrong kind of eye protection



What Causes Eye Injuries?

- Flying particles
- 70% of accidents from flying or falling objects
- Nearly 3/5 of objects were smaller than a pin head
- Chemicals



Prevent Eye Injuries

- Always wear effective eye protection
- Proper maintenance
 - Scratches
 - Dirty
 - Glare
- Eye protection works!



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Hydrant Permit Program

TVWD Board Work Session

March 1, 2016

Water Quality Group

Tualatin Valley Water District



Background

Public testimony was received at the August 2015 Board meeting concerning the use of bulk water under TVWD's Hydrant Permit Program. Concerns were threefold:

- Leaking, poorly maintained filling equipment;
- Accurate tracking of loads by the permit holder; and
- Options for bulk water purchase based on other agencies in the region.

TVWD's Hydrant Permit Program

Current permit process:

- Staff inspects vehicle for approved air gap and proper equipment
- Fee is paid for 3-, 6- or 12-month permit
– \$65, \$90, \$140, respectively
- Only approved hydrants can be used
- Permit holder tracks loads and submits card monthly
- TVWD invoices permit holder



TVWD's Hydrant Permit Program

- Hydrant meters and backflow assemblies are issued for sites only:
 - \$2,000 for the large meters (3-inch)
 - \$500 for the small meters (1-inch)
 - Same initial 3-, 6- or 12-month fee



Overall, this is a simple yet effective program. Moderate staff time, though increases during peak development times.

TVWD's Hydrant Permit Program



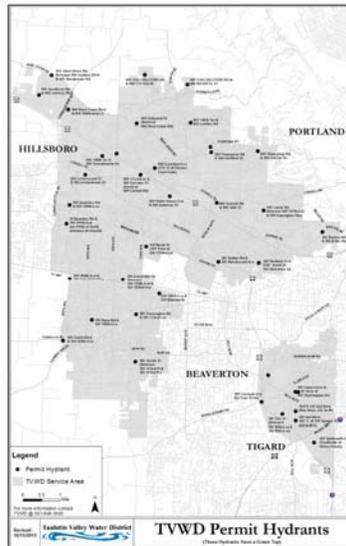
Permit holders receive a packet with load card, instructions and hydrant locations.

Hydrant Operation

1 	2
	3

Tualatin Valley Water District 503-848-3000
1850 SW 170th Avenue | Beaverton, Oregon | 97003

TVWD's Hydrant Permit Program



35 hydrants for use with permit, identified with green bonnet.

- Flexible – user and customer responsive
- Located throughout District

Other Agencies

Portland: Annual fee or hydrant meter

- Pros – Provides options, no self-reporting
- Cons – Overall program expense, higher initial cost may be a deterrent, still not as accurate



Hillsboro: Meter and backflow assembly

- Pros – Accurate, no self-reporting
- Cons – Purchase and maintenance of equipment



Alternatives for TVWD

There are several options staff has considered:

- Bulk filling stations
 - Higher expense, most secure
- Annual, fixed fee
 - May not reflect actual usage
- Meters for every permit
 - Purchase and maintenance expense



Short-Term Recommendations

Leaking, poorly maintained filling equipment

TVWD Rules and Regulations allow better enforcement by staff

Accurate tracking of loads by the permit holder

Continue with current practice, better monitoring

Options based on other agencies in the region

Most are more expensive for both agency and permit holder without significantly greater benefits

Potential Long-Term Recommendations

Take the next fiscal year to better identify program costs and make recommended changes. Possible options:



- Define program goals better (i.e., revenue and public health mandates)
- Track labor hours
- Potential opportunities with new utility billing system
- Explore pilot fill station in 17-19 Budget
 - Partnership opportunities

Questions?



IAH - Netherlands Chapter drawings by STRESSED AFRICAN

Revised Total Coliform Rule Overview

*TVWD Board Work Session
March 1, 2016*

Water Quality Group



Total Coliform Rule Background

Current Total Coliform Rule (TCR) created in 1989 to protect the integrity of the distribution system by monitoring for microbiological contaminants.

- Samples collected monthly based on population served by water system.
- Coliform and *E. coli* (fecal) bacteria used as indicator organisms.
- Maximum Contaminant Level (MCL):
 - Five percent of monthly samples coliform positive
 - Confirmed *E. coli* positive



Total Coliform Rule Background

- Three repeat samples collected following the detection of total coliform or *E. coli*.
 - Original positive site
 - One “upstream” and one “downstream”
 - Both within five service connections
- Results driven public notification process.
 - Boil water notice is required if *E. coli* is confirmed positive
 - Public notification within 30 days if five percent of monthly samples total coliform positives



TVWD's TCR Monitoring

Since implementation, TVWD has maintained compliance with TCR requirements. 152 monthly samples are collected based on an estimated 217,000 persons served by TVWD.

- Almost 120 dedicated sample stations, more being added in CIP Budget
- pH, temperature, specific conductance and chlorine data collected
- Samples analyzed for coliform and *E. coli* by certified laboratory
- Results available 18 hours after set-up



Revised Total Coliform Rule

April 1, 2016, the Revised Total Coliform Rule (RTCR) will go into effect under Oregon Health Authority (OHA) primacy. Revisions to the TCR are focused on assessment rather than more stringent MCLs.



- Total coliform occurrence will continue to be investigated.
- Coliform no longer associated with an MCL or 30-day public notification requirement.

Revised Total Coliform Rule



- RTCR requires an investigation to “identify and correct sanitary defects” in the system, depending on sample results.
 - **Level One:** performed by water system following a confirmed coliform positive result or if system fails to collect repeat samples
 - **Level Two:** must be conducted by OHA when confirmed *E. coli* positive or a second level 1 investigation is triggered in a rolling 12-month period

Summary

- No changes to TVWD's sampling volume or frequency will occur. This applies to routine and repeat monitoring.
- No additional laboratory costs, no budget impact.
- MCL for exceeding five percent of monthly total coliform positive samples removed.
- *E. coli* MCL remains the same.
- Level one or level two investigations now required based on confirmed total coliform or *E. coli* positive.

Questions



Status Update on District Initiatives for 2015-17

*TVWD Board Work Session
March 1, 2016*

Mark Knudson, CEO



Overview of District Initiatives

- Initiatives include work beyond day-to-day operations
- Established by Board and staff through strategic planning process
- Reflects District vision, mission, values and strategic direction
- Process helped inform the District's adopted budget for 2015-17
- Progress tracking and coordination by Management Team
- Status update at Board work sessions every six months

Status Update

#	INITIATIVE	STATUS.	STATUS	DONE
1	Review & Revise Employee Benefits Package	C	C	✓
2	Evaluate Organizational Staffing Requirements	G	●	
3	Develop Internal Workforce Training Program	Y	●	
4	Develop & Implement Aging Infrastructure Strategy	Y	●	
5	Develop & Implement District Resiliency Policy & Program		●	
6	Improve Project Management and CIP Tracking	Y	●	
7	Upgrade District-wide Records Management System	Y	●	
8	Review and Revise Board Policies & Provide Policy Training	Y	●	
9	Implement Key Findings from IT Master Plan	R	●	
10	Develop and Implement Utility Billing Strategy	R	●	
11	Address and Communicate Rate-related Issues	Y	●	
12	Update Communication & Outreach Program	Y	●	
13	Beaverton Strategy	Y	●	
14	Portland Dispute Resolution	Y	●	

KEY:

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

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Status Update

#	INITIATIVE	STATUS.	STATUS	DONE
15	Mains Replacement Program	Y	●	
16	Service Agreement – South Hillsboro	G	●	
17	Unaccounted For Water	G	●	
18	Enterprise GIS Work Plan	Y	●	
19	New Communication Tools	C	C	✓
20	CMMS Implementation	G	●	
21	SDC Study	B	●	
22	New Bond Indenture	C	C	✓
23	401(k) Modernization	C	C	✓
24	Emergency Plan Update	Y	●	
25	Rebate Program Review & Update	R	●	
26	Field Mobile Communications Update	Y	●	
27	Right-of-Way License Fees	G	●	

KEY:

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

Delivering the Best Water Service Value

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Example Initiatives

Initiative 3 – Develop Internal Workforce Training Program

- Objectives
 - Develop a productive, competent workforce
 - Knowledge transfer through cross-training and mentoring
 - Employee skill enhancement
- Notable Progress
 - Position-specific training underway
 - New employees
 - Cross-training for existing employees
 - In-house supervisory training for supervisors and managers
 - Initiated temporary / seasonal hiring for summer 2016
 - Further progress pending completion of Initiative 2 – Evaluate Organizational Staffing Requirements

Initiative 5 – District Resiliency Policy & Program

- Objectives
 - Develop a comprehensive District-wide resiliency plan
 - Enhance ability to provide service during extreme events
 - Become a resilient water agency in the coming decades
- Notable Progress
 - Preliminary resiliency framework established
 - Increasing employee awareness through training and education
 - Further progress delayed due to staff vacancy and other priorities

Initiative 12 – Update Communication & Outreach Program

- Objectives
 - Improve ratepayer understanding of District services
 - Create confidence in the District’s actions
 - Develop clear and consistent messaging
 - Maintain and improve transparency
- Notable Progress
 - District Strategic Communications plan being developed
 - New Public Affairs Supervisor
 - Getting up to speed
 - Reviewing best practices
 - Providing support for ongoing projects
 - Draft plan available July 1, 2016

Initiative 27 – Implement Right-of-Way License Fees

- Objectives
 - Prepare and implement fees by cities within TVWD service area
 - Provide transparency in application of fees
 - Communicate with affected customers
 - Develop and implement processes to track, audit, administer fees
- Notable Progress
 - Work plan established; District’s highest priority project
 - Significant progress in completing design of modifications to UB
 - Provided updates to TVWD Board and staff
 - Ongoing coordination with cities to better define requirements
 - IT, Communications and Customer Service resources have been reallocated to meet 7/1/16 Go-Live target date

Questions

TVWD INITIATIVES STATUS SUMMARY | 2015-17 BIENNIUM

Tualatin Valley Water District
 Initiatives Status Summary
 2015-2017 All Initiatives Status Updates

#	INITIATIVE	UPDATE
1	Review & Revise Employee Benefits Package	This initiative was completed as of January 2016. Meeting with the Employee Benefits Committee for further education and possible recommendation for benefit changes is on-going.
2	Evaluate Organizational Staffing Requirements	1. Review of staffing needs continues as part of routine business practices to evaluate positions that become vacant; the CEO has established a process where managers report to the management team with business case justification of need to fill a vacancy and/or other needs of the District. 2. We continue to maintain the District's temporary/seasonal hiring programs. 3. Identification of departments and job classifications subject to additional evaluation will be conducted this summer and RFP process for consultant services to aid in evaluation of staffing needs is scheduled for late-2016.
3	Develop Internal Workforce Training Program	Progress continues through ongoing maintenance of the District's temporary/seasonal hiring programs. In addition, position-specific training is underway including training for new employees, cross-training for existing employees, and in-house supervisory training for supervisors and managers. Further progress on a formalized program for knowledge transfer, skill enhancement and mentoring is pending further progress on Initiative #2.
4	Develop & Implement Aging Infrastructure Strategy	This initiative is closely related to #15 Mains Replacement Program, consider merging into this Strategy. Some work has already started.
5	Develop & Implement District Resiliency Policy & Program	
6	Improve Project Management and CIP Tracking	Working to assess E-Builder with Water Supply group. Target End Dates have been modified by a year.
7	Upgrade District-wide Records Management System	The new District Recorder has made significant progress on this initiative during the past quarter. The highest priority task has been to update the District policy for public records requests. An updated policy has been drafted, staff review is underway and Board consideration is scheduled for March. Foundational work has also been completed on developing a District Records Management Program; an implementation plan has been drafted and staff review is currently underway. There will be five phases to the program, with the initial phase of information gathering currently underway. This first phase of preparing a records inventory must be completed before the records management framework can be developed.
8	Review and Revise Board Policies & Provide Policy Training	The District Recorder has focused on developing an updated public records request policy and a draft records management work plan as described in Initiative 7. Progress on Initiative 8 has included requesting sample board policy documents from neighboring jurisdictions (Tualatin Valley Fire and Rescue and the City of Hillsboro), which are now being compiled. Analysis of existing TVWD Board policies and prioritization of potential revisions and additions will begin in Q2 of 2016, with the resulting draft work plan presented to the Board prior to proceeding with implementation. Updated policies will be drafted for Board consideration starting in Q3 of 2016 and will continue through the balance of the current biennium.

TVWD INITIATIVES STATUS SUMMARY | 2015-17 BIENNIUM

Tualatin Valley Water District
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#	INITIATIVE	UPDATE
9	Implement Key Findings from IT Master Plan	<p>With the completion of the PCI project, and the addition of the right-of-way fee project, IT projects based on the IT Master Plan have been delayed. The projects have been prioritized, the first group (Tier 1) are those that have time constraints: EcosConnect, ROW Fee, HR Salary Process are all Tier 1 projects. The funded projects are prioritized as Tier 2 projects and will commence at the completion of the Tier 1 projects. Additional work will be required to deploy office phones to the PMO.</p> <p>The Communications study and the NetApp upgrade are both in progress and in the analysis and planning phase.</p>
10	Develop and Implement Utility Billing Strategy	<p>Due to unplanned work, this project plan will need to be adjusted by 6 months.</p> <p>The chartering process is in completion and an RFP for consulting services to assist with the requirements gathering and selection RFP creation is beginning. Our experience on the PCI project demonstrated that both the size of our organization and the skills required to perform the UB replacement are beyond the District's means without assistance. This project will require both supplementing District staff with additional staff to perform this work, as well as the expertise in preparing the requirements and a product selection RFP. This project will also include both Clean Water Services and City of Beaverton on the executive committee.</p> <p>In addition, there are several IT projects that are working in parallel to support the ultimate replacement of the UB system. These projects are:</p> <p>Tier 1</p> <ul style="list-style-type: none"> • EcosConnect: replace portions of the cross-connect application to reduce its dependencies on the UB system. • Cityworks follow-on, ePermits investigation: review options to replace the meter sales application to reduce its dependencies on the UB system. • Data Warehouse: perform a data conversion of the UB data into a flat-form representation (star schema). This will allow migration of UB data to the new CIS system without the major cost, delay, and potential errors of a third-party data conversion. <p>Tier 2</p> <ul style="list-style-type: none"> • UB-Cityworks interface: redevelop the UB-Cityworks (meter-to-cash) interface to use a "bus" model that eliminates dependencies currently built-into the UB system.
11	Address and Communicate Rate-related Issues	<p>Development of the District's Strategic Communications Plan is underway, with a draft plan available by July 1, 2016. Rate-related communications is a foundational element of this plan. The upcoming rate study will include a Rate Advisory Committee (RAC) that will provide recommendations to the Board on affordability and rate design. Through their work, RAC members will help inform the rate communications strategy and validate the communications approaches outlined in the District's Communications Plan.</p>

TVWD INITIATIVES STATUS SUMMARY | 2015-17 BIENNIUM

Tualatin Valley Water District
 Initiatives Status Summary
 2015-2017 All Initiatives Status Updates

#	INITIATIVE	UPDATE
12	Update Communication & Outreach Program	Development of the District's Strategic Communications Plan is underway, with a draft plan available by July 1, 2016. During the past quarter, the District's new Communications & Public Affairs Supervisor has been: 1) Learning about District operations/programs/departments; 2) reviewing communications plans for peer agencies to identify best practices; and 3) providing ongoing support for other District initiatives & assignments (e.g., franchise fees, PCI, rate study, CIP projects). Those efforts will provide a foundation for and help inform the District's Strategic Communications Plan.
13	Beaverton Strategy	This initiative was carried over from 2013-15 due to delays resulting from a Beaverton staff vacancy, which was filled in late-2015. Starting in Q1 of 2016, Beaverton is conducting an economic evaluation of possible modifications to the existing service area boundary prior to resuming negotiations of a new urban services agreement between TVWD and Beaverton. In response to a data request from Beaverton, TVWD has provided consumption data for TVWD customers in Beaverton and TVWD is conducting hydraulic modeling of the Beaverton study areas.
14	Portland Dispute Resolution	This initiative was carried over from 2013-15. In Q3 of 2015, staff from TVWD, Tualatin and Portland completed negotiation of a proposed amendment to the regional water sales agreement establishing new terms for the sale and purchase of summer interruptible water and, in doing so, would resolve the outstanding dispute with Portland. TVWD's Board approved the proposed amendment in September 2015. Since that time, Portland has experienced staff turnover and conducted further review of the proposed amendment, resulting in delays in approval of the proposed amendment by the Portland City Council. Portland City Council consideration of the proposed amendment is tentatively scheduled for March 2016.
15	Mains Replacement Program	Work to develop new standards is underway. MOU with Lincoln Center project property owner is complete. Mains replacement projects regularly updated in the CIP as they have been identified. Installed pilot with zinc coated pipe. Developing new pilot of an anode retrofit program. Workload a challenge to implementing complete new standards. An initial update was anticipated to be updated early summer 2015; this has been revised to spring of 2017. Staff resources/capacity to complete this work is an issue. Possibly merge this initiative with initiative #4, Aging Infrastructure Strategy.
16	Service Agreement – South Hillsboro	Finance developed means to track SDCs in South Hillsboro area. Next steps are pending initiations by the City of Hillsboro.
17	Unaccounted For Water	Metzger meter replaced. Main PWB should be replaced in the next month or so. At that time we can begin looking at true inputs to the system. Initial check of Metzger boundary valves completed. More advanced check including water quality parameter starting in a month or so. In our water audit process we have identified the need for a billing audit of our Utility Billing System to increase our confidence of accurate billing and reporting. EMA starting work to do a full billing audit of our UB system.
18	Enterprise GIS Work Plan	This initiative is a continuation from 2013-15 biennium. While significant progress has been made, this is an opportunity to re-assess and streamline this initiative. Potential challenges for successful completion includes GIS support needed for other priorities, like franchise fee implementation.
19	New Communication Tools	Completed

TVWD INITIATIVES STATUS SUMMARY | 2015-17 BIENNIUM

Tualatin Valley Water District
 Initiatives Status Summary
 2015-2017 All Initiatives Status Updates

#	INITIATIVE	UPDATE
20	CMMS Implementation	Ongoing refinements to CMMS platform to improve productivity of crews. Focus is on Field Operations and Field Customer Service.
21	SDC Study	Included with the currently pending comprehensive rate study.
22	New Bond Indenture	Completed
23	401(k) Modernization	Plan document administrator has been selected and contract has been negotiated. Vendor is working on a draft of questions and options. The draft questions were vetted through the 401k committee. The final draft went to the Board in December. Plan was rolled out to employees at the all employee meeting on January 22nd. No carryover to 2015-17 biennium initiatives.
24	Emergency Plan Update	The updating of the Emergency Response Plan has been completed. Physical book publishing will be followed by awareness training being delivered to all staff. The awareness training is to provide all staff with knowledge that the program exists, where to locate the resources and how the plan is practiced and applied. As the Plan calls for a higher level of response training than has been the practice in the past, training levels will be audited and training perceptions developed to bring the District into agreement with levels stated in the plan.
25	Rebate Program Review & Update	Evaluation of rebate and conservation giveaways completed by end of June 2016 to inform future program revision. Loss of 1 FTE conservation staff and temporary transfer of another's role has significantly limited conservation staff time and delayed this initiative. While conservation staffing time has been limited, scope of the conservation program has remained the same. During 2015 Conservation Technician was directed to provide coverage for consolidation of the monthly CEO Report as well as develop, implement and manage a new Illegal Fire Line Use Enforcement Policy. These new programs, in addition to the ongoing Key Customer program and recent conservation staff limitations have caused the rebate evaluation initiative to be significantly delayed. The revised goal is to provide rebate program evaluation that will inform the revision of the Conservation Program and Conservation Budget for FY2015-2017
26	Field Mobile Communications Update	All hardware is purchased and installed. Testing shows that we have very good signal over the whole of the District's service area and initial feedback from staff that have used the system in the current limited capacity have been good. The Firmware that allows the the radios to work as a trunked system has been delayed (original delivery date was to be Sept. 2015). When the manufacturer releases the firmware, the vendor will complete all needed programming and staff training will commence.
27	Right-of-Way License Fees	Project is on schedule but many risks are outstanding. This is the highest priority within the IT portfolio. Resources will be reallocated as necessary to meet the Board's 7/1/2016 Go-Live Requirement.

Board Retreat Topics Preferences

Topic	Burke	Doane	Duggan	McWilliams	Schmidt	Proposed Agenda?
Board meetings: <ul style="list-style-type: none"> Expectations/organization of the Board Determine if any improvements need to be made Determine if following Robert's Rules of Order Add graphics in presentations to enhance TV experience 		X		X	X	Yes
Communication between Board and staff: <ul style="list-style-type: none"> Determine if existing tools can be improved Procedures in contacting staff for info (who to contact first) and determine if Board interfering at all Using District email addresses 		X		X	X	Yes
Communication from Board/staff to public: <ul style="list-style-type: none"> Scope of Board member interactions with public Tie every message to TVWD mission and make it timely and appropriate for audience 	X	X				
Strategic planning: <ul style="list-style-type: none"> Changes in scope of TVWD operations (personnel, responsibilities, acting as lead agency, staff growth) Focus on District Initiatives PERS/health insurance Legislative/SDAO Anticipate plans of biggest customers Leverage power for future of TVWD Water quality monitoring Workforce development and intern positions 		X	X	X		Yes
Board policies: <ul style="list-style-type: none"> Clarify staff/Board boundaries re: committee work Ensure Board governance over District direction 	X		X	X		Yes
Board succession planning: <ul style="list-style-type: none"> Board recruitment Orientation program 	X	X	X	X		Yes
Strategic partnerships: <ul style="list-style-type: none"> Focus on WWSP (changes in organization, relationship to partners, leadership on governing board) Board relations with other boards (and meeting attendance) 			X	X	X	Yes
Expand citizen involvement in budget/rate processes	X					



**Board of Commissioners Retreat
17911 NW Evergreen Parkway
Beaverton, OR 97006**

April 18, 2016

Assisted listening devices are available upon request 48 hours prior to the day of the meeting by calling 503-848-3000.

DISCUSSION ITEMS

- | | | |
|------------------------------|-----------------------|--------------|
| 1. Board Succession Planning | 10:00-10:45 a.m. | (45 minutes) |
| 2. Board Policies | 10:45-11:15 a.m. | (30 minutes) |
| 3. Break | 11:15-11:25 a.m. | (10 minutes) |
| 4. Board/Staff Communication | 11:25 a.m.-12:10 p.m. | (45 minutes) |
| 5. Lunch Break | 12:10-12:25 p.m. | (15 minutes) |
| 6. Board Meetings | 12:25-1:10 p.m. | (45 minutes) |
| 7. Break | 1:10-1:20 p.m. | (10 minutes) |
| 8. Strategic Partnerships | 1:20-2:00 p.m. | (40 minutes) |
| 9. Strategic Planning | 2:00-3:00 p.m. | (60 minutes) |