

Agenda Item No.: 5.3  
 Agenda Date: 12/18/24  
 Reviewed By: PH/JSD

Subject: Adopt 2025 Goals, Objectives and Work Plan

CATEGORY	
<i>Executive</i>	<input type="checkbox"/>
<i>Administrative</i>	<input checked="" type="checkbox"/>
<i>Engineering/Operations</i>	<input checked="" type="checkbox"/>

FINANCIAL					
<i>Expenditures?</i>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
<i>Budgeted?</i>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
<i>Amount: \$</i> _____					
<i>Plus WSST</i>					

**ATTACHMENTS:**

1. Resolution #24-12-18C
2. Exhibit A – 2025 Goals, Objectives and Work Plan

**COMMENTS:**

Each year staff and the Commissioners review the needs of the District and establish Goals, Objectives and Work Plan (attached to the resolution as Exhibit A).

Staff recommends approval of this resolution.

# HIGHLINE WATER DISTRICT King County, Washington

## RESOLUTION 24-12-18C

### RESOLUTION ADOPTING THE 2025 GOALS, OBJECTIVES AND WORK PLAN

**WHEREAS**, Staff and the Board of Commissioners hold annual workshop meetings to develop the annual Budget, Capital Improvement Program and set Goals for the upcoming year.

**NOW THEREFORE, BE IT RESOLVED:**

The Board of Commissioners hereby adopts the 2025 Goals, Objectives and Work Plan developed by the General Manager and Staff (attached as Exhibit A and incorporated herein).

**ADOPTED BY THE BOARD OF COMMISSIONERS** of Highline Water District, King County, Washington, at an open public meeting held this **18th** day of **December 2024**.

### BOARD OF COMMISSIONERS

Signed by:  
  
46E6A92C455641A  
**Kathleen Quong-Vermeire**, President

DocuSigned by:  
  
7B09B6DD748D4ED  
**Polly Daigle**, Commissioner

Signed by:  
  
8E7D8C0085407  
**Daniel Johnson**, Commissioner

DocuSigned by:  
  
882D40B9A38F421  
**Vince Koester**, Secretary

Signed by:  
  
8728D379F2E446D  
**Todd Fultz**, Commissioner



# **2025 GOALS, OBJECTIVES & WORKPLAN**

## **Mission Statement**

“Our mission is to provide high quality water and excellent customer service while effectively managing District infrastructure for a reliable water system today and for future generations”

## 2025 PRIORITY TASKS

**Overview:** These tasks have been identified to ensure operational efficiency, regulatory compliance and planning for future growth.

1. **Begin Comprehensive Plan (Water System Plan) Update:** Work with Carollo to complete a plan update that addresses current and future water system needs as required every 10 years, and due in 2026.
2. **Update Administrative Codebook:** Modernize our policy for operational efficiency and consistency.
3. **Review and update Risk and Resilience Assessment (RRA) and Emergency Response Plan (ERP):** Meet 2025 regulatory requirements and enhance emergency preparedness.
4. **Deploy New Website and Evaluate Revising District Logo:** Improve accessibility, usability, and experience.
5. **Finalize Seattle Public Utilities (SPU) Amendment to Wholesale Water Contract:** Complete ongoing contract term negotiations to align with District objectives.

## COMMITMENT TO A QUALITY WORKFORCE GOALS

**Objective:** Attract and retain top talent by providing staff with opportunities for growth and success, ensuring a versatile and skilled workforce

**Goals:**

**1. Support cross training and development**

- Task(s):**
- Train staff on leak detection techniques and equipment
  - Host Cross Connection Control Specialist training
  - Prepare for anticipated retirements (three retirements projected in the next two years)
  - Encourage professional growth by supporting training for key roles and positions.

**2. Cultivate and sustain a high-caliber leadership team**

- Task(s):**
- Provide additional leadership training to district leaders

**3. Update District standards and procedures**

- Task(s):**
- Modernize the District Administrative Codebook
  - Begin 2026 Water System Plan Update
  - Deploy an updated Personnel Manual

**4. Ensure staff have all necessary tools and equipment to work efficiently and effectively**

- Task(s):**
- Purchase all approved capital assets by June

## WATER QUALITY GOALS

**Objective:** Provide continuous, safe drinking water and reliable fire protection that meets and exceeds federal and state standards

### Goals:

#### 1. Maintain a 0.4 ppm minimum chlorine residual in distribution system

- Task(s):**
- Perform perimeter flushing bi-monthly and assess flushing locations
  - Flush all (approx. 440) dead-end mains annually
  - Clean 75 miles of water main with High Velocity Flushing

#### 2. Comprehensive water sampling and reporting

- Task(s):**
- Complete Unregulated Contaminant Monitoring Rule (UCMR) 5 sampling in Quarter 2 to meet regulatory compliance

#### 3. Enhance cross connection controls

- Task(s):**
- Review and update Cross Connection Control Program
  - Have all applicable staff obtain Cross Connection Specialists certification
  - Conduct 50 onsite backflow assembly inspections of high hazard services

## CUSTOMER SERVICE GOALS

**Objective:** Provide excellent customer service to internal and external customers

### Goals:

#### 1. Improve customer payment options

- Task(s):**
- Complete a payment portal upgrade to replace aging software

#### 2. Enhance customer communication

- Task(s):**
- Update and publish the District website
  - Publish bi-annual Newsletter
  - Identify and procure tools for outbound communications and develop notification mapping on the district website.

#### 3. Maintain professional working relationships with outside agencies through continued networking

- Task(s):**
- Finalize franchise agreement with King County

## CUSTOMER SERVICE GOALS

- Develop solution(s) for permitting and billing issues with city franchise agreements.

## FISCAL RESPONSIBILITY GOALS

**Objective:** Uphold government accounting standards and foster financial transparency

**Goals:**

**1. Maintain Generally Accepted Accounting Principles (GAAP) compliance and internal controls**

- Task(s):**
- Implement changes required by the State Auditor's Office (SAO)
  - Simplify and consolidate General Ledger (GL) for clarity and consistency

**2. Complete financial software upgrade and provide training to staff**

- Task(s):**
- Continue software training for staff.
  - Develop Standard Operating Procedures (SOPs) for all financial workflows
  - Implement Lucity and Caselle integrations for time entry and AP processing

**3. Promote an ethical work environment**

- Task(s):**
- Communicate Ethics policies to staff and Board

## RELIABLE INFRASTRUCTURE AND WATER DELIVERY

**Objective:** Maintain and enhance District infrastructure to guarantee reliable water delivery.

**Goals:**

**1. Enhance Security and mitigation efforts**

- Task(s):**
- Complete security upgrades at Pump Station 3
  - Strengthen cyber measures at all district facilities
  - Deploy cybersecurity policies and procedures

**2. Perform Infrastructure maintenance and improvement**

- Task(s):**
- Complete three main water replacement projects
  - Rebuild 10 pressure reducing valves (PRV)
  - Implement a comprehensive PRV functionality test twice annually
  - Inspect, clean, and paint 750 hydrants, using seasonal staff
  - Operate 1,600 valves
  - Install or replace 50 water services

## RELIABLE INFRASTRUCTURE AND WATER DELIVERY

### 3. Maintain system monitoring and testing procedures to ensure ongoing quality and efficiency

- Task(s):**
- Review 220 easements for encroachments
  - Test all meters  $\geq 3''$
  - Inspect 3,000 meter and boxes for accessibility
  - Monitor 60 miles of main line using leak detection equipment

### 4. Support infrastructure investments for system reliability

- Task(s):**
- Deliver on all aspects of CIP within the District's control
  - Streamline work order creation and management, build a reliable preventative maintenance (PM) schedule, and coordinate naming conventions in Lucity, GIS, and work order assets.
  - Implement Lucity Mobile and other end user enhancements.
  - Install redundant communication to essential systems at all district facilities
  - Migrate cellular network to a priority cellular network, and upgrade communication devices for all district staff.