

**HIGHLINE WATER DISTRICT  
King County, Washington**

**RESOLUTION 14-12-17D**

**RESOLUTION APPROVING THE 2015 GOALS AND OBJECTIVES**

**Background**

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

**Action**


**NOW THEREFORE, BE IT RESOLVED:**

The Board of Commissioners hereby adopts the 2015 Goals and Objectives 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 **17th** day of **December 2014**.

**BOARD OF COMMISSIONERS**

  
\_\_\_\_\_  
**Kathleen Quong-Vermeire, President**

  
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**George Landon, Secretary**

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**Gerald R. Guite, Commissioner**

  
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**Daniel Johnson, Commissioner**


  
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**Vince Koester, Commissioner**

EXHIBIT A

# GOALS & OBJECTIVES



# 2015

## ***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”*



## STAFF DEVELOPMENT AND TRAINING GOALS

PROMOTE JOB SHADOWING AND CROSS-TRAINING TO ENSURE A VERSATILE WORKFORCE

PROVIDE STAFF TRAINING FOR PROFESSIONAL DEVELOPMENT

MAINTAIN CEU'S FOR PROFESSIONAL GROWTH

IMPROVE INTERNAL COMMUNICATIONS TO PROMOTE TEAMWORK

*"Goals provide the energy source that powers our lives. One of the best ways we can get the most from the energy we have is to focus it. That is what goals can do for us; concentrate our energy"*

*~Denis Waitley*

*"First, have a definite, clear practical ideal;*

*A GOAL, AN OBJECTIVE;*

*Second, have the necessary means to achieve your ends; wisdom, money,*

*MATERIALS AND METHODS;*

*Third, adjust all your means to that end"*

*~Aristotle*

*"What you get by achieving your goals is not as important as what you become by achieving your goals"*

*~Goethe*

## **WATER QUALITY GOALS**

### **PROVIDE HIGH QUALITY WATER**

- Comply with DOH WAC 246-290 monitoring requirements
- Maintain Cross-Connection Control Program per District standards
- Maintain fluoride concentration in accordance with regulatory agencies recommendations
- Maintain pH concentration between 7.8 and 8.2 mg/L in distribution system
- Maintain Wellhead Protection Plan
- Locate and install three (3) coliform monitoring stands in unrepresented zones

### **RESPONSIVE TO CUSTOMER NEEDS**

- Address water quality inquiries in a professional and thorough manner
- Respond within one hour to water quality complaints

### **TANK CLEANING/DISINFECTION**

- Clean/disinfect each of the District's nine (9) tanks on a 5-year schedule

### **MAIN FLUSHING**

- Flush all distribution main lines every five years (59 miles annually)
- Flush approximately 429 dead-end mains annually
- Maintain chlorine residuals in the distribution system between 0.2 mg/L and 1.6 mg/L

### **TREATMENT PLANT OPERATORS**

- Remove a minimum of 90% iron and manganese and manage tank water levels to maximize water turnover
- Maintain PH, Chlorine and Fluoride levels as mentioned in water quality goals

## **PROVIDE EXCELLENT CUSTOMER SERVICE - EXTERNAL**

### **DEVELOPER EXTENSIONS**

- Accurately assess facility charges
- Continue to provide plan review in a timely manner
- Continue with monitoring and reconciliation of GFC's and new construction fees

### **CONTINUE TO TRACK INCOMING CALLS**

### **BE ACCURATE AND CONSISTENT WHEN PROVIDING CUSTOMERS WITH INFORMATION**

- Newsletter, Web Page, Door Tags, Message(s) on Customer Billings

### **CONSISTENTLY TREAT CUSTOMERS WITH RESPECT AND DIGNITY – EMPATHIZE**

### **CALL BACK VOICE MESSAGE(S) WITHIN 24 HRS**

### **RESPONSE TIME FOR EMERGENCIES**

- Within a half hour during working hours
- Within one hour after normal work hours

### **UNEXPECTED SHUTDOWNS**

- Restore service within an average of eight hours or less

### **RESEARCH CUSTOMER ACCOUNT ON-LINE ACCESS**

- Improve customer access and convenience to account information and online bill payment

### **SCHEDULED SHUTDOWNS**

- Notify customers a minimum of 48 hours in advance
- Restore service within average of six hours or less

### **FOLLOW-UP WITH CUSTOMERS TO ENSURE THEY ARE RECEIVING EXCELLENT SERVICE**

- Intermittent comment cards

### **CONTINUE TO DEVELOP POSITIVE RELATIONSHIPS WITH EXTERNAL AGENCIES AND ELECTED OFFICIALS WITHIN OUR SYSTEM BOUNDARIES**

- Cities, King County, Fire Agencies, Water and Sewer Districts, Port of Seattle and others
- Continue with Communication Team efforts on a quarterly basis
- Continue meeting with local Fire Districts' personnel (Chiefs, Fire Marshals) to discuss proper hydrant operation and maintenance and other mutual interests

## **PROVIDE EXCELLENT CUSTOMER SERVICE - INTERNAL**

### **UPGRADE FILING SYSTEM AND RECORDS MANAGEMENT**

- The Records Management Team (RMT) will enhance the Archive File Management System to maintain and retrieve records and standardize the filing system
- The RMT will continue to work with the Regional Archivist
- Permanent records will be identified and sent to the Archivist
- Copies of records will be stored in electronic format for retrieval, including but not limited to District Minutes, Resolutions, Financial Statements, Audit Reports, Construction Projects and other documents so identified
- Outsource imaging of the essential records
- Develop Email Records Retention Guidelines and provide staff training
- Implement new email archiving software

### **CONTINUE IMPROVEMENT OF TRAINING AND PROCESSES OF WORK ORDER SYSTEM**

### **PLAN RESPONSIBLY TO ALLOW SUFFICIENT TIME FOR INTERNAL REQUESTS**

### **PARTS INVENTORY**

- Continue to improve reconciling parts to Work Orders
- Strive for <5% loss inventory

### **ROUTINELY CONDUCT LABOR/MANAGEMENT MEETINGS TO PROACTIVELY ADDRESS ISSUES**

### **CONDUCT DEPARTMENTAL MEETINGS ON A BI-WEEKLY BASIS**

- Solicit new ideas for improvement from all staff

### **HOLD QUARTERLY MEETINGS WITH MANAGERS, SUPERVISORS AND LEADS**

### **CONDUCT PERIODIC ONE-ON-ONE CONFERENCES WITH ALL STAFF**

- Managers / Supervisors should accentuate the positive contributions of staff
- Constantly explore ways to improve professionalism, accountability, communication and team work
- Consistently use MS Outlook© for scheduling meetings and tasks

## **PUBLIC INVOLVEMENT / EDUCATION**

### **PROFESSIONAL ORGANIZATIONS/LOCAL JURISDICTIONS**

- Remain involved in AWWA, WASWD, Seattle Operating Board and other professional organizations
- Maintain positive relationships with neighboring city officials and staff

### **ENVIRONMENTAL EDUCATION**

- Continue poster contest for local 4th & 5th graders and make a calendar showcasing the top 12 posters
- Participate in SPU regional conservation efforts

### **REPORTS/BROCHURES**

- Prepare and submit the annual Consumer Confidence Report (CCR), aka Annual Water Quality Report and the Water Efficiency Goals Report
- Write semi-annual newsletters (*The Waterline*) and update various informational brochures: (Rates, General Facilities Charges, Main Cleaning Program, "Family Emergency Assistance" and the Web site)

### **STATE LEGISLATORS/LEGISLATION**

- Remain aware of and involved in State legislative issues that pertain to water districts
- Invite State Legislators to the District on a bi-annual basis or when warranted
- Support legislation to increase the current limit (<\$20,000) allowed for water districts' small works maintenance projects to be completed by in-house labor

## FINANCIAL/ADMINISTRATIVE

### ENSURE COMPLIANCE WITH GOVERNMENT ACCOUNTING STANDARDS BOARD

- Review and communicate Ethics policies to staff and Board annually
- Provide an ethical work environment
- Provide accurate quarterly and year-end financial reports to the Board in a timely manner
- Provide accurate Annual Report to the State Auditor in a timely manner
- Invite Board of Commissioners to exit meetings with State Auditor
- Continue following GAAP procedures and maintain proper internal controls
- Economic Stability – Maintain rates  $\leq 1\%$  of median household income

### UPDATE GUIDELINES FOR PURCHASING AND CONTRACTING

### UPDATE JOB DESCRIPTIONS WITH "ESSENTIAL JOB FUNCTIONS" FOR ADA REQUIREMENTS

## OPERATE/MAINTAIN INFRASTRUCTURE / FACILITIES

### HYDRANTS

- Coordinate and standardize hydrant maintenance with local fire districts
- Continue aggressive policy of policing or monitoring hydrant use by third parties
- Continue cleaning and painting 20% of hydrants each summer (approx 600 annually)
- Replace approximately 25 fire hydrants annually

### VALVES

- Operate/maintain approximately 1,200 smaller diameter valves each year (five-year cycle)
- Annually operate/maintain approximately 166 larger diameter valves (greater than 12") (one-year cycle)
- Annually operate/maintain approximately 337 "hard to find" valves (one-year cycle)

### METERS

- Maintain Radio Read System – Replace batteries and defective MXU's as needed
- Test accuracy of three to eight inch meters annually
- Replace 50 (1-1/2" and larger) meters
- Inspect approximately 6,000 meters and boxes annually for location and accessibility (three-year cycle)
- Spot check 100 older 5/8" and 3/4" meters for accuracy per current AWWA recommendations

### OFFICE

- Keep office building and grounds clean and well maintained
- Clean debris from gutters and downspouts semi-annually or more often if needed
- Repair southwest corner of Board room
- Paint exterior of Headquarters building

### TREATMENT PLANT AND PUMP STATIONS

- Produce 940,000 ccf of water annually from District sources
- Routinely check for vandalism and operational problems
- Continue development of proactive preventive maintenance schedule Use Lucity system to assist
- Replace roof at the Des Moines Treatment Plant and Wellhouse
- Install dilution system at the Tyee Treatment Plant

### MAINS/SERVICES

- HWD crews to complete three (3) small water main replacement projects (< \$20,000 each)
- Utilize Asset Management Program to identify aging infrastructure/appurtenances for replacement
- Identify opportunities to partner with cities for public works projects
- Replace approximately 50 deficient services annually
- Check all 1,093 District easements for encroachments on a five-year basis (218 per year)
- Inspect 165 Air and Vacs

### VEHICLES/EQUIPMENT

- Keep clean and well-maintained
- Maintain a proactive preventive maintenance schedule
- Reduce fuel consumption whenever possible
- Complete Vehicle Inspection Work Order in a timely manner

## **OPERATE/MAINTAIN INFRASTRUCTURE / FACILITIES**

### **PRESSURE REDUCING VALVES (PRVS) & CONTROL VALVES**

- Check all PRV Stations (approximately 21 – update quantity as required) monthly and clean annually
- Rebuild PRV stations per manufacturer's recommendations (based on installation date)
- Rebuild seven (7) of thirty four (34) Control Valves per year on a 5-year schedule

### **COMPUTER SYSTEM**

- Test and implement tablet technology for operational staff to improve efficiencies
- Research and possibly implement Microsoft Office 365
- Working to enhance IT security

### **GIS/GPS/MAPPING**

- Continue to maintain GPS of new/replacement infrastructure
- Continue to keep as-built maps current
- Train Field staff in use of GPS equipment

### **LEAKS/UNACCOUNTED FOR WATER**

- Keep unaccounted water usage below 9% (reference WSDOH Water Use Efficiency Requirements)
- Continue monitoring for unmetered water connections/uses
- Repair detected leaks in a timely manner
- Perform annual leak detection to monitor 98 miles of main line and services (three-year cycle)

### **COMPLETE THE 2015 CIP AS BUDGETED**

- Keep Contract Revisions Below Industry Standards (<5%)

## **SAFETY**

### **ALL HAZARDS/SAFETY COMMITTEE**

- Continue to update and review Emergency Management Plan and Safety Manual
- Continue monthly all hazard/safety meetings
- Continue to educate staff about new or updated safety issues
- Aim for minimal L & I incidents and no time loss due to on-the-job injuries

## **SECURITY IMPROVEMENTS**

### **MITIGATION EFFORTS**

- Emergency Management Team and Safety Committee will continue to update and keep the Emergency Response Plan current
- Management & Telemetry Department will work on creating protocols/best practices with security system (Phase 2)
- Perform software and device upgrade of security system
- Evaluate functionality of security system
- Continue on-going security improvements at District facilities per Vulnerability Assessment and Hazard Mitigation Plan
- Upgrade fencing, lighting and security system at District Headquarters

### **FIRE HYDRANT SECURITY**

- Continue to monitor hydrants to ensure they are being used properly and with District authorization

### **TRAINING/EDUCATION/EXERCISES**

- Conduct at least one tabletop exercise and/or conduct at least one emergency drill
- Send key staff to emergency response training as needed

### **WA WARN MUTUAL AID PROGRAM**



Agenda Item No.: 5.4  
Agenda Date: 12/17/2014  
Reviewed By: M.E.

Subject: Adopt 2015 Goals and Objectives

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

- Attachments
1. Resolution #14-12-17D
  2. Exhibit A – 2015 Goals and Objectives

**COMMENTS:**

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

Staff recommends approval of this resolution.