

**HIGHLINE WATER DISTRICT
King County, Washington**

RESOLUTION 15-12-16C

RESOLUTION APPROVING THE 2016 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 2016 Goals and Objectives developed by the General Manager and Staff (attached as Exhibit A and incorporated herein).

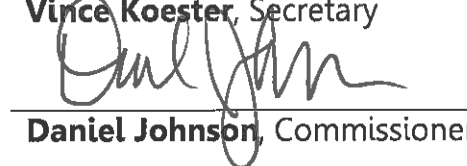
ADOPTED BY THE BOARD OF COMMISSIONERS of Highline Water District, King County, Washington, at an open public meeting held this **16th** day of **December 2015**.

BOARD OF COMMISSIONERS


George Landon, President


Vince Koester, Secretary


Todd Fultz, Commissioner


Daniel Johnson, Commissioner


Kathleen Quong-Vermeire, Commissioner

EXHIBIT A



2016

**Goals &
Objectives**

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

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 between 7.8 and 8.2 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

IMPLEMENT 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

PROVIDE EXCELLENT CUSTOMER SERVICE - EXTERNAL

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 cap water and sewer utility tax rate at 6% by cities or counties

ENHANCE CUSTOMER INTERACTION

- Work with marketing consultant to update and modernize logo, website, newsletters, reports, etc.

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

OPERATE/MAINTAIN INFRASTRUCTURE AND FACILITIES

HYDRANTS

- Coordinate and standardize hydrant maintenance with local fire districts
- Continue cleaning and painting 20% of hydrants each summer (approximately 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

- Research meters and automated reading systems
- Maintain Radio Read System – Replace defective MXU's and meters as needed
- Test accuracy of three to eight inch meters annually
- Inspect approximately 6,000 meters and boxes annually for location and accessibility (three-year cycle)
- Spot check 50 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

TREATMENT PLANT AND PUMP STATIONS

- Produce 840,000 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

MAINS/SERVICES

- HWD crews to complete three (3) small water main replacement projects (<\$50,000 each)
- Utilize Asset Management Program to identify aging infrastructure/appurtenances for replacement
- Identify opportunities to partner with cities for public works projects
- Install and/or replace approximately 50 services annually
- Check all 1,093 District easements for encroachments on a five-year basis (218 per year)
- Inspect and repair 55 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

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

- Research and possibly implement Microsoft Office 365
- Working to enhance IT security

OPERATE/MAINTAIN INFRASTRUCTURE AND FACILITIES

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 10% (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 2016 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)
- Evaluate 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

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

CONTINUE PARTICIPATION IN WASHINGTON WARN MUTUAL AID PROGRAM

Agenda Item No.: 5.3
Agenda Date: 12/16/2015
Reviewed By: M.E.

Subject: Adopt 2016 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>			<u> </u>
<i>Plus WSST</i>			

- Attachments
1. Resolution #15-12-16C
 2. Exhibit A – 2016 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.