

**HIGHLINE WATER DISTRICT
King County, Washington**

RESOLUTION 20-12-16C

RESOLUTION ADOPTING THE 2021 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 2021 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 2020**.

BOARD OF COMMISSIONERS



Vince Koester, President



Todd Fultz, Secretary



Polly Daigle, Commissioner



Daniel Johnson, Commissioner



Kathleen Quong-Vermeire, Commissioner

EXHIBIT A



2021 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
STRATEGIZE/IMPLEMENT SUCCESSION PLANNING AND TRANSITION
HIRE/TRAIN EMPLOYEES

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
- Conduct distribution system monitoring for pH bi-weekly at point of entries
- Conduct distribution system monitoring for pH and alkalinity at TCR sites quarterly

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 eight (8) tanks on a 5-year schedule

MAIN FLUSHING

- Flush all distribution main lines every five years (60 miles annually)
- Flush approximately 439 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

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

PROVIDE EXCELLENT CUSTOMER SERVICE - EXTERNAL

- 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 continue 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 Network Drive Retention Guidelines and continue staff training on records retention
- Implement Electronic Content Management Records software with Laserfiche®

REVIEW AND UPDATE HWD CODE BOOK AND PROCEDURES AS WARRANTED

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

PERIODICALLY CONDUCT LABOR/MANAGEMENT MEETINGS TO PROACTIVELY ADDRESS ISSUES

CONDUCT DEPARTMENTAL MEETINGS ON A BI-WEEKLY BASIS

- Solicit new ideas for improvement from all staff

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
- Partner with WASWD and other utilities to determine the ROW rental fee to be paid to King County

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
- Participate in one community activity

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)

PUBLIC INVOLVEMENT/EDUCATION

STATE LEGISLATORS/LEGISLATION

- Remain aware of and involved in State legislative issues that pertain to water districts
- Invite State Legislators to the District when warranted

ENHANCE CUSTOMER INTERACTION

- Continue working 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 fire hydrants as needed

VALVES

- Operate/maintain approximately 2,200 valves per year (three-year cycle)

METERS

- Maintain Radio Read System – Replace defective radios and meters as needed
- Test accuracy of three to eight inch meters per AWWA standards
- Visually inspect approximately 3,000 meters and boxes

OFFICE

- Keep office building and grounds clean and well maintained
- Clean debris from gutters and downspouts semi-annually or more often if needed
- Retrofit District Headquarters Fire Alarm System to current standards

TREATMENT PLANT AND PUMP STATIONS

- Produce \geq 885,000 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 a minimum of 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 approximately 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

OPERATE/MAINTAIN INFRASTRUCTURE AND FACILITIES

PRESSURE REDUCING VALVES (PRVS) & CONTROL VALVES

- Check all PRV Stations (approximately 21 – update quantity as required) monthly and clean annually
- Rebuild/Maintain 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
- Provide training from CIMCO-G.C. Systems on an as needed basis

COMPUTER SYSTEM

- Working to enhance IT security
- Migrate H₂O Net to InfoWater

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
- Retain consultant for GIS assistance as needed

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 2021 CIP

- 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
- Continue to enforce Washington State Guidelines for COVID-19 pandemic*

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)
- Monitor functionality of security system
- Continue on-going security improvements at District facilities per Vulnerability Assessment and Hazard Mitigation Plan
- Update Emergency Response Plan and Vulnerability Assessment

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: 12/16/20
Reviewed By: M.E.

Subject: Adopt 2021 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 #20-12-16
2. Exhibit A – 2021 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.