

**HIGHLINE WATER DISTRICT  
King County, Washington**

**RESOLUTION 16-12-21D**

**RESOLUTION APPROVING THE 2017 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.

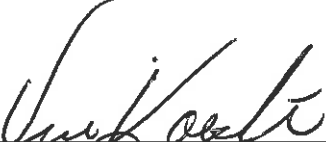
**Action**

**NOW THEREFORE, BE IT RESOLVED:**

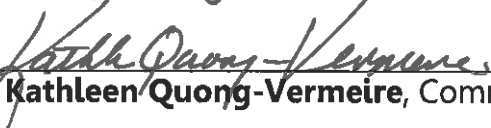
The Board of Commissioners hereby adopts the 2017 Goals and Objectives developed by the General Manager and Staff (attached as Exhibit A and incorporated herein).

**ADOPTED BY THE BOARD OF COMMISSIONERS** of Highline Water District, King County, Washington, at an open public meeting held this **21st** day of **December 2016**.

**BOARD OF COMMISSIONERS**

  
\_\_\_\_\_  
**Vince Kbest**, President

  
\_\_\_\_\_  
**Daniel Johnson**, Commissioner

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

  
\_\_\_\_\_  
**Todd Fultz**, Secretary

  
\_\_\_\_\_  
**George Landon**, Commissioner

EXHIBIT A



# 2017 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
- 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 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

### **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

### **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

### **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
- Partner with WASWD and other utilities to oppose King County right-of-way rental fee

### **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)

### **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

## **PUBLIC INVOLVEMENT/EDUCATION**

### **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**

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

### **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 890,000 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

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

### **COMPUTER SYSTEM**

- Research and possibly implement Microsoft Office 365
- Working to enhance IT security
- Replace Master Telemetry Unit for District SCADA system

### **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.: 5.4  
Agenda Date: 12/21/16  
Reviewed By: M.E.

**Subject:** Adopt 2017 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 #16-12-21D
  2. Exhibit A – 2017 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.