

**HIGHLINE WATER DISTRICT
King County, Washington**

RESOLUTION 21-12-15C

RESOLUTION ADOPTING THE 2022 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.

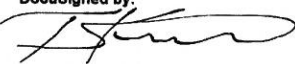
Action

NOW THEREFORE, BE IT RESOLVED:


The Board of Commissioners hereby adopts the 2022 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 **15th** day of **December 2021**.

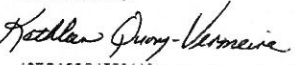
BOARD OF COMMISSIONERS

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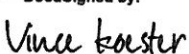
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Daniel Johnson, Commissioner

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Kathleen Quong-Vermeire, Commissioner

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Polly Daigle, Secretary

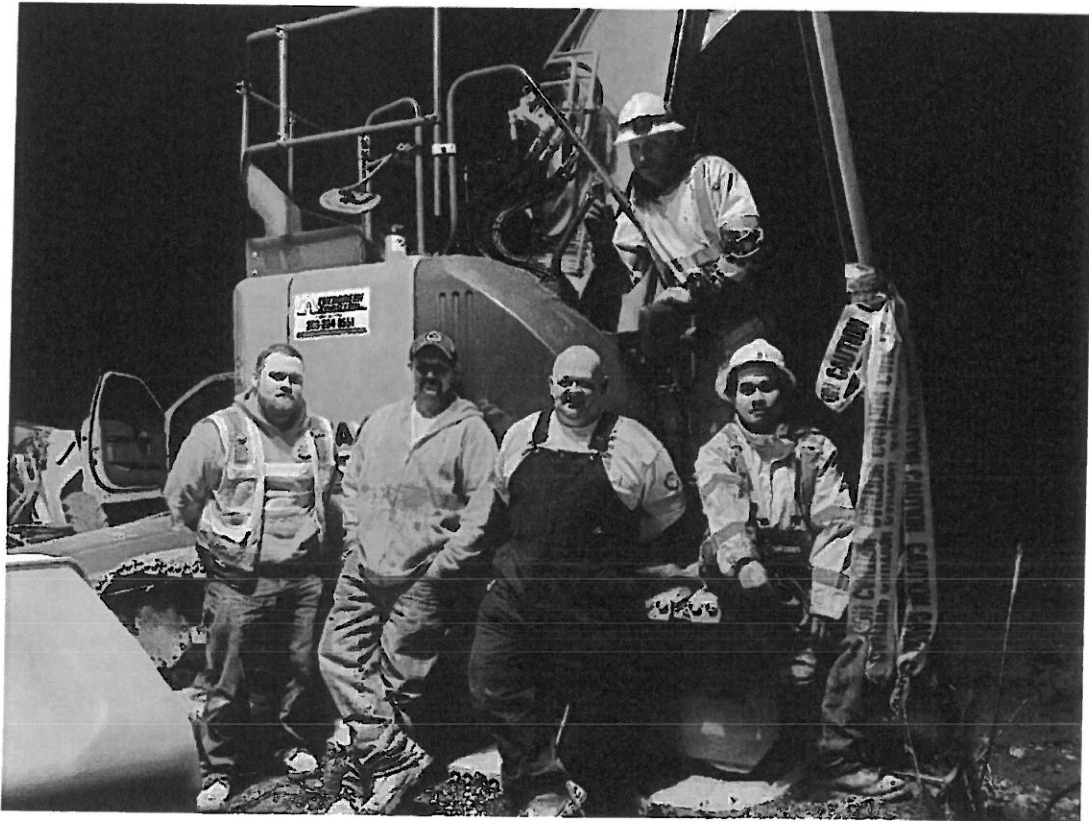
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Vince Koester, Commissioner

EXHIBIT A



2022 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 CERTIFICATIONS AND PROFESSIONAL GROWTH**
- IMPROVE INTERNAL COMMUNICATIONS TO PROMOTE TEAMWORK**
- FACILITATE SUCCESSION PLANNING AND TRANSITION**

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 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 inquiries

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 six years (50 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 OPERATIONS

- Remove a minimum of 90% iron and manganese and manage tank water levels to maximize water turnover
- Revise and update Operations and Maintenance Manuals

PROVIDE EXCELLENT CUSTOMER SERVICE - EXTERNAL

DEVELOPER EXTENSIONS

- Accurately assess facility charges
- Continue to provide plan review in a timely manner

TRACK INCOMING CALLS TO MONITOR CUSTOMER SERVICE DEMANDS

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

- Provide current available financial assistance information to customers as requested. Offer payment arrangements of up to 18 months if needed

CALL BACK VOICE MESSAGE(S) WITHIN 24 HRS

RESPONSE TIME FOR EMERGENCIES

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

UNEXPECTED SHUTDOWNS

- Restore service within eight hours or less

SCHEDULED SHUTDOWNS

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

PROVIDE EXCELLENT CUSTOMER SERVICE - EXTERNAL

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
- Facilitate Communication Team efforts on a quarterly basis
- Meet 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

- Develop and facilitate the Archive File Management System to maintain and retrieve records and standardize the electronic filing system
- Store copies of records in electronic format for retrieval
- Identify permanent records required for submission to state archivist
- Develop Network Drive Retention Guidelines and continue staff training on records retention

REVIEW AND UPDATE HWD CODE BOOK AND PROCEDURES AS WARRANTED

DEVELOPMENT CONTINUAL IMPROVEMENT OF TRAINING AND PROCESSES OF WORK ORDER SYSTEM

PLAN RESPONSIBLY TO ALLOW SUFFICIENT TIME FOR INTERNAL REQUESTS

PARTS INVENTORY

- Provide continual improvement reconciling parts to Work Orders
- Strive for <5% loss inventory

PERIODICALLY CONDUCT LABOR/MANAGEMENT MEETINGS TO FACILITATE PROACTIVE COMMUNICATION

CONDUCT DEPARTMENTAL MEETINGS MONTHLY

- All-staff meetings will be held on the 4th Thursday of each month
- Safety committee meetings will be held on the 1st Thursday of each month
- 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

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

- Conduct 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

PUBLIC INVOLVEMENT/EDUCATION

ENHANCE CUSTOMER INTERACTION

- Continue working with marketing consultant to update and modernize logo, website, newsletters, reports, and other correspondence
- Retain consultant to develop new website

FINANCIAL/ADMINISTRATIVE

ENSURE COMPLIANCE WITH GOVERNMENT ACCOUNTING STANDARDS BOARD

- Provide an ethical work environment and review and communicate Ethics policies to staff and Board annually
- Provide accurate financial reports to the Board and State Auditor in a timely manner
- Invite Board of Commissioners to exit meetings with State Auditor
- Maintain GAAP procedures and proper internal controls
- Economic Stability – Ensure 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
- Clean and paint 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 annually

OFFICE

- Keep office building and grounds clean and well maintained
- Clean debris from gutters and downspouts semi-annually or more often if needed

TREATMENT PLANT AND PUMP STATIONS

- Produce $\geq 885,000$ ccf of water annually from District sources
- Routinely check for vandalism and operational problems
- Maintain 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
- Prioritize 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

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

OPERATE/MAINTAIN INFRASTRUCTURE AND FACILITIES

- 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

- GPS all new/replacement infrastructure and continue GPS updating existing facilities
- Update as-built maps as required
- 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)
- Monitor for unmetered water connections/uses
- Repair detected leaks in a timely manner
- Perform annual leak detection to monitor 75 miles of main line and services (four-year cycle)

COMPLETE THE 2022 CIP

- Keep contract revisions below industry standards (<5%)

SAFETY

ALL HAZARDS/SAFETY COMMITTEE

- Update and review Emergency Response Plan and Safety Manual
- Conduct monthly all hazard/safety meetings
- Educate staff about new or updated safety issues
- Aim for minimal L & I incidents and no time loss due to on-the-job injuries
- Meetings will be held in compliance with Washington State Guidelines for COVID-19 pandemic

SECURITY IMPROVEMENTS

MITIGATION EFFORTS

- Develop and update protocols/best practices with security system (Phase 2)
- Monitor functionality of security system
- Conduct on-going security improvements at District facilities per Vulnerability Assessment and Hazard Mitigation Plan

FIRE HYDRANT SECURITY

- 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

PARTICIPATE IN WASHINGTON WARN MUTUAL AID PROGRAM

Agenda Item No.: 5.3
Agenda Date: 12/15/21
Reviewed By: M.E.

Subject: Adopt 2022 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 #21-12-15C
2. Exhibit A – 2022 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.