



Woodinville Water District

2024-2027 Strategic Plan

Updated February 2025

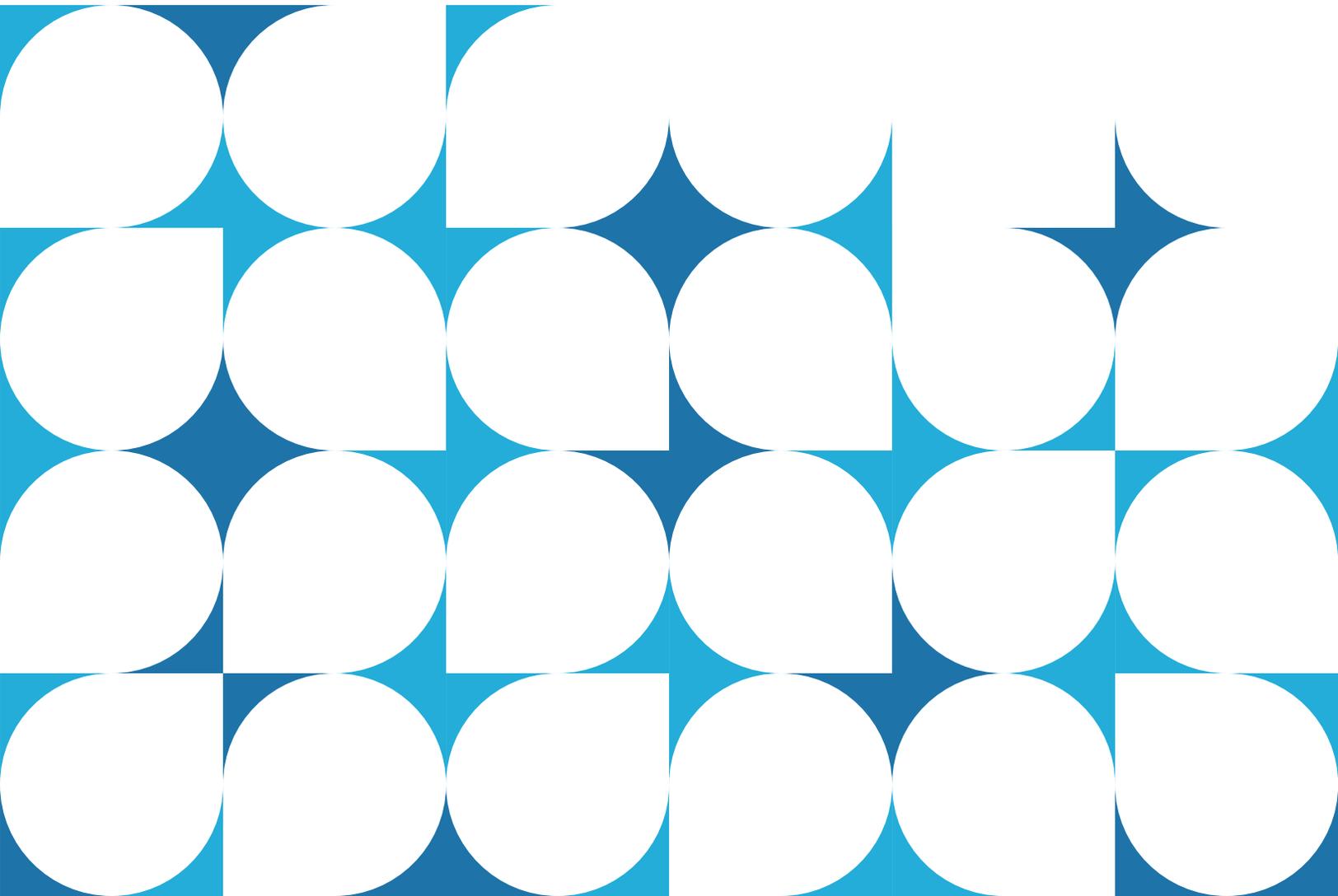


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MESSAGE FROM THE BOARD PRESIDENT

I am proud and excited to present Woodinville Water District's first Strategic Plan. The District has come a long way since it was established in 1959 (then known as Water District No. 104), and began providing water service to customers in 1963 and sewer service in 1969. Today, Woodinville Water District provides safe, clean and reliable utility services to approximately 49,000 customers across a 30-square mile service area. Our services are provided cost effectively now and with policies that will allow us to continue to do so into the future. Every day I'm impressed by what our small but mighty staff accomplishes on behalf of our customers.

Our District takes seriously its mission to provide safe and reliable service at the lowest responsible rates. To that end, the Board recently worked with our General Manager and Leadership Team to develop this Strategic Plan, a tool that will assure we're progressing deliberately and strategically to continue delivering exceptional water and wastewater services. Our mission may sound straightforward—but it is broad in scope. Our Strategic Plan identifies goals and actions for a three-year horizon for seven areas of focus and investment, defined in the Plan as "Strategic Pillars". The pillars focus internally on our workforce, our infrastructure, our financial stability and accountability, and our culture of innovation; as well as externally on our customer service and community engagement, our regional contracts (e.g. for water supply and wastewater treatment), and our regional partnerships (with neighboring purveyors, state agencies, and the cities and communities within and adjacent to our service area). The Plan directs our next steps as an organization and is the result of an engaged Board of Commissioners that is committed to seeing our District achieve its goals in water resource management, asset management, and regional leadership. It is forward looking in these areas, and specifically includes strategies that support a stable and engaged staff, because we recognize it is our dedicated staff that are at the core of the District's achievements.

This Plan provides transparency to our customers about District priorities and the investments we must make to achieve our mission. It facilitates accountability to our ratepayers by defining the services that are provided by our small, efficient organization. This Plan will guide the Board and staff for the next three years. It is a living document that will be updated from time to time and will always be available to you on our website. I look forward to continuing to work with the Board members and the District's General Manager in leading this organization as we implement this Strategic Plan.

Sincerely,

PAMELA MALONEY
2024 Board President





MESSAGE FROM THE GENERAL MANAGER

The Woodinville Water District is the 7th largest combined water and sewer district in Washington state. We serve essential drinking water and wastewater services to residents and employees within our service area, which includes the entire City of Woodinville, and for potable water supply, also includes portions of the Cities of Bothell, Kirkland, Redmond, and parts of unincorporated King County and Snohomish County. We take this responsibility seriously.

District staff are committed to the communities we serve and we take great pride in ensuring:

- our tap water is clean, safe, reliable, and delicious,
- our sewer systems are maintained and dependable, and
- our investments are well-planned to benefit and meet our customers' needs now and in the future.

We work tirelessly to deliver essential utility services that match our customers' needs and that exceed expectations. We aim to be so good at what we do that our customers rarely have to think about us but can trust our services are there when needed.

Planning for current and future needs of our water and sewer system is a key element of how we operate. We engage with our regional partners so that our public services are well-coordinated and timed to meet emerging regional demands.

We also regularly evaluate how to best build and maintain a strong community inside our organization to ensure that we are ready to be good partners in creating a strong community outside of our organization. To achieve that, it is an organizational priority to ensure that we remain a competitive employer that provides stable and rewarding career opportunities for those willing and interested in joining our hard-working team that is committed to providing excellent public service.

Success in these endeavors requires that we be strategic in our approach and implementation of our work planning efforts. To that end, we are embarking on this Strategic Planning process that will provide a framework for actionable plans with performance metrics that will be reported annually and updated every 3 years.

Within that framework, we forge ahead with this first Strategic Plan. Especially because this is our first effort at this type of planning, we welcome input on how we can build a stronger Woodinville Water District that is well-aligned with community needs.

Let's work together for an excellent today and a fabulous tomorrow,

KATHY CURRY

General Manager, Woodinville Water District





THE WOODINVILLE WATER DISTRICT TEAM

Mike Massena, Christian Hoffman, Bonnie Gruger, Stacy Hollis, Louis Holm, Jordan Bennett, Kurtis Crilly, Trent Dewey, Jacob Barnd, Delynn Erickson, Tim Cantwell, Kathy Curry, Dee Lofstrom, Todd Young, Jeff Grapp, Suzanne White, Brandi Higgins, Crystil Wooldridge, Amel Hanifi, Brady Hjort, Marci Chew, Daniel Amador, Dean Lotz, Darcie McAlister, Jack Baker, Nick Foster

Not Pictured: Sukhpreet Dhaliwal, Mike Green, Blane Moore, Jane Nicholls, Kurt Oakland, Felina Roebuck, Cresta Schmidt, Cody Schmale, Matthew Sienkiewich, Sandra Tachibana, Nicholas Tan and Michael Zamora

The
DRIP
Stops
Here!

Dedicated
Reliable
Individuals serving the
Public

The mission of the Woodinville Water District is to provide safe and reliable service at the lowest responsible rates.

"The DRIP stops here!" is the Organizational Slogan selected by District staff October 2023

2024-2027 STRATEGIC PLAN

A Strategic Approach to Meeting Our Customers' Needs

The 2024-2027 Strategic Plan (Plan) is a guide for the Woodinville Water District (the District) to meet our customers' needs over the next three years within a flexible framework that can be utilized in subsequent 3 year planning windows and that allows organizational adaptation and innovation to exceed goals where possible and beneficial to our customers.

This Strategic Plan has been developed to include goals in seven focus areas, called Strategic Pillars, to achieve the District's mission and vision. The goals, and related action plans, described in this plan will enable the District to:

- invest in District staff and build a positive, engaged, and productive work culture;
- maintain certainty, flexibility, and affordability of water supply and sewer services within the District's service area;
- invest in District assets to efficiently and reliably meet current and future ratepayer needs;
- maintain financial stability and strategically plan for future financial needs;
- be ready to respond to emerging issues and new priorities; and to
- build, nurture, and maintain Regional Partnerships, community relationships, and connection with District customers to improve our services to ratepayers.

This Strategic Plan is aligned with near-term activities planned at the District as well as long-range planning to best serve our ratepayers today and tomorrow. Specific actions that implement the strategies, as well as metrics to track the Plan's progress, will be included in District biennial budgets and annual work plans. In addition to

initiating the Strategic Planning process, the District's Board of Commissioners will be engaged annually in providing direction on the District's goals, action plans and related metrics contained within this plan.

Woodinville Water District Overview

The Woodinville Water District (the District) is a special purpose district that was established in 1959 as a municipal corporation authorized under Revised Code of Washington (RCW) Title 57. The District began serving potable water to customers in 1963 and providing sewer services in 1969.

The District supplies potable water and wastewater collection and conveyance services within a service area that is primarily located in North King County. The District's retail water service area encompasses approximately 30 square miles and includes the entire City of Woodinville and portions of the cities of Bothell, Kirkland, and Redmond as well as unincorporated King County and a small portion of unincorporated Snohomish County. The District's Sanitary Sewer Service Area is a subarea of the District's larger corporate and water system boundary and generally includes the City of Woodinville and some added Urban Growth Area (UGA). In total, the District provides potable water supplies through approximately 14,800 connections and accounts, and provides sewer services through approximately 3,700 sewer customer accounts including residential, commercial, industrial or municipal accounts.

The District's Comprehensive Water System Plan includes a 20-year planning horizon with a 10-year plan approval from the Washington State Department of Health (DOH) in accordance with Washington Administrative Code (WAC) 246-290 and

DOH requirements. The Water System Plan documents the District's means for developing its water system to meet potable water and fire flow demands now and in the future. The District's most recent Comprehensive Water System Plan was completed in 2019 with the next update due to be complete in 2029.

The District's most recent General Sewer Plan update was completed in 2022 and adopted by the Board in 2023. The plan evaluates the existing and future capacity of the sewer system based on current and anticipated future wastewater flow rates with the latter determined from existing flow

data and projected population growth within the sewer service area. The next General Sewer Plan update will be completed in approximately 2037 unless it needs to be revised sooner to meet development needs.

A five-member Board, elected for six-year terms, establishes District policies, adopts a bi-annual budget, establishes rates and charges, approves appropriations and contracts for services, and issues debt to fund capital expenditures. A Board-appointed General Manager oversees day-to-day District operations and reports directly to the Board.

VISION

This Plan incorporates the following Vision statement:

“Our vision is to be the most reliable, efficient, and forward-looking utility district in the region where our customers know they can count on us and where employee morale is high and staff are engaged and empowered to innovate and deliver excellent water and sewer services to our ratepayers.”

—Approved by the District's Board of Commissioners (Julie Belt, Chuck Clarke, Aleksandra Kachakov, Pamela Maloney and Preeti Shridhar) - May 2024

MISSION

The Woodinville Water District is a progressive and independent water-sewer utility. The District's mission is to provide safe and reliable service at the lowest responsible rates. To carry out this mission, the District:

1. Develops, supports and empowers staff so that they can effectively serve our rate payers and the public.
2. Manages our water system to be reliable and to provide drinking water to all customers at flows and pressures as required by law, exceeding minimum standards where possible without adding significant cost.
3. Manages our sewer systems to be resilient and to proactively utilize newer technologies when appropriate to provide ever-improving quality sewer services for our customers.
4. Coordinates with, and responds to, land uses planned by our regional partners within our service area. We recognize that we do not plan land uses within our service boundaries.
5. Seeks innovations and educates our customers on ways to use water and our services efficiently.

STRATEGIC PILLARS

This Strategic Plan is based on the 7 following Strategic Pillars that are intended to be foundational to our work. Subsequent goals and actions are tied to one or more of the 7 Pillars, which are described in the following sections. Rows shaded in pale yellow indicate the effort is underway. Rows shaded in pale green indicate the action plan has been completed. Rows shaded in pale blue indicate the action plan is on hold or planned for future implementation.



Engaged Workforce



Secured Regional Contracts



Robust and Resilient Infrastructure and Operations



Financial Stability and Accountability



Innovation



Regional Partnerships



Customer Service and Community Engagement

I ENGAGED WORKFORCE

A key District priority is to hire, develop, manage, and retain a specialized and highly qualified workforce that includes proficient and inspiring leaders. It is critical that the District foster a positive work environment that boosts employee morale, engagement and wellbeing. Having a stable, engaged, and coordinated workforce is vital to the District delivering on our responsibility to provide essential drinking water and wastewater services to our customers.

One of the challenges to developing and supporting an engaged and well-coordinated workforce is the variability in work demands that the District must plan for. The variety and timing of work demands requires that the District be very thoughtful about work planning and prioritization, implementation needs, and the most effective way to staff work efforts in the near-term as well as over longer timeframes. To address the variability of some work

demands, the District will continue to contract out for some services such as legal services, architectural services, and utility rate analysis, etc. The District will also continue to carefully consider any additions to the District's full time staff roster to ensure any new staff roles are well-planned and timed to meet District operational and customer needs.

The District's geographical location also presents some challenges to attracting and training a qualified workforce. Almost all District staff live outside of the District's service area because of the high cost of living and housing within the District's service area. In addition, the District's main campus is located away from main freeways, making long commute times a norm for almost all District staff. Thus, long commute time is an issue for both employee retention and for qualified professionals that are considering District employment.

STRATEGIC GOAL #1 -

Invest in, and retain, a highly qualified workforce. Retain long-term employees that have key institutional knowledge and invest in employee development and culture to build engagement, enthusiasm, and commitment to individual, team, and District success.

STRATEGIC ACTIONS

- 1.1** Develop and continue succession planning efforts for each District department:
- Identify retirement eligible employees and develop individual position-description documentation.
 - Identify mission critical positions that require backup (for vacations and sick leave) and assign and cross-train backup staff.
 - Develop Standard Operating Procedures (SOP's) with prioritization on retirement-eligible and mission critical positions.

Target: Establish practice by end of 2024 and create normalized and ongoing practice.

Status: Practice established by the end of 2024 and ongoing.

- 1.2** Develop and offer cross-training and inter-departmental training to prepare staff for succession and career growth opportunities.

Target: Establish normalized and ongoing practice.

Status: Implementing as opportunities arise. Work continues to embed as ongoing practice.

- 1.3** Revise annual performance review process to include development of, and discussion of, a training plan for each individual employee and use annual training plans to guide training budgeting and implementation.

Target: Revise annual performance review process with Management Team by end of Q1, 2024.

Status: Complete February 2024.



1.4 Identify workload, project, and staffing needs in each Department. Optimize organizational (org.) structures to appropriately distribute workload and hire new employees when needed to ensure all org. goals are accomplished and to create realistic and evenly distributed workload responsibilities among staff.

Target: Establish normalized and ongoing practice.

Status: This is an ongoing process. Needed organizational changes identified in the Engineering and Operations Departments were completed by the end of 2024. In 2025 and extending into 2026, the focus will be on whether organizational changes are needed in the General & Administration and Finance Departments.

1.4a Evaluate workload and staffing levels to address changing needs in the Engineering (Eng.) Dept. related to increased inspection requirements.

Target: Work with Eng. Dir., staff, and Dir. of General & Admin. to develop Eng. Dept. org. structure that meets anticipated needs; present to Board of Commissioners; and implement changes including 1 promotion of an existing staff member and 1 new inspector job posting.

Status: Department org. structure revised and 1 promotion completed in Nov. 2023. New inspector role advertised, interviews done, and offer made with onboarding of new inspector by end of Q1 2024. Completed by end of Q1 2024.

1.4b Evaluate workload and staffing levels to address changing needs in the Operations (Ops.) Department to prepare for meeting goals in the implementation of asset management and to create a technology track within the Operations Department that provides career path alternatives for staff.

Target: Work with Ops. Dir., staff, and Dir. Of Admin. & Comm. to develop Ops. Dept. org. structure that meets anticipated needs; present to Board; and implement changes including creation of technology track with 2 new positions, allowing 2 internal promotions.

Status: Completed in November 2023.



1.4c Evaluate staffing levels again to support further changing needs in Ops. Department while meeting other workload & career growth opportunity goals.

Target: Work with Ops. Dir., staff, & Dir. Of Admin. & Comm. to further revise org. structure to meet changing needs; present to Board & implement Board approved actions. Proposing 1 new internal promotion opportunity position in technology track followed by hiring 1 new entry-level utility technician by end of 2024.

Status: Completed March 2024.

1.5 Complete job position descriptions and evaluate position titles to prepare for salary and benefit survey.

Target: Position descriptions completed by end of Q4 2023.

Status: Completed by end of Q4 2023.

1.6 Conduct, collect and analyze staff survey on Compensation Study. General Manager also to conduct one-on-one interviews with all staff.

Target: Completed by end of Q4 2023.

Status: Completed by end of Q4 2023. Also established new ongoing practice of the General Manager conducting individual interviews with all staff annually in the fall/winter.

1.7 Complete Compensation Study

Target: Study complete, staff and Board presentations done, and Board direction implemented by end of Q2 2024.

Status: Completed June 2024.

1.8 Develop policies and/or financial incentives to retain long-tenured staff and to mitigate commute time and costs.

Target: Develop and present options to Board along with Compensation Study recommendations by end of Q2 2024.

Status: Completed April 2024.

STRATEGIC GOAL #2 -

Enhance and positively build District-wide employee morale, engagement, and well-being and develop work culture that supports improved productivity, job-satisfaction, and retention including management sponsored initiatives.

STRATEGIC ACTIONS

- 2.1** Develop leadership coaching and team building exercises for all Operations Department managers to provide increased avenues for collaboration, learning and developing new skills and to establish shared commitments to improve teamwork and cooperation.
Target: Plan and launch by end of 2024.
Status: Main effort complete July 2024. Established ongoing practices to embed and maintain new skills and habits.
- 2.2** Work with staff to develop organizational slogan through organizational slogan contest.
Target: Launch and adopt slogan in Q4 of 2023.
Status: Slogan adopted on October 31, 2023.
- 2.3** Develop and roll out organizational discussion on values and team, tie to adopted organizational slogan.
Target: Plan and launch by end of Q2 2024.
Status: Completed July 2024. Established ongoing practice of all managers coming together on a quarterly basis to embed and maintain new skills and habits.
- 2.4** Re-engage District staff in AWC Wellness Program and support engagement activities.
Target: Re-established in 2023, to be normalized in 2024 and turned into ongoing practices.
Status: Staff re-engaged in Wellness program by end of Q4 2023 & variety of activities underway.
- 2.5** Re-establish bi-monthly All-Staff lunch meetings that are sponsored by individual departments and provide avenues for staff recognition and for learning about the work being done in different departments.
Target: Re-establish normalized and ongoing practices. First bi-monthly meeting planned for February 14, 2024.
Status: Bi-monthly meetings scheduled for 2024 and established ongoing practice to continue through future years.
- 2.6** Plan and launch quarterly meetings with newest staff and Dir. of Administration & Communications to build understanding of the needs of the District's newest employees. Develop and provide collaboration and communication avenues for new employees to engage in.
Target: Plan and launch in Q1 of 2024 to become ongoing practice.
Status: After implementing in 2024, revising frequency to a maximum of twice per year starting in 2025 as based on need and number of newer staff.



The District purchases all of its potable water from Seattle Public Utilities (SPU) under terms outlined in a 57-year water supply contract that was signed at the end of 2004 and that allows for contract re-openers every 20 years. This contract shall remain in effect until January 1, 2062. At the time this Strategic Plan was written, a 20-year contract re-opener discussion was underway between SPU and all of their regional wholesale water customers, including the District. Successful completion of these negotiations will be important for District customers to ensure there is an ample, affordable and reliable water supply available to meet District customer needs in future decades and to ensure that the contract benefits ratepayers.

The District is also a member of the Snohomish River Regional Water Authority (SRRWA), which is charged with developing water resources shared with the Northshore Utility District and the City of Everett. In 1996, the SRRWA acquired a surface water right to withdraw 36 million gallons per day and 26,547.5 acre-feet per year of water from the Ebey Slough. An SRRWA agreement assigns 11 mgd to the District. The District cannot currently use this water right because planning for development of water treatment, facilities and infrastructure is still needed, but this water right could play an important role in future District supplies.

For the District's sewer services, the District collects and conveys sanitary sewage flows through District owned sewer facilities and discharges these flows into sewer transmission mains that are owned and operated by King County. The District does not provide wastewater treatment. The King County Wastewater Treatment Division is responsible for transmission, treatment, and disposal of all wastewater collected within their defined service area, which includes all of the District's Sewer Service Area. King County typically routes collected sewage from the District northward to the County's Brightwater Wastewater Treatment Plant, which is located North of the District. However, sometimes the County diverts flows to the south, to their West Point Facility. The District's agreement for Sewage Disposal will remain in effect until July 1, 2036. While held to the terms of this long-term agreement, the District will continue to advocate for ratepayers by engaging in discussions, via participation with the Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC), with the County on annually proposed sewer rates and capacity charges.

STRATEGIC GOAL #3 -

Advocate for, establish, and maintain reliable and affordable water supply that meets current and future customer needs and that benefits ratepayers.

STRATEGIC ACTIONS

- 3.1** Complete 2021 Seattle Public Utilities (SPU) water contract re-opener negotiations.
Target: Complete by end of 2025.
Status: Negotiations still underway at end of 2024, so, revised target to complete by end of 2025.

STRATEGIC GOAL #4 -

Advocate for, establish, and maintain fair and predictable costs that benefit ratepayers.

STRATEGIC ACTIONS

- 4.1** Establish financial terms between the District and King County associated with the water and sewer right-of-way court settlement.
Target: To be determined.
Status: Negotiations on hold.
- 4.2** Negotiate an updated long-term franchise agreement with King County for the District's service area within unincorporated King County.
Target: To be determined.
Status: Negotiations on hold.
- 4.3** Participate and engage with the Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC) meetings to represent and advocate for District interests.
Target: Ongoing. MWPAAC overview and coordinated with Finance Dir. & Engineering Dir. on roles and goals by end of 2023. Continue in 2024 and beyond.
Status: Finance Dir. & Engineering Dir. are now familiar with and engaged in MWPAAC general meetings and applicable subcommittee meetings. This will be an ongoing practice going forward to represent District interests.





ROBUST AND RESILIENT INFRASTRUCTURE AND OPERATIONS

The District has successfully delivered potable water services for over 60 years and sewer service for 55 years within our service area. To do this, the District plans, builds, maintains, and operates water and sewer facilities and infrastructure that enable us to serve our customers. This work requires that the District coordinate with other agencies as related to permitting and regulatory requirements and can require coordination on franchise agreements when facilities or infrastructure are located within another agency’s right-of-way. For example, some of the District’s facilities and infrastructure are located within King County right-of-way areas and require that the District work with the County to establish a negotiated franchise agreement and to determine if a right-of-way use fee will be assessed.

In addition to coordination with other agencies, meeting our customer needs now and, in the future, necessitates that the District employ a variety of

tools and strategies such as proactive maintenance procedures and an ongoing practice of identifying, repairing and replacing system deficiencies. The District is also embarking on development and implementation of an Asset Management Program to develop data-driven asset management strategies that will balance risk, cost and performance and to further support the District’s ability to ensure the reliability, performance and sustainability of our assets while optimizing resource allocation, reducing operational costs, and enhancing overall service delivery. Asset management will enable the District to improve long-term infrastructure stability and the accuracy of our long-term assessment of water supply and demand. With these tools and strategies engaged, the District will continue to be well-equipped to optimize and sustainably operate our water and sewer systems, to ensure that system components are upgraded and improved where needed, and to plan for future system buildout needs.

STRATEGIC GOAL #5 -

Plan, develop, & maintain District infrastructure and facilities to ensure the District can provide reliable and affordable water and sewer services that meet current and future customer needs.

STRATEGIC ACTIONS

- 5.1** Maintain up-to-date water and sewer Comprehensive Plans.

Target: Complete next update of the Water Comprehensive Plan by 2029 and begin updated of the Sewer Comprehensive Plan by 2033.

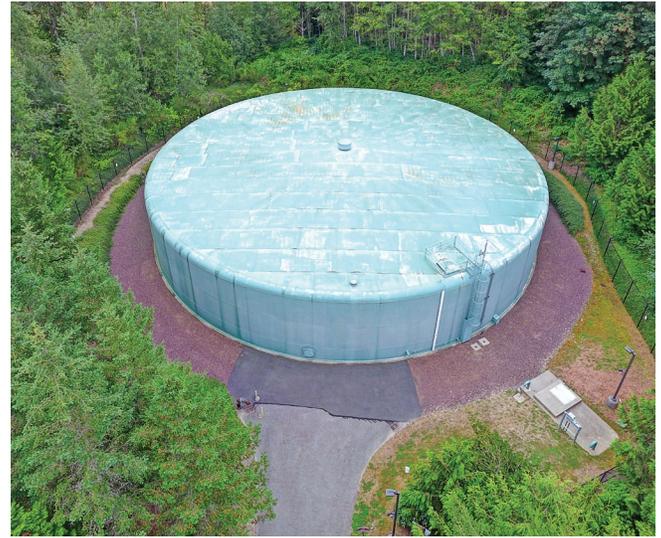
Status: Ongoing.
- 5.2** Implement the District’s Capital Improvement Program (CIP), periodically re-assess CIP priorities and adapt CIP planning to establish and track work at a to-be-developed accomplishment rate that is sufficient to ensure that system needs are being addressed.

Target: Evaluate and establish appropriate CIP accomplishment rate in parallel with the 2024 Budget process to be completed by the end of 2024.

Status: Aiming to complete by end of 2025 after the Engineering Dept. is fully staffed and new staff are trained.
- 5.3** Complete the Water and Sewer System Seismic Vulnerability Study with recommended mitigation measures that would provide cost effective responses to seismic vulnerabilities in the District’s facilities and infrastructure.

Target: Study complete by end of 2024. Recommended mitigation measures to be developed following study completion and presented for Board direction.

Status: Underway. Study completion delayed and now to be completed by end of Q2 in 2025.



5.4 Develop Water and Sewer System Seismic Vulnerability Plan that includes a timeline and budget for implementation of recommended mitigation measures.

Target: Plan for mitigation implementation developed for Board input by end of 2025.

Status: To be developed.

5.5 Evaluate and scope resource needs for EPA required updates of Risk and Resiliency Assessment (RRA) and Emergency Response Plan (ERP).

Target: By end of 2024, complete plan for resource needs for updates of RRA (due June 30, 2026) and of ERP (due December 31, 2026).

Status: Underway.

5.6 Develop inventory of District service lines that meets the requirements of the Lead and Copper Rule Revisions (LCRR). Implement approved recommendations from the study.

Target: Inventory complete at end of Q4 2023. Implementation of recommendations to be complete by end of 2024.

Status: Complete as of September 2024 and ongoing required reporting underway.

5.7 Engage in the City of Woodinville's Comprehensive Plan Update process as needed to ensure District needs, services, and operations are accurately represented and well-coordinated.

Target: Engage in Woodinville's Comprehensive Plan Update process throughout 2024.

Status: Completed December 2024.

***Also a Strategic Action for Pillar #VI and Pillar #VII**

5.8 Develop and implement an effective asset management program that maximizes the efficiency, sustainability, and the long-term stability of water and sewer district infrastructure assets, while also increasing the accuracy of the long-term assessment of water supply and demand.

Target: Planning and preparations started in 2017 and will continue throughout ramp up and through to successful implementation by the end of 2029.

Status: Underway.

***Also a Strategic Action for Pillar #V**

5.8a Analyze business needs, coordinate with internal staff across departments, review other regional District/City Asset Management implementation efforts to determine District resource and staffing needs and implementation pathway. Develop GIS-Based Asset Management Software Request for Proposals (RFP) and develop implementation plan.

Target: GIS-Based Asset Management Software Request for Proposals (RFP) released by end of January, 2024. Consultant selected by end of April, 2024.

Status: Novotx (Elements) selected and contract signed June 2024.

****Also a Strategic Action for Pillar #V***

5.8b Build, organize, and prepare existing GIS-based maintenance database for migration and reconstruct District staff data collection and inspection forms to meet new computerized maintenance management system (CMMS) platform requirements.

Target: The 1st phase of software implementation scheduled to begin approx. 30 days after vendor contract approval and expected to take approx. 2 months to complete.

Status: 1st phase complete.

****Also a Strategic Action for Pillar #V***

5.8c Establish District operational workflows and configure in new CMMS environment in preparation for total conversion to GIS-based Asset Management System.

Target: The 2nd phase of software implementation is tentatively scheduled to begin in August 2024 and is anticipated to take approx. 3 months to complete.

Status: The 2nd phase of implementation is taking longer than expected and now is planned to be done by end of Q1 2025.

****Also a Strategic Action for Pillar #V***

5.8d Total conversion to GIS-based Asset Management System. All asset related tasks will be originated from CMMS.

Target: The third phase of software implementation is tentatively scheduled to begin in November 2024 and is anticipated to take approx. 2 months for full daily task execution.

Status: Revised estimate for 3rd phase to be done by approx. end of July 2025.

****Also a Strategic Action for Pillar #V***

5.8e Continued build-out of GIS-based Asset Management Program, which will include additional software functionality, department-specific functionality, policy, strategy, and cultural adoption.

Target: The final phase of software implementation will continue into early 2025. Ongoing software buildout will be on an ad-hoc basis. Establishing Asset Management Program policies and plans will be done in tandem or separate from the software implementation depending on resource and staff availability.

Status: Revised final software phase to be completed by approx. end of Q3 2025.

****Also a Strategic Action for Pillar #V***

STRATEGIC GOAL #6 -

Support wise CIP planning and decision making that is consistent with Board direction and the adopted Budget.

STRATEGIC ACTIONS

6.1 Update Engineering Quarterly Reports and other applicable reports for the Board to include graphical method to reflect accomplishment rate and to relay budget implications when a project is delayed, canceled, and/or when a project budget is being increased.

Target: Plan and launch by end of Q2 of 2024.

Status: Complete July 2024.

STRATEGIC GOAL #7 -

Stay ahead of development proposals and timing that impacts utility system capacity.

STRATEGIC ACTIONS

7.1 Develop means for forecasting development within the District's service area to support comprehensive planning efforts and to support interim assessments of system needs.

Target: To be determined.

Status: To be developed.

STRATEGIC GOAL #8 -

Maintain Security for District facilities.

STRATEGIC ACTIONS

8.1 Replace aging security infrastructure including key card access system.

Target: Complete by end of 2025.

Status: Work delayed and now estimated to be complete by end of 2026.

IV

FINANCIAL STABILITY AND ACCOUNTABILITY

Strong financial management is an essential element of District operations. To be successful, the District must maintain financial stability and resilience through development of, and adherence to, effective financial policies; engagement of efficient and accurate financial tracking and software; strategic management of revenue and costs; and planning for future financial needs. Financial management strategies must meet ratepayer needs and must reflect that ratepayer and the District’s interests are properly balanced.

The backbone of the District’s financial management is the Budget. The District works across Departments and with our Board to plan and employ a collaborative 2-year Budget process with mid-year adjustments when needed. Proposed and adopted budgets must be balanced and based on an accurate assessment of expected revenues from rates and charges. They must also reflect appropriate planning for meeting expected operation and maintenance costs and to fund capital projects needed to ensure water and sewer systems reliably meet future customer needs.



STRATEGIC GOAL #9 -

Develop and maintain a comprehensive long-term financial plan that aligns with the District’s strategic objectives and considers anticipated capital needs, debt obligations, funding sources, and intergenerational equity.

STRATEGIC ACTIONS

- 9.1** Develop a Long-Term Financial Planning Strategy.
Target: Develop Strategy by end of 2024.
Status: The new target is to complete this work by the end of 2025.
- 9.2** Develop and implement long-term forecasting as part of the District’s Long Term Financial Planning.
Target: Develop Strategy by end of 2024.
Status: The new target is to complete this work by the end of 2025.
- 9.3** Develop a comprehensive 2-year Budget process for Board consideration and direction that is balanced and aligns with the District’s strategic objectives and considers anticipated capital needs, debt obligations, funding sources, and intergenerational equity.
Target: Budget Process presentation to be provided to the Board at their retreat in Q1 2024. Next two-year budget process to begin by end of Q2 2024.
Status: Completed November 2024.



9.4 Continue to evaluate and complete implementation of current financial software to ensure it can meet District needs.

Target: Complete software implementation by end of Q3 2024.

Status: Still underway. Now planning to have evaluation complete and recommendations provided for Board consideration by end of Q3 2025.

9.5 Complete Annual Financial Report in timely and accurate manner.

Target: Annual Financial Report to be completed by end of May annually.

Status: 2023 Report completed accurately and on time in 2024 and will be completed in this manner annually going forward.

9.6 Review financial policies with the Board at least every 4 years in a non-budget planning year.

Target: Financial policy review by end of 2025.

Status: Will be brought to Board in 2025.



INNOVATION

How we do business and interact with customers will be different in the future. In order to remain nimble and up to date in how we engage and do business, the District must regularly seek new ways to increase efficiency and find new avenues for organizational coordination. At the same time, since technology changes quickly and because there is a growing offering of technological solutions available, it is important that the District approach adoption of technologic solutions and systems in a disciplined manner to ensure that resources are appropriately allocated and

that identified business needs are met. Well-planned use of technology, automation, and data analytics drives continuous improvement that benefits our customers. Thus, the District must plan effective evaluations and collaborative implementations of technological solutions to ensure these investments are appropriately timed and well-achieved for maximum benefit. Further, to be good stewards of the resources we are responsible for, the District must also utilize a sustainability lens that drives adoption of eco-friendly practices wherever possible when bringing new systems on board.

STRATEGIC GOAL #10 -

Develop an Information Technology (IT) Work Plan that defines District technology needs and recommends timing of investments to allow for work automation and better data analytics.

STRATEGIC ACTIONS

- 10.1** Develop IT work plan that includes: list of District technology needs; description of the business need for tech. improvements; and a road map for evaluation of possible solutions. The roadmap to be developed in collaboration with affected and involved team members and to consider implementation timing recommendations and estimates, discussion of budget implications, and description of the decision/purchase assessment process.
 - Target:** Develop IT Work Plan by end of 2024.
 - Status:** Underway. Revised timing for work plan to be completed by end of 2025.

STRATEGIC GOAL #11 -

Establish an enterprise records management solution to increase efficiency by providing a centralized and organized system.

STRATEGIC ACTIONS

- 11.1** Determine best solution based on collaborative needs analysis. Select the solution and implement a system that will improve records management by ensuring records are properly retained and disposed of according to State regulations.
 - Target:** To be determined.
 - Status:** To be developed.

STRATEGIC GOAL #12 -

Develop a Cybersecurity Policy and Incident Response Plan that includes a detailed action plan for avoiding and responding to potential cyber security incidents in order to maintain public trust, avoid and reduce downtime, strengthen overall security, and to protect the District's regulatory compliance status.

STRATEGIC ACTIONS

12.1 Develop Cybersecurity Policy and Incident Response Plan. The Policy to outline best practices and protections in place to secure cyber assets. The Plan will include training users with tabletop exercises. The Plan to be reviewed, tested, and updated annually or as technology and environment changes.

Target: Complete by end of 2025.

Status: Underway.

STRATEGIC GOAL #13 -

Implement SCADA improvements identified in Risk and Resiliency study to ensure infrastructure security.

STRATEGIC ACTIONS

13.1 Infrastructure improvements for SCADA network as identified in Risk and Resiliency study.

Target: Complete by end of 2024.

Status: Underway with revised timing to complete by end of 2025.

***Also a Strategic Action for Pillar #III**

STRATEGIC GOAL #14 -

Replace access control system to strengthen security and to protect the District's physical assets.

STRATEGIC ACTIONS

14.1 Replace control panels, server, and various equipment at main campus plus all remote sites.

Target: Complete by end of 2025.

Status: This goal is a duplicate of goal 8.1 (will be addressed in next Strategic Plan 2028-2031). As stated on goal 8.1, work delayed and now estimated to be complete by end of 2026.

STRATEGIC GOAL #15 -

Replace Nippon Electric Company (NEC) Phone System to ensure business communications are handled efficiently and avoid telephone outages.

STRATEGIC ACTIONS

15.1 Evaluate and develop implementation plan for either replacing NEC Phone System with a similar system or to move to a Teams or Teams-hybrid solution. Evaluate viability of switching to internet phone system if this option is less expensive, offers better remote management and greater flexibility.

Target: Complete by end of 2025.

Status: Work completed in Q1 of 2025 and NEC Phone System replaced with Teams solution.

VI REGIONAL PARTNERSHIPS

Regional partnerships are key to the District's water supply and sewer services. This is because the District purchases all potable water from SPU and because King County is responsible for transmission, treatment, and disposal of all wastewater collected within the District's Sewer Service Area. In addition, the District is a member of the Snohomish River Regional Water Authority (SRRWA), which is charged with management of a water supply water right that is shared by the District, the Northshore Utility District, and the City of Everett. Healthy partnership with members of the SRRWA, and with Seattle and King County on water supply and wastewater services allows the District to advocate for reliability, resilience, and affordability on behalf of our ratepayers.

Partnerships with other utility service providers and with local, state, and federal water supply and wastewater regulators in the region are also very important to the District's operational and organizational success. Learning from other utility service providers can, and has, helped the District be smarter in how our work is conducted. Strong relationships with our regulators have fostered the District's understanding of best management practices and has facilitated compliance with applicable rules and regulations. Healthy regional partnerships can also assist with outside funding opportunities that, when strategically used, can help offset costs for our ratepayers.



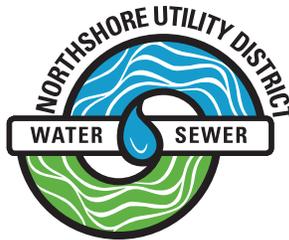
**Seattle
Public
Utilities**



King County



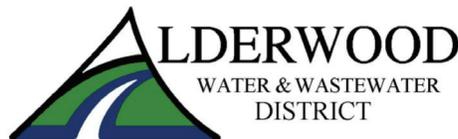
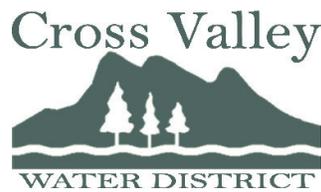
EVERETT
WASHINGTON



**Snohomish River
Regional Water
Authority**



SAVING WATER PARTNERSHIP
Make a difference. Use water wisely.



Redmond
WASHINGTON



City of Bothell™

STRATEGIC GOAL #16 -

Develop and maintain regional partnerships that allow the District to successfully represent and advocate for conditions, regulations, funding, and other means to improve reliability and affordability of District services on behalf of ratepayers.

STRATEGIC ACTIONS

16.1 Develop and maintain regional partnerships that allow the District to successfully represent and advocate for conditions, regulations, funding, and other means to improve reliability and affordability of District services on behalf of ratepayers.

Target: To be developed.

Status: To be developed.

16.2 Engage District Commissioners and staff with groups such as the Washington Association of Sewer & Water Districts (WASWD) and the American Water Works Association (AWWA) to improve District management and advocacy on behalf of ratepayers.

Target: Establish normalized and ongoing practices.

Status: Established but this will be an ongoing effort.

16.3 Build and steward strong relationships between District staff and the City of Woodinville City Manager and other City leadership to coordinate efficiently on water and sewer service levels, in-city projects, and on service delivery and resilience.

Target: Establish and attend quarterly meetings between District Dir. of Engineering and GM with City of Woodinville leadership.

Status: Established but this will be an ongoing effort.

16.4 Foster relationships with neighboring regional water and sewer utilities (Alderwood, Northshore, Silver Lake, Cross Valley, Sammamish Plateau, etc.) to collaborate on issues of common interest to improve District employee culture and to gain operational efficiencies that benefit ratepayers.

Target: District GM to engage in meetings with neighboring utility General Managers starting in 2023 and continuing as ongoing practice.

Status: District GM met with all neighboring utilities by the end of 2023. Practice to continue in ongoing manner.

VII

CUSTOMER SERVICE AND COMMUNITY ENGAGEMENT

Providing reliable water and sewer services to the customers within the District’s service area is the core reason for the District’s existence and the underlying motivator for all we do. For this reason, customer needs and expectations are central to the goals and actions described in this plan.

As the region we serve grows, our customers’ water and sewer demands will also change. Increased housing density, increased multi-family development, reduced numbers of large lots with high irrigation needs, and changes to business and commercial development are all elements that the District will see evolve over the coming decades. Thus, District services will also evolve to meet these changing needs.

Further, demographic changes within the District’s service area in future years could provide increased opportunities for the District to address customer service, infrastructure, and assistance inequities. The District is committed to creating

and supporting equity and empowerment for our customers and our employees. We stand ready to address the effects of race and social justice disparities and to uplift disadvantaged populations through our work where that is needed. We are committed to giving voice and power to our customers, our community, and to our employees to ensure diverse interests are addressed and reflected in the outcomes of our work.

As our customer needs change, the District will pivot to meet them. We learn from industry trends and innovations to develop and offer continuously improving tools that help educate our customers to monitor, manage, and optimize their consumption and use of the services we provide. We are mindful of the costs of new endeavors and thus we evaluate alternative solutions to every challenge in order to select the most efficient and effective means to serve our ratepayers.

STRATEGIC GOAL #17 -

Develop and maintain tools that help District customers efficiently access and utilize District services.

STRATEGIC ACTIONS

17.1 Redesign the District’s CivicPlus website to enhance the customer experience and that delivers efficient and easily usable services to District customers all in one place.

Target: Complete website redesign by end of Q2 2024.

Status: Completed end of April 2024.

17.2 Redesign the District’s website to to address new (April 2024) Americans with Disabilities Act (ADA) Accessibility requirements.

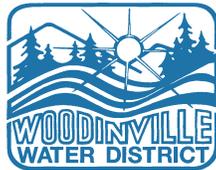
Target: Complete website modifications by end of 2024.

Status: Completed by end of 2024.

17.3 Develop avenues to increase customer utilization of the WaterSmart portal and tools.

Target: Provide Water Smart marketing materials on District website, in billing inserts, and through District Pipeline newsletter through 2024 and as ongoing practice.

Status: Underway.



Woodinville Water District

17238 NE Woodinville-Duvall Road
PO Box 1390
Woodinville, WA 98072-1390

425-487-4100
Fax: 425-485-6381
www.woodinvillewater.com