

October 30, 1993
rnamot/jl

Introduced by: Barden

Proposed No.: 93-751

MOTION NO. 9164

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A MOTION directing the Surface Water Management Division to carry out the Regional Needs Assessment Project in cooperation with the City of Seattle, suburban cities and Metro and requesting that the Metropolitan King County Council assign issues related to the protection and enhancement of regional fish habitat to the Regional Policy Committee in 1994.

WHEREAS, on May 24, 1993, the county council adopted Motion 9017, directing the surface water management division to work with the city of Seattle, the suburban cities and Metro to develop a work program and budget for the regional needs assessment (RNA) project, and

WHEREAS, the surface water management division, the city of Seattle, representative suburban cities and Metro worked cooperatively to develop a scope of work and budget for the RNA project, and

WHEREAS, the county council recognizes the RNA project as a tool to provide decision-makers with critical information and in-depth analysis needed to make difficult choices about the management of the county's precious surface water resources, and

WHEREAS, issues relating to the protection and enhancement of regional fish habitat will arise during the RNA project and are of an urgency that requires early and ongoing involvement in the project by elected officials from King County, Seattle and suburban cities;

NOW, THEREFORE, BE IT MOVED by the Council of King County:

A. The surface water management division is hereby authorized and directed to carry out the RNA project, in cooperation with the city of Seattle, the suburban cities and Metro, as described in the RNA Work Program and Budget attached hereto as Appendix A, as amended by Appendix B.

Regional Needs Assessment

Scope of Work and Budget

9164

October 1993

Introduction:

In early 1993, management and staff from the King County Surface Water Management (SWM) Division initiated discussions with Seattle, the suburban cities, and Metro about the management of the county's surface water resources. The SWM Division initiated these discussions in response to changing regional needs and the Division's fiscal concerns. The coalition that resulted from these discussions worked with elected officials from King County and Seattle, the Metro Council, and the Suburban Cities Association (Regional Services Committee) to build regional support for the completion of a Regional Needs Assessment (RNA). To accomplish this, staff, managers, and elected officials from the above jurisdictions worked together to develop effective and efficient multi-jurisdictional work groups that will ensure equal representation for all parties and maximization of resources. This scope of work and the information packet sent to the Council on September 8, 1993 are the initial products of this RNA work group.

This packet contains the scope of work and budget for the RNA project. The first sections include the Goals, Background, and Key Characteristics which provide an overview of the RNA project. The next section is the Scope of Work, followed by the proposed organizational structure which will be used to manage the project and ensure representation of all interested parties. The final section is the project budget.

Background:

Many cities and King County have individually and cooperatively initiated stormwater programs to protect water resources and solve existing surface water problems. Jurisdictions have made significant investments in stormwater programs and have realized genuine successes. However, because the county and a number of cities developed before we understood the effects of urbanization on water resources and downstream properties, many costly problems were created that continue to increase in severity. These unresolved surface water problems continue to damage property, water resources, and aquatic habitat. Our collective ability to meet needs over the long term is in question because future funding and responsibilities are uncertain.

All jurisdictions within King County have a major stake in protecting limited water resources and our quality of life. Differing priorities often obscure these common interests and goals. Agreement on achievable priorities for stormwater management across the region, and an understanding of how we can achieve them, is essential. The RNA provides all cities, the county, and Metro the opportunity to work together to define

priorities, roles and responsibilities of all entities, and long-term financial strategies.

Funds for providing surface water management services are limited at all levels of government. The King County Surface Water Management Division is losing funds as areas of the county incorporate and annex to existing cities. City budgets are also constrained by a slowed economy, competing priorities, and decreasing state and federal financial assistance. The RNA process provides an opportunity for jurisdictions across the county to address these funding realities within the context of local priorities.

Further, new federal and state mandates in the surface water management arena (such as NPDES, Fisheries HPA requirements, and the Growth Management Act) provide an opportunity to develop a coordinated response on behalf of jurisdictions in the county. A consensus approach will enable us to define surface water management priorities for each jurisdiction, each watershed, and the region; and to build a coalition to effectively work with state and federal regulators, neighboring jurisdictions, and tribal governments.

The regional cooperation envisioned for this project has raised a variety of hopes and fears on behalf of participating jurisdictions. There was concern that the process could become so bogged down in technical detail or political considerations that the focus would be lost...or that the project will help solve the County's problems and be of little use to cities; or worse, lead to loss of local control of surface water management.

On the other hand, the RNA process points to several promising benefits. It provides an opportunity to define surface water management roles and responsibilities so that long-term needs can be coordinated across watersheds and the region. It will provide new models for service provision and financing that are adaptable to the changing needs and different community values of each jurisdiction without any additional layers of regulation. It will identify opportunities for cost savings by eliminating duplicate services and maximizing economies of scale in service provision. Realizing these benefits will require active involvement of all jurisdictions -- large and small -- and stakeholders in the county.

In sum, the RNA gives us the opportunity to identify shared priorities, manage our stormwater problems, slow further degradation of common resources, and cooperate in building an effective surface water coalition.

Goals:

The Regional Needs Assessment (RNA) project takes the first step towards effective collaborative management of the County's water resources. The RNA will be accomplished in two phases through a cooperative process which includes King County, Seattle, the suburban cities, and Metro. The goals of the project are:

Phase 1

1. Develop an understanding of stormwater management and related natural resources and human needs (e.g., public safety, environmental quality, fisheries, economic development) across the county, within each watershed and each city.
2. Identify the stormwater management services currently provided to meet the above needs, as well as any unmet needs or opportunities for coordinated or enhanced services.

Phase 2

3. Identify potential changes in service, implementation, and funding strategies at the county and city levels that will maximize efficiency and effectiveness, reflect community priorities, and be consistent with regional, state, and federal policy.

Key Characteristics:

- * Helps King County, Seattle, and the suburban cities build a collective vision for the management of the region's water resources into the future.
- * Acts as a resource for all jurisdictions so we can cooperatively make sound, regionally-directed decisions on management of our surface water resources.
- * Acts as a model for the type of cooperative efforts that will mark the new era of cooperative regional governance.
- * Provides decision makers with critical information and the depth of analysis needed to make difficult choices about the management of the County's water resources.
- * Positions the County and the cities to respond to watershed based requirements and initiatives that are being developed at the state and federal level.

Scope of Work:**Phase 1. Current Status, Future Options : Defining the Vision (November 1993 - October 1994)**

The first phase of the Regional Needs Assessment will focus on developing a technical information base that defines, at the jurisdictional and watershed level, the status of, and future trends in, storm and surface water resources. Existing surface water management options and the range of potential services to address unmet needs and opportunities will

be identified. Within the context of this information base, a management vision for each watershed, and for the region will be developed through a consensus among all stormwater managers and other stakeholders in the region. A unit cost model will be constructed so that costing needs can be compared among all jurisdictions, within a watershed, and across the region. These products will be developed with significant public and stakeholder involvement and review.

Phase 1 will end with the development of a set of service package options for service provision within each watershed and the region. Phase 1 is expected to take approximately one year. It will involve the sixteen watersheds in King County, all 33 jurisdictions, the Municipality of Metropolitan Seattle (Metro), King County, and all important stakeholders including the tribes, citizens, resource agencies, regulatory bodies, and others. Specific products to be developed include:

Assessment of Attributes and Service Status. An assessment of the beneficial uses and natural and public service functions of surface water resources and facilities in each jurisdiction and watershed, and identification of current problems and future trends impacting them. The assessment will include a summary of current and planned policies, programs, and services provided in each jurisdiction and watershed to address identified problems.

Development of Surface Water Visions. A consensus among stormwater managers with input from stakeholders of a vision for a given watershed and across the region (i.e., what management is appropriate for a given watershed taking into account the current conditions, problems, future trends, service levels, and the beneficial uses and natural and public service functions of water resources).

Analysis of Service Gaps and Opportunities. A summary of service gaps between the services that are needed to achieve the defined vision and those that are currently in place by jurisdiction, watershed, and the region. The summary will focus on opportunities for coordinated or enhanced services.

Order of Magnitude of Cost. Costing realities and savings due to consolidation and coordination of services will be defined using unit cost data (normalized to local conditions) developed by an analysis of jurisdictional costs.

Service Package Options. A set of service package options for service provision across watersheds and the region which will include minimum service and status quo options. Pros and cons will be identified and opportunities for coordinated or enhanced services will be highlighted. These options will be compared to alternative models for service provision found nationally or internationally.

Phase 2. Implementation Strategies. (August 1994- December 1995)

Phase 2 will focus on implementation strategies for the potential service package

alternatives identified in Phase 1. Potential changes in service provision and financial strategies will be explored, mindful of the need to balance effective and efficient service delivery and community priorities. Phase 2 will look specifically at alternatives for who provides different services, under what management direction, and under what policy and fiscal direction. The analysis will focus on each jurisdiction's needs, each watershed's needs, and regional needs. Strategies will include different options at each level so that economies of scale and local priorities can be effectively balanced. Service and funding options will be compared with national and international models.

Phase 2 will be completed in one year and will overlap with Phase 1 work. Service package options will be finalized and recommendations developed in the first six months. This phase will conclude with a decision on a service package option. Specific products will include:

Service Costs and Financial Strategies. Cost packages based on alternative rate models will be developed for each of the service package options.

Service Provision Options, Management, Policy, and Fiscal Direction Alternatives. Options for service delivery and management will consider customized/watershed-based approaches as well as opportunities for consolidation. Staff will work with the new Metropolitan government to evaluate regional and local options for policy and fiscal support.

Analysis of Fiscal and Organizational Pros and Cons. The implications of each service package option will be analyzed in terms of fiscal feasibility and organizational efficiency.

Success in Achieving of the Defined Vision for Each Watershed and the Region. Each alternative will be evaluated relative to its ability to achieve the watershed-based and regional visions defined through the consensus process.

RNA Organizational Structure

The RNA project is a multi-jurisdictional effort that includes King County, Seattle, the suburban cities, and Metro. Representatives from all jurisdictions worked cooperatively to build an efficient organizational structure that allows for participation and input from all affected jurisdictions. Figure 1 shows the organizational structure, listing roles and responsibilities by project groups.

Figure 1

Project Groups	Roles and Responsibilities
City, and Metropolitan/King County Councils	Provide policy direction. Make final decision regarding implementation.
Appropriate Metropolitan/King County Council Regional Committee	Policy direction, review service package options, and choose and recommend service package option for Metropolitan/King County Council action.
Suburban Cities Association (SCA) Regional Services Committee	Review scope and product and make recommendations.
Public and Stakeholders	Provide input on vision, unmet needs, and strategies for achieving vision.
Regional Stormwater Managers Group (Includes Local Agencies Involved in Stormwater Management)	Review, develop consensus, and make recommendations to policy makers re. goals, scope, roles and responsibilities. Review/concur with objective assessment by watershed and across region. Develop consensus on visions by watershed and across region. Approve consultant approach to data collection and analysis; provide data as needed; review results.
Suburban Cities Surface Water Management Subgroup (Stormwater Managers from Selected Suburban Cities)	Serve as technical arm of SCA and for the SCA members in the Regional Stormwater Managers Group.
RNA Work Group [Managers from KC, Seattle, Bellevue (for the SCA), and Metro]	Define RNA goals and work scope including data/analytical needs and roles and responsibilities; approve consultant selection and consultant activities/products; identify policy issues and decision opportunities for larger group.
RNA Work Group Staff Support	Prepare draft materials for RNA Work Group review; record/summarize meeting proceedings; develop agenda; identify technical issues; manage contracting process; manage project.

Phase 1
1994 – RNA BUDGET
for Surface Water Management Division

9164

<i>Description of Services</i>	<i>Amount</i>
Consultant Contract	475,000
Salaried Employees and Benefits	162,800
Report Preparation/Printing (500 copies)	6,000
Motor Pool (Meetings)	750
EDP and Office Supplies	1,500
Map Production	1,500
5 Workshops	<u>1,500</u>
TOTAL 1994	\$649,050

NOTE: Seattle, Metro, and Bellevue (for the SCA) have dedicated staff to the RNA project. All participants are expected to contribute staff resources to the project as needed.

Phase 2
1995 – RNA BUDGET
for Surface Water Management Division

<i>Description of Services</i>	<i>Amount</i>
Consultant Contract (Facilitation 250 Hours)	50,000
Salaried Employees and Benefits	140,500
Misc. Printing	1,000
Motor Pool (Meetings)	750
EDP and Office Supplies	750
Map Production	1,000
4 Public Meetings	<u>3,000</u>
TOTAL 1995	\$197,000

October 29, 1993

Response to Utilities Committee questions re. the early involvement of elected officials, the RNA Schedule, and contributions from Seattle and the suburban cities.

1. Early Involvement of Elected Officials

Elected officials will be involved in the Regional Needs Assessment (RNA) project in several ways:

- On-going briefings for King County Metropolitan Council, Suburban Cities Association (SCA), city councils, and others on request.
- One-on-one consultations with elected officials throughout the project.
- Workshops that explicitly involve elected officials at key junctures in the project schedule.

2. New Proposed RNA Schedule (see attached table)

The project schedule has been revised and shortened by reducing the data collection and analysis efforts, overlapping parts of Phase 2 with the end of Phase 1, introducing workshops at key junctures in the project, and earlier, periodic involvement of elected officials.

The net effect of these changes will result in final product delivery in March 1995. This represents a decrease of six months and allows the new schedule to coordinate with other related projects such as the Conservation District rate renewal.

3. In-kind Contributions from Seattle and the suburban cities.

A conservative estimate of in-kind contributions from Metro, City of Seattle, City of Bellevue (representing the SCA), and the other cities shows an in-kind contribution of approximately \$200,000 in 1994 and additional support in 1995. These contributions are divided approximately 50/50 from Metro, Seattle, and Bellevue, and from the other cities. These contributions will go to compile data about problems, services, and priorities, to provide quality control and review of developing and final products, and to participate in briefings and workshops. Under the proposed RNA structure, Metro, Seattle, and Bellevue (representing the SCA) provide primary support to the project and hence propose a higher level of in-kind support.

King County is proposing to invest \$649,050 in 1994, divided into \$475,000 to support a consultant contract and the remaining dollars to support staff. These staff will develop and manage the consultant contract, provide guidance and analytical skills, provide quality control for all work products, and coordinate the involvement of all jurisdictions and other stakeholders.

Proposed Schedule for RNA Products*

	Proposed Products	Projected Date for Completion
1	Data Compilation and Analysis	July, 1994
2	Draft Watershed and Regional Vision	September, 1994
3	Service Package Options	December, 1994
4	Final RNA Product: Implementation Strategy	March, 1995

*This proposal shortens the original schedule by six months.