

# Seven

## Surface Water Utility Program Performance Measures

This chapter describes performance measures to assess the Surface Water Utility's progress toward meeting the objectives of programs outlined in Chapter V. It is difficult to assess actual progress toward surface water goals on the timescale required of a plan such as this. Behavioral and structural changes can take decades to make noticeable improvements to surface water and aquatic habitat quality. Because of this, the performance measures described in this chapter relate to completing actual work elements toward the City's goals, rather than observing measurable changes in physical, chemical, or biological conditions within the city's watersheds. The purpose of identifying specific performance measures is to allow opportunities to change program direction if performance measures are not being met. The performance measures discussed in this chapter will be assessed on an annual basis, so that program adjustments can be made, if necessary.

### VII.A Maintenance and Operations Program

The performance measures for the maintenance and operations program are fairly straightforward. Maintenance and operations staff inspect and maintain the City's surface water infrastructure, according to specific inspection and maintenance schedules. The frequencies of inspection and maintenance described in Chapter V.A. are sufficient to meet regulatory requirements, as well as the utility's goals of flood reduction and improved water quality and aquatic habitat conditions. It is recommended that these frequencies be maintained, and that the performance measures reflect the existing program's productivity capabilities (see Section V.A.2 for recommended maintenance program productivity).

Success of meeting annual performance goals will be evaluated annually. If there are deviations from the goals listed in Section V.A.2, reasons for the deviations will be evaluated, and decisions will be made as to whether staff, equipment, or procedural changes need to be made to meet the goals.

### VII.B Capital Improvement Program

The Surface Water Utility's Capital Improvement Program lists projects to be completed between 2006 and 2011. The projects have been prioritized according to the procedures outlined in Chapter V.B. and in Appendix G. Approximately \$2.5 million of the utility's annual budget is recommended for allocation to the construction of surface water capital improvement projects. The actual money spent per year may vary, depending on which projects get designed or constructed in any given year. The Surface Water Utility only identifies and prioritizes projects unique to the utility, and provides technical review and guidance to CIP project managers during design and construction. The Capital Improvement Group within Public Works is responsible for successful design and construction of the projects. Because of this, it is difficult to assign a performance measure to assess progress. It is recommended that the project list be revisited annually to identify projects that have been designed, constructed, or dropped from the list. Another tool to evaluate successful implementation of the Surface Water Utility's capital improvement projects is to evaluate the dollars spent toward successful completion of the projects relative to the actual projects completed. If money is not being spent or projects are not being completed, the program should be evaluated to determine the causes and take corrective actions. Continued sampling of the Biological Index of Biotic Integrity (B-IBI) as discussed in section VII.G may also give clues as to the water quality and aquatic habitat improvements that have resulted from projects, although it is difficult to establish a direct link between project construction and B-IBI scores. It is recommended that B-IBI sampling be used as an accompaniment to other CIP performance measures.

## VII.C Development Review and Standards

The recommended Development Review and Standards Program work priorities include (1) reviewing the surface water portion of development proposals for compliance with adopted surface water design standards, (2) adopting surface water design standards that are equivalent to Ecology's 2005 Stormwater Management Manual for Western Washington, (3) pursuing public-private partnerships to coordinate siting of surface water facilities, (4) conducting watershed-level planning, and (5) coordinating studies that will guide future Kirkland development standards. The following are recommended performance standards to assess the Surface Water Utility's progress in meeting these work priorities. Unless otherwise stated, the performance measures should be met by 2011, which is the last year covered in this Surface Water Master Plan.

- Review all surface water portions of new development proposals within the schedule established by the Development Review Group within Public Works.
- Adopt a surface water design manual that is equivalent to the 2005 Stormwater Design Manual for Western Washington in accordance with requirements and schedule contained in the final NPDES Phase II permit
- Pursue one public-private partnership to site a surface water facility that jointly benefits the public and the private landowner.
- Further evaluate details for construction of a regional flow control facility, including potential site, size, areas of new development to be served, and degree of retrofitting for past unregulated flows.

## VII.D Public Education and Outreach

The Surface Water Utility's work priorities with regard to public education and outreach include (1) better education and outreach coordination with other City departments, (2) expansion of stewardship activities, and (3) development of new limited programs. The performance measures for which to assess the success of the Surface Water Utility at meeting the priorities identified for public education and outreach include the following:

- Organize and coordinate representatives from all City departments that have similar public education and outreach programs and develop a plan to create a central clearinghouse of brochures and educational activities by 2009. The efforts by this group will be advertised to all City departments.
- Increase the number of citizens participating in water quality monitoring, salmon watcher, and other volunteer stewardship activities by 2008 by increasing available stewardship activities and opportunities.
- Implement the multi-family complex outreach plan by 2008 using grant funds. Apply for grants beginning in 2006 to progress toward this goal.
- Develop a "green" landscaper certification program and certify one Kirkland landscaping business by 2008.
- Add educational signage to each capital improvement project constructed on City park property beginning in 2007, identifying the problems being addressed by the project, with an explanation of the solution constructed.

The performance measures described above should be evaluated annually to determine progress toward meeting the public education and outreach strategies to meet the City's goals of flood reduction, water quality improvement, and aquatic habitat restoration.

## VII.E Code Enforcement and Technical Assistance

The code enforcement and technical assistance program is designed to help residents, businesses, and developers in Kirkland comply with existing regulations. The work priorities in this program include (1) addressing water quality and drainage complaints, (2) providing construction site erosion control assistance, (3) inspecting privately owned drainage facilities, (4) identifying non-stormwater discharges to the storm drain system, (5) adopting the 2005 King County Stormwater Pollution Control Manual, (6) conducting routine water quality audits of businesses, and (7) centralizing spill response and incident documentation. The performance measures to evaluate the success of implementing these program responsibilities are listed below.

- Provide investigation and initial response to all non-emergency (in other words non-spill related) water quality and drainage complaints within 5 business days of receiving the complaint.

- Respond to all emergency water quality and drainage complaints within 24 hours.
- Inspect privately owned drainage facilities at least once every two years.
- Conduct a dry weather sampling program to identify non-stormwater discharges by 2007. Follow-up sampling of selected outfalls will be conducted annually between 2007 and 2011.
- Adopt the King County Stormwater Pollution Control Manual by the end of 2006.
- Develop a business water quality audit program, and conduct 200 audits by 2007.
- Coordinate representatives from appropriate City departments to develop a plan to centralize spill response and incident reporting by 2008, or sooner if required by the NPDES Phase II permit.
- Develop customer service questionnaire to document how well Surface Water Utility are meeting the needs of internal and external clients. A procedure will be developed to document responses to the questionnaire and track the utility's progress toward providing excellent customer service.

The performance measures above should be evaluated annually to determine if the Surface Water Utility is on track for implementing its code enforcement and technical assistance responsibilities. Adjustments to the program, including staffing or procedures, can be made as necessary to meet the performance measures.

## VII.F Policy Analysis and Regulatory Compliance

The policy analysis and regulatory compliance program involves interdepartmental and regional development of strategies to meet state and federal regulations that affect the City. The work priorities for this program include (1) participating in regional salmon conservation efforts, (2) coordinating the Citywide use of low-impact development techniques, (3) developing and implementing a West Nile Virus response plan, and (4) ensuring compliance with state and federal regulations. Performance measures to evaluate how well the Surface Water Utility is doing at meeting the above strategies include the following:

- Participate in implementation of the WRIA 8 Chinook Salmon Conservation Plan.

- Complete a low-impact development study by 2006 and identify one low-impact development pilot project opportunity within the city by 2007.
- Implement the West Nile Virus Response Plan as needed depending on spread of the virus in Washington State. Develop performance measures each year depending on level of response required by County and State Health Departments.
- Evaluate programs within the Surface Water Utility with respect to final requirements of the NPDES Phase II permit within 60 days of permit issuance. Submit an application for coverage under the permit within 60 days of permit issuance. Program changes necessary to comply with permit conditions will be made according to, or in advance of, completion timeframes contained in the permit.
- Track changes and modifications to state and federal surface water regulations, and evaluate City compliance with such regulations within 60 days of regulatory changes.

These performance measures should be evaluated annually to determine if staffing or procedural adjustments are needed to meet the policy analysis and regulatory compliance recommendations.

## VII.G Monitoring and Research

The work priorities of the monitoring and research program are to conduct special studies and physical, chemical, and biological monitoring integral to other programs within the Surface Water Utility. The work products from this program help focus decisions in other programs, including priorities for Capital Improvement Program projects, maintenance and operations equipment needs, and water quality treatment facility siting. The current priorities for this work program include (1) continuation of biological monitoring in Forbes and Juanita Creeks, (2) development of a water quality monitoring program that will prepare for the TMDL process and NPDES Phase II permit requirements, (3) stream and wetland mitigation monitoring associated with capital improvement projects from other City departments, and (4) completion of special studies. The following are recommended performance measures for which to evaluate progress in the monitoring and research program:

- Continue annual biological monitoring (B-IBI) at locations on Juanita and Forbes Creeks to assess general stream health.

- Revise the existing water quality monitoring program to prepare for the TMDL process and NPDES Phase II permit requirements by 2011.
- Conduct hydrologic and vegetation monitoring for stream and wetland mitigation projects as requested by other City departments.
- Conduct a low-impact development study by 2008. Identify a low-impact development pilot project opportunity by 2009.
- Partner with the University of Washington to produce an improved surface soils map for the Kirkland area by 2009.
- Evaluate drainage in the Totem Lake area and identify solutions to existing flooding by 2008.
- Collaborate with the City of Olympia to test the feasibility and effectiveness of street washing technologies by 2008.
- Evaluate and rank pollutant hot spots in Kirkland and identify potential locations for water quality treatment facilities by 2008.

Completion of the monitoring and studies listed above will demonstrate progress toward supporting City efforts to reduce flooding, improve water quality, and protect and restore aquatic habitat. The performance measures should be evaluated annually to make adjustments to the above-described timeframes for completion to meet the needs of other Surface Water Utility programs.