



City and County of Honolulu Storm Water Utility Formation Stakeholder Advisory Group

October 21, 2019 Meeting @ Neal Blaisdell Center Pīkake Room

October 28, 2019 Follow-Up Q&A Webinar

Meeting & Webinar Summaries

ATTENDEES

Advisory Group Members

Building Owners and Managers Association Hawaii (Melissa Pavlicek)
Hawai'i Appleseed Center for Legal and Economic Justice (Gavin Thornton)
Hawai'i Association of Watershed Partnerships (Shelly Gustafson)
Hawaii Auto Dealers Association (Dave Rolf)
Hawaii Reserves, Inc. (Jeff Tyau)
Honolulu Board of Water Supply (Barry Usagawa)
'Iolani School (Jaron Kawamura)
Kamehameha Schools (Gary Evora)
KUA (Wally Ito)
Neighborhood Board #4 (Sharon Schneider)
Neighborhood Board #8 (Tim Streitz)
Neighborhood Board #22 (Matt Weyer)
Neighborhood Board #28 (Dee Dee Letts)
Neighborhood Board #31 (Levani Lipton)
NAIOP: Commercial Real Estate Development Association (Catherine Camp)
O'ahu Resource Conservation and Development Council (Hannah Hubanks)
Waikiki Business Improvement District (Jennifer Nakayama)
Sustainable Coastlines (Rafael Bergstrom)
The Nature Conservancy (Mark Fox)
University of Hawaii (Roger Babcock)

Public Agency Staff

Ross Sasamura (City and County of Honolulu Department of Facility Maintenance)
Randall Wakumoto (City and County of Honolulu Department of Facility Maintenance)
Russell Leong (City and County of Honolulu Department of Facility Maintenance)
Kelli Kolona (City and County of Honolulu Department of Facility Maintenance)
Dawn Kimura (City and County of Honolulu Department of Planning and Permitting)
Matt Gosner (City and County of Honolulu Office of Climate Change, Sustainability and Resiliency)

Consultant Team

Juli Beth (JB) Hinds (Birchline Planning LLC)
Joan Isaacson (Kearns and West)
Laurens van der Tak (Jacobs)
Jessica Chiam (AECOM)
Ming Ding (AECOM)
Cami Kloster (G70)
Cristin Reynolds (One Water)
Barbra Hastings (Hastings and Pleadwell)

Interested Citizens

Aurelia Gonzalez
Lauren Roth Venu



MEETING SUMMARY

1. Welcome and Introductions

Facilitator Joan Isaacson opened the meeting and welcomed everyone. Each person was asked to introduce themselves, who they are representing and share one fact about their organization that others might not know.

Ross Sasamura, the City and County of Honolulu Department of Facility Maintenance Director, welcomed everyone to the meeting. He shared that the Department of Facility Maintenance was started over 20 years ago and the little-known fact about the Department of Facility Maintenance was that the department maintains a City cemetery. Ross thanked members for attending and their commitment to being part of the Storm Water Utility Stakeholder Advisory Group.

2. Agenda Overview

The agenda for the evening included an updated meeting schedule for the Stakeholder Advisory Group. Then next meeting will be a webinar on December 9th to stay in touch and update the Advisory Group on progress items. Each meeting builds on the previous ones with much covered in each meeting.

The Stakeholder Advisory Group agenda focus on October 21st was review of the draft core values and presentation of the cost study.

It was explained that Stakeholder Advisory Group meetings are open to the public. When public participants attend a meeting, time will be reserved at the end of the meeting for 2-3 minutes of comments per person.

Guidelines for productive discussions were reviewed and included ensuring that everyone has equal opportunities to participate, keep comments short and concise, listen for understanding and help find common ground.

3. Binder Organization & Contents

Each participant has received a binder and new binder materials associated with the meeting were distributed.

4. Community Engagement Process

The newly created Storm Water Utility O'ahu logo was shared with the group. A website landing page, StormWaterUtilityOahu.com, has been created and the full website is under construction. Frequently Asked Questions (FAQs) are already on the website and can be shared with colleagues, family and friends.

A community outreach plan is under development, and a diagram showing an overview of the community engagement process was shared. Pop-up events and presentations at other scheduled community events are planned to help reach out to people where they are in addition to utility-specific outreach.



5. Work Session: Storm Water Utility Draft Values

Participants at the first Stakeholder Advisory Group meeting and the webinars weighed in on the Storm Water Utility values, and from that input, the values language was drafted.

Stakeholder Advisory Group members broke up into groups of 3 or 4 persons for 10 minutes and discuss the following questions:

- Do the draft core values make sense for the O’ahu Storm Water Utility?
- If not, what needs to be changed?

Advisory Group members were also asked to comment on the use of Hawaiian language in the values to see if it made sense.

Each of the six groups shared their discussion and input on the values. The feedback is listed below as overall feedback and by the 4 value categories.

Comments

- Overall the groups had positive feedback on the draft values.
- There is a lot of text and perhaps the bullets under each section could be joined into a single statement under each heading.
- More descriptive sub-bullets could be helpful.
- The addition of more quantification would show a more numbers driven approach.
- The values don’t incorporate specific reference to culture and education around the behaviors, beyond having people involved.
- Maybe fifth category on outreach and awareness could be added because these are key elements of achieving program transparency.
- Although use of Hawaiian words is important, there is not much Hawaiian representation on the Advisory Board.
- The order of the bullets, even if not intended to be prioritized, matters. The first listed will have more viewing.

Kaiāulu

- Use language that reflects the desire to engage citizens in decisions and be responsiveness to their concerns.
- Show a two-way process with customers.
- Participate in community outreach. Make sure everyone has a seat at the table.
- Consider moving “Protecting through partnerships” up from Mālama ‘Āina to Kaiāulu.
- What are the utility’s goals?
- How do the utility’s goals fit with community’s goals?
- How do you engage the public much sooner? Could be sharing an example of your bill so they know what to expect.

Kuleana

- Want to make sure not just words but details in the how. What would this mean? Who is paying for what? Making sure we focus deeply.
- How are visitors included? Many impervious surfaces that relate to visitors.



- Use of city versus county language under equity sets up a polarization; recommend focusing on the overall equity of the program for O‘ahu.

Mālama ‘Āina

- Show connection between land and water. The imbedded connection between the land and water of ahupua‘a could be made explicit, e.g. mauka to makai or ‘āina → wai.
- Use an okina instead of an apostrophe in ‘aina.

Pono

- Considering using another word for Pono as it is a broad term – maybe “trustworthy”.
- Add fiscal responsibility explicitly.
- State the commitment that revenues will only be used for storm water management.
- Add more details/description for efficiency – e.g. using innovation and technology for equity and information access as well as performance.
- Add “science-based” onto data driven processes
- Harness innovation in government to address equity issues

If Advisory Group members have further notes or thoughts on values, or any other comments, please send them to the Advisory Group point of contact, Randall Wakumoto.

The project team will take the input and rework the values. This input will also be used by the team in thinking through other tasks for the effort.

6. Utility Program Needs, Challenges & Opportunities: Cost of Service Assessment + Discussion/Q&A

Technical Consultants Juli Beth (JB) Hinds, Laurens van der Tak and Jessica Chiam presented cost of service assessment information. *See the full presentation for data and details, some of which are provided below.*

Three levels of service will be evaluated for the cost of service - *Basic Compliance, Better Program* and *Ideal Program* – in addition to the *Current* level of service.

Basic Compliance requirements come from Federal, State and local levels.

Ten different City departments have a role in storm water compliance. In addition to the Department of Facility Maintenance, these departments include the Department of Design and Construction, Department of Planning and Permitting, Environmental Services Department, and Department of Parks and Recreation.

Interviews with the City departments and review of budget documents provided information on the amount and level of storm water management services.



National Pollution Discharge Elimination System (NPDES) Permit Activities include:

- Drainage System Cleaning, Inspection and Repair
- Stream Maintenance
- Street Sweeping
- Design and Construction of Retrofits, Erosional Areas
- Plan Review
- Inspections and Enforcement
- Monitoring
- Education and Outreach
- Landscape Maintenance
- Vehicle Maintenance
- Homeless Encampment removal from drainage ways and belongings storage
- Program Administration
- Storm Water Management at City Industrial Facilities
- Illicit Discharge Detection and Elimination

Direct permit requirements will likely increase in the future and have associated costs with each successive 5-year NPDES permit – e.g. increased number of inspections to work with business owners. Additional costs may be incurred in the future for credit programs and climate change.

Q&A/Discussion

- Will the presentation be available?
 - o Yes, it will be posted at StormWaterUtilityOahu.org.
- Is repair and replacement included in drainage?
 - o Yes, in level 3.
- Will the repair and replacement be of the basic drainage system, or include enhanced drainage services?
 - o Repairs are done today, but replacement often is only done in emergency situations. The enhanced program would ensure that repairs are done more proactively - i.e. more structures per year are inspected and repaired as needed, before failure/emergency - and the “ideal” program includes an active program to replace assets at the end of useful life.
- What is included?
 - o Functions that would be provided are listed on two sheets in the binder, but the team stressed that direction on what the programs would include, and what is most important to fund through a fee, also needs to come from the public and the Stakeholder Advisory Group.

Cost of Service Study

Cost of service is determined as “how many” and “what” (Salaries + other operating costs + Capital)

Level of Service relates to “which activities” are funded, “where”, “how many” and “how often” (# of actions x frequency)

Costs are calculated for three rough program options: Current (baseline), a near-term future Basic Compliance program, a “Better” program, and an “Ideal” program. The team stressed



that these are not “fixed points,” but points on a continuum of service improvement that represent different funding levels for aspects of a storm water program.

Storm Water Related Costs Today:

The Annual average cost = \$65.4 million for the Core NPDES Program (salary, other operating and capital) + \$26 million related costs (salary & other operating), for a total estimated at \$91.6 million per year

The largest cost for storm water management in Honolulu is labor. Even so, currently 1/3 of positions are vacant. If filled, it would raise the labor component of program costs from \$26M to \$41M. Many vacancies are in construction inspections, which is a critical area for water quality and NPDES compliance.

Non-compliance is expensive as it can result in both substantial fines (examples were given of two recent fines), and ultimately “consent decrees” that direct the City to spend certain amounts of money on specific actions - regardless of taxpayer/rate payer willingness to pay, removing flexibility to focus on local priority activities. And, non-compliance may reflect degradation of our water ways.

Q&A/Discussion

- Are these costs the entirety of Department of Facility Maintenance budget?
 - o No; DFM’s budget totals \$86-100 million annually. The Department provides many services that are not storm water management related or that have storm water as a component of the total work budget. Roadway work under DFM, for example, addresses storm water system maintenance, such as inspection and repair of inlets and catch basins, along with roadway work, such as road resurfacing.
- Are vacancies included in the Cost of Service Analysis?
 - o They are! The “Better” and “Ideal” programs all reflect the cost of filling all current vacancies and in some cases, adding staff for specific roles.
- Are vacancies included in the current budget?
 - o No. Ross noted that under the current Fiscal Year program, there is not enough money appropriated to fill all the vacancies even if suitable workers materialized due to deactivated positions that are identified in each department and removed from the budget. Filling all the positions would be another \$15M that was not appropriated for this Fiscal Year.
- If the money was available, could the City find people to fill the positions?
 - o Maybe, and maybe not. Many people are nearing retirement, which means that many workers are needed to fill all positions. However, the permit requirements do not consider if workers are available to fill all the positions needed to carry out the work.
- People may ask – why should I pay more money if there isn’t enough labor to do the work? Maybe work with the University and other entities to build up the labor force.
 - o Ross responded that the issue is not training, but that the City does not receive enough qualified applicants for the positions. Challenges include high



construction hourly wage rates. When then there are fewer construction jobs, the applications for City jobs will likely increase.

- Are benefits included in the salary components?
 - o Yes.
- A member noted the City may want to include shortage pay to attract more workers.

Program Levels: Where are we today and where do we want to go?

Today's level is Compliant with applicable permits, but insufficient for the City to be proactive.

A fee provides predictable, stable and increased funding for the NPDES-mandated program activities that include:

- o Street sweeping
- o Stream cleaning
- o Drain system inspection and cleaning
- o Green Infrastructure construction and maintenance

Funding beyond basic compliance involves policy choices to balance increased services with fees.

Most utilities usually try to keep a storm water utility rate relatively constant, versus adjusting annually for variability in program costs. This is a policy decision that will be discussed in the next step on rates.

Other Options for activities that could be funded by a Storm Water Utility Fee include, but are not limited to,

- o Watershed restoration
- o Coastal restoration
- o Water supply augmentation
- o Climate resilience

Q&A/Discussion

- Is there an estimate on impervious areas on O'ahu?
 - o Yes, preliminary numbers will be discussed at the next stakeholder group meeting.
- If the community values certain things, can this be reflected in program budgets?
 - o Yes; the three levels discussed are points on a range or continuum
- Can the fees be used to add-on future activities to General Fund monies?
 - o Many utilities start at a basic level and then add onto the storm water utility fee later. Sometimes municipalities reduce property taxes at the same time, to reflect that additional revenue has been generated to pay for actions that would otherwise be charged to the property tax base. It is important to put on the fee those activities and programs that suffer the most from not having stable and predictable funding. By having long term funding – and reduces the danger or not having funding from the general fund, which varies from year to year as revenues and political decisions are made.



- A member noted there is always going to be concern that fees paid into an enterprise fund would be shifted to other purposes and asked how the fund can be designated for the desired purposes. The team stressed that the whole point of creating an enterprise or special purpose fund to receive storm water fees is to legally segregate fees for use solely for storm water purposes. Special purpose/enterprise funds also can be separately audited.
- There is a need to account for the current use of funds generated from property taxes when figuring out rates. It's important to make a clear accounting between a new fee, total spending, and taxes raised or reduced.
- One member stated they would like to see an option that starts with basic and works up to the ideal program over time. There wasn't much in the three levels on climate change specifically, and with sea-level rise there will be pronounced challenges for coastal drainage.
- A question was raised as to whether green infrastructure addresses water quantity and flooding, or just water quality? Could green infrastructure also reduce volume and system sizing?
 - o JB, Laurens and Dr Ming Ding noted that this is a "hot topic" across the country. In very general terms, green infrastructure will help somewhat with volume (flooding). It is typically sized for relatively small 1" rainfall events. Here the requirements are more stringent than some areas of the Continent. JB noted that several cities and universities are studying whether wide-spread use of green infrastructure across a community and watershed can have measurable impacts on flooding.

Team will be considering the questions and comments received and coming back to the Advisory Group with options.

7. Supporting a Storm Water Program: Impervious Cover Distribution by Property Type + Discussion/Q&A

$$\text{Storm Water Utility Fee} = \text{Total Budget} / \text{Impervious Surface Area}$$

Thursday, the project team obtained a high resolution data set with impervious surfaces that was generated in 2009 and provides high quality data on impervious cover for most of the developed areas on O'ahu. In addition, the team obtained a data set of all of O'ahu's building footprints, which are being updated over time. The team will be merging these data sets, which correspond to the parcel data, in order to generate a much more precise calculation of impervious surfaces per parcel. At the next meeting the project team will show the impervious surfaces overall, and by property type.

The early estimates from an earlier data set indicate that something in the order of 40% of impervious surface on O'ahu is owned by the State or Federal governments. This is a high percentage when compared to other jurisdictions in the U.S. where the team has worked, though another city with significant military installations had a similar percentage. Typically, the share of state or federally owned impervious surface is about 10%. By Federal law,



Federal facilities must pay storm water utility fees and in doing so can reduce the cost burden for storm water management on other O’ahu property owners.

8. Public Comment

There were no comments from public attendees.

9. Wrap-Up

Q&A webinar will be scheduled in one to two weeks for discussing Stakeholder Advisory Group questions, and Randall will send an email with more information. December 9th will be a check-in webinar with progress updates.

City and County of Honolulu Storm Water Utility Formation Stakeholder Advisory Group

October 28, 2019

Q&A Webinar Summary

ATTENDEES

Advisory Group Members

American Council of Engineering Companies of Hawai'i (June Nakamura)

Hawaii Auto Dealers Association (Dave Rolf)

Hawaii Reserves, Inc. (Jeff Tyau)

Honolulu Board of Water Supply (Barry Usagawa)

NAIOP: Commercial Real Estate Development Association (Darlan Chun)

Neighborhood Board #4 (Sharon Schneider)

Neighborhood Board #24 (Sharlette Poe)

Public Agency Staff

Randall Wakumoto (City and County of Honolulu Department of Facility Maintenance)

Consultant Team

Juli Beth (JB) Hinds (Birchline Planning LLC)

Joan Isaacson (Kearns and West)

Jessica Chiam (AECOM)

Cristin Reynolds (One Water)

Cami Kloster (G70)

WEBINAR SUMMARY

The purpose of the Q&A webinar was to provide an opportunity for Stakeholder Advisory Group members to ask questions about information presented at the 10/21 meeting.

The presentation from the 10/21 meeting was available via screen sharing and at StormWaterUtilityOahu.org. An overview of the website landing page was provided and included where to find the presentation.

Q&A/Discussion

- Is storm water treated? Does it need additional treatment?
 - o Storm water is not treated at a centralized treatment facility the way wastewater from sinks, showers and toilets is. Rain or storm water runs off into the street and down the storm drain. In some storm drains there is an area approximately 4 feet in depth for trash, soil and vegetation to settle out. Otherwise, the water and pollutants (dirt, nutrients, metals, vegetation, and trash) run down the storm drain and out to the ocean. Temperature is not addressed and the heat of water coming off pavement is carried through the storm drain system.

Green infrastructure that allows the water to be absorbed into the ground, can take out particulates and can mitigate temperature effects.
- Is additional processing of storm water runoff being required for federal compliance?
 - o The City is doing what is required by the current permit. This includes providing additional treatment and controls to address 10% of the untreated areas. However, new requirements during the 5-year permit period can arise. For example, the State of Hawai'i Department of



Health can establish new Total Maximum Daily Loads (TMDLs). These set forth reductions in pollutant loading for impaired water bodies. There is not a way to anticipate these requirements that arise during the permit period.

As new areas are developed, or redeveloped, by landowners, the City and County of Honolulu Department of Planning will implement requirements for addressing the storm water on site.

- Are there additional costs beyond the \$44.8 M?
 - o As more treatment and control measures are built, maintenance and oversight of private sector measure maintenance will need to ramp up to make sure maintenance is occurring and storm water management functionality continues. Increased numbers of treatment and control retrofits are expected to be constructed and are included in the cost study.

Asset renewal and replacement is a big jump in capital costs.

If TMDL was established in a new area, there would be a jump in needed retrofits to reduce the impacts in a particular waterbody.

With current funding, a certain number of retrofits are budgeted. For the ideal program, more retrofits would allow for addressing not only water quality but also some elements of water quantity such as flood control and climate change.

- It seems there are two main types of storm water systems: 1) urban Honolulu with lots of concrete and built waterways, and 2) rural communities without a built drainage system.
 - o Yes, and both require different types of maintenance. In the rural areas stream clearing is important as well as trash cleaning and educational campaigns.

For the stream clearing, there are significant costs related to permitting regulations to be able to do work in the stream. Unless the permitting cost are budgeted, the City can't go work in the stream. Once permitted, the City also needs equipment and labor to do the stream clearing work.

- Could this permitting be part of a Memorandum of Understanding (MOUs) to be proactive to make this easier in the future?
 - o Three levels of service were proposed. Current levels of service do not provide enough resources to get to streams on a regular basis. For some streams, clearing at least once a permit period may be enough. For some streams, more frequent stream cleaning might be required to be more proactive.

- Where do community partnerships come in to play? How do we work and activate to make that happen. There is a lot for the City to do.
 - o Slide 56 shows restoration partnerships, workforce development, etc. Question marks are shown for the level of service. As part of the storm water utility process, the team will be asking:
 - What would a program look like that would make a difference?
 - Who has the capacity to do the work?
 - Could you manage a grant? Or would you need the storm water utility to act on your behalf.

These are critical questions to ask and will be discussed more in the new year. Please send any thoughts to Randall.



- On slide 23, what departments have roles in storm water management? In the future storm water utility, will those responsibilities be absorbed into the utility? Will the funding for those departments continue to come from current source or from storm water utility?
 - o The City anticipates the functions will stay in their respective departments, whether it is managing permits, or maintenance responsibilities for departments that have storm drains on their property. The Department of Facility Maintenance coordinates with the other departments to ensure permit compliance. Those functions that are most affected by funding consistency and stability, such as multi-year permitting processes and matching funds to leverage other grants, are most likely to be funded by the storm water utility fees. This will be addressed in detail in the January and March stakeholder advisory group meetings.
- Would the Storm Water Utility be like the City and County Department of Environmental Services or semi-autonomous like the Honolulu Board of Water Supply?
 - o In the near term, the Storm Water Utility would chiefly be under Department of Facility Maintenance but would also encompass staff in allied positions in other departments. In the long term, there might be a dedicated department. Nationally there are not many examples of semi-autonomous storm water entities akin to the Board of Water Supply. More typically the storm water utilities have allied funded staff under multiple departments. Planning and Permitting, which is a key department, already has a storm water “SWAT team” because of the National Pollution and Discharge Elimination System (NPDES) permit requirements for implementation and inspection of construction and post-construction storm water controls.
- Storm water fee structure is approved by City Council, correct?
 - o Yes.
- Will the State of Hawai‘i be liable for paying for the large amount of impermeable surface that the State owns and manages? Will Federal Government be required to pay this Storm Water Management fee? At the last meeting it was discussed that state and federal jurisdictions control 40% of the impermeable surface area on O‘ahu.
 - o The legal answer is yes. The State legislative bill that allows the counties to establish storm water fees did not exempt the State from storm water fees. Courts across the country have determined that federal and state government must contribute to storm water management.

Entities that are already subject to permit requirements are given a credit. Some state entities on O‘ahu have their own permits and are already required to manage storm water – e.g. the State of Hawai‘i Department of Transportation which has its own NPDES permit their Municipal Separate Storm Sewer System (MS4). The University of Hawai‘i and Hawai‘i Community Development Authority have small MS4 NPDES permits. They are already implementing programs to address storm water on their sites.

Here are two links with information on this topic:

- 1) http://www.floods.org/ace-files/documentlibrary/News_Views/February_2011_News_Views.pdf
- 2) <https://www.congress.gov/bill/111th-congress/senate-bill/3481>



- Would there be other entities that would pay the fee that are not already doing so?
 - o Faith communities and non-profits would pay for storm water management in the same way that they pay for a water bill for water service. Non-taxable entities can be great partners for credit programs.

- If other agencies have separate MS4 permits, would there be areas overlap? Is each managing their own areas?
 - o The City focuses on City-owned assets. The state-owned assets are the state's responsibility. Where there is overlap, MOUs are made to assign who does what. The City is having conversations with University of Hawai'i regarding a Pearl City tree farm. The tree farm has responsibility for what comes onto the property. The City will try to trap and capture from the area above before it enters their property. Everyone is focused on their portion and still responsible for their own areas.

The City is responsible for inspecting all construction projects on O'ahu. The State also has requirements for their projects. The City and State are trying to reduce the duplication and overlap among their efforts. The rail project has its own third-party inspections. Everyone is working to decide on lead inspectors so there are not multiple inspections for a single project at the same time.

- Does the City and County of Honolulu maintain private roadways with private storm drains? Would there be different fees for these areas?
 - o City and County does not maintain any privately own drainage systems. City may put down a layer of asphalt but no clearing of drains or channels. Storm water might be collected by the storm drain system and then flows into the City system.

The idea is to have a unified fee structure island-wide. While it could be adjusted by district, there would not be much financial impact. Where there is an area with private roads, that impervious area is typically included within the total bill for the property. For a property like the University of Hawai'i tree farm, there might be a Memorandum of Agreement (MOA) or credit.

- Can the current City MS4 permit be provided?
 - o Yes – http://www.honolulu.gov/rep/site/dfmswg/dfmswg_docs/swq_SWMPP_A1.pdf

- What happens if the drain systems don't have enough capacity? Don't most storm drains have only a 15-year storm capacity?
 - o Flooding! Most storm drains are designed for a 10-year storm. Most systems are built incrementally and anticipated runoff calculated during a time when when there was less impervious surface. There is a trade off with cost and disruption to replace and resize the infrastructure.

- Are we trying to increase the capacity or just focused on maintaining what the City has? Who has the responsibility for addressing capacity?
 - o The current level of service cannot address capacity issues. To be more proactive with system upgrades and replacement would require an additional capital investment of an estimated \$45 million per year, which is reflected in the "ideal program" option described in the power point slides.

One participant commented that it would be preferable to add this in.



JB noted that disconnecting drainage and using green infrastructure also helps prevent runoff to the storm drain system to relieve pressure on system capacity. Doing this in flood prone areas can make a difference. Where there is much downstream damage, it can be worth the disruption and costs for addressing system capacity.

- Can the completed cost of service analysis be provided?
 - o The level of service cost analysis was done by gathering organizational charts, equipment inventory, and salaries. Then permit requirements were used to provide frequency. It contains a lot of data and most of the findings are in the presentation. There might be a way to summarize it, probably as a dashboard with graphics.

One participant suggested that a table of contents for the slides would be helpful.

- Could there be a high level summary of the cost of service analysis as this is the basis of the fee?
 - o There will be more work on what is being funded from which buckets over the next couple of months. Typically a storm water utility funds certain elements and starts small with more elements added over time. The project team will look at what are the fundamental things that cannot be done unless there is stable year to year funding - e.g. stream cleaning and partnerships – and will come back to the Stakeholder Advisory Group with findings for discussion.