



July 19, 2023

TO: Flood Authority Members
FROM: Erika Britney, Staff
SUBJECT: Potential Alliance/Collaboration

The following will be discussed at Thursday's Flood Authority meeting. Please feel free to contact me with questions (425/260-6640, erika.britney@icf.com).

Background

1. Following the May 18, 2023 Flood Authority Meeting, work proceeded to identify and define linkages, opportunities (organizational, service delivery, etc.), next steps, etc. related to enhancing collaboration between the Flood Authority and [Chehalis River Basin Flood Control Zone District \(FCZD\)](#). Activities included:
 - a. Meeting with FCZD Supervisors (June 28, 2023).
 - b. Holding discussions with Scott Boettcher (Staff, Flood Authority), Erika Britney (Staff, Flood Authority) and Erik Martin (District Administrator, FCZD), and various FA members.
2. Driver/Motivation for Collaboration/Alliance:
 - Long-term planning is driven at state level.
 - Local projects funding has declined over time.
 - FA lacks strong alliance such as exists for ASRP (WDFW, Tribes, Lead Entity aligned).
 - Perceived need for organizational resilience/sustainability.
 - Long-standing commitment to 50:50 split between Flood Hazard Mitigation and ASRP.
 - Flood Authority & FCZD projects categorized primarily as "Flood Hazard" projects.
 - Implementation of FRE, LAND, or some combination thereof will need to be basin-wide, locally supported/driven.

Organizational Analysis

3. Clarify what the Flood Authority and FCZD might gain through intentional collaboration and what needs (Weaknesses / Threats) would not be addressed?

4. Organizational analysis drafted to look at similarities and differences between the Flood Authority and the FCZD.

a. Shared Mission: Both organizations bring a local perspective and focus on serving the unique flood hazard reduction needs of the communities they represent. See Attachment, Page 1-2 for full comparison.

b. Key Differences:

Flood Authority	FCZD
Chehalis basin wide, multi-jurisdictional, voluntary group focused on identifying and implementing local flood hazard reduction projects.	Municipal corporation of Lewis County, primary focus is on one large project (Flood Retention Facility), but mandate is broader; prepared Lewis County Flood Hazard Management Plan

Note: Flood Hazard Reduction and Habitat are not mutually exclusive.

5. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis:

a. Looking forward the next 10-years, what are the FA strengths, weaknesses, opportunities and threats? How might closer collaboration/alliance with the FCZD help the FA:

- Enhance FA strengths.
- Help realize opportunities.
- Address weaknesses/threats.

DISCUSSION: See Attachment, Page 3

b. FCZD SWOT – In-progress – Input welcome.

Next Steps

6. With the Flood Authority's concurrence, Erika will continue to collect input and work with Erik, the FCZD, and the Flood Authority members to more precisely identify:

- Short- and long-term opportunities to enhance collective effectiveness and efficiency (organizational, service delivery, project planning, etc.)
- Actions and next steps.

Report back at the September 2023 Flood Authority meeting.

7. Start with a shared voice: IDEA = Joint press release/associated with preparation for the 2023-2024 Flood Season

Evaluation of What Collaboration / Alliance of Chehalis River Basin Flood Authority (FA) and Chehalis River Basin Flood Control Zone District (FCZD)

Components

1. Driver – What are we trying to accomplish?
2. Organizational comparison
3. Strengths Weaknesses Opportunities Threats (SWOT) Analysis
 - o SWOT of Each organization

1. Driver: What are we trying to accomplish by increasing collaboration between FA and FCZD?

Yes – we want this!	No, not this.
<ul style="list-style-type: none"> • Reinforce the locally focused voice the FA and the FCZD bring to the OCB Chehalis Basin long-term strategy development process • Need to build organizational resilience/ sustainability • Create long-term connection with locally-oriented organization that has a similar focus • Enhance local-level advocacy, organization in the position to be the local champion for implementation of long-term strategy 	<ul style="list-style-type: none"> • Share administrative responsibilities

2. Organizational Comparison

Category	FA	FZCD
Formed	<ul style="list-style-type: none"> • 2008 	<ul style="list-style-type: none"> • 2011
Organization Type	<ul style="list-style-type: none"> • Voluntary, formed via voluntary Interlocal Agreement with 13 local governments 	<ul style="list-style-type: none"> • municipal corporation
Geographic Scope	<ul style="list-style-type: none"> • Chehalis Basin (inc. Lewis, Thurston, Grays Harbor Counties) 	<ul style="list-style-type: none"> • Lewis County
Administration	<ul style="list-style-type: none"> • Lewis County, Community Development acts as fiscal agent • Consultant program management and facilitation support 	<ul style="list-style-type: none"> • Lewis County, Public Works • County Manager (former) is acting as the Operations Director • County Commissioners act as FCZD Supervisors
Staffing	<ul style="list-style-type: none"> • Not able to employ staff directly 	<ul style="list-style-type: none"> • One directly employed staff member • 2.5 FTEs total (with part-time and contractor)
Authority	<ul style="list-style-type: none"> • Appoint 3 members to the Office of Chehalis Basin (OCB) Board • No contracting authority 	<ul style="list-style-type: none"> • Has authority to elect their own supervisors and develop a source of funding, but has never done so • Able to issue/manage contracts directly
Funding	<ul style="list-style-type: none"> • state capital budget funding via RCO, approved by OCB and CBB 	<ul style="list-style-type: none"> • state capital budget funding via the OCB, approved by the CBB
Mandate	<ul style="list-style-type: none"> • Focused on flood hazard mitigation: • Reduce flood damage 	<ul style="list-style-type: none"> • Reduce the risk of flooding and preserve life

	<ul style="list-style-type: none"> • Protect people, property, infrastructure • Improve readiness, response, resiliency 	<ul style="list-style-type: none"> • Prevent damage to property • Protect, preserve, and conserve natural resources
Role	<ul style="list-style-type: none"> • Help local communities identify, develop, implement local flood hazard solutions. • Appoint 3 of 7 members to OCB Board • Provide local perspective to Basin-Wide solution discussions • Advocate for balanced basin-wide fish and flood solutions • Work as a team 	<ul style="list-style-type: none"> • Implementation of Lewis County's Chehalis Flood Hazard Management Plan (CFHMP) with is focused on actions that can be taken by local government to address local flooding issues • Sponsoring the Proposed Flood Retention Facility (FRF) and raising the airport levee • Own and Operate the FRF (if approved) •
Place/Position in LT Strategy	<ul style="list-style-type: none"> • Local flood mitigation projects • Appoint 3 members to the Chehalis basin board 	<ul style="list-style-type: none"> • The major flood mitigation project included in the Chehalis River Basin strategy • Implementation of the CFHMP
Link with the ASRP	<ul style="list-style-type: none"> • While the focus is on flood hazard mitigation, some project also provide habitat benefits 	<ul style="list-style-type: none"> • FHMP includes Natural resource protection among mitigation actions identified in the plan
Projects	<ul style="list-style-type: none"> • Long history of successfully championing and implementing numerous local flood hazard mitigation projects. 	<ul style="list-style-type: none"> • Only project is the Water Retention Facility at Pe Ell
Statutory Sustainability	<ul style="list-style-type: none"> • Appoint 3 members to the OCB Board • Authority with a little 'a' • Ad-hoc 	<ul style="list-style-type: none"> • Municipal corporation, formed by Lewis County Commissioners per RCW Chapter 86.15

FA SWOT: Looking forward the next 10-years, what are the FA strengths, weaknesses, opportunities and threats? How might closer collaboration/alliance with the FCZD help the FA:

- enhance FA strengths
- help realize opportunities, and/or
- address weaknesses/threats

<p>Strengths</p> <ul style="list-style-type: none"> • Represents most local governments in the Chehalis Basin (inc. Lewis, Thurston, Grays Harbor Counties) • Strong local community engagement – represents bottom up approach, whereas OCB is top down • Highly cooperative and collaborative • Strong track record <u>identifying and completing</u> projects • Appoint 3 of 7 members to OCB Board • Solutions to flooding across Chehalis Basin requires basin-wide approach • Members stand to directly benefit or pay the price for LT Strategy • Operate the Flood Warning System • Nimble, able to quickly implement projects, respond to urgent/emergency needs • Strong relationships with regulators based on past project successes 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Participation 100% volunteer • No formal authority • No dedicated funding source - depends on State/RCO funding for management/administration costs • Highly dependent on the strength of individual, highly engaged and committed people • Tribes are not engaged as part of the FA • Limited public awareness of all the FA Local project successes • Mission needs to be clarified (stormwater management linkage) • Projects generally categorized as “Flood Hazard Reduction” – not getting credit for “Integrated projects”
<p>Opportunities</p> <ul style="list-style-type: none"> • Membership would be central to implementation of Local Projects articulated in the Long-Term Strategy • Clarify the FA mission looking forward the next 10-20 years • Clarify how are flood hazard and stormwater management related/connected • Increase recognition of habitat component of local projects • Start to engage the next generation of champions for <u>integrated</u> Flood Hazard Reduction and habitat restoration & enhancement • Could a multi-jurisdictional Chehalis River Basin FCZD formalize/be a logical reincarnation of the FA? 	<p>Threats</p> <ul style="list-style-type: none"> • Dwindling funding each biennium (for projects and overall administration) • Long-term sustainability- future personnel changes and transitions are inevitable • Only 5 of 13 jurisdictions are in Lewis County, the other eight jurisdictions may not agree that the FA should be tied to the FCZD • Seems like the LAND Proponent (firm leading alternative development) wants to take-over identification, prioritizing, and planning local projects • Long-Term Strategy miss categorizing local projects or sets the wrong priorities • Public support may erode if they are not aware of FA contributions to Flood Hazard Mitigation • Large Projects (FRF or levees): Potential to eclipse small, local, flood hazard projects

SWOT – FCZD: Looking forward the next 10-years, what are the FCZD strengths, weaknesses, opportunities and threats? How might collaboration/alliance with the FA help the FCZD:

- enhance FA strengths
- help realize opportunities, and/or
- address weaknesses/threats

<p>Strengths</p> <ul style="list-style-type: none"> • Has a Flood Hazard management plan • Mandate for planning and implementation of large-scale flood mitigation 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Have a mega project when the organization is composed of 2.5 FTEs. Don't have a plan of action for what need to do. • WRF study is wholly funded by the capital budget; however, should it ever be approved, funded, and constructed then it will need to be operated and maintained • Solutions to flooding across Chehalis Basin requires basin-wide approach, FCZD Lewis County only • Funding for staff out of County budget and for the project studies out of State Capital budget • Advisory committee 100% volunteer
<p>Opportunities</p> <ul style="list-style-type: none"> • WRF, if approved, long term funding for Operations and Maintenance will be required • Responsible for implementation of Lewis County's CFHMP which is focused on actions that can be taken by local governments to address local flooding issues • The only organization that is equipped to implement the LAND alternative, if/when it's accepted as an alternative • Develop a basin-wide Flood Control Zone District with funding resources to operate and maintain infrastructure • Support of FA essential for long-term solution (FRF) 	<p>Threats</p> <ul style="list-style-type: none"> • Sole project is the water retention facility • Tribes opposed to the FRF • If approved, FRF would be operated for the benefit of the whole Chehalis Basin, but FCZD only has authority for Lewis County. Grays Harbor and Thurston Counties do not have a FCZDs