APPENDIX

SUMMIT TRANSITION COMMITTEE

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SUMMIT THANSITION COMMITTEE RECOMMENDATIONS
6/25/91

ISSUE	PROPOSED SUMMIT POSITION	TIMING
Transition Goals (This includes only goals for the process of transition, because goals for governance are not within the purview of this report.)	Goals for the transition process to merge METRO and King County include: o Provide for coordination of regional land use, water quality and transportation plans and services o Assure adequate financing for METRO and King County operations; maintain consistent financing for METRO operations o Protect the rights and interests of METRO and King County employees o Protect the rights and interests of parties which now hold contracts and bonds o Maintain continuity of METRO and King County operations o Bring the strengths of both organizations to bear to achieve improved service delivery and efficiency of operations for METRO and King County o Continue to seek high quality services and outstanding performance in all agencies of the new Metropolitan King County o Assure that the cost of the new combined government does not exceed the cost of each separately	Include in Summit final report

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6/25/91

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METRO reporting relationship in regional govt. Utility vs. Executive Department Protection of METRO funds from general govt. charges Reporting responsibilities of Exec. Dir. and administrative staff	METRO should become a new department within King County. The Executive Director of METRO would be a new department Director reporting to the County Executive. Transit, Water Pollution Control, Finance, Technical Services and other functions now reporting to the METRO Executive Director would report as Divisions to the Department Director. METRO's revenues and expenditures would be accounted for as enterprise funds and would only be used for water quality and public transportation purposes. It is the intention of the Summit that the METRO department/divisions remain intact during a two year transition period. It is expected that good faith efforts will be made during the transition period to implement the goals of the Summit. Changes after the initial two year period should not adversely affect provision of services. To assure that there is no conflict between the Public Works Dept. and the new Metro Services Dept., the ordinance establishing functions of the King County Public Works Department should be amended to avoid duplications of responsibilities between the two.	Include in Summit final report Include in Work Plan Attachment to Summit final report – amendment of King County Code re Public Works Dept. 1992 activity

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6/25/91

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Future multi-county actions	See proposed new Section 12 of Summit report	Include in Summit final report
Process for approving regional plans	Assigned to "How a Bill Becomes Law" Task Force	Include in Summit final report
Maintenance of current bond capacity	The Finance Technical Committee has reported that a legislative remedy to clarify transferability of cumulative debt capacity may be necessary. METRO now has authorization for the constitutional limit of 5%, while King County is restricted to 2.5%. The Finance Technical Committee also has found that, depending upon the extent of future capital programming, regardless of whether METRO remains a separate organization or whether there is a merger, an increase in non-voted debt capacity may be needed. The Summit should recommend that the merger be contingent upon legislative authorization of the maximum constitutional debt capacity.	Include in Work Plan Appendix to Summit final report 1992 activity

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6/25/91

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Continuation of METRO's potential levy against the county and the cities for supplemental income	The rationale for the levy against the county and cities for supplemental income ceases to exist upon the merger. State legislation should be enacted deleting this authority for new bonds issued after the merger, with provision for continued authority for bonds secured with this authority prior to the merger. However, the Task Force emphasizes that there appear to be difficulties in implementation of this recommendation. Therefore, the management transition team which is recommended in other parts of this report is requested to work with bond counsel and examine what legislation is feasible and to have appropriate legislation drafted pursuant to these concerns. Issues to be considered include: o the cost of reselling existing bonds, o the potential risk to current bond ratings, and o the higher interest costs which might result.	Include in Summit final report. Include in Work Plan Appendix to Summit final report 1992 activity
METRO's unexercised taxing powers	Under RCW 36.56, the authority to impose a B & O tax and an excise tax, which METRO has not exercised to date, should transfer to King County. If exercised, the use of these tax proceeds must be limited to transit purposes in order to comply with the original statutory intent.	Include in Summit final report

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6/25/91

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Direct billing requirement	Based on findings from the Legal and Finance Technical Committees, establishment of a duplicate billing structure per the Summit's original report is contrary to the transition objectives stated above. Therefore, it is recommended that the provision for a direct billing system be deleted from the proposal. Alternatively, it is recommended that the Metropolitan King County establish a process for estimating or setting annual rates no less than six months prior to their effective date, so that cities and special districts which must pass through these rates to their customers can have adequate notice to make the necessary budget and system adjustments to do so. It is further recommended that each city or special district responsible for passing through rates adopted by the Metropolitan King County identify the Metro King County rates separately on the customer bill and identify those rates as Metro King County rates.	Delete Add to Work Program Appendix to Summit final report – establishment of rate setting process six months in advance of fiscal year for cities and sewer districts – 1992 activity
Continuation of METRO employee rights Differences/coordination between King County and METRO personnel systems, salary structures, work weeks, benefits and other conditions of employment	RCW 35.56.060 provides for METRO employees to retain all of the terms and conditions of their employment as part of the King County personnel system. The new Metropolitan King County Council should adopt the existing METRO personnel rules and regulations upon the merger to apply to METRO staff pending longer term revisions. (continued next)	Include policy statement in Summit final report Also include in Work Plan Appendix: Analysis of METRO and King County personnel and salary systems – Present through 1994

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6/25/91

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	If at some later date, the new Council decided to reorganize to achieve operating efficiencies, there should be no need to implement reductions-in-force. Since it is the Summit's intent that the new regional government will provide more and better services, efficiency measures should provide opportunities for existing staff to meet public priorities in other areas. If revenue declines cause the need for reductions-in-force, these should be made through attrition or transfer; any actual reductions would be handled pursuant to personnel rules and regulations. To emphasize the value of public employees, the Summit recommends that the new Metropolitan King County Council adopt a policy providing that existing METRO and King County employees would be considered for transfer into vacancies within the new Metropolitan King County government prior to opening positions to outside hire. To emphasize the importance of providing the highest quality services to the region, a METRO/King County management task force should be assigned to review the METRO and King County personnel systems and recommend policies to the new Metropolitan King County Council which would provide the most effective personnel system practicable and create a unified system of rules, regulations, salaries, work hours, benefits and other terms and conditions of employment. This is expected to take a minimum of two years.	

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Clarification of MWPAAC role	Assigned to "How a Bill Becomes Law" Task Force	Include in Summit final report
Inconsistencies between King County and METRO's policies in the following areas: o Procurement procedures and thresholds o W/MBE programs o Consulting and construction management procedures	The new Metropolitan King County Council should adopt METRO policies for METRO functions at the time of merger. A METRO/ King County task force should be assigned to analyze the differences between King County and METRO's policies and procedures, as well as state of the art practices from other agencies. The task force should recommend a unified system which will achieve the best set of policies and procedures possible to the Executive and the Metropolitan King County Council. This is expected to take at least two years.	Include policy statement in Summit final report Also include in Work Plan Appendix: Analysis of METRO and King County procurement, affirmative action and consulting & construction management procedures – Present through 1994
Differences in timing of budget adoption	METRO currently adopts its budget at a time based upon the needs of cities and sewer districts to develop their rates during their respective budget adoption processes. It is important that this need continue to be met. If the METRO budget is changed to the same adoption process as King County uses, perhaps including an alternative system for estimating rates for cities and sewer districts,then a legislative amendment will be needed. The METRO/King County management task force should examine the budget adoption process and make recommendations to create a unified budget process which meets the needs of the agencies the Metropolitan King County serves.	Include in final Summit report. Include in Work Plan Attachment to final Summit report – analysis of budget adoption process and recommendation of legislative amendments – Present through 1993

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Continuation of federal/state grants, leases, labor agreements, other contracts	RCW 36.56.090 provides that "all existing contracts and obligations of the transferred metropolitan municipal corporation shall remain in full force and effect"; RCW 36.56.100 provides that "all real and personal property owned by the metropolitan municipal corporation shall become that of the county" and that "any appropriations or federal grant made to any ... department of a metropolitan municipal corporation for the purpose of carrying out the rights, powers, functions, and obligations authorized to be assumed by a county pursuant to this chapter shall on the effective date of such transferbecredited to the county for the purpose of carrying out such transferred rights, powers, functions and obligations." RCW 36.56.080 provides that "nothing contained in this chapter shall be construed to alter any existing collective bargaining unit or the provisions of any existing collective bargaining agreement until any such agreement has expired or until any such bargaining unit has been modified as provided by law". The Summit intends for all of these statutory responsibilities to be fulfilled.	Include in Summit final report

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Organizational culture	METRO's two missions have created a highly focused organization with a reputation for excellence. King County's general purpose government structure has created a less focused organization in response to its broad missions. These differences in roles and functions have led to differences in organizational cultures, which in turn can cause friction upon merger. It is the Summit's intent that the new government strive to create a new organizational culture which represents the best of both organizations. This will require extraordinary efforts both prior to the election and during transition to communicate with both METRO and King County employees to identify and respond to their concerns about the merger and transition process. Methods such as a regular newsletter, employee meetings and other team-building strategies should be developed and used beginning immediately. The METRO/County management transition task force should recommend strategies to the County Executive, County Council and METRO Executive Director as soon as possible.	Include in Summit final report

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Transition Oversight	A Transition Oversight Committee of the Summit should be appointed to serve as a sounding board and to provide policy guidance as needed to the METRO/King County management transition task force.	Include in Summit final report