



CITY OF MERCER ISLAND **REVISED**

CITY COUNCIL SPECIAL VIDEO MEETING

Tuesday, November 09, 2021 at 3:00 PM

COUNCIL MEMBERS:

Mayor Benson Wong, Deputy Mayor Wendy Weiker,
Councilmembers: Lisa Anderl, Jake Jacobson,
Salim Nice, Craig Reynolds, David Rosenbaum

LOCATION & CONTACT:

Mercer Island City Hall – Via Zoom
9611 SE 36th Street | Mercer Island, WA 98040
Phone: 206.275.7793 | www.mercerisland.gov

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 206.275.7793.

The virtual meeting will be broadcast live on MITV Channel 21 and live streamed on the City Council's [YouTube Channel](#)

Registering to Speak: Individuals wishing to speak live during Appearances will need to register their request with the City Clerk at **206.275.7793** or email the [City Clerk](#) and leave a message before 2:00 PM on the day of the Council meeting. Please reference "Appearances" on your correspondence. Each speaker will be allowed three (3) minutes to speak. A timer will be visible online to speakers, City Council, and meeting participants. Please be advised that there is a time delay between the Zoom broadcast and the YouTube or Channel 21 broadcast.

Public Appearances: Notify the [City Clerk](#) in advance that you wish to speak on camera and staff will be prepared to permit temporary video access when you enter the live Council meeting. Please remember to activate the video option on your phone or computer, ensure your room is well lit, and kindly ensure that your background is appropriate for all audience ages. Screen sharing will not be permitted, but documents may be [Emailed to Council](#).

Join by Telephone at 3:00 PM (Appearances will start sometime after 3:00 PM): To listen to the meeting via telephone, please call **253.215.8782** and enter Webinar ID **874 3200 4078** and Password **730224** if prompted.

Join by Internet at 3:00 PM (Appearances will start sometime after 3:00 PM): To watch the meeting over the internet via your computer, follow these steps:

- 1) Click this [link](#)
- 2) If the Zoom app is not installed on your computer, you will be prompted to download it.
- 3) If prompted for Webinar ID, enter **874 3200 4078**; Enter Password **730224**
- 4) The City Clerk will call on you by name or refer to your email address when it is your turn to speak. Please confirm that your audio works prior to participating.

Submitting Written Comments: Written comments may be submitted at the Mercer Island [Let's Talk Council Connects](#) page. Written comments received by 1:00 PM on the day of the meeting will be forwarded to all Councilmembers and a brief summary of the comments will be included in the minutes of the meeting.

CALL TO ORDER & ROLL CALL, 3:00 PM

PLEDGE OF ALLEGIANCE

AGENDA APPROVAL

APPEARANCES

(This is the opportunity for anyone to speak to the City Council on any item. As it is election season, however, please be reminded that state law (specifically, RCW 42.17A.555) prohibits the use of City facilities for campaign-related purposes with limited exceptions. Accordingly, please do not make campaign-related comments during this time.)

CONSENT AGENDA

1. AB 5978: ARCH 2022 Work Plan and Budget Approval **REVISED**

Recommended Action:

Approve the ARCH 2022 Work Plan and Budget and direct the City Manager to include the revised total of \$55,265 for the 2022 ARCH Administrative Budget in the Mid-Biennial Budget Adjustment.

REGULAR BUSINESS

2. AB 5970: Town Center Parking Study Consultant Finalist Presentations **REVISED**

Recommended Action:

Receive the consultant finalist presentations and participate in Q&A sessions.

3. AB 5968: Metro Long-Range Transit Plan

Recommended Action:

Receive presentation.

4. AB 5969 Legislative Priorities Discussion

Recommended Action:

Provide feedback on the 2022 draft legislative priorities.

5. AB 5964: Potential Interlocal Agreements with Medina/Hunts Point for Marine Patrol Services.

Recommended Action:

Receive report and provide feedback.

ADJOURNMENT



BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

AB 5978
November 9, 2021
Consent Agenda

AGENDA BILL INFORMATION

TITLE:	AB 5978: ARCH 2022 Work Plan and Budget Approval	<input type="checkbox"/> Discussion Only <input checked="" type="checkbox"/> Action Needed: <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Approve the ARCH 2022 Work Plan and Administrative Budget.	

DEPARTMENT:	Community Planning and Development
STAFF:	Jeff Thomas, Interim Director Alison Van Gorp, Deputy Director
COUNCIL LIAISON:	n/a
EXHIBITS:	1. Memo from Cedar River Group 2. ARCH 2022 Budget and Work Program Memo
CITY COUNCIL PRIORITY:	n/a

AMOUNT OF EXPENDITURE	\$ n/a
AMOUNT BUDGETED	\$ n/a
APPROPRIATION REQUIRED	\$ n/a

SUMMARY

11/05/21 Update - Revision to Exhibit #2

ARCH submitted a revision to Exhibit 2 after the City Council packet was published. The City Council packet has been amended to reflect this revision. Changes to Exhibit 2 include removal of the mention of MFTE from the table on page 5 (Mercer Island repealed the MFTE program in 2020) and a correction to the description of ARCH services to be provided to Mercer Island in Attachment A (page 11).

The purpose of this agenda bill is to provide the City Council with an overview of A Regional Coalition for Housing’s (ARCH) 2022 budget and work plan. The [ARCH interlocal agreement](#) (ILA) requires each member to approve the budget and work plan each year.

BACKGROUND

ARCH was created in 1993 by an Interlocal Agreement. Member jurisdictions include Beaux Arts Village, Bellevue, Bothell, Clyde Hill, Hunts Point, Issaquah, Kenmore, King County, Kirkland, Medina, Mercer Island, Newcastle, Redmond, Sammamish, Woodinville, and Yarrow Point. By participating in ARCH, member jurisdictions are part of a joint and cooperative undertaking to collectively plan for and provide affordable housing in East King County communities. Under the terms of the ARCH Interlocal Agreement, each member city must approve the ARCH Administrative Budget and Work Program annually.

Like other local government members, Mercer Island contributes annually to ARCH to provide administrative support for the organization's housing activities. The coordinated approach used by ARCH provides for an efficient use of resources in fulfilling each member's obligations under the Washington State Growth Management Act (GMA) to make adequate provisions for the existing and projected housing needs of all economic segments of the population (RCW 36.70A.070(2)), as well as in sharing resources with regional partners in the provision and administration of affordable housing.

The ARCH Housing Trust Fund (HTF) enables the member jurisdictions to pool resources to directly fund affordable housing development and preservation projects. The HTF typically funds projects that create housing that is affordable for households earning 60% area median income or less.

Mercer Island also receives direct support from ARCH staff in implementing affordable housing policies and programs locally, including monitoring of the affordable units created through the incentive program in Town Center. In addition, when Mercer Island begins to update the Comprehensive Plan (scheduled to begin in 2022), ARCH staff will provide support in terms of research, data analysis, and policy development related to updating the Housing Element.

ARCH ORGANIZATIONAL IMPROVEMENTS

Exhibit 1 is a consultant report from the Cedar River Group analyzing ARCH staff capacity and recommending options for continuing to provide support and oversight as the portfolio of affordable units under ARCH's stewardship continues to grow. This report builds on the recommendations of the 2019 consultant report from Street Level Advisors. In response to these 2019 findings, in mid-2019 the ARCH staff was expanded by 2.0 FTEs to provide more capacity to oversee ARCH's large portfolio of rental and homeownership units. The Cedar River Group analysis has found that ARCH staff capacity has not kept pace with the growth in the number of planning activities and projects that member cities have undertaken with ARCH staff support. In addition, the projects funded by the HTF have grown in complexity and opportunities for this work continue to expand (further detail is provided in Exhibit 1). Based on the findings of the Cedar River Group analysis, the ARCH Executive Board has recommended adding staff capacity through a phased approach that balances members' needs and fiscal challenges. Their recommendation is to add two new positions in 2022 and another in 2023.

ARCH 2022 BUDGET AND WORK PROGRAM

Administrative Budget

Each year, the ARCH Executive Board develops and approves a work program and administrative budget that is advanced to member councils for approval (Exhibit 2, beginning on page 5). The administrative budget supports the staffing and other costs associated with implementing the 2022 work program (summarized below).

The 2022 ARCH Administrative Budget (see Exhibit 2) totals \$1,490,462, which is a 29% increase over the 2021 budget. This increase is largely related to a 2.0 FTE increase in staffing. An administrative fee added last year to transactions in the Homeownership Program and is projected to generate \$150,000 in 2022, enough to fund the staff position that oversees monitoring of units in the program. Member contributions have increased modestly in this budget. Each ARCH member pays a share of the administrative budget. This year, the member contributions have been divided into two categories. The "base" contributions represent the share of the base operating budget that each member contributes, based on population. New this year are "additional" contributions for members that utilize ARCH services to support the operation and monitoring of a local affordable housing incentive program, based on the number of housing units currently in the program.

Mercer island currently has only 13 units in the affordable housing incentive program (located in the Hadley Apartments). Since our portfolio is currently small, our contribution here is at the minimum level.

In 2022, Mercer Island's share of the base operating budget is \$52,264. In addition, Mercer Island's share of the additional dues to support the housing incentive program is \$3,000. Thus, the Mercer Island contribution to the 2022 ARCH operating budget is \$55,265, or 3.7% of the total budget. This represents a 10% increase over the 2021 budget contribution.

Housing Trust Fund (HTF) Budget

In addition to providing administrative support to ARCH, the City also contributes to the HTF to directly support the creation of affordable housing. These contributions play an important role in helping to meet the rapidly growing demand for affordable housing in East King County.

Mercer Island's contributions to the ARCH HTF come from the City's General Fund, designated to ARCH for the purpose of creating affordable housing. The City contributed \$64,000 in 2017, \$96,000 in 2018, \$50,000 in 2019, \$33,768 in 2020 and is budgeted to contribute \$35,000 in 2021 and again in 2022. Funds contributed to the HTF are held in a centralized account at the City of Bellevue and earn interest. In 2020, the HTF provided \$5 million to 3 affordable housing projects in East King County.

Work Program

The ARCH Work Program (see Exhibit 2, beginning on page 7) was adopted in June 2021 by the ARCH Executive Board and includes the following priorities for 2022:

- **Provide a housing needs analysis** for all member cities in support of Comprehensive Plan Updates
- Report on **measurable goals for production and preservation of affordable housing** in the ARCH region
- Continue to **support proposals for dedicated revenue sources** for affordable housing
- **Expand ARCH's capacity** to accomplish its broader mission
- Continue to **provide excellent stewardship** of affordable housing assets, and develop new compliance tools to meet evolving program, property and tenant needs
- Seek opportunities to **advance projects and programs with high potential impact** and facilitate projects in the pipeline to the greatest extent possible
- Develop a **strategic planning process** to guide the ARCH coalition into 2023 and beyond

The ARCH Work Program includes five core areas of work, summarized below:

I. AFFORDABLE HOUSING INVESTMENT

Managing the HTF program, including providing technical assistance to prospective applicant projects and coordinating with other public and private funders. Special projects including transit-oriented development, utilization of surplus properties, supporting efforts to expand shelter capacity, preservation of at-risk affordable housing and investing in predevelopment analysis of potential projects.

II. HOUSING POLICY AND PLANNING

Assisting member cities with housing policy and planning, including Housing Element updates and Housing Strategy Plans, as well as coordinating inter-local, regional and state planning and legislative activities.

III. HOUSING PROGRAM IMPLEMENTATION

Administering local housing incentive and inclusionary programs, including development agreements, multi-family tax exemption (MFTE) programs, inclusionary requirements and voluntary density bonus programs Long-term monitoring and oversight of rental and homeownership housing, including enforcement of affordability requirements, resale restrictions and owner-occupancy requirements. This includes continued implementation of recommendations from the 2019 consultant assessment.

IV. EDUCATION AND OUTREACH

Hosting public events, providing information to the public and engaging communities in understanding and supporting affordable housing efforts. Providing assistance to community members seeking affordable housing, including maintaining a list of interested households and advertising available housing opportunities to the list. Identifying underserved communities and working to increase access to affordable housing for these communities.

V. ADMINISTRATION

Maintaining cost effective administration of ARCH's programs and services. In 2021 this will also include an organizational assessment of ARCH's structure, staffing and capital resources to assess options for expanding organizational capacity.

The ARCH Work Program also includes capacity to assist member city staff with local planning efforts, which is outlined in Attachment A. In 2022, ARCH will assist city staff with the planned Housing Needs Assessment.

NEXT STEPS

The current biennial budget included the City's \$51,729 contribution for the ARCH work program in fiscal year 2022. If the Council moves to approve the 2022 ARCH work plan and budget, staff will include the additional \$3,536 expense during the mid-biennial budget amendments, scheduled for adoption during the December 7, 2021, City Council meeting.

RECOMMENDED ACTION

1. Approve the ARCH 2022 Work Plan and Budget and direct the City Manager to include the revised total of \$55,265 for the 2022 ARCH Administrative Budget in the Mid-Biennial Budget Adjustment.



Analysis of ARCH Staff Capacity and Options for Meeting Members Affordable Housing Needs

September 2, 2021
Prepared by: Cedar River Group

Table of Contents

- Executive Summary..... 1
 - Conclusions and Recommendations 4
- Introduction 6
 - Purpose of Study 6
- Landscape Analysis 8
 - Rapid Regional and Local Growth in Population and Jobs..... 8
 - Changes in Housing 9
 - New Growth, New Funds, New Opportunities 10
- ARCH Accomplishments 12
 - Affordable Housing Investment 12
 - Policy and Planning Support 13
 - Incentive Program Administration..... 13
 - Stewardship of Affordable Units..... 14
 - Outreach and Education 14
 - Administration 14
- Summary of Interviews with ARCH Staff, Members, and Stakeholders 15
 - Overall Assessment..... 15
 - Trust Fund Program Opportunities and Challenges..... 15
 - Work on Policy/Planning/Regulatory Recommendations 16
 - Additional Staff-Identified Capacity Shortages 16
 - Internal Organizational Capacities 16
 - Adding a New ARCH Member 17
- Interviews with Eastside Developers for ARCH Capacity Assessment - Spring 2021..... 18
- ARCH Work and Staffing Trends 22
 - History and Background..... 22
 - Growth in Program Activity 22
 - Staff Capacity and Staffing Trends 23
 - What’s Not Getting Done..... 24
 - Conclusions 25
- Staff Capacity Options..... 26
 - Funding Models 26
 - Other Revenue Factors 26

Staffing/Budget Options 27

Conclusions and Recommendation 29

Overall Assessment..... 29

ARCH Work Plan Needs..... 29

Staff Capacity and Staffing Trends 30

Revenue Opportunities 31

Conclusion..... 34

Executive Summary

Building more housing – and specifically more affordable housing – is an urgent and growing challenge for cities. To address this challenge, East King County cities have worked together for nearly 30 years through A Regional Coalition for Housing (ARCH) and have a proven track record of building and preserving affordable housing across the eastside. Other cities in north and east King County are exploring how to increase affordable housing capacity, including the



possibility of joining ARCH. However, before that option can be evaluated, the ARCH Board wanted to know: ***What is ARCH’s existing capacity to meet the current and near-term affordable housing needs of its current members?*** This study provides that analysis by reviewing data and regional growth trends, ARCH’s accomplishments, its current work plan, trends in ARCH workload and staffing capacity, and interviewing ARCH members, ARCH staff and housing developers.

The study concludes with options, conclusions and recommendations for ARCH staffing to effectively meet the needs of its current members.

There is a dramatic need for more housing – specifically affordable housing – and the need is growing.

The Puget Sound area has gone through tremendous recent population and economic growth. In the past decade, King County with a net increase of 321,000 people was the third fastest growing county in the country, and jobs – particularly high-paying jobs – have grown even faster. The Puget Sound Regional Council (PSRC) predicts another 1.8 million residents and 1.2 million jobs coming to the Puget Sound region by 2050.

Fundamentally, housing production – especially of affordable housing – has not kept up with the area’s growing economy and population. While adding 12 percent more population and 21 percent more jobs, King County has only added 8 percent more houses. In addition, a study found that over the past 10 years, as King County added 67,000 new rental units, it lost more than 112,000 units of housing affordable to those living below 80 percent Area Median Income (AMI).

These factors have combined to leave an estimated 124,000 households severely cost-burdened in King County (paying over 50% of income on housing), with the vast-majority being households at 0 to 30% AMI, and close to 60% renters. Not surprisingly, the burden falls disproportionately upon Black, Indigenous, and People of Color. Households that are American

Indian and Alaskan Native, or Black are roughly twice as likely to be severely cost burdened as White households.

There are new resources and opportunities to face these growing challenges. Local cities have used new authority to create dedicated funding for affordable housing. Local employers have committed new funding resources to affordable housing and local light rail expansion creates new transit-oriented development opportunities. The new State budget includes almost \$300 million for the Housing Trust Fund. And the American Rescue Plan includes billions to help create affordable housing, with more funds possibly available in the pending infrastructure bill.

ARCH has a proven record of building affordable housing, helping cities implement best policies, and maintaining those assets over time.

In the nearly thirty years ARCH has been in existence, its members have achieved a lengthy list of accomplishments. The following provides a brief description of just some of the ARCH's accomplishments:

- Produce or preserve 5,166 units of affordable housing by raising nearly \$80 million for the Housing Trust Fund and leveraging more than \$880 million in other funding.
- Helped ten member cities adopt local incentive or inclusionary programs for developers, including six cities who have offered property tax exemptions. These programs and incentives have yielded more than 2,800 additional affordable units built or in development.
- Established monitoring systems and procedures to ensure continued affordability of units, and compliance with loan terms and conditions.
- Worked on more than 50 policies, plans, code amendments, or regulations for cities, geared toward creating more affordable housing units.
- Created a single point of contact for developers interested in creating affordable units in eastside cities and serves as a central portal for homebuyers and renters looking for affordable homes.
- Supported hundreds of low and moderate income households to achieve homeownership, with ARCH homes creating over \$90 million in appreciation for owners.
- Regularly provides information, education and updates for elected and appointed officials.

ARCH is well-regarded by member cities, outside stakeholders and developers.

In interviews with member cities, stakeholders, and staff, there was widespread agreement that ARCH is doing well at leveraging member resources to achieve results, administering existing programs (with some known gaps), and raising awareness about the need for affordable housing.

Developers echoed these sentiments – viewing ARCH as a good partner that helps developers navigate local processes and work effectively with city staff where projects are located. ARCH was also viewed as an important funder who is comparatively easy to work with and whose initial money helps bring other dollars to projects. Most concerns expressed by developers were structural: ARCH’s limited resources limit their impact, and their governance by multiple cities limits their flexibility and their ability to advocate.

Staff capacity has not grown sufficiently to keep up with member’s needs and requests.

While there has been some recent growth in staff to address the monitoring of affordable units, interviews and analysis of ARCH’s staffing trends and workload show that staff capacity has not grown with the increase in demands from member cities.

Overall staffing: When ARCH was created, 2.5 FTE were hired to provide support to the original 4 member jurisdictions and to manage the Housing Trust Fund. As ARCH membership increased to 16 cities, the number of FTE’s increased to 5 FTE by 2008, where it remained until 2019.

Monitoring & reporting: In 2019, two FTE were added to address the needs of monitoring rental and home ownership units. These hires help meet current obligations for compliance and monitoring, but new units are being added quickly. Keeping a proper staff to unit ratio may ultimately require additional FTE.

Housing Trust Fund: Since 1993 the number of projects funded by the Trust Fund has averaged 4 per year, but the trust fund’s ever-growing portfolio (over 100 contracts) requires more active monitoring than the current one FTE can provide. In addition, the trust fund work is facing increasing demands from both growing opportunity (new funding sources, new TOD sites, more special projects) and growing complexity (higher loan amounts, use of multiple funding sources.)

Planning and programs: In ARCH’s first twenty years (through 2011), ARCH staff completed 26 planning activities for member. There were 91 development projects with city affordable housing incentives or requirements. In the past 9 years, ARCH staff have completed 56 planning activities and there were 111 projects created through local incentives or requirements. Despite this growth, ARCH has not added additional planning capacity since one FTE was created in 2002. Upcoming requested work will place still greater demands on the staff capacity for ARCH.

Additional work items: In conversations with ARCH members and staff and after a review of the ARCH workplan, a number of items were identified that are not getting completed, including:

- Proactive monitoring of project financial sustainability (cash flow, vacancy rates, maintenance needs) for developments created using ARCH funds
- More support implementing cities Housing Strategies / Housing Action Plans
- Providing proactive policy development, planning, research and best practices work

- Conducting Housing 101 and educational/outreach work with elected and appointed officials
- Making affordable housing accessible to diverse communities.
- Updating administration and systems, including implementing new monitoring fees, revising rental covenant documents, and updating internal tracking technology.

Conclusions and Recommendations

Overall Assessment: Member cities clearly value ARCH for the affordable units created and the range of services and supports provided. However, there is demand among ARCH members for creating more affordable units and for additional technical assistance in creating affordable housing policies and programs.

ARCH Work Plan Needs: Based on the interviews with member cities, and discussions with the ARCH Board, the following themes emerged regarding ARCH’s annual work plan, and the needs and interests of members.

- All ARCH cities will rely on ARCH staff for support with Comp Plan Updates and tracking data to comply with Countywide Planning Policies (CPP) reporting requirements.
- Several cities are counting on ARCH support to implement actions from their housing strategy, to facilitate TOD projects or other special projects.
- Some cities had aspirational ideas about expansion of ARCH’s services/role: e.g. facilitating collaboration on homelessness policy/practice, proactive encouragement of best practices.
- In general, smaller jurisdictions with little or no planned growth will not use ARCH for planning services.

Staff Capacity and Staffing Trends: Staff from member cities agreed that ARCH staff are fully utilized and have no additional capacity for new work requests. ARCH staffing has stayed relatively flat, even as the workload has grown.

Revenue Opportunities: There is an opportunity to utilize some existing revenue sources to increase staff capacity. ARCH now has a sustainable source of income from home ownership program fees to support 1 FTE. In addition, King County has expressed a willingness to increase its contribution to ARCH annual operations.

Executive Board Recommendations

Phased Approach to Adding New Staff Capacity: Balancing the different needs expressed by member cities, and the budget challenges facing many cities, the Executive Board recommended a phased approach to increasing staffing.

In 2022, current member dues from all jurisdictions should be used to support the 2021 base staffing level, and new revenue should be used to support two new full time ARCH staff positions:

- A Program Officer working on the Housing Trust fund (paid for from membership dues which would be offset by home ownership fees), and
- An Incentives Program Administrator (paid for by a new tiered-dues structure – see below)

In 2023 one additional position should be added:

- A Housing Programs, Special Projects Manager

Use New Revenues and Create a New Tiered Dues Structure Based on the Level of Program Activity: The Program Officer can be paid for with existing fee revenues that have been collected by ARCH. The Incentive Program Officer presents an opportunity for ARCH to implement a tiered dues structure based on the number of projects each city has in their incentive program. (See Chapter 8 for further details about the tiered structure.)

Conclusion

The changes proposed by the Board are essential actions to help ARCH staff capacity catch-up with long-standing shortages in staffing and meet member's most pressing existing and near-term needs.

This new capacity will make a significant difference, but the need for ARCH's services will likely continue to outstrip capacity, given the anticipated growth of the work program, and potential future requests from other cities in north or east King County to join ARCH.

Finally, there are structural tensions within the organization that were not possible to address in this evaluation (such as the desire from external stakeholders for us to be stronger advocates, or the disparate level of commitment to housing across our member councils). A strategic planning process is needed in 2022 that can address these and other pressing issues outside the normal course of operations and budget cycles.

Introduction



In east King County and across the entire Puget Sound region, building more housing – and specifically more affordable housing – is an urgent and growing challenge for cities. Housing costs in the central Puget Sound region are some of the highest in the country – for both renters and home buyers. Even through the pandemic, housing costs remained at historic highs.

In the face of these challenges, many cities in King County (and elsewhere) have found value in sharing staff and funding resources in an

organized collaboration. For nearly 30 years, East King County cities have worked together through A Regional Coalition for Housing (ARCH) and have a proven track record of building and preserving affordable housing across the eastside. The ARCH model has been so successful that it is now being replicated in South King County and Pierce County.

Over the years, ARCH member cities have found that there are challenges both for developers hoping to construct more affordable homes and for the cities that want more affordable units in their community. In recent years one of the challenges that everyone faces is rapidly escalating costs – the rising costs of land, construction materials, labor, planning. Developers must also navigate the individual zoning restrictions, building codes, permitting processes, and affordable housing incentives or requirements for each city to find a suitable location to efficiently build a project that meets both the future tenants’ needs and is supported by the community. At the same time, cities have been exploring, and adopting, strategies to increase affordable development and preservation, including expedited permitting, local zoning or other land use incentives or requirements, and new funding sources for the ARCH Housing Trust Fund.

To successfully build affordable housing requires willing and supportive elected leadership; a suitable site with the right zoning and location; a variety of funders; and skilled technical knowledge to help cities facilitate both the building and financing of affordable units. This combination asks a lot of local cities and their staff. ARCH staff have provided housing-specific technical assistance and support for its members, that many cities do not have the capacity to create on their own.

Purpose of Study

As the need for more affordable housing increases in every community, those cities that are part of the ARCH collaboration are exploring how they can create more affordable housing, and those cities who are not ARCH members are considering their options for strengthening their work on affordable housing.

In the King County 2019-2020 biennial budget, funding was approved to examine how cities that are not currently ARCH members may collaborate more effectively with one another. There are currently two cities – Shoreline and Lake Forest Park – in north King County that are outside of the ARCH service area (referred to as the “ARCH Sphere of Influence”). There are also several cities in east King County that are located within the ARCH service area that are not ARCH members – Carnation, Duvall, North Bend, and Snoqualmie.

One of the options being considered by several of those cities in north and east King County is the possibility of joining ARCH. However, before that option can be evaluated, the ARCH Board requested an analysis of ARCH’s existing capacity to meet the affordable housing needs of its current members. This study provides that analysis by reviewing data and regional growth trends, ARCH’s accomplishments, its current work plan, trends in ARCH workload and staffing capacity, and interviewing ARCH members, ARCH staff and housing developers.

The study concludes with recommendations for ARCH staffing to effectively meet the needs of its current members.

Landscape Analysis

A number of factors influence both the need and opportunities for affordable housing units in ARCH member cities. The following provides a description of several of the strongest influencing factors.

Rapid Regional and Local Growth in Population and Jobs

Rapid Population Growth: The Puget Sound area has gone through tremendous recent growth. In the past decade (2011- 2020), King County had a net increase of 321,000 people, and was the third fastest growing county in the country – increasing in population by 12 percent.^{1 2} And much of that growth was centered in the Eastside. Looking at either absolute population growth or growth rate, 7 of the top 25 fastest growing cities in the Puget Sound region were Eastside cities (although annexation accounted for some of that growth).³ And with this growth, the Eastside has become more diverse – both Bellevue and Redmond have become over 50% people of color – including significant increase in Asian, Hispanic and multiracial populations.⁴ This growth is projected to continue – with Puget Sound Regional Council (PSRC) predicting another 1.8 million residents coming to the four-county region by 2050.⁵ The population growth has created unprecedented demand for available housing units.



Even Faster Economic Growth: This growth in population has been matched with tremendous economic growth. Large employers, particularly those focused in technology, along with smaller companies, have helped drive the local growing economy, and fueled a growth in high-paying jobs. In fact, jobs grew even faster than population – in the past decade, the number of jobs in King County grew by 21 percent.⁶ The result has been a steady growth in income – from 2000 to 2018, King County’s median household income increased from \$53,157 in 2000 to \$95,009 in 2018, an increase of over 78%.⁷ Some significant portion of that rise in income is driven by the information and technology sector in two ways. First – the new jobs and new households were

¹¹ <https://www.seattletimes.com/seattle-news/data/king-county-had-decades-third-largest-population-growth-among-u-s-counties>

² <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/why-does-prosperous-king-county-have-a-homelessness-crisis#>

³ <https://www.psrc.org/sites/default/files/trend-population-202010.pdf>

⁴ <https://www.heraldnet.com/northwest/decade-in-demographics-top-5-changes-in-the-seattle-area/>

⁵ https://www.psrc.org/sites/default/files/2050_macro_forecast_web.pdf

⁶ <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/why-does-prosperous-king-county-have-a-homelessness-crisis#>

⁷

<https://kingcounty.gov/independent/forecasting/King%20County%20Economic%20Indicators/Household%20Income.aspx>

disproportionately higher-income: “Sixty percent of the new households in King County between 2006 and 2016 earned \$125,000 or more per year, while 18 percent earned less than \$50,000,” Second - the wages for these new information jobs grew at a faster rate: “[between 2005 and 2018], average annual wages for an information worker increased 127%.”⁸ As with population, the growth in jobs is projected to continue – with average annual predicted 1.3 percent growth leading to another 1.2 million jobs coming to the Puget Sound region by 2050.⁹

Changes in Housing

Falling Behind on Housing: Fundamentally, housing production – especially of affordable housing – has not kept up with the area’s growing economy and population. While adding 12 percent more population and 21 percent more jobs, King County has only added 8 percent more houses. Looking at the Puget Sound region: for every 1 new housing unit, the region added 3 new residents (2010 to 2019) and 4 new jobs (2010 to 2016).¹⁰ The types of housing has changed to try and meet the new demands. While production of single-family homes has remained relatively steady at 6,000 – 8,000 per year, multi-family housing has shown tremendous growth in the Puget Sound. In 2010, less than 5,000 homes were in multi-family developments; in 2019, almost 20,000 new homes were built in multi-family developments.¹¹

And in addition to the challenges stemming from new production failing to keep pace with the new demand, the region is also losing previously affordable housing units. McKinsey & Company found that over the past 10 years, as King County added 67,000 new rental units, it lost more than 112,000 units of housing affordable to those living below 80 percent Area Median Income (AMI). The McKinsey study cited the two largest drivers as: rents on units rising faster than incomes and lower-cost units being demolished to make way for more expensive units.¹²

The Net Result – A Squeeze on Housing: As a result of these factors, the cost of homeownership and rental have risen dramatically in the area. Just recently, *the Seattle Times* reported that for November, the year over year price for Seattle-area homes grew by 12.7 percent, the second highest growth in home prices in the nation.¹³ And this is not new – the King County Regional Affordable Housing Task Force Final Report cites that in King County “from 2012 to 2017, median home sale prices increased 53 percent and average rents increased 43 percent.”¹⁴ For east King County, the average cost of either homeownership or renting an apartment now exceeds the cost-burden thresholds for even a family earning 100 percent of area median

8

<https://kingcounty.gov/independent/forecasting/King%20County%20Economic%20Indicators/Household%20Income.aspx>

⁹ https://www.psrc.org/sites/default/files/rhna_early_findings_20201009_stakeholder_event.pdf

¹⁰ https://www.psrc.org/sites/default/files/rhna_early_findings_20201009_stakeholder_event.pdf

¹¹ https://www.psrc.org/sites/default/files/rhna_early_findings_20201009_stakeholder_event.pdf

¹² <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/why-does-prosperous-king-county-have-a-homelessness-crisis#>

¹³ <https://www.seattletimes.com/business/real-estate/seattle-home-prices-still-climbing-at-second-fastest-rate-in-nation/#>

14

https://www.kingcounty.gov/~media/initiatives/affordablehousing/documents/report/RAH_Report_Final.ashx?

income.¹⁵ As of 2018, the median purchase price of a home in East King County was \$813,000,¹⁶ corresponding to an income of over \$125,000 needed. As of October 2020, the average rent for most Eastside cities was over \$2,000 a month, requiring a median income of over \$80,000 to avoid being cost-burdened.¹⁷

A Growing and Inequitable Number of Cost-burdened Families: Households that spend more than 30% of their income on housing are considered “cost-burdened,” and “severely cost-burdened” if spending more than 50% of their income on housing. In King County, it is estimated that over 124,000 households are severely cost-burdened, with the vast-majority focused at 0 to 30% AMI, and close to 60% of those being renters. Not surprisingly, the burden falls disproportionately upon Black, Indigenous, People of Color (BIPOC) communities: households with head of households who are American Indian and Alaskan Native or Black are roughly twice as likely to be severely cost burdened as White households.¹⁸ Across the county (as of 2015), 45% of renters and 29% of homeowners were cost-burdened (including severely-cost burdened). On the Eastside, 36% of renters and 29% of homeowners were cost-burdened or severely cost-burdened.¹⁹

New Growth, New Funds, New Opportunities

The Eastside has new resources and opportunities for Affordable Housing: As the issue of affordable housing has exploded into a local, regional, statewide and even national issue, more resources are emerging to support affordable housing. Two recent state measures (HB 1406 & HB 1590) have created dedicate funding streams for cities and counties to work on affordable housing. Large local employers, most notably Microsoft and Amazon, have both made recent national news with commitments to funding more affordable and middle-income housing. Regionally, the new expansion of light rail to the Eastside creates new, important locations for equitable transit-oriented development. At the State level, the 2021- 2023 budget includes \$175 million for the Housing Trust Fund and an additional \$120.9 million in investments in housing and shelters. And nationally, this spring’s American Rescue Plan includes an allocation of nearly \$5 billion in funds to help communities across the country create affordable housing, and more funds may be available in the pending infrastructure bill.

In the face of all the challenges outlined above, all of these new resources (and more) will be needed., Based on what ARCH has learned administering the Housing Trust Fund, it will take

¹⁵ https://www.kingcounty.gov/~media/initiatives/affordablehousing/documents/report/RAH_Report_Final.ashx?la=en

¹⁶ https://www.kingcounty.gov/~media/initiatives/affordablehousing/documents/report/RAH_Report_Final.ashx?la=en

¹⁷ Source: Rent Café Market Trends, October 2020 (From HDC presentation)

¹⁸ <https://www.kingcounty.gov/~media/initiatives/affordablehousing/documents/Meetings/rah-posters-FINAL-PRINT.ashx?>

¹⁹ <https://www.kingcounty.gov/~media/initiatives/affordablehousing/documents/Meetings/CAI-RAH-Deck1031.ashx?la=en>

dedicated and skilled staff with capacity to help ensure these new resources best meet the ever-growing affordable housing needs.

ARCH Accomplishments

The ARCH collaborative structure was created in 1992, with four initial members. Since that time ARCH has grown to include 16 member jurisdictions. Its staff conduct work in six broad areas:



- Affordable housing investment using the ARCH Housing Trust Fund
- Policy and Planning support for member jurisdictions
- Incentive Program Administration for cities that have adopted affordable housing incentives
- Stewardship of affordable housing units created via new development, rehabilitation
- Outreach and education to member cities and the public
- Program Administration

The following provides a brief summary of ARCH's major accomplishments to date. See Appendix XX for more details.

Affordable Housing Investment

Units Created Using the ARCH Housing Trust Fund

Between 1993 – 2020 the Trust Fund was used to create 5,166 units of affordable housing. The majority of those units were for families (nearly 3500 units), but housing was also created for homeless, seniors and special needs populations. Projects funded with the Trust Fund are located in 10 ARCH-member cities. ARCH staff work with municipal officials, developers and other funders to create these units.

ARCH Funds Raised and Other Sources Leveraged

ARCH members have raised nearly \$80 million for the Housing Trust Fund since its inception. That includes financial contributions from members, land donated and fee waivers for affordable housing projects. Those ARCH funds are used to leverage a variety of other sources to build or preserve affordable units, including:

- Low Income Housing Tax Credits (\$310 million)
- Tax Exempt Bonds (\$244 million)
- State of Washington Funds (\$61 million)

- King County Funds (\$80 million)
- Other Funding (\$186 million)

In total ARCH has leveraged more than \$880 million in other funding sources for affordable housing projects in East King County cities. In other words, for every \$1 dollar contributed by ARCH, more than \$10 is leveraged from other sources for creation of affordable units.

Policy and Planning Support

ARCH staff provide support as requested by member jurisdictions. The level of support varies from member to member. In some cases, the support may include research on best practices, data analysis, financial modeling, and technical advice. For other members it may include drafting policies or code/regulatory proposals. ARCH staff have worked on more than 50 policies, plans, code amendments, or regulations for member cities, geared toward creating more affordable housing units in those local communities.

Between 2015 – 2020 seven cities asked for assistance from ARCH in creating housing elements for their comprehensive plans, and/or local housing action strategies. In addition, three more cities will soon be developing housing action strategies that will utilize some level of assistance from ARCH staff.

Incentive Program Administration

Cities may offer a variety of land use incentives to help reduce the cost of housing development, and in return a developer commits to providing a certain number of units at affordable rates. Incentives could include offering increased height or density in return for including affordable units in a development, zoning that allows for smaller lot sizes, smaller unit sizes, use of alternative housing types, or waiving or reducing permit/impact fees. ARCH staff work with local cities to create the incentive programs.

In addition, ARCH staff have provided technical support and assistance to cities that adopt the Multi-Family Property Tax Exemption (MFTE) program as allowed by state law. Developers can receive a tax exemption in exchange for creation of income- and rent-restricted units. This has become an important tool for many developers building affordable housing.

Between 1992 – 2021 more than 2800 affordable units have been created or are in development. Ten (10) ARCH-member cities now offer different types of incentive programs for developers. Historically incentives have been used by ARCH member cities to create units for moderate income households making 80 – 120% of Area Median Income (AMI). More than half of all incentive units created or in development (1515) are for households making 80% of AMI. In more recent years cities have begun to use the incentives to create units for lower income households, those making between 50 – 70% of AMI.

Stewardship of Affordable Units

There are now nearly 8,000 income- or rent-restricted units created through the Housing Trust Fund and the various incentive programs across ARCH-member jurisdictions. Roughly 7,000 of these are rental units and 1,000 are homeownership units. Once developers commit to creating affordable units, ARCH staff ensure the creation of those units and monitor and report on the continued affordability of those units over time.

Outreach and Education

ARCH staff regularly provide information, education, and updates for elected and appointed officials in member jurisdictions. Staff provide updates about ARCH activities, state and federal program/funding opportunities, information about local and Eastside affordable housing needs, goals and strategies, and generally serve as a resource for City Councils, Planning Commissions, city staff, and local residents interested in affordable housing issues.

Administration

ARCH has done a great deal to share resources across jurisdictions, create consistency in practices and procedures, and create efficient processes. Their work includes:

- Creating a single point of contact for all developers interested in creating affordable units in eastside communities, which greatly increases efficiencies for developers
- Using standard guidelines for income verification for all ARCH-funded projects, across all cities
- Create and use common rent/income/pricing guidelines for all ARCH-funded projects
- Serve as a central portal for homebuyers looking for affordable homes
- Create a centralized affordable housing data base that all member jurisdictions can use
- Conduct routine project audits

Summary of Interviews with ARCH Staff, Members, and Stakeholders



In February and March 2021 ten interviews with ARCH members and outside stakeholders were conducted, along with a group discussion with ARCH staff. The following provides a summary of the discussion about ARCH staff capacity and how ARCH staff are meeting the needs of member jurisdictions.

Overall Assessment

- **There was widespread agreement that ARCH is generally doing well at administering existing programs** (with some known staffing gaps), but that staff seem to be fully utilized.
- **The organization doesn't currently have capacity at the staff or board level to become a driver for more proactive strategies** (increasing funding, advocating for new policies, expanding partnerships, etc.), or to expand its services to new members/geographic areas.
- **There was a sense from outside stakeholders that ARCH should be scaling up its activities** to meet the dramatic growth and need for affordable housing in east King County. It was not clear that member cities feel the same way.

Trust Fund Program Opportunities and Challenges

- **ARCH has been highly successful in administering and leveraging local funds** with minimal staff resources (1 staff position).
- **The trust fund's large portfolio requires active monitoring** to collect loan repayments and restructure agreements as projects age program, as it now encompasses over 100 contracts and tens of millions of dollars in funding – and growing. Other public funder agencies have shifted to creating dedicated asset management staff.
- **Significant opportunities lie ahead** as ARCH members have begun to increase their level of investment and adopt new funding sources, plus new TOD opportunities and other special projects.

Work on Policy/Planning/Regulatory Recommendations

- **Planning activity has been steadily increasing in recent years**, even as ARCH role in policy/planning work varies from year to year and city to city, and a lack of clarity in ARCH's ongoing role makes it difficult to plan for needed capacity/skillsets.
 - Between 1992 – 2014 ARCH staff supported approximately 1.5 housing strategy plans, housing comp plan elements or code amendments per year for member cities.
 - Between 2015 – 2020 ARCH staff completed 8.0 strategies, plans or code amendments per year.
- **ARCH hired one Planner in 2002 and has added no additional planning capacity since.**
- **Some member cities are doing their own work on affordable housing policies or plans**, and ARCH staff have a sense this may be because the members don't believe ARCH has the capacity to complete high priority policy development in a timely manner.
- **ARCH's primary planner is also responsible for administering city incentive programs** (preparing developer agreements and covenants for MFTE, inclusionary and bonus programs). This increasingly competes with ARCH's role in supporting new policy/program development.
- **The upcoming work will place greater demands on the planning staff capacity for ARCH**, including on TOD, station area planning, and comp plan revisions.

Additional Staff-Identified Capacity Shortages

- **Proactive policy development, planning, research and best practices work would require more staff capacity**, to the extent ARCH members would like staff to be more involved.
- **Conducting regular Housing 101 and educational/outreach work is not being done regularly** with members and communities to create and sustain deeper understanding about affordable housing issues and the work ARCH does.
- **Making affordable housing accessible to diverse communities would require additional capacity** for marketing and outreach. This was a recent addition to ARCH's work program, but no new staff capacity was created for this work.

Internal Organizational Capacities

- **The recent addition of 2 FTEs has provided the level of staffing needed to meet current obligations for compliance and monitoring for the Homeownership and Rental programs.**

- **However, new units are being added quickly**, and the organization needs to be mindful of the metrics recommended in 2019 about the number of units per FTE.
- **ARCH staff is getting good utilization from interns, but it is an uncertain source of labor** that comes with the internalized cost of replacing and training. They could be using consultants to meet some of the capacity gaps but there are not resources to hire consultants.
- **ARCH can no longer use some homegrown excel sheet to track 1000s of units.** There is a need to update, but there are not the time, staff or funding resources to do so.

Adding a New ARCH Member

- **Staff believe that adding a new city as an ARCH member would require additional staff capacity in the areas where shortages already exist** (policy, planning and regulatory work, as well as trust fund project-related work).

Interviews with Eastside Developers for ARCH Capacity Assessment - Spring 2021

As part of the process, seven developers were interviewed – they were deliberately chosen to cover a variety of perspectives – smaller and larger, nonprofit vs. for profit, those that had received ARCH funding vs. those that had not yet. Below are some of the highlights from the conversations.

Developers Interviewed:

- **Len Brennan** (Shelter Resources)
- **Allen Dauterman** (Imagine Housing)
- **Kim Faust** (Main St. Property Group)
- **John Fisher** (Inland Group)
- **Kim Loveall Price** (DASH)
- **Emily Thompson** (GMD Development)
- **Kevin Wallace** (Wallace Properties)



1. What has been your past experience with ARCH and how would you describe that experience? What was best about working with ARCH? What was most challenging? If you have not worked with ARCH, why not?

- **ARCH is seen by many as a good partner:** *“They will strategize with developers;”* *“Under the new leadership the work on compliance is easier and more collaborative”*
- **But there is some concern about flexibility/responsiveness:** *“Process is cumbersome because of the number of councils they have to report to.”* *“The more flexible ARCH can be the better the chances of getting to their end goal.”*
- **ARCH’s limited resources limit their impact:** *“Their leadership is good, but there is not enough resource available for new development or rehab.”* *“The amount of money that ARCH has available is not enough to make a big difference in each project.”*
- **Some express concern that ARCH is doing less advocacy for Eastside than in the past:** *“Don’t think ARCH acts as much of an advocate as in the past;”*

- **Some developers want ARCH to be more of a partner:** *“For affordable housing, has to be a collaboration between ARCH and developers.” “Need to be more of an advocate, understanding and supportive of developers.”*

2. In your experience, how does working with ARCH compare to working with other sources of funding for affordable housing? For those working with ARCH on affordable housing incentive programs, how does that work compare with other locations or jurisdictions?

- **Compared to other partners, ARCH is seen as comparatively easy:** *“They are the best of the three (between county, state and ARCH).”; “Conditions in contracts very easy compared to other funders.”;*
- **Developers appreciate their insight:** *“Good feedback quickly on your project,” “They are reasonable and they work in partnership.”*
- **ARCH is helpful navigating cities:** *“Staff typically take the lead in working with local governments. That is helpful – so the developer doesn’t have to work with each individual city.”*

3. Stepping back and thinking regionally - what would you describe as the most important accomplishments for ARCH?

- **Developers value the creation of the coalition and focus on the issue:** *“Getting cities to work together to solve affordable housing was a good one.” “ARCH has done a good job raising visibility with cities on affordable housing.”*
- **ARCH is also an important advocate to cities:** *“They have also helped with advocacy... talking with Mayors and Council members to create support for and action around affordable housing.”*
- **ARCH is a valuable finance partner:** *“They have helped provide small amounts of gap financing for 9% projects that have lower income targeting.”*

4. What do you think of as ARCH’s most important role in helping developers build affordable housing: funder of affordable units, technical assistance on understanding local regulations and ordinances, helping find additional funding, helping find tenants, providing ongoing monitoring?

- **Developers value the funding, especially as an initial money that brings other dollars:** *“As the first funder to commit money they showed local commitment that was important with other funders.” “ARCH is effective at leveraging other funds and bringing other funders along.”*
- **Some smaller developers value their technical assistance:** *“The technical assistance in understanding local development regulations and ordinances.”*

5. What are the primary obstacles to constructing affordable housing in East King County cities?

- **There simply needs to be more dedicated funding:** *“More resources are needed, particularly in the 4% pool of projects.” “There is not enough availability of state and local resources to make projects happen.”*
- **Several developers pointed to costs – particularly of land, but also of permitting:** *“The cost of land is out of reach;” “Permitting is starting to get bad; 1 year process is a bit of overkill.”*
- **There is interest in cities streamlining permitting and easing zoning:** *“All cities have extraordinarily expensive: permitting; regulations; etc. “ARCH could find a way to make zoning/rezoning more achievable and predictable.”*
- **Several also mentioned need to ease parking requirements:** *“Parking ratio reductions would help.” “Parking regulations are an obstacle in some jurisdictions.”*
- **There is also interest in a more unified voice/approach from the Eastside cities:** *“Each city has its own agenda, own strategy.” “What are cities going to do collaboratively?”*
- **There are concerns that requirements and funding for low-income are making middle-income housing unaffordable:** *“Need to kick-in money for nonprofits to produce less than 60% AMI housing, but don’t make it not viable to produce middle income housing to pay for it.” “Putting the full burden on developers is not fair.”*
- **There are few “competitive sites”:** *“If you are not competitive you won’t get a resource allocation from the state.... sites score well that have access to services and transit, but there are minimal transit corridors on the Eastside compared to Seattle.”*

6. What could ARCH do more of, less or, or do differently – either for developers or for member cities – to support the building of more affordable housing on the Eastside? Any other final thoughts?

- **Some want more advocacy within cities for individual projects:** *“Advocating for projects, funding and expending.” Maybe ARCH could hire a planner to work with all cities to interface with cities to make sure projects are going through process efficiently. “ARCH could have a seat at the table on behalf of developers. Lots more they could do to help with zonings and site approvals.”*
- **And some want more advocacy across cities on policy:** *“Build the coalition and advocacy to the cities;” “Unify voices and policy”; “Can HDC provide some capacity to ARCH to do advocacy work?”*
- **A few expressed interest in ARCH using more private/public partnerships:** *“Why not take advantage of profit/nonprofit joint ventures, as for profits have experience, liquidity,*

can bring capital, etc.” “The tax credits were meant to be private/public partnerships...In WA there is a sense that private developers are not as good as nonprofits.”

- **A few had specific ideas:**

- *“ARCH could act as a clearinghouse for surplus properties across cities.”*
- *“Cities that are choosing to do parallel funding paths-- that makes no sense. Give ARCH more money to do more work. The beauty of ARCH is the single point of contact for East King County.”*
- *“The For Sale ARCH program is inequitable and needs to be fixed... [providing a giant benefit to one family, but nothing to others...]*

ARCH Work and Staffing Trends



One of the foundational principles behind ARCH is that member jurisdictions pool resources to build or preserve affordable units across the Eastside, and to create a shared staff resource with specialized expertise in affordable housing that provides support to all members. Many member cities rely on ARCH’s expertise to help them analyze and develop projects, interact with developers, draft policies and regulations to promote the development of affordable housing, and monitor affordable units within cities that have been created as a result of city policies and

programs. The history of ARCH has been to apply resources efficiently and to increase the capacity of the organization incrementally as it has grown.

History and Background

ARCH began in 1992 with 4 initial member jurisdictions. Three years later there were 8 members, and by 2008 there were 16 members (which is today’s membership). Over time the demands on staff have increased for several reasons:

- 1) As the number of ARCH members increased the requests for staff time and support also increased,
- 2) Both the growing ARCH Housing Trust Fund and new city affordable housing programs (e.g., MFTE and inclusionary zoning) have created an increasing portfolio of units with more work required to create, monitor and report on those units in the expanding portfolio,
- 3) Affordable housing has become a priority issue for many cities and interest in creating developer incentives or new land use policies that promotes affordable housing has increased dramatically, and
- 4) The need for affordable housing across King County and in Eastside cities has increased significantly as housing costs and demand for units have soared.

Growth in Program Activity

Growth of Housing Trust Fund

Since 1993 the number of projects funded by the Trust Fund has averaged 4 per year. Although annual funding (cash contributions and land donations) has fluctuated significantly from year to year, in general the funding provided by members to the Trust Fund has been relatively flat. The highest number of projects in any given year was 9. However, while the annual number of projects has been relatively constant, the projects funded by ARCH have become more complex,

with higher loan amounts and use of multiple funding sources. Many of the projects require specialized staff expertise to analyze and evaluate project proposals.

Growth of Planning Activities

ARCH staff provide a variety of affordable housing planning activities for member jurisdictions, including development of local housing strategy plans, housing elements of comprehensive plans, code amendments, or regulatory proposals. In ARCH's first twenty years (1992 – 2011) ARCH staff completed 26 planning activities for member jurisdictions. In the past 9 years (2012 – 2020) ARCH staff have completed 56 projects for members. There has been a pronounced increase in activity since 2015. This has been due to several factors, including the increase in affordable housing needs across ARCH cities and the county, the heightened interest on the part of many jurisdictions to develop strategies that will address local affordable housing needs, and an increase in requests from member cities to assist in the creation of state-required housing elements in local comprehensive plans. It is anticipated that there will be a number of new requests for support as local comprehensive plans are updated between 2021 – 2024.

Growth in the Number of Affordable Units Monitored

In addition to creating affordable units through use of the Housing Trust Fund, ARCH member cities also use a variety of land use and policy incentives and requirements to create new units. When those units are created, the city's programs typically place a cap on the price of units to be sold or rented (to ensure affordability), and require that the income of renters or buyers cannot exceed certain limits (to make sure only households with limited incomes occupy those units). When the units are initially completed, and over time as they change hands, ARCH staff monitors those units to make sure that the pricing and owner/renter income restrictions are being met.

There has been a considerable increase in the number of incentive programs adopted by ARCH member cities. Ten cities now offer incentives to create more affordable housing. In ARCH's first 20 years there were 91 projects that were required to meet a city's local affordable housing incentive of requirement. In the past 9 years, there have been 111 projects. With each new project the total grows, and there are now more than 2800 units (owner occupied and rental) that ARCH staff monitors to insure they are in compliance with local requirements.

Regional Affordable Housing Need

As mentioned in the Landscape Analysis earlier in this report, across east King County cities 36% of renters and 29% of homeowners were considered either cost burdened (spending more than 30% of their household income on their housing costs) or severely cost burdened (spending more than 50% of their income on housing). Given the trends in increasing rents and home prices, these numbers are not likely to change soon.

Staff Capacity and Staffing Trends

When ARCH was created, 2.5 FTE were hired to provide support to the 4 member jurisdictions and to manage the Housing Trust Fund. As ARCH membership increased the number of FTE's

increased to 5 FTE by 2008. Staff capacity remained at approximately 5 FTE between 2008 – 2019. In 2019 two FTE were added to address the needs of monitoring the rental and home ownership units. At the time, the number of rental and ownership units created by ARCH resulted in their staffing ratios (for the number of units each staff member had to track, monitor and report on) being far below the best practices standards established by other cities around the region and the country. The two additional FTE brought ARCH into compliance with those best practices standards.

What's Not Getting Done

In conversations with ARCH members, ARCH staff and after conducting a review of the annual ARCH workplan, a number of projects and tasks were identified that are not getting completed with the existing staff capacity. The following are some of the topics identified:

Housing Trust Fund

- Funding policy
 - Provide options to ARCH members and conduct analysis on those options for the potential creation of a dedicated funding source for Eastside cities.
 - Revisiting parity goals (work started in 2017-2018)
- Oversight of existing investments:
 - Be more proactive in monitoring project financial sustainability (cash flow, vacancy rates, maintenance needs) for developments created using ARCH funds
 - Loan monitoring (ensuring timely loan repayments)
- Conduct more proactive work and technical support to generate special projects (TOD, preservation, surplus property, faith community property, etc.)

Policy, Planning, Incentive Programs

- Work with cities that have adopted Housing Strategies/Housing Action Plans to implement more of the strategies identified
- Work with cities who have yet to create and adopt Housing Strategies/Housing Action Plans
- Work with ARCH members to establish Eastside housing production and preservation targets
- Do more work to coordinate across cities – sharing best practices, program evaluations
- Streamlining interface for developers who utilize incentive programs

Rental Program Monitoring and Administration

- Work with member cities to establish a monitoring fee that would help defray the cost to monitor ARCH units
- Create new rules for parking charges for ARCH rental units
- Review ARCH Rental Covenant for needed updates
- Explore centralized application portal for all properties with ARCH rental units

Education, Outreach and Administrative Procedures

- Update ARCH bylaws
- Improve and enhance data bases used to monitor ARCH-funded units
- Improve the ARCH website, making it more interactive and useful for all users
- Conduct more Housing 101/outreach events with member cities
- Building partnerships to market new housing to households in need

Conclusions

Based on the interviews with ARCH members, staff and outside partners, and review of workload trends and the annual ARCH work plan, several conclusions were reached regarding ARCH staff capacity.

- The **existing staff are fully utilized** and have no additional capacity for growth. ARCH member cities are reluctant to ask ARCH staff to take on new projects because the staff are fully booked.
- Gaps have begun to emerge, and **elements of the work program are not being accomplished**. Some tasks have been on the work plan for several years because there is not the capacity to move the work forward.
- Trends suggest that **workload will continue to grow**. This applies to the continued growth of the Housing Trust Fund, and the continued demand for planning, research and data analysis services.
- **Deficiencies will grow** as new projects and units come online. As the number of Trust Fund units and incentive units are built, it will be difficult to update practices and policies that are already in need of improvement.
- **Additional staff are needed** to catch up to current demands and to absorb the expected near-term growth in work.

Staff Capacity Options

After conducting the analysis described in the earlier chapters, the ARCH board was presented with three options for different approaches to addressing staff capacity issues. Several conclusions and themes were highlighted to inform the deliberations about the staffing/budget options.



Funding Models

Two funding models were presented to the ARCH Board for consideration:

- Per capita allocation to all members, except King County (same as the existing model)
 - In addition, this model could add optional on-call consulting services paid based on actual services used
- Tiered membership:
 - Base membership: Would include administration of the Housing Trust Fund, program administration/monitoring, and outreach activities, all allocated on a per capita basis
 - Optional tier for policy/planning services, and/or or incentive program support provided by ARCH staff that would only be paid by those cities expecting to utilize those services.

Other Revenue Factors

In addition to the two funding models, there are other revenue sources that were identified for consideration by the board.

Fee Revenue

- Current fee revenue collected by ARCH will cover the cost of at least 1.0 FTE
- Cash reserves up to \$150k as of YE2020, will continue growing as fees accumulate
- Additional revenue could be generated as cities work toward authorizing ARCH to collect administrative fees from rental projects
- Offering fee for services to other cities not currently ARCH members (as is currently being done with the City of Duvall) may be an opportunity in the future, but is not an immediate factor.

King County Revenue

- King County has expressed interest in increasing dues from \$75,000 up to \$125,000.

Staffing/Budget Options

Three staffing options were identified to add new staff capacity to ARCH. The first option would add 1 FTE, the second option 2 FTE, and the third option 3 FTE. In preliminary conversations the Board indicated that doing nothing, not adding any new capacity, was not an option they wanted to consider.

Option 1 – Baseline budget, 1 FTE covered by fees

- Member dues continue to pay for existing staff positions (increase in combined dues no more than 4% increase)
- City member dues are distributed on per capita basis; King County dues remain close to \$75k
- Use fee revenue to add 1.0 FTE:
 - Incentive Program Administrator – This new position would be responsible for working with developers and preparing agreements for projects using land use/tax incentives
- Could use available reserve funds to hire temporary staff position or other support for loan monitoring
- Evaluate areas of the work program that can be reduced in the future

Option 2 – Address Immediate Gaps (Add 2 FTE, 1 with fees, 1 with dues – from some or all members)

- Base member dues continue to pay for existing staffing levels
 - King County dues increase to \$125k
- Fee revenue pays for Homeownership staffing, frees up base member dues to add 1 FTE:
 - Trust Fund Program Officer – This new position would be responsible for managing the ARCH loan portfolio, and would enable ARCH to absorb an increase in transactional work (could include assisting Bellevue with allocation of additional funds).
- Additional services above the base membership could be paid by cities that use ARCH for incentive program administration, or by all cities:
 - Incentive Programs Administrator – This new position would be responsible for working with developers and preparing agreements for projects using land use/tax incentives

- Explore shared contract for on-call consulting services on policy/planning, financial analysis and modeling, special project management and other services.

Options 3 – Plan for Growth (Add 3 FTE, 2 from dues, 1 from fee revenue)

- Base member dues pay for 1 additional FTE:
 - 1 FTE: Trust Fund Program Officer (described in Option 2)
- 1 FTE paid by dues above base member dues – paid by cities actively using ARCH for incentive program administration:
 - 2 FTE: Incentive Program Administrator (described in Options 1 and 2)
- Fee revenue pays for 1 FTE
 - 3 FTE: Housing Programs/Special Projects Manager – This new position would oversee stewardship and monitoring activities, take on special policy/project work
- Explore shared contract for on-call consulting services on policy/planning, financial analysis and modeling, special project management and other services.

Conclusions and Recommendation

Overall Assessment



Member cities clearly value ARCH for the range of services provided: technical and policy support, units created from the pooled resources, addressing the monitoring and reporting requirements on affordable units, and for serving as a single voice and resources on the issue of affordable housing in the eastside. However, given the depth of the affordable housing need in most eastside communities, there is demand among ARCH members for creating more affordable units and for additional technical

assistance and support in creating affordable housing policies and programs.

The level of ARCH support needed or desired varies among member cities and generally depends on two factors:

- The size of the city and their ability to devote internal staff resources to affordable housing issues, and
- The level of commitment on the part of a city's elected leadership to aggressively pursue affordable housing strategies.

It is also important to note that when asked if there is work ARCH staff are doing that could be eliminated in order to create additional capacity, there were no suggestions from members for work that ARCH should do less of or drop entirely.

ARCH Work Plan Needs

Based on the interviews with member cities, and discussions with the ARCH Board, the following themes emerged regarding ARCH's annual work plan, and the needs and interests of members.

- All ARCH cities will rely on some level of ARCH staff for support with Comp Plan Updates (at a minimum - housing needs data, some would benefit from housing element review or drafting). Some had questions/concerns about the impact of HB 1220, and interest in ARCH capacity to assist with new requirements.
- All cities are interested in ARCH tracking data on an ongoing basis to comply with Countywide Planning Policies (CPP) reporting requirements.
- Several cities are counting on ARCH support to implement actions from their housing strategy (Bellevue, Bothell, Kenmore, Kirkland, Issaquah, Redmond)

- Several cities would like help to facilitate TOD projects or other special projects in their jurisdiction, such as finding faith-owned properties for new development.
- Many cities described a distinct set of skills/knowledge that ARCH staff provide to members.
- Some cities had aspirational ideas about an expansion of ARCH's services/role:
 - Facilitating Eastside collaboration on homelessness policy/practice
 - Providing more technical assistance/support to faith-based communities for housing development
 - More proactive steps to encourage best practices on housing policies, for example on ADUs – outreach/marketing, financing, pilot programs, etc.
 - Stronger role in legislative advocacy
- Smaller jurisdictions with little to no planned growth will not use ARCH for planning services.
- There is interest among some members in shifting to a fee for service model when it comes to policy/planning work, and potentially other areas where workload is growing, such as incentive programs.
- King County is interested in investing more in ARCH capacity that will catalyze projects or policies toward the Regional Affordable Housing Task Force Action Plan goal of 44,000 units.

Staff Capacity and Staffing Trends

Staff from member cities agreed that ARCH staff are fully utilized and have no additional capacity for growth. Members also identified gaps that have begun to emerge, and elements of the annual work program that are not being accomplished.

As described earlier in this report, while ARCH staffing capacity has been relatively flat, requests for ARCH staff services have increased. As the Trust Fund loan portfolio has grown, there is a need to increase staff capacity to actively monitor those loans and address the current backlog of loans that have not been actively monitored.

There has also been a significant increase in the requests for planning assistance from cities that want to adopt or amend policies, codes, and local housing programs. Currently, ARCH's planning assistance is provided by the same Senior Planner who also oversees member cities' incentive programs. ARCH will need additional planning/policy staff to continue overseeing the growing portfolio of members incentive programs while helping cities update local comprehensive plan housing elements, respond to the County's Countywide Planning Policies, and respond to the growth in requests for planning and policy assistance.

Two new positions were added in 2019 to monitor the affordability of units created by the ARCH Trust Fund. Those positions increased the level of staffing to industry standards for the size of the portfolio and the number of units that need to be monitored for compliance with affordability requirements.

The growth of ARCH activities also suggests the need to create additional management capacity, to both oversee staff stewarding the growing portfolio of affordable housing created in the Homeownership and Rental Programs, and work on special initiatives – such as expanding marketing efforts to diverse populations or promoting partnerships to develop affordable housing with faith-based communities. The new capacity would both increase management oversight and free capacity for the Executive Director.

Revenue Opportunities

There is an opportunity to utilize some existing revenue sources to increase staff capacity. ARCH has been collecting fees from the homeownership program and now has a sustainable source of income. Those fee revenues would support 1 FTE. In addition, King County has expressed a willingness to increase its contribution to ARCH annual operations. This could be part of the revenues used to increase ARCH staff capacity.

Most cities are facing budget challenges, so even for the larger and mid-sized cities a phased approach to increasing staff capacity should be considered.

Executive Board Recommendations

Based on the review described above, and discussion with the ARCH Executive Board over several months, the Board recommended to their respective Councils the following actions to increase ARCH staff capacity.

Phased Approach to Adding New Staff Capacity

Balancing the different needs expressed by member cities, and the budget challenges facing many cities, ARCH should adopt a phased approach to increasing staffing.

In 2022, current member dues from all jurisdictions should be used to support the 2021 base staffing level, and an additional two new full time ARCH staff positions should be created:

- A Program Officer working on the Housing Trust fund – Paid for using increase in revenues from program fees. No dues increases needed to pay for this position.
- An Incentives Program Administrator – Paid for using a new tiered dues structure (see below)

In 2023 one additional position should be added:

- A Housing Programs, Special Projects Manager

The Board has not decided how to pay for the 2023 staff position. It will likely be some level of new dues, but no pre-commitment was made about how the dues will be allocated.

Create a New Tiered Dues Structure Based on the Level of Program Activity

Revenues for the two new positions can come from several sources. One FTE (the Program Officer) can be paid for using fee revenues to pay for Homeownership staffing, which frees up base member dues to add 1 FTE. The second position, that would focus on the administration of local housing incentive programs, presents an opportunity for ARCH to implement a tiered dues structure, based on the number of projects each city has in their incentive program.

- Cities with active incentive programs (either more than 10 completed projects or 3+ projects in the pipeline) pay on a per capita basis (Bellevue, Issaquah, Kirkland, Redmond)
- Cities with less active programs (fewer than 10 completed projects, and less than 3 projects in the pipeline) pay a minimum contribution of \$3,000 (Kenmore, Newcastle, Sammamish, Mercer Island)
- Cities with adopted programs that do not yet have participating projects do not yet contribute additional dues (Bothell, Woodinville).
- Cities without incentive programs do not contribute additional dues (Beaux Arts, Clyde Hill, Hunts Point, Medina, Yarrow Point).

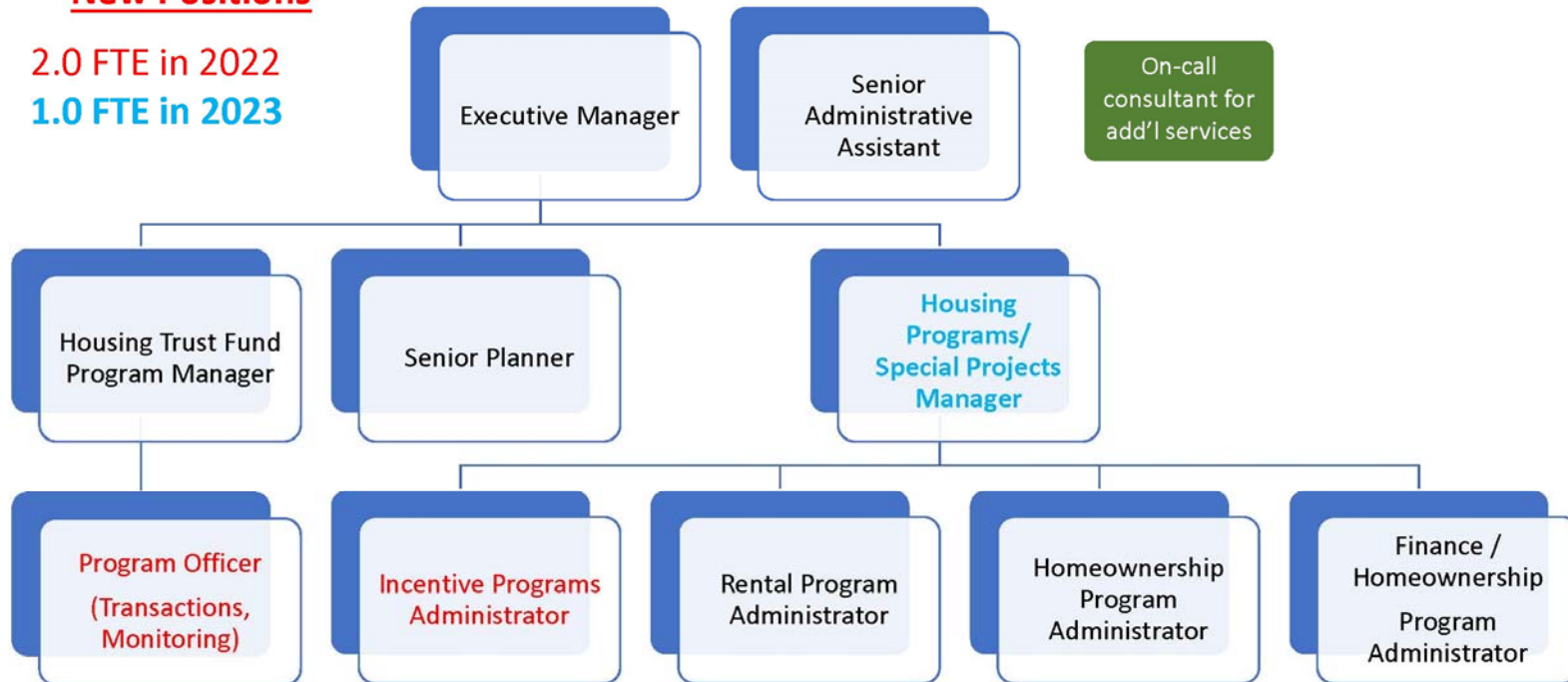
(See next page for graphic summary of Executive Board recommendations.)

Executive Board Recommendations: ARCH Proposed Staff Structure

Address Most Urgent Gaps and Plan for Growth in Next 3-5 Years

New Positions

2.0 FTE in 2022
1.0 FTE in 2023



Implications:

- * Absorbs significant growth from incentive programs, frees up some capacity for Comp Plan and housing strategy support.
- * Catches up to backlog of loan monitoring, creates some capacity to transact more loans.
- * Could add on-call consulting to support other services.
- * Create new tiered dues structure to pay for Incentive Programs Administrator
- * Plans for anticipated growth in member services and supports

Conclusion

Based upon review of the ARCH workplan, discussion with cities about their near-term plans, and assessment of ARCH staff responsibilities and workload, the changes proposed by the ARCH Executive Board are essential actions to help ARCH staff capacity to catch-up with long-standing shortages in staffing and meet member's most pressing existing and near-term needs. The new capacity will be particularly helpful in administering the Trust Fund, helping cities in planning and policy work, and accommodating the growth in special projects.

Nevertheless, ARCH's work is likely to continue to grow, and the board was unable to identify any work that ARCH staff could eliminate. In addition, cities in north and east King County may consider requesting membership in ARCH. In the coming years additional capacity may be needed as the portfolio of projects increases in size and complexity, and the planning and policy work expands.

Finally, there are structural questions and tensions within the organization regarding the capacity, direction and services offered by ARCH that were not possible to address in this evaluation (such as the desire from external stakeholders for ARCH to be stronger advocates, or the disparate level of commitment to housing across member councils). Given these range of questions, ARCH's Executive Board committed to a strategic planning process in 2022 that can address these and other pressing issues outside the normal course of operations and budget cycles.

ARCH WORK PROGRAM: 2022

2022 Priorities

In 2022, ARCH will elevate the following priorities in its Work Program:

- Provide a housing needs analysis for all member cities in support of Comprehensive Plan Updates
- Report on measurable goals for production and preservation of affordable housing in the ARCH region
- Continue to support proposals for dedicated revenue sources for affordable housing
- Expand ARCH's capacity to accomplish its broader mission
- Continue to provide excellent stewardship of affordable housing assets, and develop new compliance tools to meet evolving program, property and tenant needs
- Seek opportunities to advance projects and programs with high potential impact and facilitate projects in the pipeline to the greatest extent possible
- Develop a strategic planning process to guide the ARCH coalition into 2023 and beyond

I. AFFORDABLE HOUSING INVESTMENT

A. ARCH Housing Trust Fund

Parity Goals. Develop updated goals for member investments through the ARCH HTF.

Annual Funding Round. Develop funding priorities and evaluation criteria for the annual funding round. Advertise available funds and manage a competitive process on behalf of member cities. Review funding applications and develop recommendations through the Citizen Advisory Board (CAB), with input from member staff. Develop final recommendations by the ARCH Executive Board and facilitate final funding allocations through member councils.

Public Funding Coordination. Work collaboratively with public funders at the State and local levels to promote shared affordable housing goals and equitable geographic distribution of resources. Review and provide input to other funders for Eastside projects that apply for County (HOF, RAHP, HOME, TOD, etc.) and State (Tax Credit, State Housing Trust Fund) resources. Provide input to the King County Joint Recommendations Committee (JRC) on behalf of participating Eastside jurisdictions. Assist N/E consortium members with evaluating and making a recommendation to the County regarding CDBG allocations to affordable housing.

Private Funding Coordination. Work with private investors and lenders to maximize leverage of public investment into affordable housing. Negotiate maximum public benefits from investment of housing funds into private projects.

Project Pipeline Management. Work with member cities and project sponsors to develop a robust pipeline of projects to be funded over the next five years (see related work on Transit Center sites, below). Actively vet potential HTF projects, and lead funding policy and prioritization discussions with the ARCH Executive Board to facilitate planning and decision-making.

Contract Development and Administration. Prepare contract documents in consultation with legal counsel, and facilitate approval of contracts with the Administering Agency. Review and approve disbursement of funds to awarded projects in accordance with executed contracts.

Centralized Trust Fund Reporting. Work with Administering Agency (Bellevue) to maintain records and produce regular financial reports for the ARCH Trust Fund accounts.

HB 1406 Sales Tax. Develop systems and procedures to manage contributions, commitments and expenditures of pooled sales tax revenue authorized by HB 1406. Work with the Department of Commerce to ensure timely and complete reporting in compliance with state requirements.

B. Special Projects

Transit-Oriented Development Sites. Assist cities with advancing and coordinating affordable housing projects near transit. Partner with Sound Transit, King County Metro and other public agencies to maximize opportunities on public property. Current opportunities include sites in Bel-Red, Overlake, Downtown Redmond, Issaquah, Kirkland, Bothell, and Kenmore.

Surplus Property/Underdeveloped Property. Assist with evaluation of public surplus or underutilized private property (e.g. faith community properties) for suitability of affordable housing. Provide technical assistance to property owners interested in supporting affordable housing. Develop an inventory of promising public and nonprofit property and begin to engage owners to gauge interest in disposition for housing.

Eastside Shelter Capacity. Support efforts by Eastside shelter providers, Eastside Human Services Forum, and member cities to implement an East King County sub-regional strategic approach to shelter and related services for homeless adults and families. Support the construction of a permanent year-round men's shelter, and support efforts by member jurisdictions to fund long-term operations of shelter for men, women, families, youth and young adults.

Preservation of At Risk Affordable Housing. Work with member cities to facilitate acquisitions or other strategies to preserve existing housing where affordability is at risk of being lost, including at-risk manufactured housing communities. As needed, assist with responding to notices of sale of HUD assisted properties received by member cities, or other information indicating an impending loss of existing affordable housing.

Strategic Predevelopment Investment. With approval of the Executive Board, invest in predevelopment studies to investigate feasibility and financial efficiency of special projects.

II. HOUSING POLICY AND PLANNING

A. Local Policy, Planning and Code Development

ARCH provides assistance directly to member cities on a range of local planning efforts. Local planning efforts with individual member cities may be found in *Attachment A*. These efforts may take different forms, such as:

- **Housing Element Updates.** Work with members to update comprehensive plan housing elements.
 - Assist with understanding and complying with new housing-related requirements under the Growth Management Act and Countywide Planning Policies.
 - Prepare an east King County housing needs analysis with focused analyses for each city—including projected affordable housing needs—to fulfill GMA requirements.
 - Coordinate local and ARCH affordable housing goals with King County Affordable Housing Committee and Countywide Planning Policies.
 - Assist with policy writing, outreach, presentations, etc. as needed.
- **Housing Strategy Plans.** Assist members to prepare housing strategies to implement housing elements and create council work plans. Cities with recently completed strategy plans include Bellevue, Issaquah, Kenmore, Bothell, Kirkland, Redmond, and Sammamish.
- **Incentive Program Design.** Provide economic analysis and policy and program development support to design housing incentive programs, including land use, property tax, impact fee waivers and other incentives.
- **Land Use Code Amendments.** Assist city staff on land use and other code amendments in order to implement comprehensive plan policies.
- **Other Support.** Other areas in which ARCH could provide support to member cities include preservation of valuable community housing assets, assistance to households displaced by development activity, or negotiation of agreements for specific development proposals. ARCH views this as a valuable service to its members and will continue to accommodate such requests to the extent they do not jeopardize active work program items.

B. Inter-Local / Eastside Planning Activities

Interlocal planning activities are coordinated by ARCH for the benefit of multiple members.

ARCH Regional Affordable Housing Goals and Reporting. Work with member staff and the ARCH Executive Board to report on adopted goals for production and preservation of affordable housing across ARCH member communities.

Eastside Equitable Transit-Oriented Development Plan. Partner with transit agencies and other stakeholders to plan for equitable transit-oriented development on the Eastside. Define shared policy goals and strategies, establish numerical goals for affordable unit production, advance specific site opportunities and manage the affordable housing funding pipeline.

Long-Term Funding/Dedicated Revenue Strategy. Continue work on a long-term funding strategy for the ARCH Trust Fund. Facilitate conversations with member cities on identifying and exploring dedicated sources of revenue for affordable housing at the local and regional level (e.g., REET, property tax levy, 0.1% sales tax, etc.). Provide relevant data and develop options for joint or individual revenue approaches across ARCH member cities and determine any shared state legislative priorities to authorize local options for funding.

Eastside Housing Data Analysis. On an annual basis, provide local housing and demographic data as available. Make information available to members for planning efforts and incorporate into ARCH educational materials.

Housing Diversity/Accessory Dwelling Units (ADUs). Continue to support a diversity of housing options among member cities:

- “Missing Middle” Housing: Facilitate sharing of best practices for encouraging a greater diversity of housing types in single family/low density neighborhoods, including duplexes, triplexes, etc.
- Accessory Dwelling Units (ADUs): Explore outreach and other ways to promote ADU development (e.g., improve online resources, provide connections to financing options, adopt pre-approved plans, etc.). Explore partnership with eCityGov Alliance to increase accessibility of ADU permitting (e.g., update tip sheets and create streamlined portal through MyBuildingPermit.com). Explore a centralized system for tracking ADU production.
- Help jurisdictions develop strategies and codes to address emerging housing types, like micro-housing, small efficiency dwelling units, and others.

C. State Legislative Activities

The ARCH Executive Board will discuss and explore shared legislative priorities for advancing affordable housing in the region. ARCH staff will track relevant state (and, where feasible, federal) legislation. As needed, staff will report to the Executive Board and members, and coordinate with relevant organizations (e.g., AWC, SCA, WLIHA, HDC) to advance shared legislative priorities.

D. Regional/Countywide Planning Activities

ARCH participates in regional planning efforts to advance Eastside priorities and ensure that perspectives of communities in East King County are voiced in regional housing and homelessness planning.

King County GMPC Affordable Housing Committee / Housing Inter-Jurisdictional Team (HIJT). Support efforts to advance the five-year action plan developed by the Regional Affordable Housing Task Force (RAHTF) in 2018. ARCH will help staff the HIJT, which provides support to the Growth Management Planning Council’s Affordable Housing Committee (AHC).

Regional Affordable Housing Task Force Action Plan. In addition to staffing the GMPC committee, pursue other opportunities to advance strategies called for in the RAHTF Action Plan. Facilitate discussions as needed with members and the Executive Board to consider actions recommended in the five-year plan.

King County Regional Homelessness Authority / Eastside Homeless Advisory Committee (EHAC). Play a role in regional homelessness efforts, as appropriate and as resources allow. Collaborate with KCRHA, EHAC and other relevant organizations and initiatives to advance shared work on homelessness. Coordinate allocation of resources, and work on specific initiatives (e.g., coordinated entry and assessment for all populations).

Explore Collaboration with Cities in North and East King County. As requested, engage cities interested in supporting affordable housing in north and east King County that are not currently members of ARCH. Explore collaboration that provides benefits for additional cities and current ARCH member cities.

III. HOUSING PROGRAM IMPLEMENTATION

A. Administration of Housing Incentive and Inclusionary Programs

ARCH partners with member cities to administer local housing incentive and inclusionary programs, including mandatory inclusionary, voluntary density bonus, multifamily tax exemption (MFTE) and other programs. Specific programs administered by ARCH include:

Jurisdiction	Incentive/Inclusionary Programs
Bellevue	Voluntary density bonuses, MFTE, impact fee waivers.
Bothell	Inclusionary housing.
Issaquah	Development agreements, voluntary and inclusionary programs, impact and permit fee waivers.
Kenmore	Voluntary density bonuses, MFTE, impact fee waivers.
Kirkland	Inclusionary program, MFTE.
Mercer Island	Voluntary density bonus.
Newcastle	Inclusionary program, impact fee waivers.
Redmond	Inclusionary program, MFTE.
Sammamish	Inclusionary and voluntary density bonuses, impact fee waivers.
Woodinville	MFTE.
King County	Development agreements.

ARCH roles and responsibilities will typically include:

- Communicate with developers/applicants and city staff to establish applicability of codes and policies to proposed developments
- Review and approve proposed affordable housing (unit count, location/distribution, bedroom mix, and quality)
- Review and recommend approval of MFTE applications.
- Review and recommend approval of alternative compliance proposals
 - For fee in lieu projects, provide invoices and receipts for developer payments
- Develop contracts and covenants containing affordable housing requirements
- Ensure implementation of affordable housing requirements during sale/lease-up
- Register MFTE certificates with County Assessor and file annual MFTE reports with state Commerce.
- On-going compliance monitoring (see Stewardship, below).

Coordinate Shared Policy, Program and Procedure Improvements. Work with member city staff and legal counsel to align incentive and inclusionary programs with a unified set of policies, practices and templates for legal agreements. Coordinate changes across member jurisdictions to adapt programs to new knowledge and best practices (for example, implementing fee strategies to create sustainable revenue for monitoring).

MyBuildingPermit.com. Explore feasibility of using MyBuildingPermit.com to take in, review, and process projects (covenants) using land use and/or MFTE programs.

B. Stewardship of Affordable Housing Assets

ARCH provides long-term oversight of affordable housing created through city policies and investment to ensure stewardship of these critical public assets for residents, owners and the broader community.

ARCH Rental Program (Incentive and Inclusionary Projects). Monitor and enforce compliance in rental housing projects with incentive and inclusionary housing agreements. Administer a robust compliance monitoring program, including:

- Ensure compliance with rent and income restrictions through timely annual report reviews and supplemental on-site file audits
- Provide training and technical assistance for property managers
- Maintain written standards for eligibility, leasing and other program requirements
- Implement standard remedies for non-compliance
- Respond to tenant issues and questions

ARCH Trust Fund Projects. Oversee contracts and regulatory agreements with owners of projects supported through the direct assistance from members, including:

- Monitor project income and expenses to determine cash flow payments
- Conduct long-term sustainability monitoring of projects and owners
- Proactively problem-solve financial and/or organizational challenges in partnership with project owners and other funders
- Work with legal counsel to review and approve requests for contract amendments, subordination and other agreements
- Pursue formal MOUs with other funders to govern shared monitoring responsibilities that streamline processes for owners and funders.
- Collect annual compliance data and evaluate program beneficiaries

ARCH Homeownership Program. Provide effective administration to ensure strong stewardship of resale restricted homes in the ARCH Homeownership Program. Ensure ongoing compliance with affordability and other requirements, including enforcement of resale restrictions, buyer income requirements, and owner occupancy requirements. Implement adopted policies and procedures for monitoring and work with cities to address non-compliance.

Continue to implement long-term recommendations in the 2019 Program Assessment from Street Level Advisors and make other program improvements that support the program objective of creating and preserving long-term affordability, including:

- Work with member planning and legal staff to make improvements to boilerplate legal documents, in consultation with key stakeholders and outside counsel, as needed
- Develop strategies to preserve homes at risk of foreclosure
- Preserve expiring units and pursue strategies to re-capture lost affordability
- Pursue offering brokerage services or developing partnerships with realtors to provide cost-savings to homebuyers and sellers, diversify program revenue, and expand ARCH's marketing reach
- Plan for additional staff capacity as the number of ARCH homes continues to grow.
- Implement program fees to ensure program financial sustainability

Database/Systems Development. Continue to utilize the new ARCH Homeownership Program database to collect critical program data and evaluation, compliance monitoring, communication with program participants, and other key functions. Continue to improve and streamline data systems for ARCH Rental Program and Trust Fund Program.

IV. EDUCATION AND OUTREACH

A. Housing 101/Education Efforts

Housing 101. Develop educational tools and conduct or support events to inform councils, member staff and the broader community of current housing conditions, and of successful housing programs. Build connections with community groups, faith communities, developers, nonprofits and others interested in housing issues. Plan and conduct a Housing 101 event to occur no later than the end of 2021.

Private Sector Engagement. Support efforts by ARCH member cities to engage employers and private sector entities in discussions around the need for more affordable housing and identifying options for public-private partnerships.

B. Information and Assistance for the Public

ARCH Website. Update information on the ARCH website on a regular basis, including information related to senior housing opportunities. Maintain the ARCH web site and update the community outreach portion by incorporating information from Housing 101 East King County, as well as updated annual information, and links to other sites with relevant housing information (e.g. All Home, HDC). Add information to the website on ARCH member affordable incentive programs and fair housing.

Assist Community Members Seeking Affordable Housing. Maintain up-to-date information on affordable housing in East King County (rental and ownership) and distribute to people looking for affordable housing. Continue to maintain a list of households interested in affordable ownership and rental housing and advertise newly available housing opportunities.

Work with other community organizations and public agencies to develop appropriate referrals for different types of inquiries received by ARCH (e.g., rapid re-housing, eviction prevention, landlord tenant issues, building code violations, fair housing complaints, etc.).

C. Equitable Access to Affordable Housing in East King County

Collect and analyze data on existing programs to determine potential gaps in access by different populations, such as communities of color, immigrant and refugee communities, homeless individuals and families, and workers in EKC commuting from other communities. Pursue strategies to increase access to affordable housing in EKC by underserved communities. Develop outreach and marketing efforts to maximize awareness of affordable housing opportunities in East King County, and build partnerships with diverse community organizations.

V. ADMINISTRATION

A. Administrative Procedures

Maintain administrative procedures that efficiently and transparently provide services to both members of ARCH and community organizations utilizing programs administered through ARCH. Activities include:

- Prepare the Annual Budget and Work Program and ensure equitable allocation of administrative costs among ARCH members.
- Prepare quarterly budget performance and work program progress reports, Trust Fund monitoring reports, and monitor expenses to stay within budget.
- Manage the ARCH Citizen Advisory Board, including recruiting and maintaining membership that includes broad geographic representation and a wide range of housing and community perspectives.
- Staff the Executive Board.
- Work with Administering Agency to streamline financial systems.
- Review and update bylaws and ensure timely renewal of the ARCH Interlocal Agreement.

B. Organizational Assessment and Planning

The ARCH Executive Board will continue to evaluate ARCH's organizational capacity to accomplish its Work Program and broader mission. The Board will review ARCH's organizational structure, staffing resources, capital resources and other foundational aspects of the organization to determine any gaps, and assess options for expanding organizational capacity. The assessment will inform recommendations for the following year's work program and budget. In 2022, ARCH will outline a strategic planning process to be initiated by 2023 that will establish a shared framework for the organization's mission, values and work program going forward.

*Attachment A
Local Planning Efforts by City*

ARCH staff will assist members' staff, planning commissions, and elected councils with local policy, planning and special projects and initiatives, as described below. Member city staff may make adjustments to the proposed actions identified below as individual city work plans are updated.

Bellevue

Support 3-4 actions to implement Bellevue's Affordable Housing Strategy, such as:

- Facilitate development on affordable housing on suitable land owned by public agencies, faith-based groups, and non-profits housing entities.
- Analysis of affordable housing density incentives in the Wilburton and East Main neighborhood plans.
- Developing funding strategy for affordable housing on suitable public lands in proximity to transit hubs including 130th TOD parcels.

Provide initial and ongoing support to implement investment of funds authorized by HB 1590, or other city funds as directed.

Implement newly authorized affordable housing incentives; develop boilerplate agreements and procedures for ongoing monitoring.

Provide advice on a Housing Needs Assessment, including coordination on scope/methodology, and potentially provide supplemental data.

Assist City with implementation of affordable housing agreements at the TOD project adjacent to Sound Transit's Operating and Maintenance Facility East (OMFE).

Bothell

Support actions to implement the city's Housing Strategy Plan.

Complete implementation of an MFTE program; develop boilerplate agreements and procedures for ongoing monitoring.

Support affordable housing opportunities in the Downtown/Canyon Park GDC overlay areas, such as any proposals for affordable housing on the Civic Center property or other city-owned property.

Evaluate affordable housing incentives such as parking reductions, and implement those adopted.

Assist with compliance with new requirements under HB 1220.

Support updates to policies and codes for affordable housing options, including ADUs, micro-housing, small efficiency dwelling units, and "missing middle" housing.

Issaquah

Assist with preparing the annual Affordable Housing Report Card/Analysis.

Support updates and consolidation of Title 18 and Central Issaquah Development and Design Standards. Review the affordable housing chapter to evaluate the efficacy of existing policies, and potentially revisit density bonus provisions.

Support reporting on the current Housing Strategy, and potentially further updates to the Housing Strategy.

Help to evaluate and, as needed, implement development standards and regulations related to the housing policies adopted in the Central Issaquah Plan and Central Issaquah Standards, including inclusionary zoning.

Help to evaluate potential projects/opportunities that arise under current or amended Development Agreements.

Coordinate marketing efforts to maximize awareness of affordable housing opportunities in Issaquah.

Support implementation and funding of the city's TOD project.

Kenmore

Assist with implementing a high priority item identified in the Housing Strategy Plan, as requested.

Continue support of the Preservation of Affordable Housing/Mobile Home Park project started in 2018.

Assist with the Comprehensive Plan Housing Element update, including help with a housing assessment/background information and statistics.

Provide technical support, data and best practices to assist with potential code changes, such as for "missing middle" housing.

Advance opportunities to site affordable housing in Kenmore, such as near ST3 transit investments, or on other public, nonprofit and faith-based community property. Help evaluate and identify potential partners and financing strategies.

Evaluate potential expansion of TOD overlay and refinement of affordable housing requirements in the overlay zone.

Kirkland

Continue to support efforts to create affordable housing within a transit-oriented development at the Kingsgate Park and Ride.

Support development of housing policies in connection with the I-405/NE 85th Street Station Area Plan, such as evaluation of a commercial linkage fee, and inclusionary housing requirements.

Assist with scoping and stakeholder discussions of a potential affordable housing levy.

Assist with implementing programs to encourage construction of more ADUs, such as pre-approved ADU plans.

Evaluate housing-related issues in ongoing neighborhood plan updates, such as Moss Bay and Everest.

Help review the effectiveness and value of the current MFTE program.

Mercer Island

Assist with data and scoping for a housing needs analysis and review draft housing policies and goals for the City's Comprehensive Plan update.

Newcastle

Assist with potential investment of fee-in-lieu payments, first exploring opportunities to site affordable housing within Newcastle.

Assist with updating the City's Housing Strategy Plan.

Redmond

Provide advice and technical support to evaluate and refine existing inclusionary and incentive programs, and impact fee waiver provisions.

Assist with scoping and stakeholder discussions regarding potential opportunities to increase revenue options to support affordable housing, and help with advocacy for expanded funding options.

Help evaluate programmatic approaches to support greater affordable homeownership opportunities.

Support partnerships with transit agencies to advance affordable housing within transit-oriented developments, including at Overlake and Southeast Redmond.

Support City efforts to identify suitable projects for preservation as a mechanism to advance affordable housing objectives.

Sammamish

Assist with data and scoping for a housing needs analysis, and review draft housing policies and goals for the City's Comprehensive Plan Update.

Assist with development of incentives within Phase 3 development regulations to encourage greater housing diversity.

Help explore development of educational or promotional materials to encourage developers and property owners to consider more diverse housing types, such as duplexes.

As opportunities arise, support development of affordable homeownership options like the Sammamish Cottages developed by Habitat for Humanity.

Woodinville

Provide advice on scope and data collection in support of the City's efforts to adopt a Housing Strategy Plan.

King County

Provide monitoring and stewardship services for affordable housing in the Northridge/Blakely Ridge and Redmond Ridge Phase II affordable housing development agreements.

Help advance the King County Regional Affordable Housing Task Force Action Plan.



**BUSINESS OF THE CITY COUNCIL
CITY OF MERCER ISLAND**

**AB 5970
November 9, 2021
Regular Business**

AGENDA BILL INFORMATION

TITLE:	Town Center Parking Study Consultant Finalist Presentations	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Receive consultant finalist presentations and participate in Q&A sessions.	

DEPARTMENT:	Public Works		
STAFF:	Jason Kintner, Chief of Operations Ed Holmes, Chief of Police Jeff Thomas, Interim Community Planning & Development Director Ed Holmes, Chief of Police Sarah Bluvas, Economic Development Coordinator, CPD		
COUNCIL LIAISON:	n/a	Choose an item.	Choose an item.
EXHIBITS:	1. RFP: 2021/2022 Town Center Parking Study 2. First Round Interview Agenda 3. First Round Interview Scoring Rubric 4. First Round Scores 5. Submittal Materials and Finalist Presentation: Framework 6. Submittal Materials and Finalist Presentation: Walker Consultants		
CITY COUNCIL PRIORITY:	3. Implement an economic development program.		

AMOUNT OF EXPENDITURE	\$ n/a
AMOUNT BUDGETED	\$ 80,000
APPROPRIATION REQUIRED	\$ 0

SUMMARY

On August 5, 2021, the City released the Request for Proposals (RFP) for a Town Center Parking Study. Tonight, the two finalists will deliver brief presentations on their proposals and take questions from the City Council. Staff will return on November 16, 2021, at which time the City Council will deliberate and select a final consultant and authorize the City Manager to negotiate the final scope of work and agreement with the selected firm.

PARKING STUDY GOALS AND SCOPE OF WORK

Staff conducted a project scoping session with the City Council on May 18 ([AB 5872](#)) and received approval of the study goals and scope of work on July 20 ([AB 5915](#)). The following goals for Town Center parking were included in the RFP issued on August 5, 2021:

1. Create a parking program that activates Town Center, supports small businesses, and enhances the Town Center visitor experience.
2. Ensure Mercer Island residents have priority access to public transportation.
3. Determine if on-site commercial and multi-family residential parking is adequately supplied and utilized. Identify options for increasing and/or regulating its use.

Additionally, the RFP prioritized six areas of analysis for the parking study:

- Parking Supply
- Parking Usage
- Parking Regulations
- Parking Management
- Wayfinding
- Town Center Activation

See Exhibit 1 for the RFP issued on August 5.

CONSULTANT INTERVIEW PROCESS

The City received submittals from the following five qualified firms:

- Barney & Worth / Rick Williams Consulting
- DN Traffic Consultants
- Framework
- Transpo Group
- Walker Consultants

All five firms were invited to participate in first-round interviews, which took place via Zoom on October 12 and 13. The interview committee included four staff members and two Councilmembers:

- Councilmember Salim Nice
- Councilmember Craig Reynolds
- Jeff Thomas, Interim Community Planning & Development Director
- Patrick Yamashita, City Engineer / Deputy Public Works Director
- Mike Seifert, Operations Commander, MIPD
- Sarah Bluvus, Economic Development Director, CPD

Firms delivered brief presentations on their proposals and answered additional interview questions that were provided to firms a week in advance (Exhibit 2). Interview panelists evaluated and scored firms on four main criteria: project understanding, professional qualifications, relevant project experience, and methodology. Panelists could also award up to 20 additional points to each project team based on assessment of a team's character, organizational fit, presentation style, etc. (Exhibit 3).

Based on the first-round scores (Exhibit 4), the City invited three firms to submit a high-level budget for their proposal and to talk with City Manager Jessi Bon, which took place via Zoom on October 27, 2021. City Manager Bon then consulted with the staff project team and selected two firms to return for final interviews with the City Council. The two firms for Council's consideration include:

Framework: Framework is an interdisciplinary planning and design firm founded in 2013. The project team brings extensive local and national experience focused on parking, downtown planning, and place-based mobility solutions to support thriving town centers and neighborhood districts. In the

Pacific Northwest, Framework has successfully developed parking plans for the Cities of Bainbridge Island, Olympia, and Redmond. Other recent downtown planning work includes the Downtown Master Plan for the City of Pullman, WA, and the Downtown Plan for the City of Spokane, WA (Exhibit 5). Project Manager Jeff Arango was also a member of a different consulting team that conducted the 2016 Town Center Parking Study.

Walker Consultants: Walker Consultants is a global parking and transportation consulting firm with offices in Seattle and around the US. Walker possesses a strong foundation as an industry leader in all aspects of parking and curb use, including planning, operations, policy, design, financing, and technology. Recent West Coast projects include revitalizing the parking and curb access programs in Boulder, CO, in which Walker pivoted to implement a COVID-19-safe community engagement strategy that ultimately engaged nearly 10,000 participants; and a downtown parking and mobility plan + parklet program for Benicia, CA (Exhibit 6).

NEXT STEPS

Tonight, the City Council will receive brief presentations from and participate in a Q&A with the project managers of Framework and Walker Consultants. Approximately 30-minutes is reserved for each interview. Staff will return on November 16, at which time the City Council will deliberate and vote on a final consultant selection and authorize staff to negotiate the final scope of work and agreement with the selected firm. Staff are also in the process of completing due diligence for each finalist and will provide reference checks in the November 16 agenda packet.

The City Council approved \$80,000 in the 2021-2022 biennial budget to conduct this study: \$40,000 from the General Fund (transferred to the Street Fund). The remaining \$40,000 will come from Sound Transit Mitigation dollars for allowable use on the portion of the study that addresses mitigation impacts. An additional appropriation may be needed for this project, depending on the final scope of work. If necessary, staff will return to City Council once the consultant has been selected to approve the scope of work and appropriate additional funding.

Staff anticipate that the project will complete by the end of 2022.

RECOMMENDED ACTION

Receive the consultant finalist presentations and participate in Q&A sessions.



City of Mercer Island

2021/2022 Town Center Parking Study

Request for Proposals (RFP)

Date of Release: August 5, 2021

RFP Submittal Due: September 9, 2021, at 3pm PST

Contact: Sarah Bluvas, Economic Development Coordinator | sarah.bluvas@mercerisland.gov

INTRODUCTION

The City of Mercer Island (the “City”) requests proposals from qualified consulting firms to conduct a comprehensive parking study for Mercer Island Town Center (“Town Center”). Successful applicants will specialize in transportation planning, economic development, downtown development, or other areas relevant to planning within a central business district; and will bring diverse experience in parking inventory & usage analysis, policy recommendation & development, and stakeholder & public engagement.

BACKGROUND

The City of Mercer Island is located along Interstate 90 between Seattle and Bellevue. Mercer Island was incorporated in 1960 with a council/city manager form of government. Easy access to the entire Puget Sound region, excellent schools, and beautiful parks & open space make Mercer Island a highly desirable community in which to live.

Town Center is Mercer Island’s core commercial district, located on the Island’s North End and bookended by Mercerdale Park to the south and the forthcoming Link Light Rail Station to the north. Adopted in 1994 and last updated in 2016, the Town Center Vision calls for a pedestrian friendly downtown featuring a variety of outdoor spaces, building types, business uses, and housing options and acting as “the heart of Mercer Island.” This plan includes the following goal for Town Center parking:

Have ample parking, both on-street and off, and the ability to park once and walk to a variety of retail shops.

Three studies of parking in and adjacent to Town Center have been conducted in the last 15 years:

- A 2008 study by KPG analyzed on-street parking inventory and demand;
- A 2015 study by BP Squared identified potential sites to add commuter parking in response to the closing of the Bellevue Way park and ride (in connection with Sound Transit’s East Link Extension); and

- A 2016 study by BERK Consulting analyzed on-street and off-street parking inventory and demand (in connection to 2016 Town Center Vision update).

Additionally, beginning in 2022, the City plans to undertake an effort to create an Economic Development Element for its 2024 Comprehensive Plan Update. The 2021/2022 Town Center Parking Study, combined with other related studies and planning projects, will inform that future planning effort to address long-term economic recovery, development, and vitality on Mercer Island.

GOALS FOR TOWN CENTER PARKING

Well-planned and sufficient parking is vital to the success of the Town Center economy and the experience of Town Center business owners, patrons, residents, and visitors. On July 20, Mercer Island City Council articulated the following goals for Town Center Parking:

1. Create a parking program that activates Town Center, supports small businesses, and enhances Town Center visitor experience.
2. Ensure Island residents have priority access to public transportation.
3. Determine if on-site commercial and multi-family residential parking is adequately supplied and utilized. Identify options for increasing and/or regulating its use.

The City seeks a consultant to explore issues related to and recommend outcomes for working towards achieving these goals in the 2021/2022 Town Center Parking Study.

AREAS OF ANALYSIS

This study will analyze perceived and actual challenges regarding Town Center parking and recommend policy, process, and implementation strategies to address those challenges. City Council prioritized six areas of analysis to explore during this study. Those areas and sample potential questions include:

- **Parking Supply** – What is the current supply of on-street and off-street parking? Are there opportunities to increase on-street parking capacity (e.g. add angled or parallel parking, etc.)?
- **Parking Usage** – What is the current and future demand for Town Center parking? How do different user groups currently use Town Center parking? To what extent can we change user behavior to better optimize parking supply and use?
- **Parking Regulations** – What are gaps or opportunities for improvement in municipal code regulating parking? How can we streamline the current range of parking requirements allowed in the code? How can we update regulatory authority to better enforce parking regulations? Do we have options for increasing/regulating use of multi-family residential parking in the Town Center?
- **Parking Management** – How is our parking management program running currently? Where do we need to improve (e.g. opportunities for cost recovery, expanded enforcement, etc.)? What are best practices for parking zone limits?
- **Wayfinding** – How can we improve signage and other wayfinding to communicate parking options throughout Town Center?
- **Town Center Activation** – Are there opportunities to repurpose parking supply to activate Town Center and support local businesses in different ways (e.g. parklet cafes, pop-up retail, etc.)? How can we improve municipal code to enable these types of opportunities?

Research questions and other study needs related to the areas of analysis will be finalized upon consultant selection.

SCOPE OF WORK

The following is a preliminary scope of work that may be modified during the contract negotiations with the selected consultant.

Geographic Area: The Town Center zone occupies 76-acres on the North End of Mercer Island. For this study, consultants should focus on the defined Town Center zone when studying all six areas of analysis. Additionally, when studying the permit parking program (i.e. Parking Management), we are also interested in studying the North Mercer Restricted Parking District, which is located outside of the official Town Center boundary but where permit parking is also located. The exact geographic area covered by the study will be finalized upon consultant selection.

Document Review: Consultants should be familiar with the following City documents and studies.

- [Mercer Island Town Center Vision and Goals \(Comprehensive Plan\)](#)
- [Town Center Parking Requirements \(MICC 19.11.130\)](#)
- [Parking Lot Dimension Requirements \(MICC 19 Appendix A\)](#)
- [2016 Town Center Parking Study \(conducted by BERK Consulting\)](#)
- [2015 Park and Ride Survey \(conducted by BP Squared\)](#)
- [2020 Mercer Island Business Survey Report \(conducted by Hardwick Research\)](#)

Project Management: The selected consultant is expected to provide project management services in close consultation with the City's project manager, including ensuring the project remains on schedule and within budget.

Stakeholder Engagement & Public Input: The consultant will develop and facilitate a public involvement plan to engage key stakeholders such as Town Center business owners, property managers/owners, and customers as well as the general Mercer Island public. Outreach tools may include social media, on-site surveying, one-on-one interviews, focus groups, and meetings with advisory boards and the City Council. There may also be opportunity to leverage other survey data collected concurrently with this study.

Supply & Demand Analysis: The consultant will update inventory and usage data for on-street and off-street parking to provide a better understanding of current trends and needs. Where feasible, the consultant will segment the inventory and the user groups to provide an accurate understanding of availability and usage.

Regulatory Analysis & Recommendations: The consultant will review current parking regulations outlined in the City code and other regulatory documents, identify gaps and areas for improvement, and recommend policy updates and/or development as part of the final report and implementation strategy.

Final Report & Implementation Strategy: The final report delivered by the consultant will include methodology, study findings, proposed recommendations, and potential implementation strategies. Where relevant, the City is interested in recommendations that consider opportunities for using technology and/or sustainable approaches for improving Town Center parking.

PROJECT BUDGET

The current budget allocation for this project is \$80,000. Upon selection of a qualified consultant, the scope and fee will be negotiated.

SUBMITTAL CONTENTS

Please provide the following in the submittal.

Cover Letter/Statement of Interest: Describe your interest in assisting the City in conducting the 2021/2022 Town Center Parking Study and commitment to provide the services described in the Scope of Work.

Project Team: Provide a brief description of the individuals on the consultant team including their relevant experience and qualifications. Additionally, please provide information demonstrating the organizational structure of your team, who will be the principal project manager throughout the process, reporting relationships between members and the physical location of the offices from which the work will be performed. The team may consist of multiple firms with focused areas of expertise.

Project Experience: Please provide the following information for no more than (3) three relevant and recent projects with similar scope and size that have been managed by the proposed project manager:

- Description of project, location, and current status
- Project results and challenges
- Description of professional services provided by the consultant team
- Initial project budget and final cost and end date (if applicable)
- References (name, title, address, phone number and email)

Project Approach: Please describe the project approach to preparing the 2021/2022 Town Center Parking Study, including the data collection methodologies and public participation techniques that will be relevant to this project. Please also include a high-level timeline that identifies major proposed tasks and products, resulting in an anticipated City Council acceptance by the end of 2022. Firms should be prepared to outline the methodology used in previous projects and how they will meet the deadlines outlined in the Proposed Timeline below.

Disclosure of Conflict and Interest: Disclose any potential conflict of interest due to any other clients, contracts, or property interests regarding private development of any property within the City of Mercer Island.

Costs for Development of Submittals: All costs for developing submittals in response to this RFP are the obligation of the consultant and are not chargeable to the City. All submittals will become property of the City and will not be returned. Submittals may be withdrawn at any time prior to published close date, provided notification is received in writing to the Project Manager listed on this RFP. Submittals cannot be withdrawn after the published close date.

EVALUATION CRITERIA

A selection committee comprised of City staff and City Councilmembers will evaluate submittals using the following criteria.

Project Understanding: Demonstrate thorough understanding of the project scope; how the team plans to address the challenges of the community; and the team's unique qualities as they relate to the project.

Team Description: Provide a complete and comprehensive organizational chart or similar explanation of team members' roles and responsibilities, including a summary of each firm on the team, office locations, number of staff, and area(s) of expertise.

Key Team Member Resumes: Demonstrate the team’s strengths and unique qualities as well as that the team design meets the needs of this project.

Project Schedule/Deadlines: Demonstrate the ability of the team to meet the proposed project schedule, including assigned staff availability.

Relevant Project Experience: Demonstrate relevant experience with projects of similar scope and size.

Methodology: Demonstrate a comprehensive understanding of this project; the ability to engage the City and the project’s stakeholders in an open public process; and a sound approach that will meet the Proposed Timeline.

The City of Mercer Island reserves the right to reject any or all qualification packages received and to waive any irregularities or information in the evaluation process. The final selection is the sole decision of the City of Mercer Island, and the respondents to this formal request have no appeal rights or procedures guaranteed to them.

SELECTION PROCESS

All responses to this request will be screened for eligibility. If there is insufficient information, the City reserves the right to request additional information and conduct reference checks. A selection committee will rate eligible responses according to the evaluation criteria and, if relevant, invite firms to interview. Staff anticipate finalizing the selection process and awarding a contract in November 2021.

This solicitation does not obligate the City to award a contract to any respondent. At its option, the City reserves the right to waive as informality any irregularities in proposals and/or to reject any or all proposals.

PROPOSED TIMELINE

- RFP Release: August 5, 2021
- Deadline for questions: August 16, 2021, at 3pm PST
- City response to questions: August 20, 2021
- RFP proposal due: September 9, 2021, at 3pm PST
- Notify short listed firms: September 20, 2021
- Interview short listed firms: October 2021
- Contract awarded: November 2021
- Target project kick-off: December 2021
- Target project completion: 2022

Agreement Form: The consultant selected by the City will negotiate a scope and fee schedule and enter into an agreement using the City’s standard professional services agreement (Exhibit A). Consultants that submit proposals are expected to be able to meet the terms contained in the form.

Business License: Provide a statement to the effect that the respondent understands and agrees to obtain a City of Mercer Island business license as a requirement for performing these services. Find more information about business licenses at www.mercerisland.gov/finance/page/business-licenses-0.

SUBMITTAL FORMAT AND DEADLINE

Submittals will be accepted until 3pm PST on Tuesday, September 7, 2021. Due to the COVID-19 pandemic and temporary closure of the Mercer Island City Hall building, all submittals will only be accepted via electronic transmission. Submit a PDF of your qualification package to publicworks@mercerisland.gov with title: 2021/2022 Town Center Parking Study.

Please Limit submittals to 10 pages using at least 10pt font (not including resumes and cover letter).

It is the obligation and responsibility of the Consultant to learn of addendums, responses, or notices issued by the City relative to this RFP. These will be posted on the City website at www.mercerisland.gov/rfps.

ADDITIONAL INFORMATION

Submit questions related to this RFP via e-mail by 3pm PST on Monday, August 16, 2021, to:

Sarah Bluvas, Economic Development Coordinator
Sarah.bluvas@mercerisland.gov

Staff will compile questions received by the deadline and send responses by August 20, 2021. Any e-mail communications will be considered unofficial and non-binding on the City.

AMERICANS WITH DISABILITIES ACT (ADA) INFORMATION

This material can be made available in an alternate format by calling 206-275-7839.

The City of Mercer Island, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 23 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award.

EXHIBIT A



AGREEMENT FOR PROFESSIONAL SERVICES

CITY OF MERCER ISLAND, WASHINGTON
9611 SE 36th Street, Mercer Island, WA 98040

Title:

THIS AGREEMENT FOR PROFESSIONAL SERVICES (“Agreement”) dated _____ is effective on the date the Agreement is fully executed by the Parties. The Parties to this Agreement are the CITY OF MERCER ISLAND, a Washington municipal corporation (“City”) and _____, a _____, a _____ choose type of person or entity (“Consultant”).

I. SERVICES BY CONSULTANT

Consultant shall perform the services described in the scope of work attached hereto as Exhibit “A”, (“Services”), in a manner consistent with the accepted practices for other similar services, performed to the City’s satisfaction, within the time period prescribed by the City and pursuant to the direction of the City Manager or his/her designee.

II. PAYMENT

- A. City shall pay Consultant for the Services: (check one)
 - Hourly:** \$ _____ per hour, plus actual expenses, but not more than a total of \$ _____
 - Fixed Sum:** not to exceed \$ _____
 - Other:** _____ .
- B. Consultant shall maintain time and expense records and provide them to the City monthly, along with monthly invoices in a format acceptable to the City for work performed to the date of the invoice.
- C. All invoices shall be paid by mailing a City warrant within 45 days of receipt of a proper invoice.
- D. Consultant shall keep cost records and accounts pertaining to this Agreement available for inspection by City representative for three (3) years after final payment. Copies shall be made available on request.
- E. If the Services do not meet the requirements of the Agreement, Consultant will correct or modify the work to comply with the Agreement. City may withhold payment for such Services until the work meets the requirements of the Agreement.

III. NON-DISCRIMINATION AND COMPLIANCE WITH LAWS

- A. Consultant agrees not to discriminate against any employee or applicant for employment or any other person in the performance of this Agreement because of race, creed, color, national origin, marital status, sex, sexual orientation, age, disability, or other circumstance prohibited by federal, state or local law or ordinance, except for a bona fide occupational qualification.
- B. Consultant shall comply with and perform the Services in compliance with all federal, state and local laws and ordinances, as now existing or hereafter adopted or amended.
- C. Violation of this Paragraph III shall be a material breach of this Agreement and may result in ineligibility for further work for the City.

IV. TERM AND TERMINATION OF AGREEMENT

- A. This Agreement shall commence on the effective date of this Agreement and shall remain in effect until completion of the Services and final payment, but in any event, no later than (“Term”).
- B. This Agreement may be terminated immediately by the City with or without cause. The Consultant may terminate this Agreement upon thirty days written notice, in which event all finished or unfinished documents, reports, or other material or work of Consultant pursuant to this Agreement shall be submitted to City, and Consultant shall be entitled to just and equitable compensation at the rate set forth in Paragraph II for any satisfactory work completed prior to the date of termination.

V. OWNERSHIP OF WORK PRODUCT

All data, materials, reports, memoranda and other documents developed under this Agreement whether finished or not shall become the property of City, shall be forwarded to City at its request and may be used by City as it sees fit. Consultant shall not be held liable for reuse of documents or modifications thereof by City or its representatives for any purpose other than the intent of this Agreement.

VI. GENERAL ADMINISTRATION AND MANAGEMENT

The _____ of the City of Mercer Island, or his/her designee, shall be City’s representative and shall oversee and approve all Services to be performed, coordinate all communications, and review and approve all invoices, under this Agreement.

VII. HOLD HARMLESS

- A. Consultant shall protect, indemnify and save harmless the City, its officers, elected officials, agents, volunteers and employees from any and all costs, claims, judgments or awards of damages (including costs and attorney fees), arising out of or in any way resulting from the acts, errors or omissions of Consultant, its officers, employees and agents in performing this Agreement. However, should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily

injury to persons or damages to property caused by or resulting from the concurrent negligence of the Consultant and the Public Entity, its officers, officials, employees, and volunteers, the Consultant's liability, including the duty and cost to defend, hereunder shall be only to the extent of the Consultant's negligence. Consultant waives any immunity that may be granted to it under the Washington State Industrial Insurance Act, Title 51 RCW. This waiver has been mutually negotiated by the parties. Consultant's indemnification shall not be limited in any way by any limitation on the amount of damages, compensation or benefits payable to or by any third party under workers' compensation acts, disability benefit acts or any other benefits acts or programs.

The provisions of this Section shall survive the expiration or termination of this Agreement.

VIII. INSURANCE

- A. Consultant agrees to carry as a minimum, the following insurance, in such form and with such carriers who have a current A.M. Best rating of not less than A:VII or other industry rating which is satisfactory to the City:
- (1) Workers' compensation and employer's liability insurance in amounts sufficient pursuant to the laws of the State of Washington;
 - (2) Commercial general liability insurance shall be at least as broad as Insurance Services Office (ISO) occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop gap, independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO endorsement form CG 20 26. Commercial General Liability insurance shall be written with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate.
 - (3) Automobile liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01. If necessary, the policy shall be endorsed to provide contractual liability coverage, with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
 - (4) Professional liability insurance appropriate to the Consultant's profession with limits of no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit.
- B. The insurance policies for Commercial General Liability and Automobile Liability shall contain the following endorsements or provisions:
- (1) The Consultant's insurance coverage shall be primary insurance as respect the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.
 - (2) The Consultant shall provide the City with written notice of any policy cancellation within two business days of the Consultant's receipt of such notice. Consultant shall

furnish the City with original certificates and a copy of the amendatory endorsements, including without limitation the additional insured endorsement evidencing the insurance requirement of the Consultant before commencement of the Services. Consultant's failure to maintain such insurance policies as required shall constitute a material breach of this Agreement, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

C. If the Consultant maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Consultant, irrespective of whether such limits maintained by the Consultant are greater than those required by this Agreement or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Consultant.

D. The Consultant's maintenance of insurance as required by this Agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available in law or in equity.

IX. SUBLETTING OR ASSIGNING CONTRACT

Neither City nor Consultant shall assign, transfer, or encumber any rights, duties or interests accruing from this Agreement without the express prior written consent of the other party.

X. FUTURE SUPPORT

City makes no commitment and assumes no obligations for the support of Consultant's activities except as set forth in this Agreement.

XI. INDEPENDENT CONTRACTOR

Consultant is and shall be at all times during the term of this Agreement an Independent Contractor and the City shall be neither liable nor obligated to pay Consultant sick leave, vacation pay, or any other benefit of employment nor to pay any social security or other tax which may arise as an incident of employment. The Consultant shall pay all income and other taxes as due.

XII. NON-APPLICATION OF FUNDS

If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the City will not be obligated to make payments for Services or amounts after the end of the current fiscal periods, and this Agreement will terminate upon the completion of all remaining Services for which funds are allocated. No penalty or expense shall accrue to the City in the event this provision applies.

XIII. GENERAL PROVISIONS

This Agreement contains all of the agreements of the Parties with respect to any matter covered or mentioned in this Agreement. No provision of the Agreement may be amended or modified except by written agreement signed by the Parties. This Agreement shall be binding upon and inure to the benefit of the Parties' successors in interest, heirs and assigns. Any provision of this Agreement which is declared invalid or illegal shall in no way affect or invalidate any other provision. In the event either of the Parties defaults on the performance of any terms of this Agreement or either Party places the enforcement of this Agreement in the hands of an attorney, or files a lawsuit, each Party shall pay all its own attorney fees, costs and expenses. The venue for any dispute related to this Agreement shall be King County, Washington. Failure of the City to declare any breach or default immediately upon the occurrence thereof, or delay in taking any action in connection with, shall not waive such breach or default. In the event of a conflict between Exhibit A, Scope of Services, and this Agreement, this Agreement shall be controlling. Time is of the essence of this Agreement and each and all of its provisions in which performance is a factor.

IN WITNESS WHEREOF, the parties have executed this Agreement on the _____ day of _____, 20____.

CONSULTANT:

CITY:

CITY OF MERCER ISLAND

By: _____

By: _____

Name:
Title:

Jessi Bon, City Manager
9611 SE 36th Street
Mercer Island, WA 98040

Tax ID No. _____

Staff name Sarah Bluvas
Staff phone # 206.275.7864

Address:

Approved as to form:

Phone:

By: _____

Bio Park, City Attorney



**TOWN CENTER PARKING STUDY
INTERVIEW AGENDA
TUESDAY, OCTOBER 12, AND WEDNESDAY, OCTOBER 13
VIRTUAL VIA ZOOM**

AGENDA

- Introduction of the panel and overview – Sarah, 5 minutes
- Introduction of the team and presentation – Consultant, 30 minutes
- Questions and discussion – Panel, 20 minutes
- Wrap-up – Sarah, 5 minutes

Consultants will have 30 minutes to introduce their team, present their qualifications, and detail how they would approach this project. The panel has outlined additional questions for consultants below. Consultants may choose to incorporate responses to these questions into their presentation, which will provide more presentation time to the interviewee.

- The COVID-19 pandemic has altered commuter patterns as more workers continue to work from home and changed how patrons interact with their downtown districts. Please provide 2-3 examples of how your firm has approached usage analysis and trend forecasting in atypical situations. How will you assist the City in identifying and planning for the “new normal” for Town Center parking use?
- Provide 1-2 examples of your approach for engaging diverse stakeholders in similar projects. How did you build trust with stakeholders? How did you reach those who may not regularly participate in a public process? What challenges did you anticipate with stakeholder engagement, and how did you overcome those challenges?
- Mercer Island City Council appropriated \$80,000 to complete this project. Please describe how you will approach the project scope within that budget.



TOWN CENTER PARKING STUDY INTERVIEW SCORING RUBRIC

Item 2.

Company Name:

Reviewer Name:

Project Understanding: Demonstrates a thorough understanding of the project scope; how the team plans to address the challenges of the community; and the team's unique qualities as they relate to this project. (20 points)

Score:

Comments:

Professional Qualifications: Demonstrates the team's strengths and unique qualities as well as that the team design meets the needs of this project. (20 points)

Score:

Comments:

Relevant Project Experience: Demonstrates relevant experience with projects of similar scope and size. (20 points)

Score:

Comments:

Methodology: Demonstrates a comprehensive understanding of this project; the ability to engage the City and the project's stakeholders in an open public process; and a sound approach that will meet the proposed timeline. (20 points)

Score:

Comments:

Add additional points (from 0-20 points) you would like to award this team due to your assessment of their character, work knowledge, intellect, style, organizational fit, sense of humor, etc.

Total Score (out of 100 points)

**Town Center Parking Study
First-Round Interview Scores**

Item 2.

Firm	Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	Panelist 6	Firm totals	% of possible points
Barney & Worth	77	53	95	64	76	80	445	74%
DN Traffic Consultants	65	30	80	60	46	55	336	56%
Framework	90	88	94	68	87	85	512	85%
Walker Consultants	95	93	100	76	91	83	538	90%
Transpo Group	92	62	96	72	77	85	484	81%

PROPOSAL

CITY OF MERCER ISLAND

SEPTEMBER, 2021

2021/2022 TOWN CENTER PARKING STUDY



September 9, 2021

Sarah Bluvas
Economic Development Coordinator
9611 SE 36th Street
Mercer Island, WA 98040

Dear Ms. Bluvas:

We are pleased to submit our proposal for the Town Center Parking Study for the City of Mercer Island. Our team, led by **Framework** in collaboration with **IDAX, Fehr & Peers**, and **Wood Solutions Group**, brings extensive local and national-level experience focused on parking, downtown planning, and place-based mobility solutions to support thriving town centers and neighborhood districts. Framework's unique skill set and experience as a leader in both parking management and placemaking are ideal for working with the City and community to identify priorities for the use of public space in Mercer Island's Town Center. We specialize in developing innovative parking strategies for Town Centers designed to manage parking needs while facilitating a vibrant Town Center community life. For each community we work with, our goal is to customize a parking plan that improves the quality and function of public space while highlighting the existing assets that are unique to that community. In the Pacific Northwest, Framework has successfully developed parking plans for the Cities of Bainbridge Island, Olympia, and Redmond. Our recent downtown planning work includes the Downtown Master Plan for the City of Pullman, WA and the Downtown Plan for the City of Spokane, WA. Nationally, Framework has worked with several major cities including Columbus, OH, Oklahoma City, OK, and Charleston, SC.

Framework has worked with communities concerned about similar parking challenges to first collect and analyze data to better understand parking conditions in an efficient manner. Quality parking data is critical to developing solutions that are specific to conditions in Mercer Island Town Center and address the concerns identified by stakeholders during the public outreach process. We believe in a community-based approach that provides the right information and data to support good decision-making. We tailor our approach to each project based on the unique assets and needs of the community and create innovative parking programs that can respond to changing conditions.

In our experience, public engagement is critical to the success of a community-based parking project. Public engagement is an opportunity to share information, understand perceptions and concerns about parking, and develop strategies that have public support. In our successful public engagement efforts, we enjoy the opportunity to work with the community to improve parking conditions by finding solutions that fit the specific situation of the community.

We would be thrilled to work with the City of Mercer Island and the local community to address parking for businesses, visitors/customers, commuters and residents. Our team is experienced in the full range of issues included in this study and we are confident we can partner with the City of Mercer Island on a successful project that maximizes the use of existing parking and supports the goals for Mercer Island's Town Center.

I will be the project manager for our team, bringing approximately approximately 20 years of experience, including 10 years as a public-sector planning director. I was the project manager for Mercer Island's last Town Center parking study and have a strong understanding of the issues and concerns. We appreciate your consideration of our team as collaborators on the Town Center Parking Study and look forward to discussing this opportunity further.

Sincerely,



Jeff Arango, AICP
Director of Planning
Framework
1221 E. Pike Street, Suite 300
Seattle, WA 98122

PROJECT TEAM

FRAMEWORK will provide project management and lead data collection, public engagement, communications, and strategy development. Framework has led several successful parking studies for Cities nationally and in the Northwest. Jeff Arango is the Project Manager for our team and led the 2016 Mercer Island Town Center Parking Study while working with Berk Consulting. Bobo Cai will provide planning support including GIS, graphic design, and public outreach.

IDAX will lead development of the parking inventory and data collection. Mark Skaggs will lead the inventory and data collection effort with support from Kyle Campbell. **FEHR & PEERS** will support data analysis and wayfinding. **WOOD SOLUTIONS GROUP** will support parking management strategy development.



SARAH BLUVAS
CITY OF MERCER ISLAND



JEFF ARANGO, AICP
PROJECT MANAGER



LESLEY BAIN, FAIA
PRINCIPAL



BOBO CAI
PLANNER / DESIGNER



MARK SKAGGS
CHIEF OPERATIONS OFFICER



KENDRA BREILAND, AICP
PRINCIPAL



BRETT WOOD, PE, CAPP
PRESIDENT



KYLE CAMPBELL
OPERATIONS MANAGER



CHRIS GRGICH, PE, PTOE
CIVIL ENGINEER

FRAMEWORK

Framework is an interdisciplinary planning and design firm founded in 2013 that practices cultural placemaking. What that means to us is design and planning that brings places to life. It means thinking beyond the box, beyond the property line, drawing from and contributing to the context of each project. It means involving community in all stages of design so that the outcome reflects and supports the people that it serves. We tailor our strategies to bring out the most in each project, leveraging the opportunities of the project context in all its forms—physical, social, digital, environmental, experiential, regulatory, and economic. We embrace a broad understanding of the project definition, ask the right questions, look beyond the property lines that stifle synergies, and provide actionable strategies.

Collaboration is at the core of our process. A nimble, collaborative approach allows us to succeed in a wide range of project types. For every project we lead, the team is carefully selected to bring together targeted expertise, shared values, and fresh thinking.

LOCATION: Seattle, WA

WOOD SOLUTIONS GROUP

Wood Solutions Group, LLC was founded by parking and mobility consultants whose core purpose was to help their clients and the industry define implementable, realistic, and community-driven solutions to existing and future parking and mobility challenges. The company prides itself on conducting balanced and holistic planning efforts and strategic evaluations that support community and campus growth rooted in the defined needs of the end user. The consultants at Wood Solutions Group specialize in program design, operational strategies, pricing practices and policies, and creation of context-sensitive solutions for our clients.

LOCATION: Bellevue, WA

IDAX

IDAX applies the most advanced techniques for transportation data acquisition and aggregation. We develop effective solutions for clients with existing and future mobility challenges such as traffic management, parking congestion, multimodal transportation operations, and intelligent transportation system management. We work with latent and advanced data feeds to provide customers with access to data, performance metrics, and reporting dashboards through cloud hosted solutions and applications.

Our team's experience includes an eclectic group of individuals with experience in data collection, engineering and planning, data science, and software development.

IDAX has been provided on-call service with Mercer Island for parking data collection since 2013. IDAX also has worked on a multitude of small and large complex on-street and off-street parking data collection studies, including inventory, occupancy and duration studies. We use multiple techniques to collect parking data depending on each client's needs.

HEADQUARTERS: Renton, WA

FEHR & PEER

Fehr & Peers is passionate about transforming transportation consulting through innovation and creativity. The firm derives inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust Fehr & Peers to help them overcome barriers and uncertainty by combining advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, team members actively listen to client and community needs and handle every project with diligence and focus. Clients of Fehr & Peers have appreciated the firm's long-term commitments to local communities, trusting the team as their objective partner in transportation since 1985.

LOCATION: Tacoma, WA

PROJECT EXPERIENCE

Our project team led by Framework has collaborated on several parking projects together in recent years. **Framework and Wood Solutions Group** have worked on projects for the City of Bremerton, Mercer Island, Charleston, SC, Columbus, OH, and Oklahoma City, OK. **Framework collaborate with IDAX** on the King County Park-and-Ride Data Collection and Reporting.

Our team's Strength comes from our experience, familiarity and passion for working together to solve parking management issues and support cutting edge approaches to data collection, community engagement, and parking management.

PROJECT	DOWNTOWN + NEIGHBORHOODS	DATA COLLECTION + ANALYSIS	PUBLIC OUTREACH	ENFORCEMENT	MANAGEMENT STRATEGIES	FINANCIAL ANALYSIS	PARKING CODE STANDARDS	PERMIT PROGRAMS	MOBILITY
Park and Ride Data Collection and Reporting - King County, WA	●	●	●				●		●
Downtown Strategic Parking Plan - City of Redmond, WA	●	●	●	●	●	●	●		●
Downtown Parking Management Oklahoma City, OK	●	●	●	●	●		●		●
Strategic Parking Plan City of Columbus, OH	●	●	●	●	●		●		●
Downtown Parking Strategy City of Olympia, WA	●	●	●	●	●	●			●
Downtown Parking Strategy City of Bainbridge Island, WA	●	●	●		●	●	●		●
Parking Study City of Bremerton, WA*	●	●	●	●	●	●	●		●
Town Center Parking Study City of Mercer Island, WA*	●	●	●		●	●	●		●
Access to Transit Study City of Mercer Island, WA*	●				●				●
SR 28 Parking Management Plan Tahoe Transportation District, NV			●	●	●	●	●		●
Peninsula Parking Study City of Charleston, SC	●	●	●	●	●	●	●		●
Downtown Parking Study* City of Wenatchee, WA	●	●	●	●	●	●	●		
Downtown Parking Study City of Leavenworth, WA	●	●			●	●	●		
Restricted Parking Zones Policy Review* City of Seattle, WA	●	●	●	●	●	●	●		●
Parking Strategies Project* City of Redmond, WA	●	●	●		●	●	●		
Residential Permit Program City of Seatac, WA	●	●		●	●	●			
Right-Size Parking Project* King County, WA	●	●	●		●				

*Performed at a prior firm or agency

DOWNTOWN PARKING STRATEGY

BAINBRIDGE ISLAND, WA

Framework led a team to assess parking conditions in Downtown Bainbridge Island and develop a parking management strategy to support the City's Downtown. The project includes data collection on multiple days with detailed analysis and findings, a parking code audit, an existing conditions report, and recommendations for improving parking management in downtown. Public outreach for the project includes an online survey, stakeholder interviews, an open house, and meetings with the infrastructure task force to inform the development of parking management strategies.

Project challenges include:

- Limited supply of public parking
- City had plans for a parking garage but had not documented the need
- Employees were parking on the street
- Businesses were not in agreement on parking solutions

The final report includes detailed parking strategies, an assessment of costs and revenues, and priorities and a timeline for implementation.

[DOCUMENT LINK](#)

BAINBRIDGE ISLAND DOWNTOWN PARKING STRATEGY



Project Cost: \$108k (Initial budget: \$118K)

Project Status: Completed


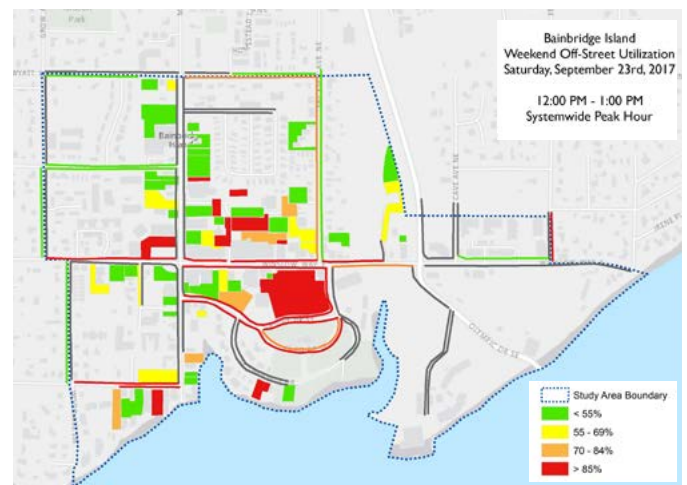
End Date: July 2019. Timeline was extended at the request of the City.

Professional Service:

- Project Management
- Public Engagement
- Data Collection + Analysis
- GIS/Mapping
- Existing Conditions Report
- Final Strategies Report and Recommendation

Reference

Mike Michael
 Engineering Manager
 City of Bainbridge Island
 mmichael@bainbridgewa.gov
 206.780.3745

Parking Occupancy Map

DOWNTOWN PARKING MANAGEMENT STRATEGIC PLAN

REDMOND, WA

With new growth and amenities in Downtown Redmond, the demand for parking is increasing as four new light rail stations are planned for the City. Framework and Wood Solutions Group together led development of a new Downtown Parking Strategic Management for the City of Redmond.

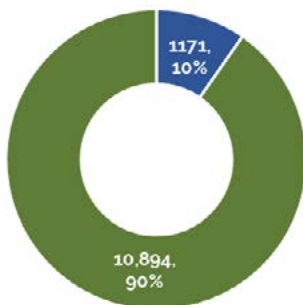
Project challenges include:

- Past studies had not resulted in implementation
- Community did not agree on whether there is a parking problem
- Need to collect detailed and reliable data

The project includes an updated parking inventory and data collection for on- and off-street facilities. Data collected includes occupancy for all facilities along with turnover, duration, and the violation rate for targeted on-street facilities. Public engagement includes working with a stakeholder advisory committee and an online survey. Strategies address improved management for commuter parking, city-owned off-street facilities, and private off-street facilities through a shared parking program. Additional strategies including technology investments, partnerships with other community, business, and transportation organizations, and management of parking near new light rail stations.

[VIEW STORY MAP →](#)

LAND USE (ACRES)	
Downtown Study Area	503
Parking	210
Buildings	141
Parks	79
Other (ROW, Open Space)	73



■ Public ■ Private

Project Cost: \$96k (Initial budget: \$93K. City requested an amendment of \$3k for the StoryMap.)

Project Status: Completed

End Date: Fall of 2020. The timeline was extended at the request of the City and in part because the City changed project managers during the project.

Professional Services:

- Project Management
- Public Engagement
- Data Collection + Analysis
- GIS/Mapping
- StoryMap
- Advisory Committee Meeting Facilitation
- Review Operator Financial, Enforcement, and Permit Program
- Existing Conditions Report
- Final Strategies Report and Recommendation

Reference

Caroline Chapman
 Senior Planner
 City of Redmond
 ckchapman@redmond.gov
 425.556.2442



DOWNTOWN PARKING STRATEGY

CITY OF OLYMPIA, WA

Jeff Arango was the project manager for a team that worked with the City of Olympia to develop a parking strategy to support the City's goals for a healthy and vibrant downtown. Surface parking lots currently make up approximately 50% of the ground floor land use in Olympia's Downtown. The City recently completed a Downtown Strategy that includes strategies to redevelop surface parking lots to more active uses and improvements to streets and public spaces.

The project team collected on and off-street parking facilities to understand current conditions, assessed the economic feasibility of a public parking garage, conducted public outreach including an online survey, and developed strategies to support the community's goals for Downtown.

Challenges include:

- Community did not agree on the extent of the parking problem or solutions
- Collect reliable data for a large on- and off-street system
- Lack of land use data for future modeling

Strategies include a city-branded shared parking program, redevelopment of City-owned surface parking lots to active uses, demand based pricing, wayfinding and signage improvements, and multi-modal transportation improvements.

Project Cost: \$173k (Finished on budget)

Project Status: Completed

End Date: 2018. Project was extended at the request of the City and in part due to a change in project managers at the City.

Professional Services:

- Project Management
- Public Engagement
- Data Analysis
- GIS/Mapping
- Revenue Estimates
- Future Demand Scenarios
- Advisory Committee Meeting Facilitation
- Existing Conditions Report
- Final Strategies Report and Recommendation.

Reference

Max Dejarnett
Parking Program Analyst
City of Olympia
mdejarna@ci.olympia.wa.us
360.570.3723



PROJECT APPROACH

PROJECT APPROACH

The Framework team takes a flexible approach to working with our clients to design the project scope and budget to maximize value to the community and effectively address parking concerns. Data collection is an important part of the process and collecting accurate data may be challenging due to the impacts of Covid-19. We would work with the City to determine the best course of action and timing for data collection, public outreach, and other tasks. We have the availability and resources to fully support the City on this project. The following are additional highlights of our approach.

QUALITY AND RELIABLE PARKING DATA

Quality and reliable parking data is critical to inform community input and decision-making. Our team is very experienced in data collection and analysis to be able to tell the story of how parking is being used in the community and how this relates to the health of downtown. Our team is experienced with both occupancy and utilization studies that include data on vehicle turnover, duration, and the violation rate to find out where there are inefficiencies in the parking system. In addition, our team can analyze parking demand based on anticipated future growth and review the City's land use code and parking standards. We will work with the City to develop a data collection plan that is appropriate to the study area, meets the City's needs, and efficiently uses project resources. Our approach is to collect enough data to understand parking conditions but not collect more data than is necessary so to minimize impacts on the project budget.

IDAX will lead the data collection effort. Our team will build off previous work, including inventory and GIS databases to realize efficiencies in our data collection plan, and will work with the team to determine the exact scope of locations and attributes to be collected. It is essential that all details and deliverables are discussed in depth and that all expectations are clear. IDAX will develop mutually agreeable and clear data collection methodology that demonstrates collection, quality control and assurance, and deliverable to ensure full transparency. IDAX will also develop a schedule that

meets the required deadlines while setting realistic expectations around the collection schedule that lets us to collect an accurate and reliable dataset. We will work closely with the team to make sure that our schedule, and any changes that occur are transparent and well communicated throughout the project.

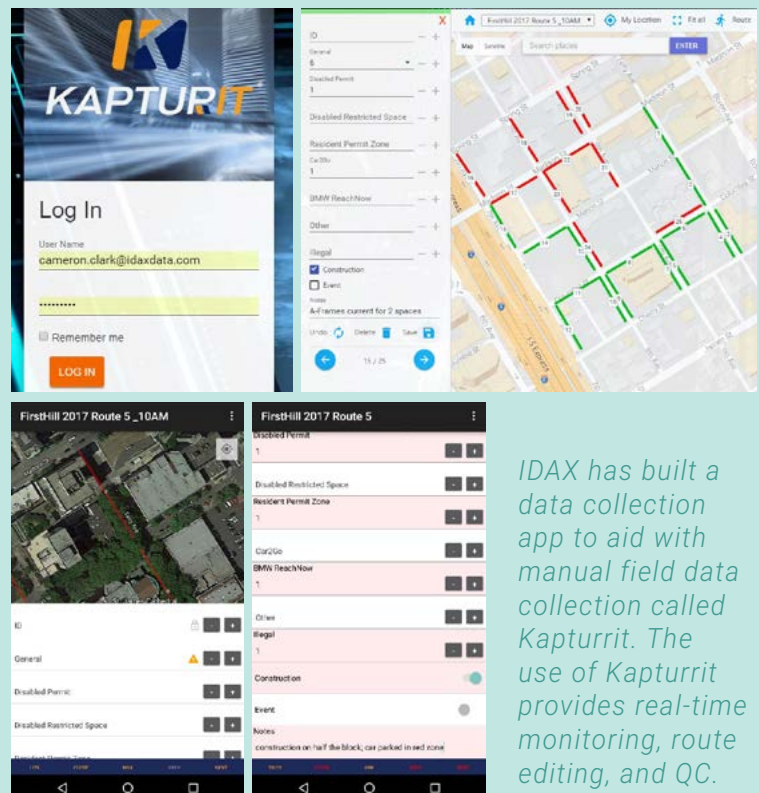
COLLECTION METHODOLOGY

Technologies open the door to collect parking data beyond traditional pen and paper studies that are messy and unreliable.

IDAX utilizes multiple methods to collect parking data which include:

- Video Observations
- Manual Collection
- Dash Cam Collection

Each have their benefits and limitations and we work together to understand the goals of each study and identify the best methods to use for the project.



IDAX has built a data collection app to aid with manual field data collection called Kapturrit. The use of Kapturrit provides real-time monitoring, route editing, and QC.

MEANINGFUL PUBLIC ENGAGEMENT

Meaningful public engagement is essential for a successful parking project. One of the elements of our team that is unique is our approach and emphasis on public engagement for parking projects. Our team goes beyond checking the box to involve all interested stakeholders in the process to hear their concerns. We provide multiple opportunities for input including public surveys, focus groups, staff team meetings, advisory committee meetings, public workshops and open houses, and presentations to boards and committees. This approach has been very successful and led to greater consensus and buy-in for new parking management strategies and implementation.

Given the limitations on public meetings due to Covid-19 we have several online engagement options including websites, webinars, online open houses, surveys, and video streaming. We will work with the City to determine the best approaches to public engagement.

TOOLKIT OF PARKING + PLACEMAKING STRATEGIES

To effectively manage parking cities need to be able to adapt to changing conditions over time. Whether it's new growth, a new light rail station, changing public space priorities related to a pandemic, or increasing spillover parking in residential neighborhoods the City needs effective management strategies. Our team will work with the City to develop a toolkit of parking strategies and performance metrics that can be used to improve parking management over time as conditions change. While the City may choose not to move forward with certain strategies in the near-term, the parking strategy toolkit will be a resource for the City as it makes parking management decision in the future. Our team has experience advising cities on innovative parking strategies such as shared parking programs, demand-based pricing, parking benefit districts, progressive pricing, and the use of technology for parking management and enforcement. We will tailor our approach to the parking strategy toolkit based on input and feedback from the City and the community during the public engagement process.

IMPLEMENTATION PLAN

A detailed and effective implementation plan provides the road map for the City to improve parking in Mercer Island Town Center. The Framework team frequently works with cities on implementation and

monitoring of the parking system. Our team will provide the City with all the resources needed to make decisions about parking management including planning level cost estimates, the responsible entity, a timeline, a monitoring plan, and if necessary financial analysis to understand fiscal impacts.

HIGH QUALITY DELIVERABLES

The Framework team always produces high-quality deliverables that are graphically oriented and user friendly. Parking studies produce a lot of interesting data and information that needs to be presented in a clear and concise manner that is easy to understand. Framework will deliver an existing conditions report, a survey summary, and the final parking plan in draft form to the City for review and feedback before finalizing the documents.

RIDER SURVEY
 Encuesta para pasajeros
 Xog Uruurinta Rakaabka
 Survey sa Pasahero
 Khảo Sát dành cho Hành Khách
 Опрос пассажиров
 乘客調查
 승객 설문 조사

Thank you for taking this passenger survey. Sound Transit is collecting data from and about passengers that use our parking facilities. All survey responses are anonymous and will be used to inform the management and operation of Sound Transit park and rides.

Survey Link:
<https://www.surveymonkey.com/r/ridersurvey202001>

English Español Soomaali Tagalog Tiếng Việt
 Русский 中文 (简体) 中文 (繁体) 한국어

SOUNDTRANSIT

Framework create a multi-lingual online survey to understand transit user behaviors during Covid time.

PROPOSED TIMELINE



PROPOSED TASKS & PRODUCTS

TASK 1: PROJECT MANAGEMENT

1.1 Kick-off Meeting

December 2021

- Review the project scope and schedule
- Discussion assets, challenges, and opportunities for improving the parking system and activation in the Town Center.

Deliverables: Meeting agenda and summary

1.2 Project Management

Ongoing

- Manage the project scope, schedule, and budget
- Coordination of project tasks by the team and subconsultants
- Project invoicing and progress reports

Deliverables: Invoices, project progress reports

1.3 Staff Meetings and Coordination

Ongoing

- Establish a regular meeting schedule with City staff
- Coordinate data collection, stakeholder engagement, and other project deliverables

TASK 2: STAKEHOLDER ENGAGEMENT AND PUBLIC INPUT

2.1 Stakeholder Engagement Plan

December 2021 ~ January 2022

- Establish the phases and objectives for stakeholder engagement
- Identify stakeholders and stakeholder groups to be targeted for engagement activities
- Outline of engagement activities, events, and milestones

Deliverables: Draft and Final Stakeholder Engagement Plan

2.2 Stakeholder Interviews/Focus Groups

January ~ March 2022

- Compile a list of stakeholders and stakeholders to be included in the interviews/focus groups.
- Create a list of interview/focus questions related to parking, access, and activation in the Town Center.
- Produce a detailed summary of stakeholder feedback with key themes.

Deliverables: Interview/Focus Group Questions, Results summary with key themes

2.3 Workshop

June 2022

- Develop options for in-person or virtual workshop on parking and activation.
- Share observations related to existing conditions including assets, challenges, and opportunities

- Provide multiple opportunities for stakeholder input such as small group exercises, interactive project boards, and other activities.

Deliverables: Workshop program, meeting materials, workshop summary

2.4 Open House

September 2022

- Consider in-person virtual options for the open house meeting.
- Develop project materials related to the draft plan for feedback from stakeholders.
- Summarize stakeholder feedback in an open house summary.

Deliverables: Meeting agenda and summary

2.5 Board and Commission Meetings

Ongoing

- Establish a meeting schedule for boards and commissions such as the Planning Commission and City Council.
- Seek input from boards and committees at project milestones such as the completion of data collection and analysis, the strategy framework, and completion of the draft and final plans.

Deliverables: Meeting presentation and supporting materials

TASK 3: PARKING DATA COLLECTION + ANALYSIS

3.1 Data Collection Plan

January 2022

- Collaborate with the City to develop a parking data collection plan for on- and off-street public and private facilities.
- Consider a mix of weekday and weekend counts based on anticipate demand.
- Leverage the 2016 parking data for the Town Center.
- Finalize a schedule for data collection include days of the week and times of day.
- Finalize the types of data that will be collected such as occupancy, duration, turnover, and license plates to vehicle source analysis (i.e. where vehicles are registered).

Deliverables: Draft and final data collection plan

3.2 Data Collection and Analysis

May 2022

- Collect parking data consistent with the data collection plan in task 3.1.

Analyze parking data to understand demand and use patterns.

- Develop maps to display data collection results. Deliverables: Data collection maps, GIS data, and excel workbook

3.3 Activation Assessment

May 2022

- Consider factors such as parking demand, land uses, street design, traffic counts, and other factors to identify opportunities for public space activation.

Deliverables: Activation assessment

3.4 Parking Data Collection + Analysis Report

July 2022

- Summarize the results of parking data collection with key findings.
- Identify parking constraints and opportunities to better utilize the existing parking supply.
- Assessment of the existing wayfinding system and opportunities for improvement

Deliverables: Draft and final report

TASK 4: FINAL REPORT + IMPLEMENTATION STRATEGY

4.1 Parking Strategy Framework

August 2022

- Develop a parking strategy framework that identifies potential solutions to improve access to the Town Center, access to transit, activation of public space, and the City's capacity to effectively manage parking.

Deliverables: Parking strategy framework

4.2 Draft Report + Implementation Strategy

October 2021

- The draft report will summarize all work completed to date with text, maps, charts, and supporting graphics in an engaging and well-designed document.
- The implementation strategy will include a prioritized list of actions, the responsible department or agency, a timeline, and planning level cost estimates.
- A monitoring plan will be included so the City can track the success of parking management strategies over the short- and long-term.

Deliverables: Draft report + implementation strategy

4.3 Final Report + Implementation Strategy

November 2022

- The draft report will be updated based on feedback from the City and the community for preparation of the final draft plan for the adoption process.

Deliverables: Final report + implementation strategy

JEFF ARANGO, AICP

PROJECT MANAGER



Jeff Arango, AICP is an urban planner and designer and the Director of Planning at Framework. His practice is focused on improving downtowns and neighborhoods, and facilitating the transition from suburban development patterns to more urban forms with a focus on community building. As part of this work Jeff leads projects for cities and organizations on urban design, planning, parking policy and strategy, placemaking, public/private partnerships, street design, infrastructure funding, transit access, and public outreach. Jeff's work has transformed the communities he's worked for by providing designs, plans, and strategies that lead to better urban environments and stronger communities.

Before joining Framework in 2017 to expand the planning and urban design practice Jeff was an Associate Principal with BERK and served as the Director of Community Planning for the City of Langley from 2011-2014. He also served as the Planning Director in Essex Junction, Vermont from 2002 through 2008. Jeff has presented at national conferences including the Future of Places conference in Buenos Aires Argentina, the Institute of Traffic Engineers Annual Meeting, and the Vermont Housing Conference.

EDUCATION + CERTIFICATIONS

Master of Urban Planning (MUP), University of Washington

Certificate in Urban Design, University of Washington
B.A., Environmental Studies, St. Lawrence University

American Institute of Certified Planners

SELECTED PROJECTS

Parking Plans

- Town Center Parking Study | Mercer Island, WA
- Downtown Parking Management Strategic Management Plan | Redmond, WA
- SR 28 Parking Management Plan | Tahoe Transportation District
- Park and Ride Data Collection and Reporting | King County, WA
- Downtown Parking Strategy | Olympia Downtown Parking Strategy | Bainbridge Island, WA
- Strategic Parking Plan | Columbus, OH
- Comprehensive Parking Plan | Charleston, SC
- Downtown Parking Strategy | Oklahoma City, OK
- Downtown Strategic Parking Plan | Leavenworth, WA
- Access to Transit Study | Mercer Island, WA
- Parking Strategies Project | Redmond, WA
- Parking Study | Bremerton, WA
- Restricted Parking Zone Policy Review | Seattle, WA
- Downtown Parking Study | Wenatchee, WA

Downtown & Neighborhood Planning

- Downtown Plan | Spokane, WA
- Downtown Master Plan | Pullman, WA
- Island Center Subarea Plan | Bainbridge Island, WA
- Downtown Plan + Form Based Code | Lakewood, WA
- Commercial Zoning Update Framework | Tacoma, WA
- Town Center Implementation | Sammamish, WA
- Houghton/Everest Neighborhood Center Plan | Kirkland, WA*
- Centers & Watershed Plan | Bonney Lake, WA
- West Kelso Subarea Plan | Kelso, WA
- Project Belltown Vision Plan | Seattle, WA
- Central Business District Assessment | Lakewood, WA

Public Realm Design

- South Sequim Complete Streets Plan | Sequim, WA
- Colonial Plaza | Lakewood, WA
- Second Street Project | Langley, WA
- BelRed Streetscape Plan | Bellevue, WA
- Design Guidelines | Bainbridge Island, WA
- Eastside Rail Corridor Wilburton Segment | King County, WA

**Performed at a prior firm or agency*

LESLEY BAIN, FAIA

PRINCIPAL



A passionate and successful advocate for urban life, Lesley provides leadership that strengthens communities. Putting people and the public realm at the heart of design, her work draws on skills of architecture, urban design, arts integration, and community engagement. Her portfolio includes award-winning mixed-use architecture that breathes life into the edges of the public realm, and brings the activities of street life into and through their site. Lesley's work in all aspects of architecture and urban design make her well suited to lead community design that require understanding of buildings, streets and open spaces, and the people that will inhabit them.

Lesley founded Framework Cultural Placemaking in November 2013. Previously, she was a Principal at Weinstein AJU Architects and Urban Designers. She was elected to the College of Fellows of the American Institute of Architects in 2013. She is LEED accredited and a member of the American Planning Association and lead author of *Living Streets: Strategies for Crafting Public Space* published by Wiley.

EDUCATION + CERTIFICATIONS

Master of Architecture, University of Pennsylvania
Bachelor of Arts; Urban planning, Yale University
Ecole des Beaux Arts Americannes, Fontainebleau

SELECTED PROJECTS

Urban Design & Mobility

South Jackson Street Connections, Historic South Downtown and Wing Luke Museum | Seattle, WA

Jackson Hub Community-Led Station Area Plan | Seattle, WA

Pioneer Square Street Concept Plans | Seattle, WA

South Lake Union Street Master Plans | Seattle, WA

Terry Avenue North Street Master Plan | Seattle, WA

Cross Kirkland Corridor Master Plan | Kirkland WA

Redmond Central Connector Master Plan | Redmond WA

South Sequim Complete Streets Plan | Sequim, WA

Olympia Crossings: An Art Plan for City Gateways | Olympia, WA

Belltown & Denny Triangle Connected Public Realm Plan | Seattle, WA

Melrose Promenade Planning | Seattle WA

Design for Bainbridge | Bainbridge Island, WA

Citywide Design Guidelines | Seattle, WA

Spokane Downtown Plan | Spokane, WA

Pullman Downtown Plan | Pullman, WA

Activation & Community Engagement

Chinatown Historic Alleys Schematic Plan | Seattle, WA

Neighbours Alley Design & Activation | Seattle WA

Motor Avenue/Colonial Plaza Plan | Lakewood WA

First Hill Public Realm Action Plan | Seattle WA

Arts & Cultural Planning

Olympia Crossings: An Art Plan for City Gateways | Olympia, WA

Neighborhood Greenway Art Plan | Kirkland, WA

Art & Culture Strategic Plan | SeaTac, WA

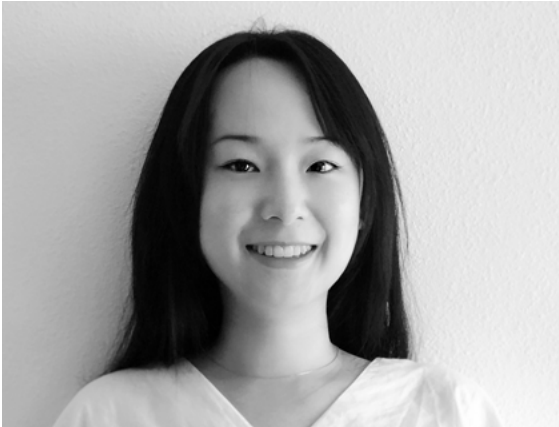
Municipal Art Plan | Tukwila, WA

Arts, Cultural, and Heritage Plan | Vancouver, WA

Mercer Island Center for the Arts | Mercer Island, WA

BOBO YUANSI CAI

PLANNER & URBAN DESIGNER



Bobo is a planner and urban designer at Framework. She has a background in Landscape Architecture and Urban Planning. She works across scales and boundaries with different places and understand both planning and urban design concerns. Visualizing possibilities, Bobo brings both analytical and design skills to her projects.

Before joining Framework, Bobo has internship experiences with various built environment design & planning sectors, including architecture, landscape, urban planning, and youth education. She enjoys learning about different ideas from clients and communities, and she understands lives are diverse, complicated, and interrelated.

With Framework, Bobo has been created planning documents, online rider survey, and performed data analysis for Framework's parking study projects, including Sound Transit Park-and-Ride Data Collection and Reporting and Downtown Bremerton Parking Study. With the Landscape Architecture background, Bobo develops innovative streetscape and activation plans for many Framework projects, including Bainbridge Island Center Subarea Plan, Downtown Spokane Master Plan, SeaTac Arts & Culture Strategic Plan (wayfinding strategy).

EDUCATION

Master of Urban Planning, University of Washington
Master of Landscape Architecture, University of Washington
Certificate in Urban Design, University of Washington

SELECTED PROJECTS

Mobility & Urban Design

Sound Transit Park & Ride Data Collection and Reporting, | Seattle, WA
North Central Master Plan Parking Study | Bozeman, MT
Station District Form Based Code | Lakewood, WA
Eastside Rail Corridor | Bellevue, WA
I-5 Lid Feasibility Study | Seattle, WA
9th & Thomas Street Activation | Seattle, WA
Arts & Culture Strategic Plan (wayfinding strategy) | SeaTac, WA

Land Use & Planning

Unified Development Code and Development Regulations Update | Sammamish, WA
Downtown Form Based Code | Lakewood, WA
Island Center Subarea Plan | Bainbridge Island, WA
Downtown Plan | Pullman, WA
Downtown Plan | Spokane, WA
Commercial Zoning Update | Tacoma, WA

Community Engagement

KODA Condos of Seattle - Artist Selection and Online Engagement | Seattle, WA
North Highline Design Standards | King County, WA
Olympia Creative Campus Master Plan | Olympia, WA

MARK SKAGGS

CHIEF OPERATIONS OFFICER



Mark is one of the most experienced and forward-thinking traffic data collection project managers in the industry. Over the past 16 years, he has established excellent rapport and strong relationships with clients ranging from cities, counties, private companies, and real estate developers. Mark has personally conducted over 10,000 ADT counts, more than 6,000 speed studies, nearly 15,000 turning movement counts, as well as travel time studies, parking studies, and origin-destination studies. Mark uses a variety of methodologies, and utilizes the latest technologies to conduct efficient studies best suited to the unique needs of each client.

As a project manager, Mark has supervised over 2,000 projects involving ten or more locations. His diverse project experience, attention to detail, and his perspective on best practices gained from working in the field allow Mark to conduct studies efficiently, while maintaining a high level of customer service.

EDUCATION

B.S., Geography, University of Colorado, Denver

AREAS OF EXPERTISE

- Operations Oversight
- Multi-Modal Video Collection
- ADT Roadway Counts
- Speed & Classification Surveys
- Travel Time/Origin Destination Surveys
- Parking Studies
- ADA Inventory
- Asset Inventory

SELECTED PROJECTS

SDOT Annual Parking Study 2014–2020 | Seattle, WA

Parking occupancy and duration sampling throughout 25+ neighborhood and over 1,600 block faces for annual rate adjustments.

Assist in project management and managed a team of over 30 data collectors.

Denver Downtown Parking Study 2018

Parking Inventory and occupancy with sample duration on over 950 block faces.

Provided overall project support on collection and data delivery.

Spokane University and Downtown Parking Study 2018

Collected parking inventory and occupancy studies for the entire downtown onstreet and off-street parking facilities. Included collection duration a large event (Lilac Parade) and duration sampling.

Assisted in project management and managed a team of over 20 data collectors.

San Jose Parking Studies 2018

Parking Inventory and occupancy collection for bike lane impact studies on over 50 corridors and approximately 1100 block faces.

Coordinated project and oversaw management and data delivery.

City of Berkeley Parking Study 2018–2019

Parking inventory and occupancy studies for paid parking rate adjustments on approximately 200 block faces for 4 days.

Led project and managed a team of over 10 data collectors.

KYLE CAMPBELL

OPERATIONS MANAGER



Kyle has been involved in the traffic industry for over 6 years and has successfully managed hundreds of private and public traffic collection efforts, including multiple large scale city and county-wide speed and ADT studies in Colorado, Washington, California, Montana, and Wyoming. His role at IDAX revolves around all of our service areas which has given him a high level of understanding for parking studies, turning movement counts, tube collection, travel times, and origin destination studies.

With a background in GIS, Kyle uses his attention of analytical detail to his benefit and prides himself on doing what ever it takes to get the job done efficiently and effectively while achieving complete customer satisfaction.

EDUCATION

B.A., Geography; GIS Certification,
Central Washington University

AREAS OF EXPERTISE

- Operations Oversight
- Geographic Information Systems
- Multi-Modal Video Collection
- Curbside Utilization
- ADT Roadway Counts
- Speed & Classification Surveys
- Travel Time/Origin-Destination Studies
- ADA Compliance Surveying
- Parking Occupancy/Turnover
- Asset Inventory

SELECTED PROJECTS

City of Bellevue Curbside Pilot | 2020

As project lead, Kyle led the collection of a citywide curbside inventory. The data collected was to understand parking restrictions, curbside usage, and to be able to geolocate fixed objects within the core downtown business district. From the inventoried dataset, IDAX was contracted to organize data from emerging AI vendors that specialize in curbside utilization. By comparing API from each vendors dataset, IDAX was able to help understand the different levels of accuracy each vendor provided. Along with the API QA/QC, IDAX deployed cameras and used the data collected to ground truth the curbside utilization activity against the permanent counting stations.

SDOT Annual Parking Study | 2015–Present

Since 2015, Kyle has helped lead the annual parking data collection throughout 25+ neighborhoods and over 1,600 block faces to compare against annual rate adjustments made by the City. From a collection perspective, the project has evolved from paper-based collection to the use of tablets and mobile devices to improve quality and efficiency of the project. By working closely with the City, IDAX has developed a platform that warehouses data from each year, provides analytics to summarize and compare data summaries, and provides intentional visualizations to support key programmatic decisions around paid parking rates within Seattle neighborhoods.

SFMTA Inner Sunset Curbside Utilization | 2019

Kyle led the curbside utilization collection of 16 block faces throughout the Inner Sunset neighborhood of San Francisco, California. The collection occurred within the am, md, and pm peak hours during a mid-week and weekend day. Prior to the collection, IDAX developed a diverse database to record granular event details ranging from event duration, location, classifications of 12 different vehicle types, type of loading/unloading activity, and package delivery/pick up tracking.

Benton-Franklin COG Traffic Counts | 2016, 2018, 2020

Kyle has been the project lead for the BFCOG bi-annual tube count contract since 2016. Over the past 6 years, IDAX has collected an average of 620, day class/speed/volume studies which were completed within a 10 week timeframe and within budget. Deliverables include a GIS shapefile and access to Turnstone, where all of the COG data has been geolocated to the exact location of deployment and an attachment linked to each feature point for instant access and download of final datasets.

KENDRA BREILAND, AICP

PRINCIPAL



Kendra has over 15 years of experience specializing in all aspects of transportation planning, including multimodal planning, comprehensive planning, fee program development, and transportation finance. Over the past five years, she has worked with more than 20 communities in Washington and Oregon to develop long-range transportation plans that consider community values, funding realities, and constructability. She has also led multimodal mobility plans and safe streets studies for suburban communities. Kendra has a strong working knowledge of state and federal requirements and routinely leads multidisciplinary teams. She excels on projects that require flexibility, creativity, and interaction with diverse stakeholders.

EDUCATION

M.A., Urban Planning, University of California, Los Angeles

B.S., Environmental Policy Analysis and Planning, University of California, Davis

SELECTED PROJECTS

Mercer Island Transportation Impact Fee Rate Study, Mercer Island, WA

Kendra assisted the City of Mercer Island in developing its first-ever transportation impact fee program. Fehr & Peers provided technical, policy, and administrative guidance during the development of the impact fee program. The program involved working with City staff to refine future land use assumptions, identifying a list of projects (both motorized and non-motorized) to be funded through the fee program, and calculating the “cost per trip” for various land use types. As a part of this work, Fehr & Peers developed a cost allocation method that specifically accounted for transportation deficiencies and non-city growth to provide for the most defensible basis for assessing the new transportation impact fee program.

Burien Downtown Mobility Study, Burien, WA

Kendra served as project manager for a downtown plan to improve safety, accessibility, and aesthetic appeal for all travel modes. The goal of the study was to enhance Burien’s unique character and help to create a multimodal, multigenerational, vision for the future. The study identified six ‘big moves’ related to parking provision, multimodal facilities, streetscape, and economic development to help the city kick start development.

Downtown Newcastle Strategic Plan, Newcastle, WA

Kendra led a project focused on transportation strategies and projects to improve safety, accessibility, and aesthetic appeal for all travel modes. Major focus areas were enhancing bicycle and pedestrian mobility, transit connectivity, and the parking experience while still maintaining vehicular access. This project included a robust public outreach process, which engaged over 500 members of the community through a three-day storefront studio, intensive workshop, and an active online presence.

City of Kirkland On-Call, Kirkland, WA

Kendra is currently managing this on-call to provide engineering and professional consulting services for the City of Kirkland. To date, task orders have included traffic operations to support planning for transit-oriented development around Kingsgate Park & Ride and intersection improvements at 6th Street and Central Way. The Kingsgate transit-oriented development task utilized the Right Size Parking tool to assess appropriate parking capacity in a suburban/urban environment. This tool was developed in partnership with King County.

CHRIS GRGICH, PE, PTOE

CIVIL ENGINEER



Chris has over 14 years of experience specializing in traffic engineering, traffic impact analysis, and intelligent transportation systems (ITS). An accomplished designer, Chris has prepared plans for numerous projects related to signal design, intersection and roundabout improvements, highway construction, signing and striping, and pedestrian safety and mobility. He recently led the signal design work for two traffic signals in Liberty Lake, which incorporated ITS components such as radio interconnect to provide signal communication and radar vehicle detection for oncoming traffic.

EDUCATION & AFFILIATIONS

B.S., Civil Engineering, University of New Mexico

Institute of Transportation Engineers

ITS WA

SELECTED PROJECTS

145th Avenue Eastrail Trail Crossing, Woodinville, WA

Chris is the Associate in Charge and engineer in responsible charge for the design documentation for a Pedestrian Hybrid Beacon installation at a proposed Eastrail Trail crossing of 145th Avenue. Design tasks included coordination with WSDOT, signal design, electrical service coordination. The project is planned for advertisement in Summer 2021.

6th Street & Central Way Multimodal Intersection Improvements, Kirkland, WA

Chris is currently leading concept designs for multimodal improvements at the 6th Avenue/Central Way intersection. The project is considering concepts for serving transit, bicycles, and pedestrians at an existing traffic signal that create an entrance to Downtown Kirkland from the east. Alternative considered shared and separate transit lanes, bicycle only phasing, and enhanced pedestrian facilities.

43rd Avenue and Sunset Road: SR 524 to 180th Street SE Roadway Improvements, Snohomish County, WA

Chris led the traffic analysis to support the channelization design and assisted with preliminary signal and illumination layouts. He is currently working with the County to provide intersection illumination, signal designs, and RRFB designs for the proposed corridor improvements. His analysis evaluated recommended alternatives under existing 2017, horizon year 2040, and AM and PM peak hour conditions and involved using Synchro software to verify queue lengths at each intersection.

Safe Highways Study, Lake Forest Park, WA

Chris led the traffic operations analysis for Safe Highways, a multimodal analysis focusing on improving safety and mobility along the SR 104 and SR 522 corridors in Lake Forest Park. Chris evaluated key considerations and concerns for each corridor, such as high travel speeds, traffic volumes, limited right of way, and few pedestrian facilities. He helped identify and develop creative corridor cross sections and conceptual plans to facilitate non-motorized access to amenities like transit stops.

Appleway Signals & Harvard Road Bridge Widening, Liberty Lake, WA

Chris managed Fehr & Peers' work on this project to support KPFF with traffic engineering services on a bridge widening and ramp improvements project at the interchange of Harvard Drive and I-90. The project included highway illumination design for the highway and bridge widening and signal design at the Liberty Lake Drive and Appleway Drive intersection.

BRETT WOOD, P.E, CAPP

PRESIDENT



Brett Wood, CAPP, P.E. is a recognized industry expert in right-sized parking systems, parking and mobility management, and implementation of progressive parking and mobility policies. Throughout his 16-year career, he has been at the forefront of parking and mobility program design and creation of innovative parking management practices. He's worked with municipalities throughout the country to help create programs structured around community goals, customer service, and maximizing economic development potential in the community. In 2019, Brett was awarded the International Parking and Mobility Institute's Chairman's Award for outstanding contribution to the advancement of the parking and mobility industry. Prior to founding Wood Solutions Group, Brett was the lead for the national parking planning practice at Kimley-Horn.

EDUCATION

Master of Civil Engineering, University of Alabama
Bachelor of Science - Civil Engineering, University of Alabama

INDUSTRY CONTRIBUTIONS

2019 Chairman's Award - International Parking and Mobility Institute Co-Chair Research and Innovation Task Force (IPMI)
Parking Technology Committee (IPMI)
Co-Author *A Guide to Parking*

SELECTED PROJECTS

McKinney Downtown Parking Study, McKinney, TX

Wood Solutions Group is part of a team that is currently developing a parking management strategy for Downtown McKinney, a historic downtown community that serves much of North Texas. The project aimed to define immediate and longer-term strategies to support growth and maintain the vibrancy of the community. Wood Solutions led the development of employee parking policies, wayfinding and signage elements, and creation of draft program branding strategies.

Peninsula Parking Study, Charleston, SC

Brett Wood led a multi-disciplinary team that created strategies around parking management and strategic policies for community growth. The City manages parking in the CBD and this process looked to expand that footprint throughout surrounding commercial districts that are seeing rapid growth. The recommendations included collaboration with the private sector to create public parking supply, application of mobile pay technologies, enhanced enforcement tools, and dynamic pricing strategies for locations throughout the community.

Additional Comparable Parking Plans

Comprehensive Parking Management Plan, Hartford, CT
Parking Strategic Plan, Columbus, OH
Downtown Parking Management Plan, Oklahoma City, OK
Parking Management Assessment, Savannah, GA
Parking Management Assessment, Lexington, KY
Parking & Mobility Business Plan, Aurora, CO
Smart Parking Management Toolbox, San Diego, CA
Parking Strategic Plan, Downtown Tempe Authority, Tempe, AZ
Parking Management Plan, Houston, TX
Parking Management Assessment, Birmingham Parking Authority, Birmingham, AL
Collaborative Parking Management Plan, Central Atlanta Progress, Atlanta, GA

Town Center Parking Study
 Submittal Materials: Framework – Proposed budget allocation

Item 2.

Project Task	Cost	Percent
Task 1: Project Management	\$ 10,000	13%
Task 2: Stakeholder Engagement and Public Input	\$ 20,000	25%
Task 3: Parking Data Collection + Analysis*	\$ 20,000	25%
*Management Reserve	\$ 10,000	25%
Task 4: Final Report + Implementation Strategy	\$ 20,000	13%
Subtotal	\$ 80,000	100%

MEETING BUDGET | PROPOSED SCOPE

TASK 1: PROJECT MANAGEMENT - \$10K

- 1.1 Kick-off Meeting
- 1.2 Project Management
- 1.3 Staff Meetings and Coordination

TASK 2: STAKEHOLDER ENGAGEMENT AND PUBLIC INPUT - \$20K

- 2.1 Stakeholder Engagement Plan
- 2.2 Stakeholder Interviews/Focus Groups
- 2.3 Workshop
- 2.4 Open House
- 2.5 Board and Commission Meetings

TASK 3: PARKING DATA COLLECTION + ANALYSIS - \$20K W/ A \$10K MANAGEMENT RESERVE

- 3.1 Data Collection Plan
- 3.2 Data Collection and Analysis
- 3.3 Activation Assessment
- 3.4 Regulations Audit
- 3.5 Parking Data Collection + Analysis Report

TASK 4: FINAL REPORT + IMPLEMENTATION STRATEGY - \$20K

- 4.1 Parking Strategy Framework
- 4.2 Draft Report + Implementation Strategy
- 4.3 Final Report + Implementation Strategy

INTERVIEW

2021/2022 MERCER ISLAND TOWN
CENTER PARKING STUDY

framework

IN COLLABORATION WITH



OUR TEAM

FRAMEWORK



JEFF ARANGO, AICP
PROJECT MANAGER



LESLEY BAIN, FAIA
PRINCIPAL



BOBO YUANSI CAI
PLANNER / DESIGNER

IDAX



MARK SKAGGS
CHIEF OPERATIONS OFFICER

FEHR & PEERS



KENDRA BREILAND, AICP
PRINCIPAL

WOOD SOLUTIONS



BRETT WOOD, PE, CAPP
PRESIDENT



KYLE CAMPBELL
OPERATIONS MANAGER



CHRIS GRGICH, PE, PTOE
CIVIL ENGINEER

FRAMEWORK

PARKING + PLACEMAKING



LAKWOOD - COLONIAL PLAZA

PROJECT	DOWNTOWN + NEIGHBORHOODS	DATA COLLECTION + ANALYSIS	PUBLIC OUTREACH	ENFORCEMENT	MANAGEMENT STRATEGIES	FINANCIAL ANALYSIS	PARKING CODE STANDARDS	PERMIT PROGRAMS	MOBILITY
Park and Ride Data Collection and Reporting - King County, WA	●	●	●				●	●	
Downtown Strategic Parking Plan - City of Redmond, WA	●	●	●	●	●	●	●	●	●
Downtown Parking Management Oklahoma City, OK	●	●	●	●	●		●		●
Strategic Parking Plan City of Columbus, OH	●	●	●	●	●		●		●
Downtown Parking Strategy City of Olympia, WA	●	●	●	●	●	●	●		●
Downtown Parking Strategy City of Bainbridge Island, WA	●	●	●		●		●		●
Parking Study City of Bremereton, WA*	●	●	●	●	●	●	●	●	●
Town Center Parking Study City of Mercer Island, WA*	●	●	●		●		●		●
Access to Transit Study City of Mercer Island, WA*	●				●				●
SR 28 Parking Management Plan Tahoe Transportation District, NV			●	●	●	●	●		●
Peninsula Parking Study City of Charleston, SC	●	●	●	●	●	●	●		●
Downtown Parking Study* City of Wenatchee, WA	●	●	●	●	●		●		
Downtown Parking Study City of Leavenworth, WA	●	●			●		●		
Restricted Parking Zones Policy Review* City of Seattle, WA	●	●	●	●	●	●	●		●
Parking Strategies Project* City of Redmond, WA	●	●	●		●	●	●		
Residential Permit Program City of Seatac, WA	●	●		●	●	●			
Right-Size Parking Project* King County, WA	●	●	●		●				

*Performed at a prior firm or agency

EXPERIENCE

CITY OF OLYMPIA

- DOWNTOWN PARKING STRATEGY (2017)
- ART CROSSINGS PLAN (2017)
- ARMORY CREATIVE HUB (2021)
- CULTURAL ACCESS (2021)

CITY OF BAINBRIDGE ISLAND

- PARKING STRATEGY (2017)
- DESIGN FOR BAINBRIDGE | GUIDELINES + STANDARDS (2019)
- DESIGN FOR BAINBRIDGE WEBSITE (2021)
- ISLAND CENTER SUBAREA PLAN (2021)
- HOUSING ACTION PLAN (2021)

CITY OF REDMOND

- DOWNTOWN PARKING MANAGEMENT STRATEGIC PLAN (2020)
- PARKING STUDY (2008)
- REDMOND CENTRAL CONNECTOR (2011)

CITY OF BREMERTON

- DOWNTOWN PARKING STUDY (2017)
- PARKING STUDY IMPLEMENTATION (2017)
- JOINT COMPATIBILITY TRANSPORTATION PLAN (2021)

APPROACH

QUALITY AND RELIABLE DATA

MEANINGFUL PUBLIC ENGAGEMENT

TOOLKIT OF PARKING + PLACEMAKING STRATEGIES

IMPLEMENTATION PLAN

HIGH-QUALITY DELIVERABLES

LIMITATIONS OF 2016 STUDY

- » Targeted scope to support Town Center code project
- » 1.5 Months from kick-off to draft report
- » Two days of data collection in mid-winter
- » Limited public engagement
- » No stakeholder outreach

MEETING BUDGET | PROPOSED SCOPE

TASK 1: PROJECT MANAGEMENT - \$10K

- 1.1 Kick-off Meeting
- 1.2 Project Management
- 1.3 Staff Meetings and Coordination

TASK 2: STAKEHOLDER ENGAGEMENT AND PUBLIC INPUT - \$20K

- 2.1 Stakeholder Engagement Plan
- 2.2 Stakeholder Interviews/Focus Groups
- 2.3 Workshop
- 2.4 Open House
- 2.5 Board and Commission Meetings

TASK 3: PARKING DATA COLLECTION + ANALYSIS - \$20K W/ A \$10K MANAGEMENT RESERVE

- 3.1 Data Collection Plan
- 3.2 Data Collection and Analysis
- 3.3 Activation Assessment
- 3.4 Regulations Audit
- 3.5 Parking Data Collection + Analysis Report

TASK 4: FINAL REPORT + IMPLEMENTATION STRATEGY - \$20K

- 4.1 Parking Strategy Framework
- 4.2 Draft Report + Implementation Strategy
- 4.3 Final Report + Implementation Strategy

MEETING BUDGET | PROPOSED TIMELINE



DATA COLLECTION APPROACH

CONFIRM + UPDATE PARKING INVENTORY FROM 2016

ONE-DAY COLLECTION IN SPRING OF 2022 -\$3-\$5K

Public On- and Off-Street Facilities

Valid Sample of Private Facilities

ANALYZE RESULTS AND COMPARE TO 2016 DATA

IDENTIFY AREAS OF HIGH-DEMAND THAT MAY WARRANT ADDITIONAL COLLECTION

REVIEW OTHER TRANSPORTATION AND TRANSIT DATA

SUPPORT PROGRAMMATIC DEVELOPMENT OF DATA COLLECTION PROGRAM AS NEEDED

OUR EXPERIENCES

REDMOND DOWNTOWN PARKING MANAGEMENT

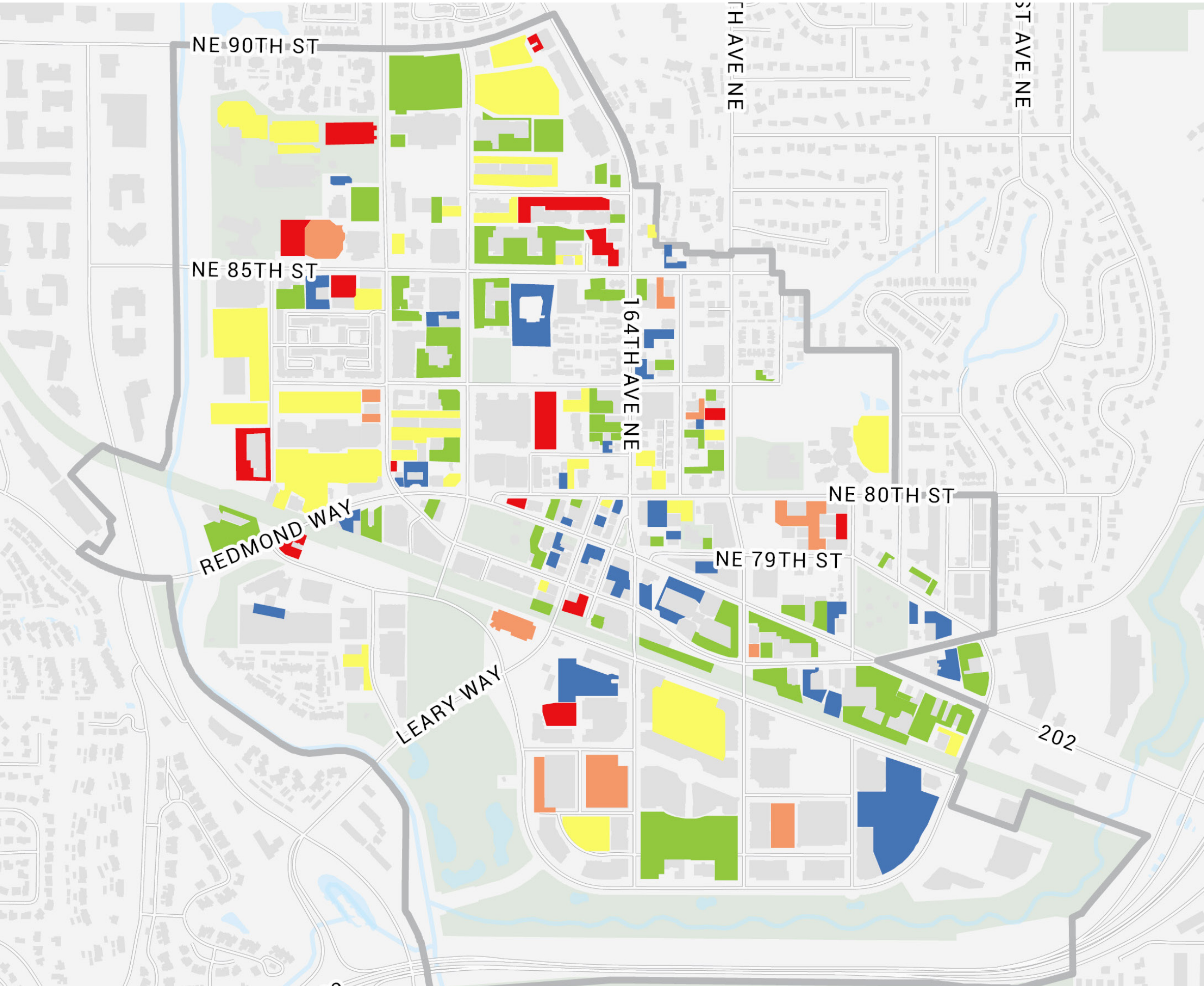


PROJECT SCOPE

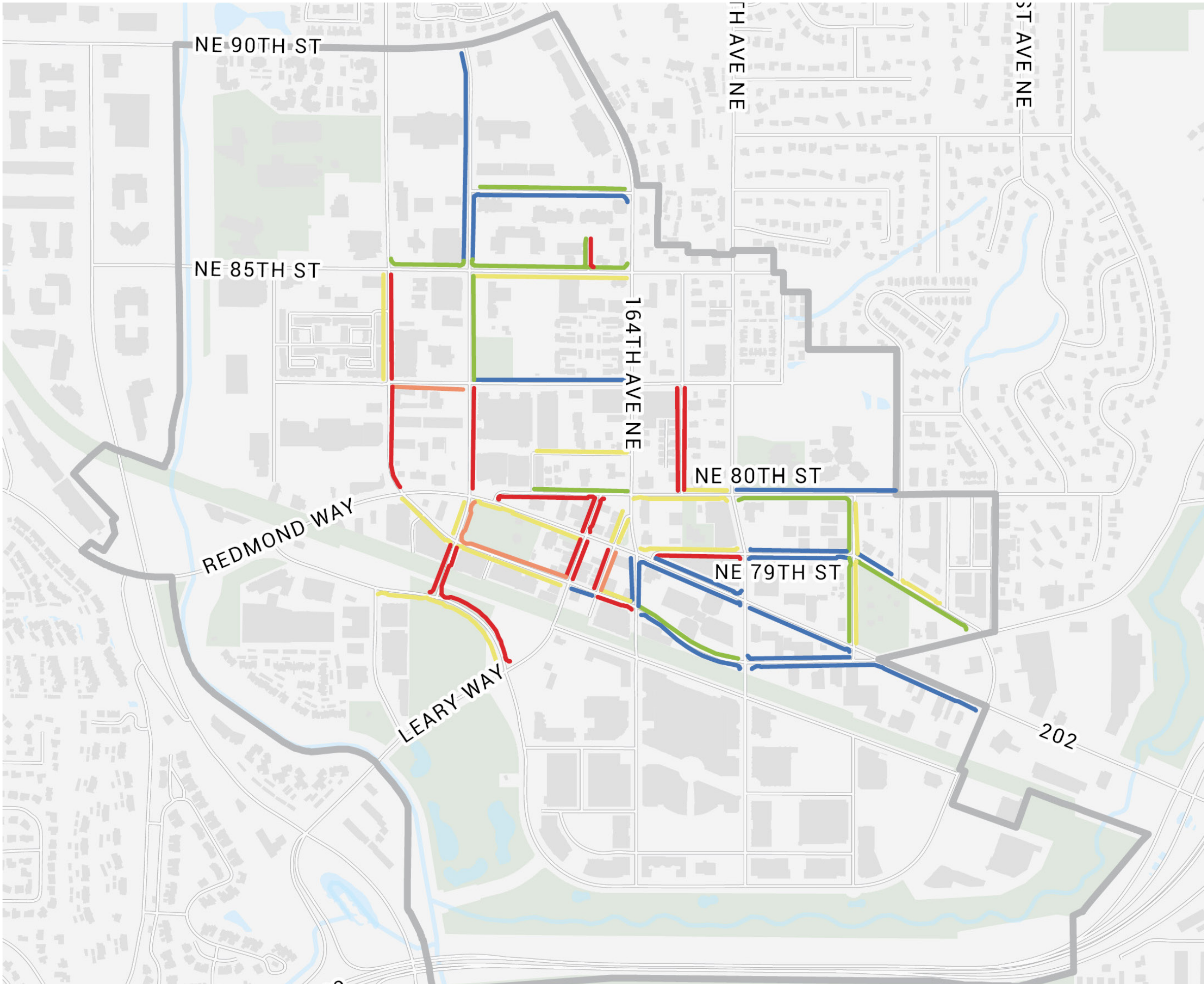
- ON- AND OFF-STREET DATA COLLECTION
- INITIAL SYSTEM-WIDE COLLECTION FOLLOWED BY TARGETED COLLECTION IN HIGHER DEMAND AREAS
- STAKEHOLDER ADVISORY COMMITTEE
- CITY STAFF ADVISORY COMMITTEE
- STORYMAP
- BEST PRACTICES REVIEW
- IMPLEMENTATION PLAN (ADOPTED BY COUNCIL IN SEPTEMBER 2020)
- ASSESSMENT OF DOWNTOWN STREETS
- STRATEGIES REPORT

OUR EXPERIENCES

REDMOND DOWNTOWN PARKING MANAGEMENT



OFF-STREET OCCUPANCY



ON-STREET OCCUPANCY

WHY FRAMEWORK?

INTERDISCIPLINARY TEAM WITH EXPERIENCE WORKING TOGETHER

EXPERTISE IN DATA COLLECTION, ANALYSIS, AND COMMUNICATION

SUCCESS WITH BOTH PARKING AND PLACEMAKING

ABILITY TO SOLVE COMPLEX ISSUES THROUGH ENGAGEMENT TO ACHIEVE COMMUNITY SUPPORT

CLIENT REFERENCES AND TRACK RECORD



THANK YOU!

framework

IN COLLABORATION WITH



Geographic Scales of Analysis

The existing conditions and context analysis consider the... a variety of scales. The regional context looks a... at found, where commuters travel... and visitors fr



2101 4th Avenue, Suite 1
Seattle, WA 98121
206.745.9555
walkerconsultants.com

Item 2.

September 9, 2021

Sarah Bluvas
Economic Development Coordinator
City of Mercer Island, Washington
9611 SE 36th Street
Mercer Island, WA 98040

Re: Proposal for 2021/2022 Town Center Parking Study RFP

Dear Ms. Bluvas and Members of the Selection Committee:

The Walker team is excited to submit for your consideration our approach to perform a successful collaboration with the City of Mercer Island (“City”) that will address the goals outlined in Request for Proposals for the Town Center Parking Study. We bring unmatched expertise and experience in parking policy, practical shared parking measures, wayfinding, parking operations, technology, and enforcement, and urban design. We are passionate about helping Mercer Island shape a more livable, equitable, active, and economically vibrant Town Center by unlocking the value of the significant land dedicated to parking.

We understand the City of Mercer Island’s growth, and quality of that growth, is tied to the productivity of its land. As Town Center businesses, residents and development continue to thrive, the City has an ambitious outlook for addressing long-term economic recovery, development, sustainability and vitality of Mercer Island. But many of Mercer Island’s policies reflect the past when driving was the only way to get around and developments had to accommodate all parking demand generated by its activities off-street, within their property site. Parking requirements may be too high and an inability to share parking, too inefficient. With the recognition of growing demands for parking, on- and off- street from new mobility, e-commerce, and business activity — combined with the need to create multimodal access and equity on streets—the City is now in a position to rethink the use and supply of parking, on and off street, to embody the Town Center’s dynamic environment and the interests of the City, stakeholders, and residents.

We will draw on our nationwide experience and expertise. We have spent thousands of hours studying parking and curb use, over decades as the lead author of the International Council of Shopping Center’s (ICSC) and Urban Land Institute’s (ULI’s) Shared Parking Models and publications, and for the past three years, conducting an extensive curbside research and development initiative, independently vetting and testing dozens of tech products to collect millions of curb use data points in cities across the country, to develop curb typologies and implementable curb plans, policies, and fees. We also understand the economics comprehensively, having secured more than \$3 billion in parking-related financing. The team of Walker consultants that has been selected for this project bring expertise in all aspects of the study, including local transit service planning, new mobility management and planning, shared parking, parking operations, enforcement and technology, data collection and analytics, street design and activation of public spaces and streets.

Most essentially for this project, we can take the exciting and make it substantive. Curb management, new technologies, elimination of parking requirements are the new, hot planning trends. Conversations and pilots around the country have been focused on technology and new mobility applications. Talking about the latest “it product” or what “this city is piloting” misses the nitty-gritty work of implementing policies, practices, and designs that are manageable and, at times, must be incremental, but focused on the long-term vision. This is especially true for cities like Mercer Island, where historically the primary use of the curb and vast amounts of off-street parking is to park cars, at no cost, or in some locations not allow parking and give all roadway space to moving vehicle traffic. Activating Town Center will require focusing on actionable and implementable recommendations



based on its land use dynamics and planning design context. We know the policy and are prepared for the tough conversations. Together, we can take the elements that make parking planning and management impactful and exciting, contextualizing them for the Town Center’s reality—real budgets, real staff time, and real practical and political hurdles to get the most productivity out of its streets and significant land dedicated to parking.

Chrissy will serve as the Project Manager to ensure that the City’s and Walker’s quality control and quality assurance standards are met within the scope of work, timeline, and available budget. She has a proven 15-year track record of implementing transportation plans, policies, and funding mechanisms. If you have any questions, please contact us at cmancini@walkerconsultants.com or at (415) 830-8464.

Thank you for considering the Walker team.

A handwritten signature in black ink that reads "Chrissy Mancini Nichols".

Chrissy Mancini Nichols, Project Manager
National Director of Curb Management and New Mobility

A handwritten signature in blue ink that reads "Manuel A. Soto".

Manuel A. Soto, Deputy Project Manager
TDM and Mobility Consultant

Project Team

Company Profile

Walker Consultants is an employee owned, global parking and transportation consulting firm, with twenty offices throughout the US, and locally in Seattle. Walker possesses a strong foundation as an industry leader in all aspects of parking and the curb—planning, operations, policy, design, financing, and technology.

Our parking and mobility planning professionals design and implement programs that are realistic, context appropriate, cost-efficient, and effective at managing the curb, access to business, changing behaviors and increasing the use of alternative modes of transportation. New mobility options present a range of policy and design challenges for our cities and regions, and we have developed thoughtful, creative, and fully integrated transportation solutions based on the needs of local communities.

Our experts have worked in the real world as directors of transportation, planning, and parking at planning organizations, cities, airports, hospitals, and university campus settings. We have created funding and financing mechanisms to support billions of dollars in transportation projects. Our strength is in developing community supported, implementable plans for our clients—large urban cities, metropolitan agencies, transit agencies, suburban cities, small towns, small businesses, and Fortune 500 corporations.

Project Team Bios

We propose the following team for this engagement, all of whom have been working together on similar planning and placemaking engagements over the past four or more years. Full resumes are included as an appendix.

Chrissy Mancini Nichols – Project Management

As Project Manager, Chrissy will work with city staff and stakeholders while managing her team to ensure the success of the project and satisfaction of City staff. Chrissy is a nationally recognized expert in planning and an experienced project manager, with unmatched experience analyzing, and leveraging the nexus between parking policy, economic development, and placemaking for small and large cities. Chrissy is also the National Director of Curb Management and New Mobility Studies at Walker. Chrissy is leading a 3+ year research and development initiative with five pilot cities across the nation to test curb management technology to collect curb use data.

Steffen Turoff – Principal/Senior Advisor

As the Principal in Charge of Planning for Walker’s West Coast offices, Steffen oversees project QA/QC and provides input on the project planning effort. Steffen has managed over sixty municipal parking planning engagements during his seventeen years at Walker, most undertaken by city Economic Development departments. His diverse list of clients ranges from affluent communities such as Beverly Hills, Carmel and San Clemente, California to King County Metro and a master planning effort to share parking among new uses at the Port of Everett’s Waterfront Place Central. In San Clemente, Steffen was involved in a cutting-edge program to share private parking among businesses and the general public. Steffen also works with communities and transit agencies to address issues of planning for and managing commuter parking.

Manuel Soto – Walking and Transit Access/Data Collection/Deputy PM/Local Liaison

An urban designer with over twenty-five years' experience in the transportation planning field, Manuel is an expert on the nexus between walkability, public transportation and parking. A former planning commissioner in a nearby community, Manuel has in depth knowledge of the Puget Sound region's transportation system, having performed over a dozen such studies in the region, from advocating for walking safety and access at Feet First to development of shuttle service operation plans for local employers such as Microsoft, Amazon, Boeing and Expedia, to station access planning for King County Transit and transit master plans for the cities of Seattle, Bellevue and Redmond.

Mallory Baker – Community Engagement Lead

Mallory specializes in results-oriented, empathetic stakeholder engagement and conflict mediation. She has a keen eye for developing meeting and interview formats that generate valuable feedback from key parties and help, rather than hinder, the project process, customizing process based on the unique needs of the communities Walker engages. Mallory stays on the cutting edge of community engagement, from the latest technologies for meetings and surveys to an understanding of how and when in-person, focus groups or public surveys may be the best way to communicate with stakeholders.

Tania Schleck – City Code Regulations/Data Collection

A city planner for several years in an affluent, suburban community prior to joining Walker four years ago, Tania applies her knowledge of ordinances, local government, and transportation to the very issues faced by Mercer Island in communities up and down the West Coast, including shared parking and code analysis.

Jeff Weckstein – Shared Parking Analysis

Jeff is a highly experienced parking planner and traffic engineer who has worked extensively with Institute of Transportation Engineer (ITE) data for parking and traffic to create plans for efficient and implementable sharing of parking in commercial districts, including shared parking studies on Bainbridge Island, Tacoma General Hospital, and Waterfront Place in the Port of Everett.

Jonathan Wicks – Technology and Operations

A Seattle native with nearly fifteen years of experience in municipal parking operations, technology and enforcement, Jonathan knows parking best practices and the opportunities and challenges of the latest parking technologies, including automated parking guidance systems (APGS) that guide the public to find spaces, an increasing popular strategy in large commercial districts. Jonathan would work with our planners to identify operational and technology solutions to achieve Mercer Island's goals for parking.

Bobby Mordenti – Wayfinding and Urban Design

Bobby is an urban designer and transportation planner who applies his knowledge in communities across the country to enhance and create wayfinding and placemaking as part of larger transportation engagements. Bobby's role in Mercer Island will be advising the team on urban design and wayfinding as it relates to the greater goals of the community.

Project Experience

Revitalizing Access in Boulder Project, Boulder, Colorado

The City of Boulder partnered with Walker Consultants, to conduct a sweeping revitalization of core parking and curb access programs citywide including the parking and curbside pricing approach and the Neighborhood Parking Permit (NPP) Program. Phase I of the project, completed in December 2020, comprised of data collection and existing conditions analysis that detailed how parking pricing and policy was misaligned with Boulder’s goals for access, mobility, equity, the environment, and supporting economic and community needs.

Walker led a foundational visioning strategy with staff and leadership, a virtual community engagement strategy that included work sessions with five different boards and commissions and City Council, and work sessions with the local business and property management communities, to discuss how changes to parking and curb pricing and policy would achieve Boulder’s aspirational vision for the future.

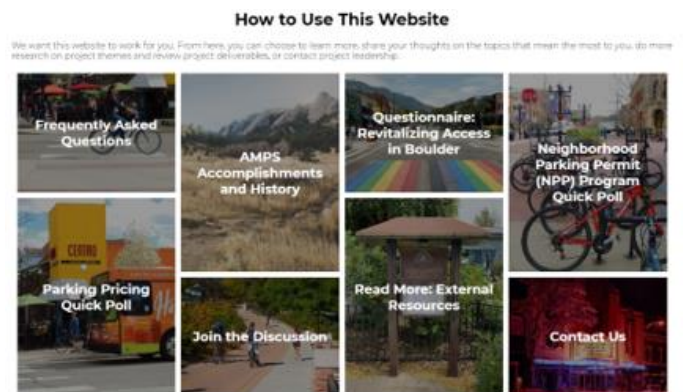
The result of the work, finalized in August 2021, was a full-scale implementation and action plan for new parking and curbside management and pricing strategies, including budget requests, ordinance and policy changes, and administrative, operational, and policy actions.

The innovative community engagement strategy was responsive and resilient in the face of COVID-19 restrictions and included nearly 10,000 participants across the Boulder community using a variety of platforms—a custom-built digital hub (Access4Boulder.com), virtual engagement modules, focus groups, and more.

Walker also proposed a framework for curb access from users beyond parking (commercial delivery, micro mobility, ride hailing, parklets, etc.) to shape the future of the curb and laid out an incremental policy and technology process for implementation.

City Contact Information

Chris Jones, Deputy Director, Community Vitality
 City of Boulder, 1500 Pearl Street, Suite 302 | Boulder, CO 80302
 O: 303-413-7302, email: jonesc@bouldercolorado.gov



Walker’s Digital Hub for City of Boulder, CO Curb Access Management and Parking Strategy <https://www.access4boulder.com/> As part of our digital strategy, we engaged several community and business working groups and use tools such as Mural as digital whiteboards, held online charettes at community meetings, conducted an online survey and quick polls, and created an interactive online website and social media presence to reach the public.

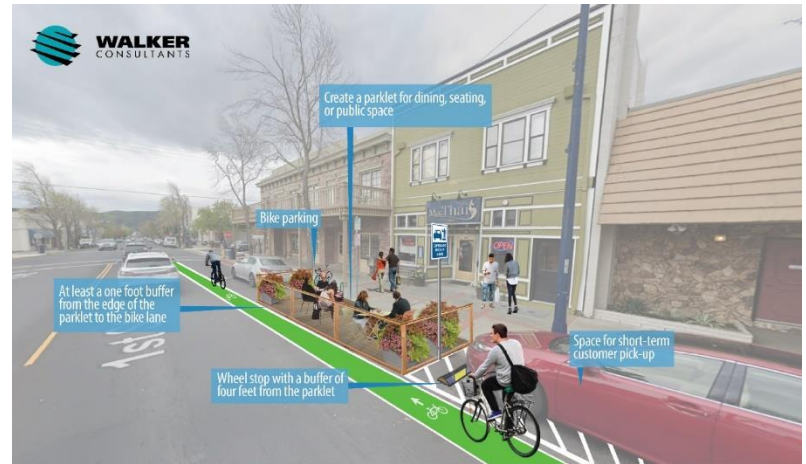
Benicia Downtown Parking and Mobility Plan & Curbside Parklet Program, Benicia, California

Adjacent to both Napa Valley and the Bay Area, Downtown Benicia is a vibrant waterfront, walkable community with unique shops, restaurants, and a thriving arts community. It hosts several popular community events throughout the year, making it a desirable destination for both locals and visitors. The downtown’s primary corridor, First Street, has a significant amount of activity and is directly adjacent to walkable residential neighborhoods. The mix of commercial businesses, scenic views, and access to the water make First Street a

popular destination for pedestrian activity. Wide streets and calm traffic patterns also make First Street an ideal environment for bicycle travel.

The City engaged Walker to provide a comprehensive analysis of downtown parking and transportation, identify options for bike and pedestrian improvements, and implement a parklet/streatery program.

Walker incorporated robust data collection and an extensive online and in-person public outreach campaign to develop a comprehensive set of parking, bike, and pedestrian improvements, streetscape activation and design, and policy updates.



Walker also crafted and implemented the City’s temporary streatery program in response to the COVID-19 pandemic and subsequently the permanent parklet/streatery program, including design standards, regulations, and fees.

City Contact Information

Mario Giuliani, Deputy City Manager
 City of Benicia, 250 East L Street, Benicia, CA 64510
 O. 707-746-4289, email: mGiuliani@ci.benicia.ca.us

City of Sunnyvale Parking Capacity and Code Study, Sunnyvale, CA

The City of Sunnyvale engaged Walker to analyze downtown parking conditions, code and plan regulations, and the capacity of the parking district. The City wanted to understand any misalignment between code requirements and plan goals, how to effectively manage existing parking to make it more convenient, and the ability of the parking district to accommodate current and future uses.

Walker’s analysis included studying supply and demand conditions in the parking district, and examining user groups (visitors, residents, employees), studying the capacity of the parking district to accommodate existing and future uses, identifying misalignment between growth and plan goals and parking requirements, examining the City’s downtown development policies to identify and explore alternative solutions for meeting future downtown parking needs, and identifying the potential for providing additional parking supply in the parking district.

The City of Sunnyvale will be able to balance parking demand between user groups (employees, residents, visitors), right-size parking from a realignment between plan goals and parking requirements, and accommodate future parking needs through proper management, regulations, enforcement, technology, and organizational structures. The City continues to engage Chrissy Mancini Nichols, our proposed Project Manager, to evaluate parking impacts and considerations for new development and shared parking as they occur in Downtown Sunnyvale.

City Contact Information

Michelle King, Principal Planner
 City of Sunnyvale, 456 West Olive Street, Sunnyvale, CA 94086
 O: 408-730-7463, email: mking@sunnyvale.ca.gov

Project Understanding and Approach

Mercer Island's Town Center, on the north end of the Island, is located at the geographic crossroads of the Island and the Puget Sound Region, with excellent access to Seattle, Bellevue, and beyond, via the I-90 freeway, and the soon-to-open East Link Light Rail transit service, providing even greater access and capacity than the existing commuter bus service.

Informed in part by the recent businesses survey, the City understands that Town Center is at the policy and operational intersection of multiple issues as well, with local businesses stating a desire for ample parking, a request for funding sources to support local businesses, and concerns about commuter parking, while residents want to ensure that commercial and commuter parking does not spill into their neighborhoods.

Previous studies have demonstrated an abundance of physical parking spaces in Town Center, reducing the amount of area that can be devoted to an attractive civic sense of place, which would enhance public space and, by extension, desirability of the business district. The question then becomes the location and allocation of parking spaces vis a vis patrons and employees of the district. How Town Center reached this point necessitates a review of its City Code, and make recommendations to potentially change how the City requires and provides parking in the future. How to move forward productively also likely requires changes to parking regulations, enforcement, and possibly the introduction of new, customer-friendly technologies.

As international shared parking expert, Mary Smith (a 45-year employee of Walker), says about parking, "the destination is the draw (not the parking)." The good news is certainly that Mercer Island is an attractive place to visit local businesses. But although the parking may not be "the draw," the amount and location of the physical space it occupies makes how, and where, parking is provided crucial for the success – or failure – of place making, "the destination." Abundant parking can come at the expense of desirable spaces for people. At Walker, we approach our engagements keenly aware of this challenge, and recognize that addressing it effectively in Mercer Island's Town Center will be a crucial component for the success of the engagement. Our expertise in all things parking and urban design, including the planning, ordinances, enforcement, design, and technologies of parking, ensures that new and existing businesses have adequate parking, while creating opportunities to claim unused space for people.

As with every engagement, key to the success of planning parking and placemaking in Town Center, will be listening to and hearing from the public. We have developed a variety of shared parking ordinances and code changes to provide parking more efficiently and conveniently. We have designed wayfinding and automated parking guidance systems to improve the visitor experience and effectively increase the availability and convenience of parking. Our financial studies have funded more than \$3B in parking financing, and we would be glad to study funding mechanisms related to parking that could support local business.

Ultimately, we approach parking from all perspectives, real estate, design, financial and most of all the human experience. Is parking the highest and best use? If parking is not the draw, what can we create that reclaims parking, draws people in, and encourages them to stay? What does this mean for infrastructure, from the roadway network to invisible utilities below the right of way? Our parklet designs and programs, shared uses for



parking facilities, wayfinding plans, and pedestrian plans have answered these questions for our clients, to maximize their parking, and limited land, and generate infinite imagination of those who seek to come together in public spaces.

Scope of Work

Task 1 - Project Management

Task 1.1 Kick Off Meeting. Walker will conduct a kick-off meeting with the City's project manager and all City and Walker team members to explore project parameters, objectives, purpose, assumptions, and goals. The kick-off meeting will include a discussion of project scope, schedule, and budget. Walker will conduct a site visit to review study area conditions.

Task 1.2. Finalize Scope, Budget, Schedule. Based on the outcomes of the kick-off meeting, Walker will develop and finalize the project scope, schedule, and budget alongside the City's project manager.

Task 1.3. Regular Meetings. Walker will hold regular phone or web meeting check-ins with the City's project manager, and applicable team members.

Task 1.4 Monthly Invoices. Walker uses an internal electronic accounting system, which prepares monthly invoices and progress reports that track schedule and budget. We will issue monthly invoices to the City with summaries of staff work on the project.

Task 2 - Background Studies Review

Walker will conduct a deep-dive review of existing land use, transportation, transit, and parking ordinances and conditions in the study area (the Town Center Zone and North Mercer Restricted Parking District). This includes a review of the following pertinent but studies, but not limited to:

- The three previously completed parking studies:
 - 2008 study by KPG
 - 2015 study by BP Squared
 - 2016 study by BERK Consulting
- Mercer Island Town Center Vision and Goals (Comprehensive Plan)
- 2020 Mercer Island Business Survey Report
- Existing parking enforcement policies and programs
- Existing parking programs on Mercer Island, including the Town Center Commuter parking permit and North Mercer Restricted Parking District permit
- Relevant East Link Extension ridership data to understand potential commuter parking demand



Task 3 - Stakeholder Engagement & Public Input

Task 3.1 Project One-Pager. Walker will create a project one-pager summarizing the project vision and objectives in simple, easy-to-understand language for stakeholders, the community, and other collaborators, in both English and Spanish.

Task 3.2 Community and Stakeholder Engagement Plan. Walker will create a plan detailing core engagement audiences and roles, key areas of influence for each core audience, and methods and timeline for engagement. This plan will be developed in close coordination with the City team.

Task 3.3 Success/Fear Visioning. The start of a project is where we build a shared vision of success together. At the project kickoff meeting with the internal City team, we will use Mural, a unique “digital whiteboard” platform, to envision project successes, fears about the project, and concrete ways to harness those fears. With this tool and the resulting deliverable, called a “Success/Fear Statement”, we will create a clear path towards our desired outcomes, as well as an action plan to alleviate any potential obstacles.

Task 3.4 Project Advisory Committee Meetings. Alongside the City, we will appoint a Project Advisory Committee, comprising Town Center business owners, property owners/managers, residents, interest and advocacy groups, and others. We propose to engage this Committee virtually three times over the course of the project. At the first meeting, we will conduct the Success/Fear Visioning exercise as completed during the kickoff meeting with the internal City team, explained as part of Task 1.1, above. In subsequent meetings, we will share technical progress on the project and gather feedback from the Committee using innovative methods such as World Café exercises, polling tools like Mentimeter, guided discussions, and more.

Task 3.5 Virtual Engagement Modules. Walker will develop a series of simple, creative 15- and 30-minute virtual engagement modules using our Mural and Mentimeter platforms to gather feedback from integral community groups as determined by the City, such as the Chamber of Commerce, the Mercer Island PTA Council, and others. We will create training materials on these modules, presenting up to three (3) options and arming City staff with the tools and information they need to share with additional community groups as needed and desired.

Task 3.6 Social Media Discussion Thread and Polls. Mercer Island’s Facebook page currently has a following equal to about 10% of the total population of Mercer Island—a great achievement! We propose to leverage this active social media presence by creating a series of simple discussion topics and polls to offer readily accessible ways for the community to engage and share opinions and insights.

Task 3.7 City Council Work Session. Walker will prepare for and lead a work session with City Council prior to developing final strategies and recommendations.

Additional Scope

While we believe this base scope of services will facilitate an effective and innovative engagement strategy, we also recommend considering the following additional opportunities, particularly if the City wishes to pursue in-person engagement options.

Optional Task 3.8 Event Booth. Walker will staff a booth at a local event with quick but impactful options for information sharing and gathering input, such as mapping games, digital surveys, or dot voting.

Optional Task 3.9 Hybrid Community Open House. Walker will prepare for and lead a community open house in an open-air or large room environment with various activities to engage on topics integral to the plan, such as parking management and technology options, access and mobility conditions and innovations, and more. The open house will include a virtual access option for people who would like to attend the event but would rather access boards/graphics and provide feedback on their mobile devices.

Task 4 – Parking Supply & Demand Analysis

Task 4.1 Parking Inventory. Walker will conduct an on-site parking inventory of the study area. The inventory will include all on-street and off-street parking facilities in the study area. The inventory will be segmented by parking facility location (block face or off-street parking facility). The inventory will segment the parking supply by time restricted, permitted, and non-regulated parking.

Task 4.2 Parking Occupancy. Walker will conduct parking occupancy counts (number of parked cars) on a typically busy weekday and weekend day. It is anticipated that four counts would be conducted each day (morning at approximately 10:00 a.m., lunchtime at approximately noon, mid-afternoon at approximately 3:00 p.m., and evening at approximately 6:00 p.m.). The dates and times of data collection will be decided in coordination with the City. The occupancy data will be segmented by parking facility location (block face or off-street parking facility).



Task 4.3 Heat Maps. Walker will summarize parking utilization in the study area by creating “heat maps” showing the locations in which parking demand is concentrated and locations with more availability.

Task 4.4 Parking Length of Stay. Walker will use its automated license plate recognition system (LPR) and/or manual field surveyors (whichever is identified as more effective) to collect vehicle length of stay data for the on-street parking supply. The length of stay data will help provide a better understanding of parking user groups, the extent to which time limits are adhered to, and the rate at which vehicles turnover. It is anticipated that length of stay data would be collected hourly from 10:00 a.m. to 7:00 p.m. on a typical weekday.

Task 4.5 Future Development. Based on future development plans provided by the City, Walker will conduct up to three (3) future development scenarios to understand how future development will impact parking demand using the Walker/Urban Land Institute – International Council of Shopping Center Shared Parking Methodology. The future analysis will consider current, projected and desired transportation mode split including bicycle, pedestrian, transit, and transportation networked companies (TNCs).

Task 5 - Regulatory Analysis & Recommendations

Task 5.1 Current Parking Regulations Review. Walker will review the current parking restrictions and regulations in place (from data collected in Task 4) including parking time limits and policies, permits, and enforcement policies.

Task 5.2 Current City Code Parking Requirement Review. Walker will conduct a deep dive of current parking regulations in pertinent sections of the Mercer Island City Code to identify gaps and areas for improvement, including, but not limited to:

- Town Center Parking Requirements
- Parking Lot Dimension Requirements

Task 5.3 Recommendations. Based on findings from Tasks 5.1 and 5.2, Walker will identify gaps and areas for improvement, and recommend policy updates based on current issues, future needs and overall parking and access goals. Parking policy updates will consider factors such as (including, but not limited to):

- Minimum parking required compared to actual demand
- Parking in lieu fee considerations, opportunities, and recommendations
- Shared parking provisions
- Transportation demand management
- Parking design requirements and considerations

Task 6 - Implementation Strategy

Task 6.1 Parking Management Strategy. Based on the findings from the previous analyses and stakeholder engagement effort, Walker will develop a parking management strategy, which will include recommendations for:

- On-street parking regulations including time limit policies and strategies, and enforcement.
- Enhancements to parking policies and the relationship between on- and off-street parking including time limits, rates, hours of operations and programs for resident, overnight, and employee parking. We will explore how policies can better balance on and off-street parking supply.
- Accommodating demand by user group (residents, employees, and visitors) and areas of interest.
- Recommendations for improvements in parking wayfinding. It is difficult to navigate to certain parking supply in the City, particularly the off-street supply. Technology improvements, such as Automated Parking Guidance Systems (APGS) will be considered to help people locate underutilized parking facilities and improve the efficiency of the parking system.
- Technology recommendations to improve the efficiency of the parking enforcement program.
- Measures for improved use of existing public and private parking facilities including shared parking and other shared use agreements. Walker has worked with multiple communities on developing shared parking agreements between public agencies and private owners.
- Strategies to improve parking access to the future light rail station.
- A phased implementation plan to meet future parking needs.

Task 6.2 Opportunities to Increase Parking Capacity. Walker will identify opportunities to increase on-street parking capacity through angled parking. In coordination with the City, Walker will identify certain blocks that could accommodate angled parking and provide an estimate for the number of parking spaces gained. Based on Walker's experience designing parking, we will outline the benefits and considerations to this approach, including safety and traffic considerations.

Task 6.3 Town Center Activation. Walker will identify opportunities to repurpose existing underutilized parking supply to activate Town Center and support local businesses. Examples of more people-centric uses include parklets, streateries, and pop-up retail/restaurants. Further, with the new East Link Extension station, there may be an opportunity to convert parking to a multi-modal mobility hub to provide better access to transit.

Additional Scope

Optional Task 6.4 Automated Parking Guidance System (APGS) Opinion of Probably Costs and Specifications. If the City wishes to pursue an APGS system, Walker can provide an Opinion of Probably Cost for the technology and specifications for implementation.

Optional Task 6.5 Parking Enforcement Plan. Walker can also conduct a comprehensive review and recommendations for the City’s existing parking enforcement practices.

Task 7 - Final Report

Task 7.1 Final Report. Walker will prepare a final report summarizing the methodology, findings, stakeholder outreach effort recommendations, and implementation strategy from Tasks 2 to 6. The final report will be read-friendly with a variety of communication modes, including text, maps, graphics, tables, matrices, and other infographics as necessary. Walker will submit the draft report to the City for review and comment. Walker will finalize the report based on the City’s comments.

Task 7.2 PowerPoint Presentation. Walker will prepare a PowerPoint presentation summarizing the report to be presented to the City Council.

Task 7.3 City Council Presentation. Walker will present the parking study at one (1) City Council meeting, likely to occur at the end of 2022.

Project Timeline

The proposed project timeline, shown by month, is provided in the following table.

Task	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	June 22	July 22	Aug 22	Sept 22	Oct 22
1. Project Management											
2. Background Studies Review											
3. Stakeholder Engagement and Public Input											
4. Parking Supply and Demand Analysis											
5. Regulatory Analysis and Recommendations											
6. Implementation Strategy											
7. Final Report											

Project Budget

Walker anticipates completing the tasks specified in the scope of work (with the exception of the Additional Scope tasks) within the City’s \$80,000 budget. Walker would negotiate final scope and budget with the City to best meet the needs of the City.

Conflict of Interest Disclosure

Walker Consultants has no potential conflicts of interest, with any other clients, contracts, or property interests in the City, to carry out this study.

Project Team Resumes

Chrissy Mancini Nichols

Project Manager



A national figure in parking planning and economic development policies for cities, Chrissy brings tremendous experience, credibility, and technical expertise to her engagements with these issues. But Chrissy never loses sight that the technical, regulatory and operational considerations are tools to reach placemaking, economic development and ultimately quality of life objectives in the communities she serves. Examples include the successful parklet/streatery, shared public-private parking, and TNC programs Chrissy and her Walker team have created as part of broader studies, regulatory updates, and parking and transportation plans. In addition to her expertise, Chrissy’s clients appreciate her hard work, hands-on style, and personable nature when working with communities, elected officials, and the public.

Key Experience

- Parking and Transportation Policy
- Placemaking and Economic Development
- Stakeholder Outreach

Education

- Master of Science in Public Policy and Administration, Northwestern University
- Bachelor of Science in Education, Youngstown State University

Committees

- California Public Parking Association, Legislative Committee
- Chicago Transit Authority’s Bus Rapid Transit Steering Committee
- Chicago Mayoral Transportation and Infrastructure Transition Team
- Midway Airport Public Private Partnership Advisory Panel
- Chicago’s Metropolitan Planning Organization’s technical advisory group analyzing the fiscal and economic impacts of development decisions

Awards

- Professional Fellow, US Department State, Young Southeast Asian Leaders Initiative
- Recipient of the Northwestern Graduate School Distinguished Thesis Award

Interests

- Co-Host of Monday’s at the *Overhead Wire*, a weekly planning podcast
- Blogs on planning and policy at mycuriouscity.com

Project Highlights

Downtown Parking Study and Recommendations, City of Sunnyvale, CA

The City of Sunnyvale engaged Walker to address a complex web of parking planning regulations, overlay and assessment districts, parking demand from transit facilities, and inefficient utilization of private parking facilities. After an extensive study of regulations, parking demand, and business’ concerns, Chrissy revised and streamlined regulations and programs to facilitate new development and ensure efficient use of the private parking supply, to help rather than hinder businesses, and enhance the quality of life and place in Sunnyvale.

Revitalizing Access in Boulder, City of Boulder, CO

City of Boulder policy goals have emphasized parking and transportation access as key to the City’s recognized high quality of life. To improve and future-proof program performance, the City partnered with Walker, led by Chrissy and Walker staff Mallory Baker, to conduct a sweeping revitalization of core parking and access programs citywide. Walker’s team undertook visioning, data collection and analysis, innovative community engagement, and development of a menu of strategies to meet Boulder’s aspirational vision. Chrissy developed the analysis and recommendations for on-street parking regulations and demand-based pricing, while ensuring consistency with the comprehensive plan. The result, finalized in August 2021, was a full-scale implementation and action plan for new parking and curbside management and pricing strategies, including budget requests, ordinance and policy changes, and administrative, operational, and policy actions.

Downtown Parking Plan and Curbside Parklet Program, City of Benicia, CA

Chrissy performed the parking study to enhance downtown development and quality of life in Downtown Benicia a vibrant waterfront, walkable community with unique shops, restaurants, and a thriving arts community, adjacent to Napa Valley and the busy Bay Area. Through a quantitative analysis of parking and the constraints and opportunities around existing regulations and plans. Chrissy’s analysis and public outreach determined the necessity of updating regulations, design standards and the benefits of placemaking improvements, including a thoughtful parklet/streatery program, curb management standards, and pedestrian and bicycle improvements. Praise and accolades continue to come from city staff and the public, as the city continues its engagement with Walker to refine its programs and policies.

Steffen Turoff

Principal/Senior Advisor



Key Experience

Parking Policy and Planning
 Municipal Planning
 Community Redevelopment

Education

Master of Arts, Urban Planning,
 University of California- Los Angeles
 Bachelor of Arts, University of
 California- Berkeley
 Charrette Planner Certificate, National
 Charrette Institute

Affiliations

International Parking Institute
 American Institute of Certified Planners
 International Downtown Association
 Urban Land Institute
 California Redevelopment Association

Recent Publications

“Hey Buddy, What will you Pay for this
 Parking Spot?” Planning, American
 Planning Association,
 “Mensa Meters”, The Parking
 Professional, International Parking
 Institute,

Presentations

“Parking Systems: Policies, Management
 and Design”, Southern California
 Association of Governments (SCAG),

Languages

Spanish, Japanese

Developing and customizing parking policies, ordinances and operational measures that facilitate economic development and enhance a sense of place in the communities where he works has been Steffen’s key focus during his seventeen years at Walker. He has managed over sixty such municipal engagements with and been a strategic advisor and principal in charge for nearly one hundred other such studies, winning praise and additional engagements from his clients. Steffen has worked with numerous cities on shared parking practices and ordinances to efficiently utilize private parking for public uses and has worked with both cities and transit agencies to manage commuter parking adjacent commercial and residential districts. His clients have ranged from Beverly Hills and Carmel, California to King County Metro, the Port of Everett, and the Winslow Hotel on Bainbridge Island.

Steffen has a Master of Arts in Urban Planning from UCLA, where he studied with parking expert Professor Donald Shoup. Subsequently Steffen was a planning analyst at Gilmore Associates, the development firm that championed the cutting-edge Adaptive Reuse Ordinance, which allows for the conversion of commercial buildings into residential uses.

Project Highlights

Commercial and Civic Center District Parking and Transportation Master Plan, Santa Monica, CA

Steffen and his team developed a plan to increase the efficiency of the District’s parking and multimodal system of access to accommodate an increase in development in the area along with a reduction of seven hundred parking spaces. The cutting-edge Plan was approved by the City and the California Coastal Commission. Both the introduction of the new land uses and the reduction in parking spaces have now been constructed and implemented successfully.

Downtown Parking Study and Recommendations, Sunnyvale, CA

Steffen was the Principal in Charge for this engagement in which the City engaged Walker to address a complex web of parking planning regulations, overlay and assessment districts, parking demand from transit facilities, and inefficient utilization of private parking facilities. Project Manager Chrissy Mancini Nichols revised and streamlined regulations and programs to facilitate new development and ensure efficient use of the private parking supply, to help rather than hinder businesses, and enhance the quality of life and place in Sunnyvale.

Downtown Parking Management and In Lieu Fee Plan, Healdsburg, CA

This wine country destination town has engaged Steffen and Walker colleagues Tania Schleck, Chrissy Mancini Nichols, and Manuel Soto multiple times over the past seven years for engagements to successfully develop and refine its parking program and mobility incentives.



Manuel A. Soto

Walking and Mobility Access/DataCollection/ Deputy PM/Local Liasion

Based in our Seattle office, with most of his twenty five years' experience focused on Puget Sound region planning projects, Manuel is a mobility and parking specialist with real-world experience in design, planning and implementation of programs to increase multi-modal mobility, make parking more efficient, and reduce the use of single-occupant vehicles to enhance place making and economic development.

Manuel's transportation planning expertise includes work for public and private systems in the Seattle area, including restructuring of bus service networks, implementation of BRT, commuter express, Microsoft and other employer shuttle and first/last mile services, development of service operations plans, transit supportive policies, and demand forecasting. His TDM experience includes development of TDM programs for major employers, TDM plans for land use developments, implementation of strategies to reduce parking demand, social marketing campaigns to promote use of alternative modes and incentive programs to effect changes in travel behavior.

Some of his most notable projects (including work previous to Walker) include planning and implementation of Microsoft Corporation's commuter bus service in Seattle, the Metro Rapid Bus program in Los Angeles, and parking system planning for Valley Medical Center in Tacoma.

Key Experience

Parking and Transportation Planning
Transportation Demand Management
Benchmarking and Data Analytics

Education

M.A. Urban Planning, University of California, Los Angeles, 2001
Urban Economics Diploma, Universidad Católica de Chile, Santiago, 1995
Architecture Degree, Universidad Católica de Chile, Santiago, 1992

Certifications

AICP, American Institute of Certified Planners, 2014
CNU-A, Congress for the New Urbanism, 2015
TDM-CP, Association for Commuter Transportation, 2020

Affiliations

American Planning Association (APA)
Congress for the New Urbanism (CNU)
Association of Pedestrian and Bicycle Professionals (APBP)
Association for Commuter Transportation (ACT)
International Parking & Mobility Institute (IPMI)
Urban Land Institute (ULI)

Project Highlights

Commercial and Civic Center District Parking & Transportation Master Plan, Santa Monica, CA

Manuel, together with colleague Steffen Turoff, developed a Plan to increase the efficiency of the District's parking and multimodal system of access to allow for an increase in development in the area concomitant with a reduction in seven hundred parking spaces. The groundbreaking Plan was approved by the City and the Coastal Commission and construction on the new land uses in the area has been successfully completed.

MultiCare Tacoma General Hospital, Parking Management & TDM Plan, Tacoma, WA

Supply-demand parking study, and development of parking management and TDM plan. Work with CEO Council and department stakeholders to implement change management. Evaluation and modeling of parking and TDM implementation scenarios. Estimate costs, benefits, impacts and mitigating measures, and develop detailed plan for implementation.

Microsoft Corporation's Employee Bus Service (the Connector), Redmond, WA

Worked for 9 years as service planning advisor to Microsoft's Real Estate & Facilities Group, in design and implementation of "the Connector." Microsoft's own commuter-express transit system in the Puget Sound Region, serving more than 4,000 employees daily on 23 regional routes.



Mallory A. Baker

Community Engagement Lead

Mallory specializes in results-oriented, empathetic community engagement and conflict mediation. She has a keen eye for developing creative engagement initiatives and plans that generate valuable feedback from key parties and help, rather than hinder, the project process. She has crafted engagement strategies for transportation planning work throughout the Pacific Mountain West, West, Midwest, and Southern United States. Mallory also heads Walker’s national community engagement policy, crafting guidelines and templates for consultants throughout the firm, and has successfully transitioned many projects during the uncertain times of COVID-19 into a virtual setting—a recent fully-virtual engagement effort she led for the City of Boulder had nearly 10,000 unique participants. She is hugely passionate about effective communication of highly technical topics—as a testament to this commitment, her work on the Dallas Midtown Autonomous Transportation Feasibility Study, for which she served as project manager and engagement lead, recently received a communications award from the Awards for Publications Excellence.

Key Experience

Community Engagement
Municipal Planning
Communications

Education

Master of Arts, Urban Planning, City
University of New York, Hunter
College

Bachelor of Arts, University of New
Hampshire

Affiliations

Urban Land Institute (ULI) Transit-
Oriented Development Committee

American Planning Association (APA)

Presentations

“Frenemies: Millennials and the Future
of Parking Planning,” Southwest
Parking and Transportation
Association (SWPTA), February
2018

“From Mobility Zero to Hero,” American
Planning Association Colorado,
September 2019

“Managing your Valuable Curb Space,”
SWAPTA, June 2020

“Meeting Measurable Goals with Virtual
Community Engagement”, Walker
Webinars, January 2021

Relevant Projects

Revitalizing Access in Boulder Parking/Curb Implementation Plan
Boulder, Colorado
Project Manager/Engagement Lead

Clallam County Comprehensive Operational Assessment
Clallam County, Washington
Engagement Lead

NCTCOG Regional Curb Management Guidebook
North Central Texas
Engagement Lead

Atlanta Downtown Parking Management Toolkit
Atlanta, Georgia
Engagement Lead

Treasure Valley Regional Park and Ride Study
Treasure Valley, Idaho
Project Manager/Engagement Lead

Valley Regional Transit Regional Vanpool Study
Treasure Valley, Idaho
Project Manager/Engagement Lead



Tania Schleck

City Code Regulations/Data Collection

Tania’s focus at Walker is parking policy and planning at a range of geographies and scales. With advanced degrees covering both urban planning and real estate development, her analyses frequently evaluate the relationship between parking and land use, real estate, economic development, placemaking, and the opportunities for local government to facilitate each.

Since joining Walker four years ago, Tania has performed parking analyses from King County to Sonoma County and the Bay Area to Newport Beach, where she is performing her third study through which changes in parking requirements will help local businesses. Tania also supports the significant Walker Curb Management Research project evaluating the data collected from technology vendors and calibrating its accuracy to actual curb activity. Prior to joining Walker, she was a planner for Eden Prairie, Minnesota, a suburb of Minneapolis known for a high quality of life and strong business base. there she supported long-range planning efforts, coordinated entitlements, the integration of the region’s light rail into the city, and updated the municipal code.

Key Experience

- Parking Policy and Planning
- Parking Supply and Demand Analysis
- Shared Parking Analysis
- Economic Development
- Public Policy Analysis
- Curb Management

Education

- Master of Urban Planning, Graduate Certificate in Real Estate Development, University of Michigan
- Bachelor of Arts, Environmental Studies, University of Michigan

Affiliations

- California Public Parking Association
- International Parking and Mobility Institute

Presentations and Articles

- “Getting Smart: Strategies for Getting Started with Creating Smart Communities”, Florida Parking and Transportation Association, 2021
- “Parklets Implementation”, International Parking and Mobility Institute, 2021
- “Parking in lieu fees. Thinking Beyond New Parking Facilities,” California Public Parking Association, 2021

Project Highlights

Commercial and Civic Center District Parking and Transportation Master Plan, City of Santa Monica, CA

Tania was a key member of the team that developed the Plan to increase the efficiency of the District’s parking and multimodal system of access to accommodate an increase in development in the area along with a reduction of seven hundred parking spaces. The cutting-edge Plan was approved by the City and the California Coastal Commission. Both the introduction of the new land uses and the reduction in parking spaces have now been constructed and implemented successfully.

Corona Del Mar Commercial District Parking Requirements Analysis and Recommendations, City of Newport Beach, CA

Tania led and managed stakeholder outreach with businesses and city staff, and subsequently an analysis culminating in recommendations based on findings that demonstrated lower commercial parking ratios than expected and the justification for reductions in parking requirements. A corollary to the findings were recommendations to adjust on-street time limits for more efficient usage and changes in code, policies, and operations to encourage the sharing of private parking among more parkers.

Revitalizing Access in Boulder, City of Boulder, CO

To improve and future-proof transportation program performance, the City of Boulder partnered with Walker, to conduct a sweeping revitalization of core parking and access programs citywide. Walker’s team undertook visioning, data collection and analysis, innovative community engagement, and development of a menu of strategies to meet Boulder’s aspirational vision. Tania worked on an analysis of the City’s parking enforcement practices to make recommendations that would improve the overall performance of the parking and transportation system, emphasizing that enforcement is not about revenue but larger policy.

Jeff Weckstein

Shared Parking Analysis



Key Experience

Shared Parking Analyses

Traffic, Circulation, and Queuing Analyses

Parking Access and Revenue Control Systems

Education

Master of Arts in Urban Planning, University of California, Irvine

Bachelor of Arts in Economics, Case Western Reserve University

Affiliations

Institute of Transportation Engineers

International Parking and Mobility Institute

Languages

Japanese

As an expert parking, traffic, and mobility consultant, Jeff is in high demand from his public and private sector clients for accurate, data driven and insightful parking and transportation analyses of complex and unique land uses. Jeff has employed his skills and knowledge teaming with his Walker colleagues in the development and testing the Shared Parking Model, Third Edition, published in 2020 for the International Council of Shopping Centers (ICSC), the Urban Land Institute (ULI), and the National Parking Association (NPA).

Jeff’s areas of expertise include parking needs analyses including shared parking analyses, market and financial analysis, parking management plans, operational analyses, due diligence, parking access and revenue control systems, wayfinding, and transportation planning. Jeff holds a Master of Arts in Urban Planning from the University of California, Irvine, with a specific interest in the intersection of transportation and land use.

Project Highlights

Downtown San Diego Parking Study and Management Plan, San Diego, CA
 Civic San Diego, the former economic development agency for Downtown San Diego, engaged Jeff and his Walker team for a comprehensive study of the public and private parking supplies to analyze and make recommendations for a shared parking system that would accommodate business patrons, employees, and residents in the commercial district. Jeff led the analysis and the report, which culminated in recommendations to adjust minimum parking requirements and make private parking available in a pool for broader public use.

Downtown Parking Management Study, Solvang, CA
 The Leavenworth of California’s Central Coastal, Jeff ran the analysis, and presented findings and recommendations, to help this very popular visitor destination determine whether additional parking was needed or instead, how to allocate parking demand among existing parking spaces, without the significant capital costs required to build and maintain new parking. Adjustments to time restrictions and changes to enforcement were among the policies recommended.

Waterfront Place Central, Port of Everett
 Jeff has led the development of shared parking modeling and operational viability for the Port of Everett’s conversion and build out of 65 acres of parking and open land adjacent to the marina and businesses into hotels, businesses, restaurants and offices. This included an analysis of appropriate ratios given the mix of businesses and recommendations for a private operator to comprehensively manage parking in the district to facilitate shared parking.

Jonathan Wicks, CAPP

Technology and Operations



A Seattle native, Jonathan joined Walker after 10 years of leadership positions with private parking operators including his role overseeing municipal parking operations for the City of Beverly Hills. Jonathan provides expertise in all manner of public and private parking operations for Walker’s West Coast engagements.

Key Experience

- Technology-based solutions
- Parking Enforcement
- Access and revenue control

Education

Bachelor of Arts, Pomona College

Affiliations

- International Parking Institute
- California Public Parking Association
- National Parking Association
- Strong Towns
- Leadership Hermosa Beach
- Pacific Intermountain Parking & Transportation Association (PIPTA)

Presentations

- “Frictionless Parking In Culver City, California” NPA October 2018, Las Vegas, NV
- Implementing Paid Parking: An Interactive Town Meeting Role Play”, PIPTA July 2018, Portland, OR
- “Implementing Paid Parking: An Interactive Town Meeting Role Play”, IPI June 2018, Orlando, FL
- “Optimize Your Parking Assets to Boost Revenue”, October 2018, February 2018, April 2016 and October 2016, Lorman Webinars
- “Planning an Automated Parking Guidance and Wayfinding System: An Interactive Experience”, IPI May 2017, New Orleans
- “Parking Maintenance 101”, CPPA, July 2016, Sacramento, CA

With the surge in new parking management and enforcement technologies on to the market, from reservation apps and valet enhancement and validations systems, to automated parking guidance systems, Jonathan’s focus has turned to the design and implementation of parking systems and technology improvements for public and private entities. He has developed parking policy and procedures and consulted for diverse clients from the City of Beverly Hills to the Seattle Center.

Project Highlights

Automated Parking Guidance System (APGS) and Shared Parking Ordinance City of El Monte, CA

Jonathan managed this engagement, the goal of which was to provide greater parking availability for current and future businesses in the city’s downtown commercial district. The project had two complementary components, an updated APGS to ensure the parking public could find available spaces and a shared parking ordinance allowed new and existing businesses to share and benefit from a shared pool of parking.

Culver City Downtown Parking Operational, Financial, and Technology review and plans, City of Culver City, CA

In a comprehensive effort to increase the effective capacity of Downtown Culver City’s parking system, Jonathan led the team performing operational and financial audits of the system, developing a system to both manage and accommodate spillover parking from new, nearby rail station, and producing bid documents for a popular new parking access and revenue control system (PARCS) for the downtown parking system.

City of Palo Alto PGS and PARCS Design and Bid Documents, City of Palo Alto, CA

Jonathan managed this engagement through which the City engaged Walker Parking Consultants to plan and design a Downtown Automated Parking Guidance System that would provide real-time occupancy information conveying parking availability. City Council directed staff and Walker to continue advancing the Single-space Detection APGS with Individual Indicator Lights alternative. system to provide the highest level of customer service, and track occupancy by space using ceiling mounted detection sensors in conjunction with LED lights mounted above each space to indicate type of space (available, occupied, permit, public, people with disabilities placard, valet, etc.).



Bobby Mordenti, M.U.D.

Wayfinding and Urban Design

Bobby is a transportation planner and urban designer, who brings a range of experience in both disciplines to the cities with whom he works. He has specialized experience in site design, wayfinding and signage, placemaking, public engagement, and transportation planning, along with the understanding of the municipal regulatory process. Bobby has worked on many projects that required addressing deep community concerns and created responsive solutions and recommendations to those issues in the form of community and comprehensive plans, parking and transportation studies, corridor plans, bicycle and pedestrian wayfinding signs, design guidelines and zoning ordinances. He has played different roles as planner and designer but with a fundamental understanding that planning for people enhances the quality of life for every community.

Key Experience

- Signage and Wayfinding Concepts
- Placemaking and Urban Design
- Visual Communication and Branding
- Transit and Mobility Planning
- Transportation Development Strategies

Education

- Master of Urban Design, The University of North Carolina at Charlotte
- Bachelor of Science in Urban and Regional Planning, East Carolina University

Affiliations

- American Planning Association (APA)
- American Planning Association Illinois Chapter (APA IL)

Publications

- Small Town Fit: Healthy People, Places and Policies in Davidson, NC

Project Highlights

Austin Quality of Life Plan – Austin Streetscape Redesign*, Chicago, IL

This project focused on urban design, market analysis, and feasibility and facilitated a community charrette that resulted in recommendations for the reuse and design of sites on Chicago Avenue, Lake Street, and Madison Street. Bobby was responsible for leading the charrette and designs for the enhancements along the Chicago Avenue corridor.

San Ysidro Wayfinding Signs*, San Diego, CA

Bobby was project manager and lead designer for this project while working for the City of San Diego. The project included the design and installation of bicycle and pedestrian wayfinding signs in the San Ysidro Port of Entry District to improve the area's mobility, provide a sense of place, and respond to changes in the configuration of the Port of Entry.

Downtown Frankfort Vehicular Wayfinding Improvements, Frankfort, KY

Placement of public parking signage and facility entry sign designs. The goal was to efficiently communicate to drivers where parking was located by improving the directional signage placement and to increase utilization of existing facilities by designing facility entrance signs. Bobby designed the facility entrance signs for all the off-street facilities and determined the best placement for parking directional signs within the downtown.

**Denotes project completed with prior firm*

Town Center Parking Study

Submittal Materials: Walker Consultants – Proposed budget allocation

Item 2.

Project Task	Cost	Percent
Task 1: Project Management	\$ 8,000	10%
Task 2: Background Studies Review	\$ 4,800	6%
Task 3: Stakeholder Engagement & Public Input	\$ 29,600	37%
Task 4: Parking Supply & Demand Analysis	\$ 9,600	12%
Task 5: Regulatory Analysis & Recommendations	\$ 7,600	10%
Task 6: Implementation Strategy	\$ 14,000	18%
Task 7: Final Report	\$ 6,400	8%
Subtotal	\$ 80,000	100%



City of Mercer Island

Town Center Parking Study RFP

Walker Consultants Interview, Mercer Island City Council
November 9, 2021

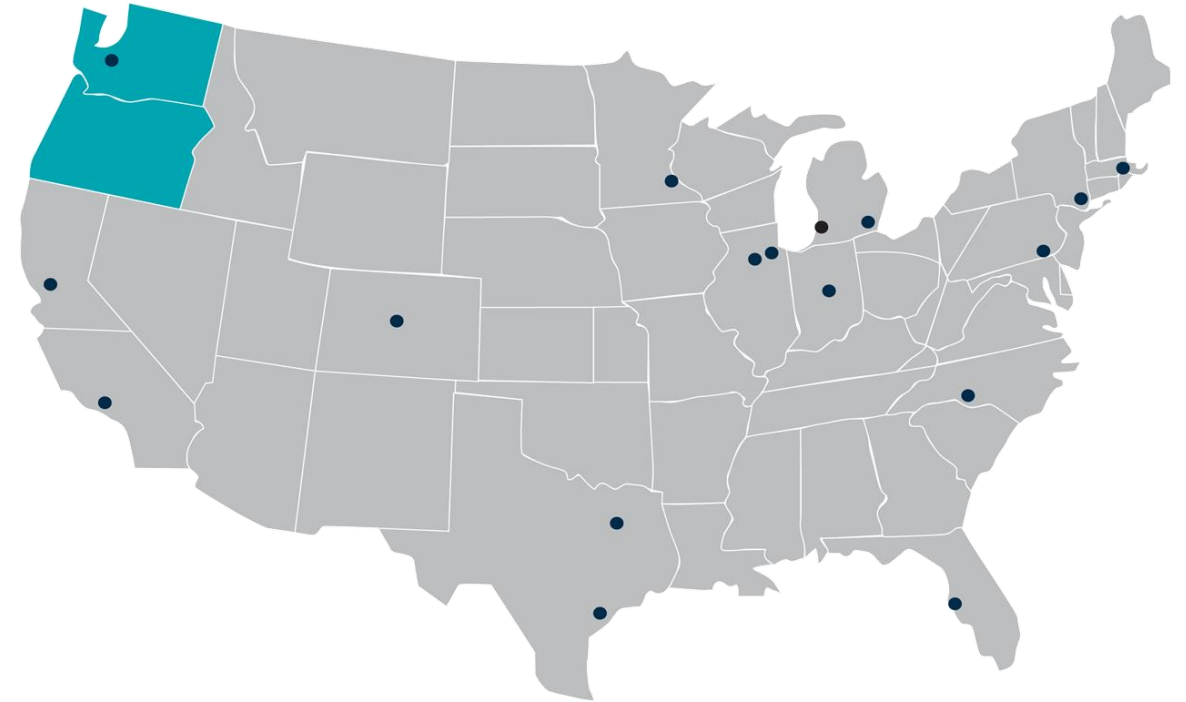
What Does Walker Do?

We are planners, engineers and designers with more than 50 years in the parking, land use, and mobility field.

We advise hundreds of cities and towns throughout the nation on policy, financial and operational issues around parking, transit, and transportation demand management.

We are former transportation managers and directors at cities, MPO's, universities, hospitals, airports, and transportation service providers.

National firm with our full-service Seattle office, west coast region effort.



Project Manager

Chrissy Mancini Nichols

- National Director of Curb Management and New Mobility
- 18+ Years in parking and transportation, background in public finance
- PM for dozens of parking studies
 - **Maximize parking assets and the curb to encourage economic development and create better places**
- Led strategies to pass legislation at the federal, state, and local level, including two federal transportation reauthorizations
- Led a strategy to fund \$10 billion in transportation investments through value capture financing
- Led evaluation of public-private partnerships for parking and transit
- More about me at www.mycuriouscity.com



Project Team Overview

Chrissy Mancini Nichols
Project Management



Steffen Turoff
Principal/Senior Advisor



Tania Schleck
Code Regulations Analysis



Jeff Weckstein
Shared Parking Analysis



Manuel Soto
Deputy PM, Transit and TDM
*Former Sammamish Planning
Commissioner*



Mallory Baker
Community Engagement Lead



Jonathan Wicks
Technology and Operations



Bobby Mordenti
Wayfinding and Urban Design



Project Goals

We believe there are **four key goals** for this project:

- Assess adequacy of existing parking supply and develop policies/mechanisms to regulate and maximize its use
- Manage on-street and off-street parking, and spur economic development and public space activation
- Manage access to the Mercer Island Station and demand for commuter parking
- Evaluate parking code to ensure it works for the near and long-term



Outreach & Engagement

Ongoing Engagement

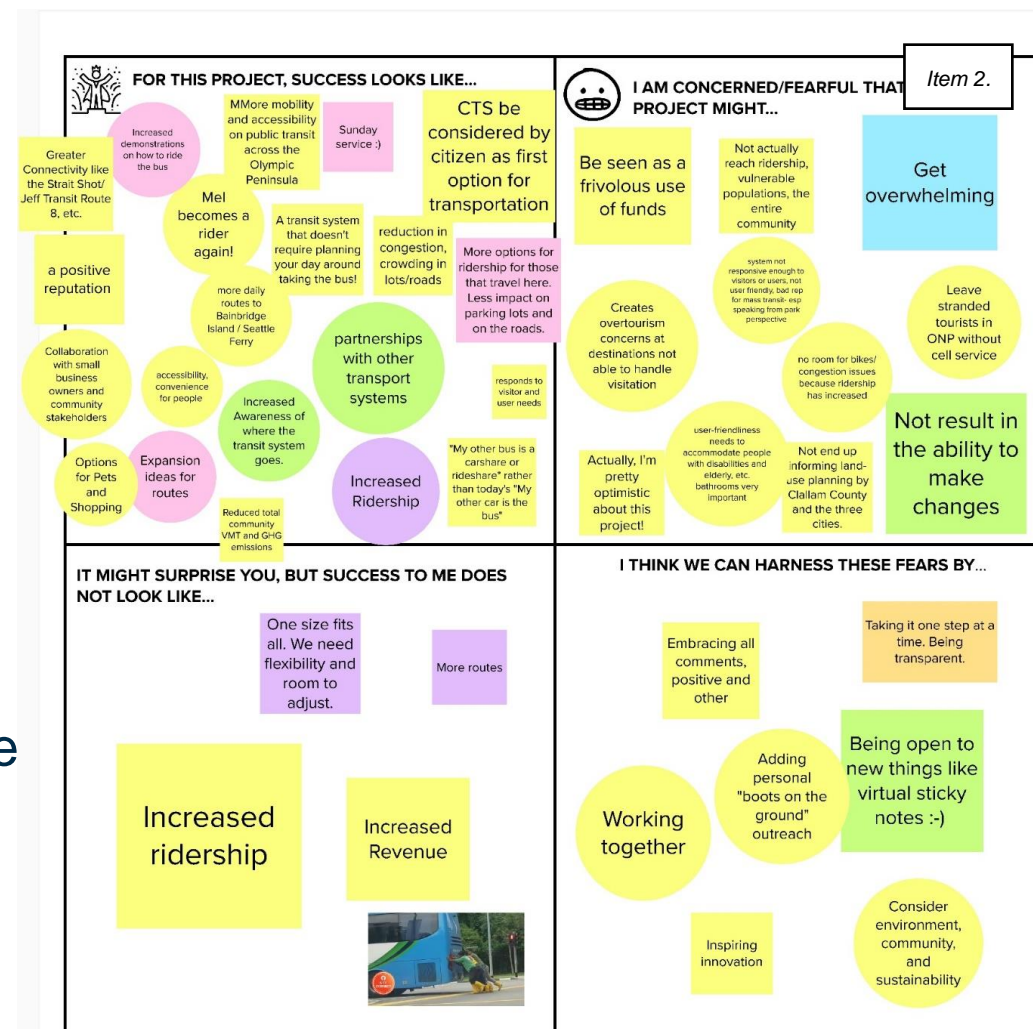
Checking Boxes: We've held 100 meetings!

vs.

Collaboration: We've elicited feedback from a diverse range of constituents and incorporated that feedback appropriately into our deliverables

Our Guiding Principles

- Community and stakeholder engagement as a qualitative **data collection effort**
- **Foundational questions** that build a shared vision of success and assuage fears about the project
- **Directional** questions that help steer the project towards a solution that will work
- Consensus questions that **measure and/or affirm** support of the selected solution(s)



Revitalizing Access in the City of Boulder

- **Collaborative, meaningful public engagement** conducted in the time of COVID
- Project Digital Hub- a one-stop, layered opportunity for education, resources, and engagement
- Virtual Engagement Modules responsive to **community burnout**
- Targeted opportunities for engagement with **highly impacted populations**
- **Nearly 10,000 participants**, in alignment with demographic goals
- Ongoing engagement with business owners to solve **real day-to-day problems and concerns**



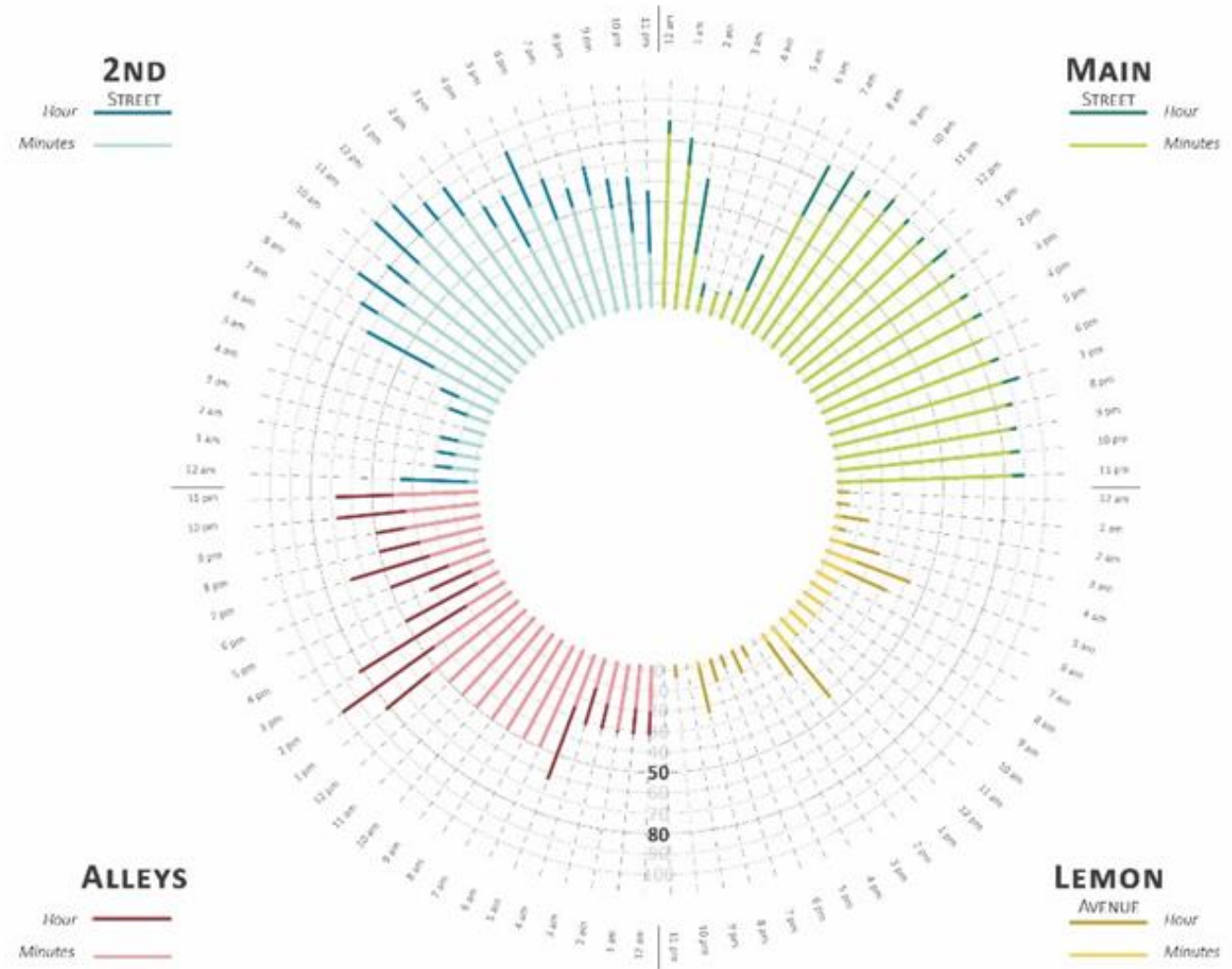
Technical Analysis

Technical Analysis

- Analysis of parking supply and demand
- Policy, plans, and regulatory evaluation
- Future parking demand
- Manage competing demands between **on-street parking deficits** and **off-street parking surpluses and future demand**
- Tactical measures to activate public space and spur economic development
- Opportunities for **curb management**
- **Shared parking**
- Policy development
- Management plan

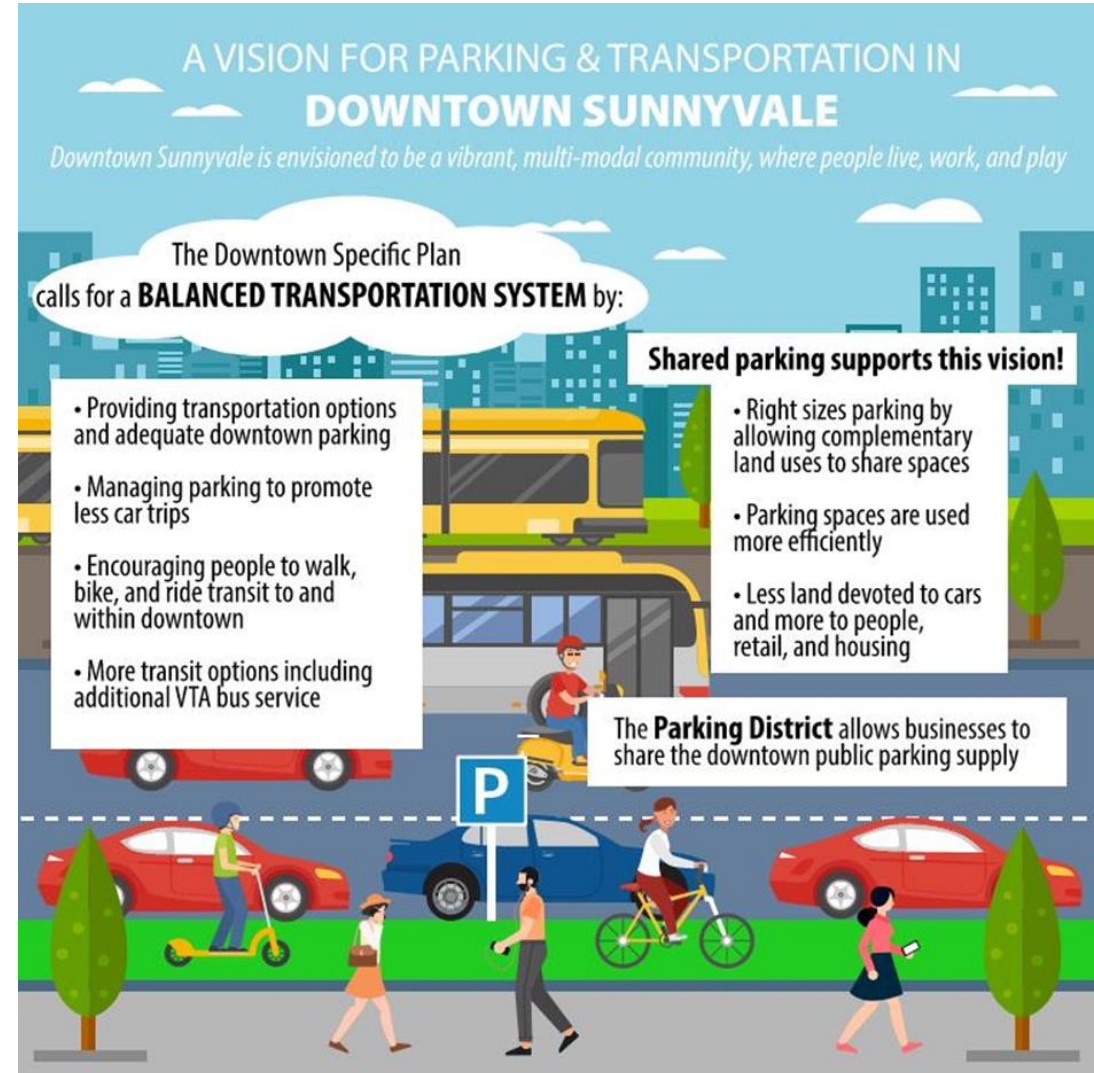
Item 2.

Curb Use Activity: Hour Occupancy compared to Minute Occupancy



Sunnyvale Shared Parking & Management Study

- Analyzed parking demand conditions, **code and regulations**, and capacity of downtown parking near transit
- Implemented a **shared parking strategy** between public and private user groups to accommodate demand in alignment with comprehensive plan goals:
 - Maximize existing investments in parking assets
 - Accommodate new development
 - Make parking more convenient for everyone
- Recommended management, **enforcement, technology, and organizational structure**
- **Modernized parking code**



Curb and Right-of-Way Activation

Tactical Planning & Wayfinding

- Wide streets with no on-street parking or sidewalk buffer
- Perceived distances limit access to off-street parking
- Accommodation of online delivery services and pickup/drop-off activity
- Opportunities for activation through parklets and street eateries
- Opportunities to reclaim space for people
- Wayfinding and traffic calming

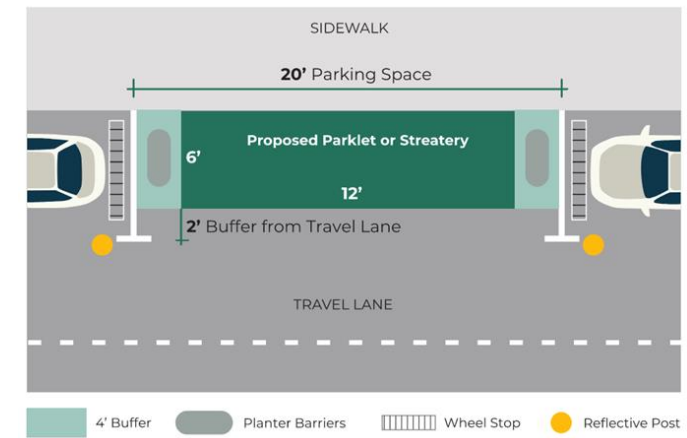


Benicia Parking & Activation Strategy

Item 2.

Parking and Mobility Plan & Parklet Program

- Vibrant waterfront, walkable with unique shops, restaurants and thriving arts community
- On-street and off-street parking supply and demand analysis; **parking management** recommendations
- Identified **walkability** and **bike** access improvements
- Created a **shared parking** strategy
- Crafted **parklet/streatery program**, including design standards, regulations and fees



Why Walker Consultants?

- ❑ We understand the challenges facing Mercer Island and have **extensive experience of direct relevance.**
- ❑ We know that **parking is important but ancillary.**
- ❑ We will work to **develop consensus** and achieve the community's vision.
- ❑ We will offer practical and sustainable solutions.
- ❑ We will bring a fresh perspective, **honesty and no ideologies.**
- ❑ We are going to **field the hard questions!**

Thank you!



BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

AB 5968
November 9, 2021
Study Session

AGENDA BILL INFORMATION

TITLE:	AB 5968: Metro Long-Range Transit Plan	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Receive presentation	

DEPARTMENT:	City Manager		
STAFF:	Jason Kintner, Chief of Operations Ross Freeman, Sustainability Analyst		
COUNCIL LIAISON:	n/a	Choose an item.	Choose an item.
EXHIBITS:	1. King County Metro Presentation		
CITY COUNCIL PRIORITY:	1. Prepare for the impacts of growth and change with a continued consideration on environmental sustainability.		

AMOUNT OF EXPENDITURE	\$ n/a
AMOUNT BUDGETED	\$ n/a
APPROPRIATION REQUIRED	\$ n/a

SUMMARY

Today's presentation, delivered by staff from King County Metro, is part of a multi-city outreach, engagement, and transit planning project to prepare for the opening of East Link light rail in 2023. Metro will discuss the planning timelines, potential changes to bus routes, and future bus-rail interconnections.

BACKGROUND

In April 2021, King County Metro and Sound Transit launched the public engagement component of their joint mobility planning project ("[East Link Connections](#)") on King County's Eastside to prepare for the 2023 extension of Link light rail service from Seattle through Mercer Island to Bellevue and Redmond. This outreach is intended to engage with city governments and their communities, gather information on changing mobility needs, assess barriers to transit use (including connection points, availability, frequency, reliability, overcrowding, safety, etc.), and improve access for historically underserved populations.

In the summer of 2021, the agencies presented a draft proposed network of service changes to the public and gathered feedback through [online surveys](#) and virtual community meetings. The City of Mercer Island promoted these opportunities to the public through various communications channels. Maps of the proposed changes to 52 individual routes can be found under the "Background" tab at this Sound Transit [online engagement portal](#).

This fall, the agencies will revise and finalize the proposed network based on public input and recommendations from a Mobility Board. This Board is composed of individuals (such as BIPOC, disabled, low-income, unhoused, immigrant, non-English speakers) that do not represent an organization, and who can personally speak on issues of racial equity and barrier-free access.

Next summer (2022), the King County Council will vote on the final changes to bus service, and the Sound Transit Board of Directors will vote on related bus-rail connections.

Once finalized, the new network of routes and connections will launch in 2023 in conjunction with the first service change immediately following the opening of East Link light rail service to Redmond.

REGULAR METRO SERVICE PLANNING

The East Link Connections process is distinct from Metro’s standard service changes that have historically occurred in October and March of each year. During the COVID-19 pandemic, many bus lines, including those that serve Mercer Island, were reduced, or suspended altogether, due to low ridership. Now that an economic recovery is underway after the peak of the pandemic, the recent October 2 service change included the return of many routes to full-service levels, such as the Route 630 commuter shuttle to downtown Seattle, the Route 204 Mercer Island circulator, and Sound Transit’s ST550 and ST554 express bus lines that stop at the Mercer Island Park & Ride. In addition, October 2 marked the opening of Sound Transit’s light rail extension from Husky Stadium to Northgate in Seattle, which triggered several routing adjustments.

STAFF-LEVEL ENGAGEMENT

Beginning in February 2021, staff have met with Sound Transit and Metro to receive updates on the East Link Connections process, provide internal City feedback, suggest outreach venues on Mercer Island, help identify interested stakeholders, and identify any potential major public works projects that could impact future bus routing and bus stop locations. Staff invited Metro to present an update to the Mercer Island City Council, ultimately leading to today’s session.

PARTNER REVIEW BOARD

In addition to Metro’s individual engagement with project partners and stakeholders, a Partner Review Board (PRB) has been convened to provide feedback on service concepts developed by the Mobility Board (i.e. riders and users) and King County Metro staff. The PRB offers a formal venue to provide guidance on both engagement opportunities and implementation plans; the City of Mercer Island’s Sustainability Analyst attends these meetings. Other invited participants include representatives from jurisdictions and major institutions in the project area, leaders of community-based organizations, and representatives from partner transit agencies.

RECOMMENDED ACTION

Receive presentation.

East Link Connections Mercer Island City Council

November 9, 2021

Agenda

- 1. Program goals, scope
- 2. Link light rail on the Eastside
- 3. Proposed bus network changes
- 4. Timeline

East Link Connections Goals

Improve

- Improve mobility for priority populations, as defined by Metro's Mobility Framework

Inform, engage, & empower

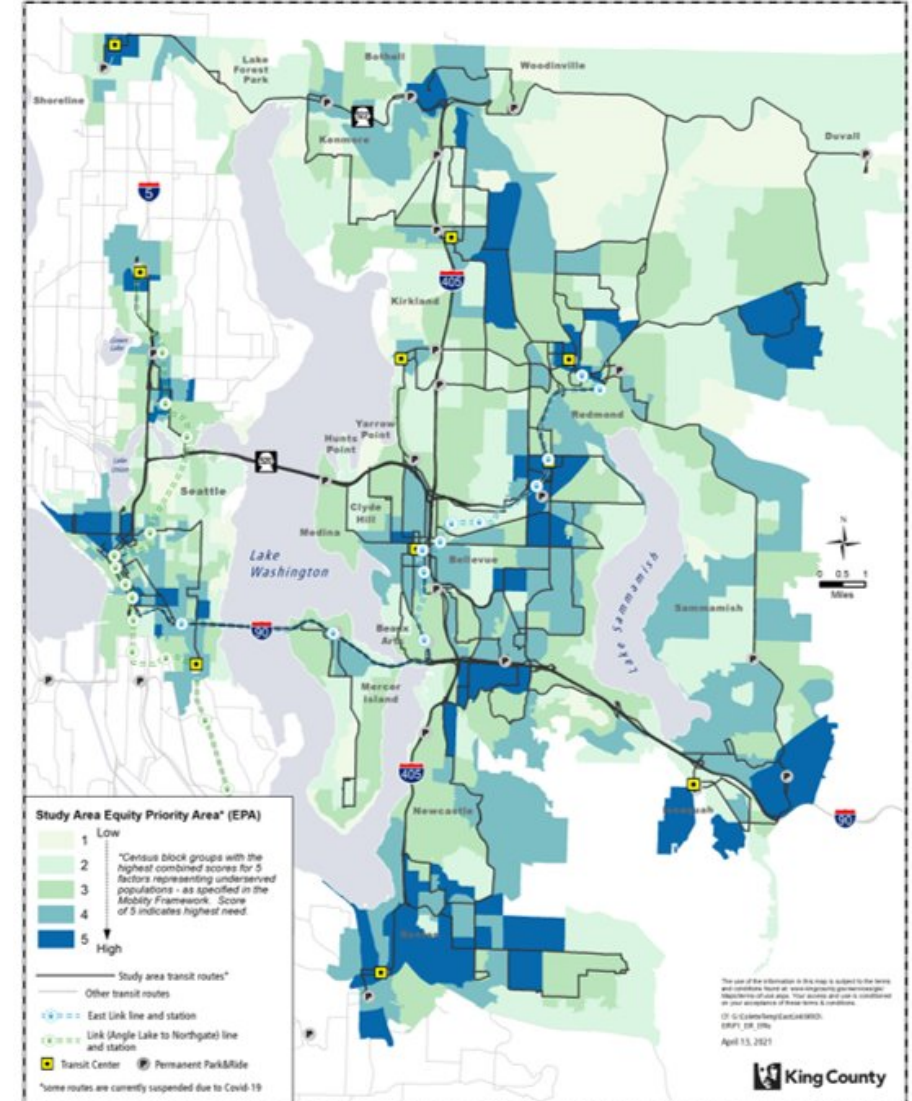
- Equitably inform, engage, and empower current and potential customers

Deliver

- Deliver integrated service that responds to Link expansion
- Minimize duplication of bus service with Link
- Improve connections to Link
- Be consistent with Metro Connects, and current and future mobility needs

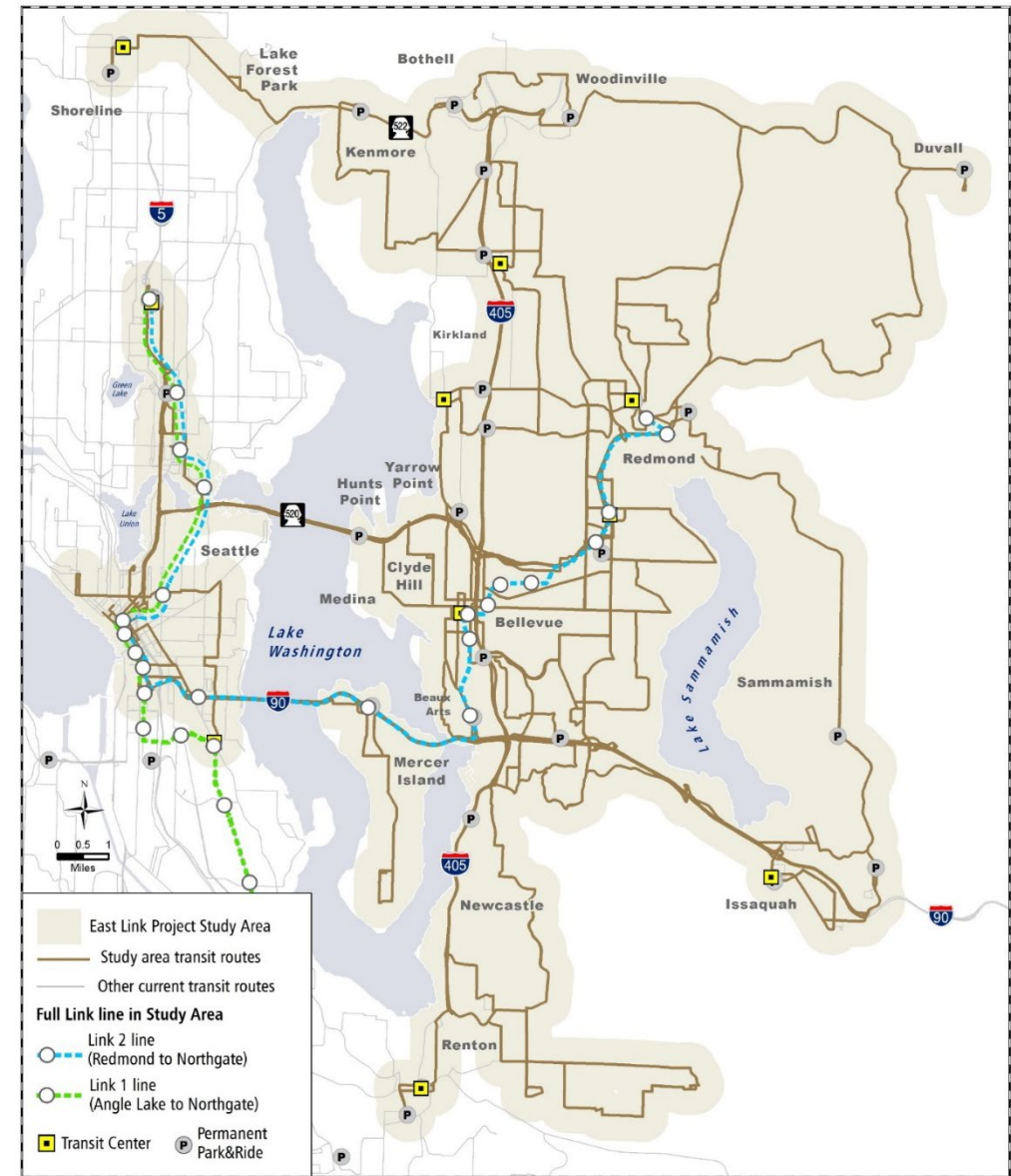
East Link Connections
Phase 1- Equity Impact Review: Study Area Transit Routes and Equity Priority Areas

Item 3.



East Link Connections Project Area Includes

- Bellevue
- Bothell
- Clyde Hill
- Duvall
- Issaquah
- Kenmore
- Kirkland
- Lake Forest Park
- Medina
- Mercer Island
- Newcastle
- Redmond
- Renton
- Sammamish
- Seattle
- Shoreline
- Woodinville
- Yarrow Point



Item 3.

How do we evaluate service?

Ridership

- How many people are riding?

Productivity

- Are we spending resources in the best place?

Equity Analysis

- Do our services meet the needs of historically underrepresented community members?
- Do service changes improve service for priority areas?

Public Input and Feedback

- What are riders saying?



Link light rail

- Fast, reliable service free from traffic
- 28 new stations opening by 2024

Link is a people mover

1 light rail train (4 train cars)



10 buses

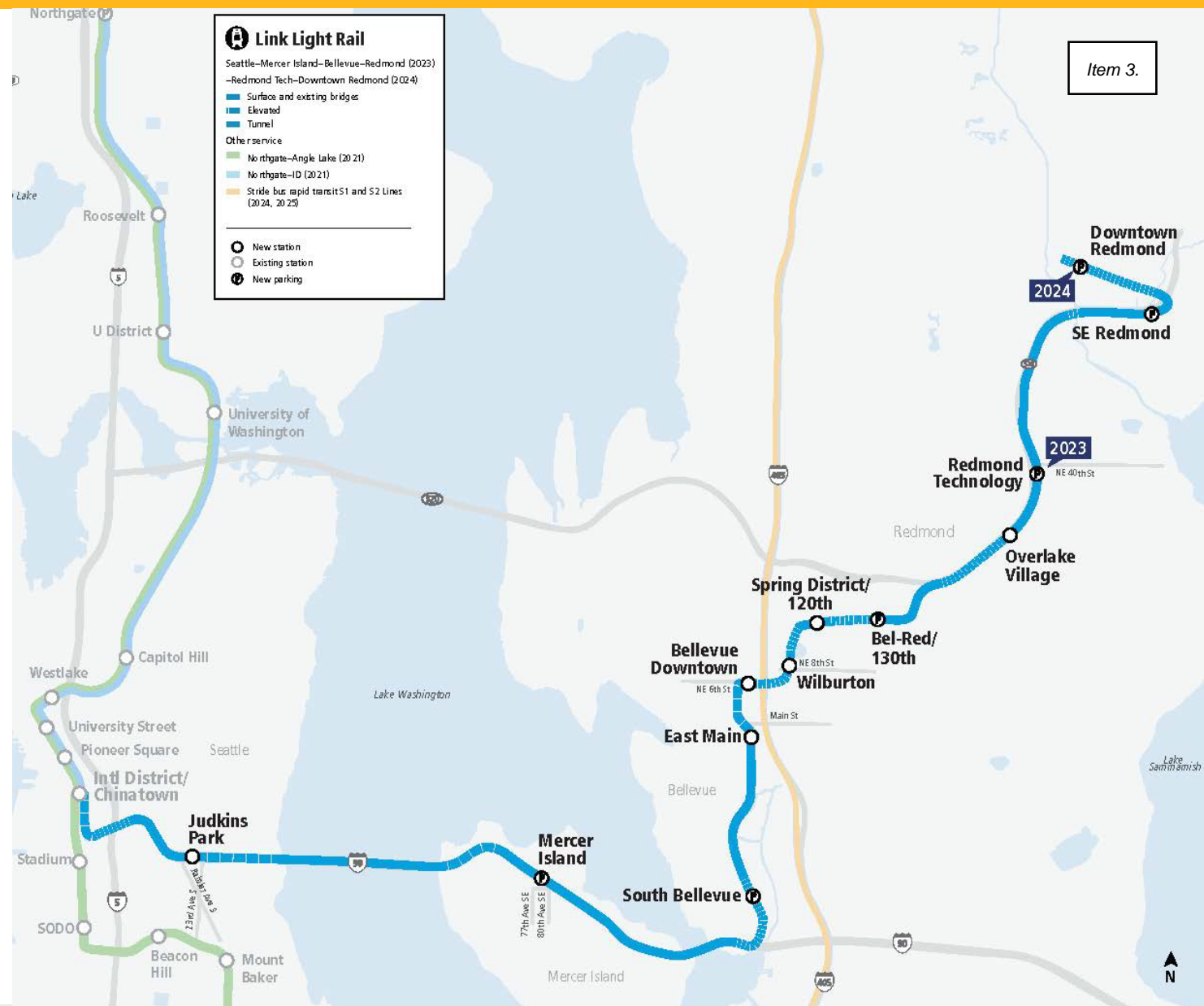


500 cars



Link 2 Line

- Opens: 2023 & 2024
- Length: 17.4 miles; 12 stations
- Service: Every 8 minutes during peak hours
- Projected travel times:
 - 18 min Downtown Redmond to Bellevue
 - 23 min Seattle to Bellevue
 - 50 min South Bellevue to Sea-Tac Airport



East Link Connections Mobility Board

Who?

- Mobility are community members are those who live, work, and travel within east King County, and surrounding communities.

What is their role?

- To advise and collaborate with Metro and Sound Transit to develop and refine a proposed transit network on the Eastside.



East: I-90 corridor, Sammamish, Mercer Island

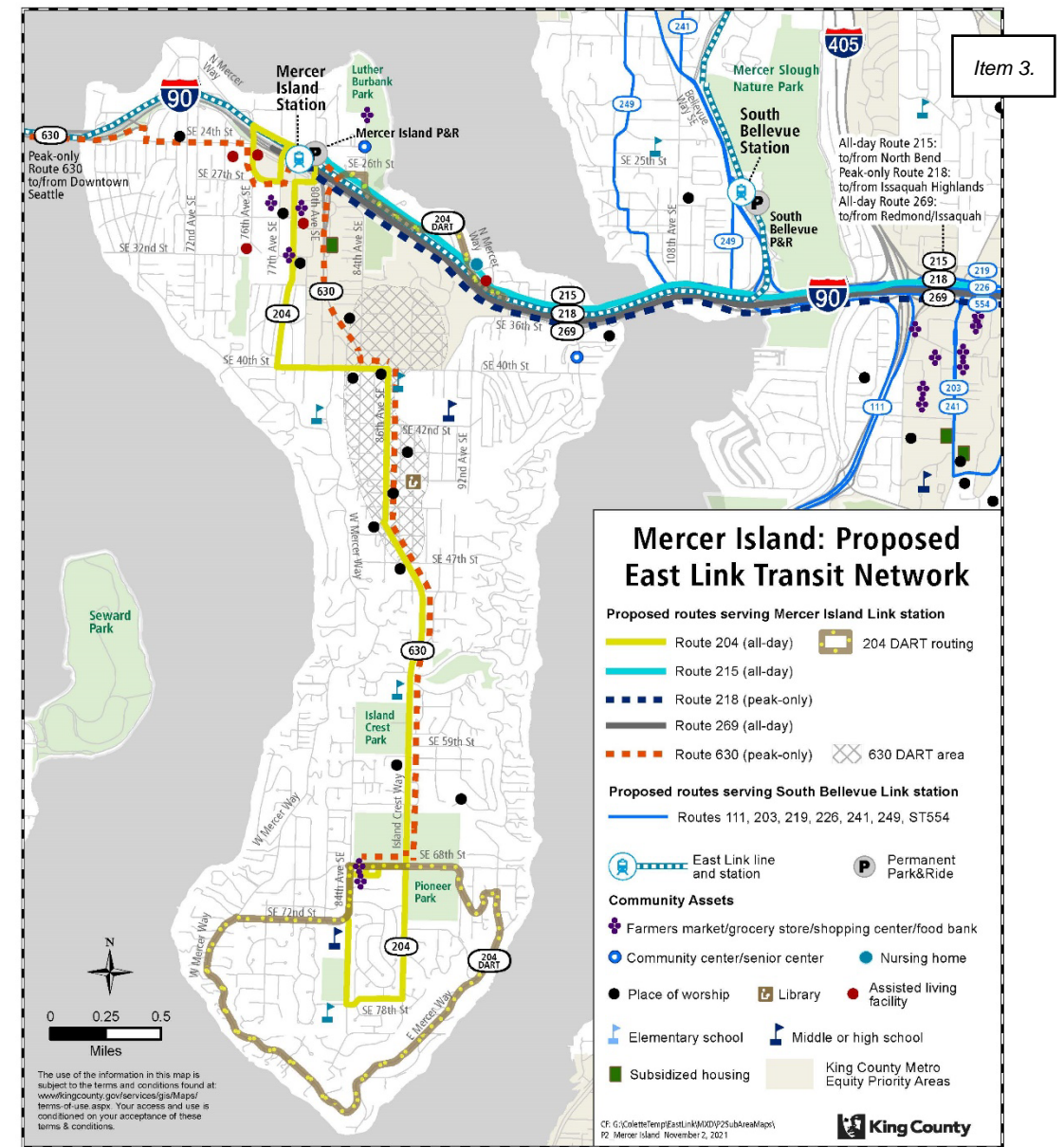
Routes: 204, 208, 212, 214, 215, 216, 217, 218, 219, 269, 630

Top prioritized needs:

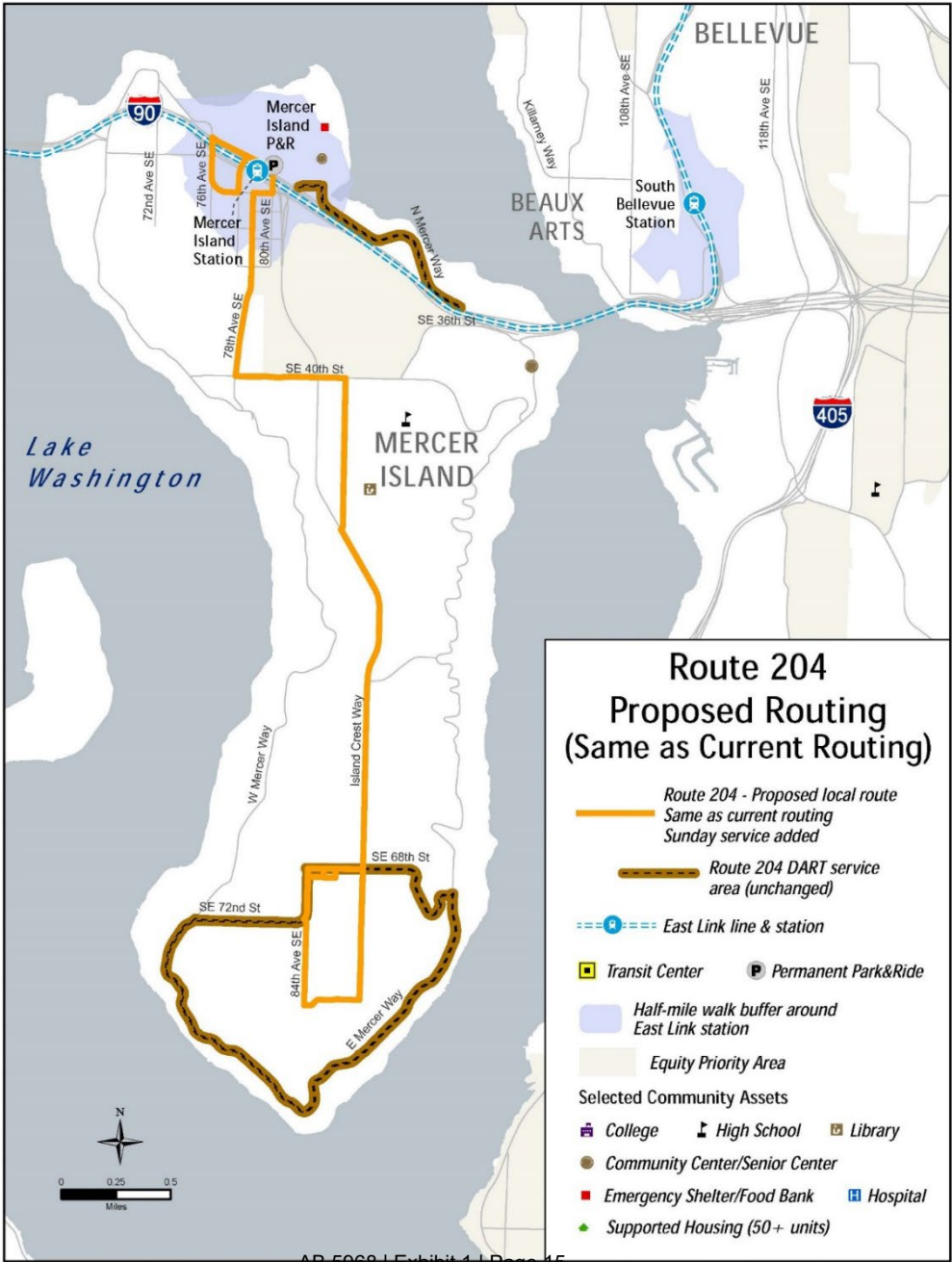
- More service outside peak periods
- More service on weekends
- Maintain frequent service in peak periods
- Real time information technology

Proposed changes

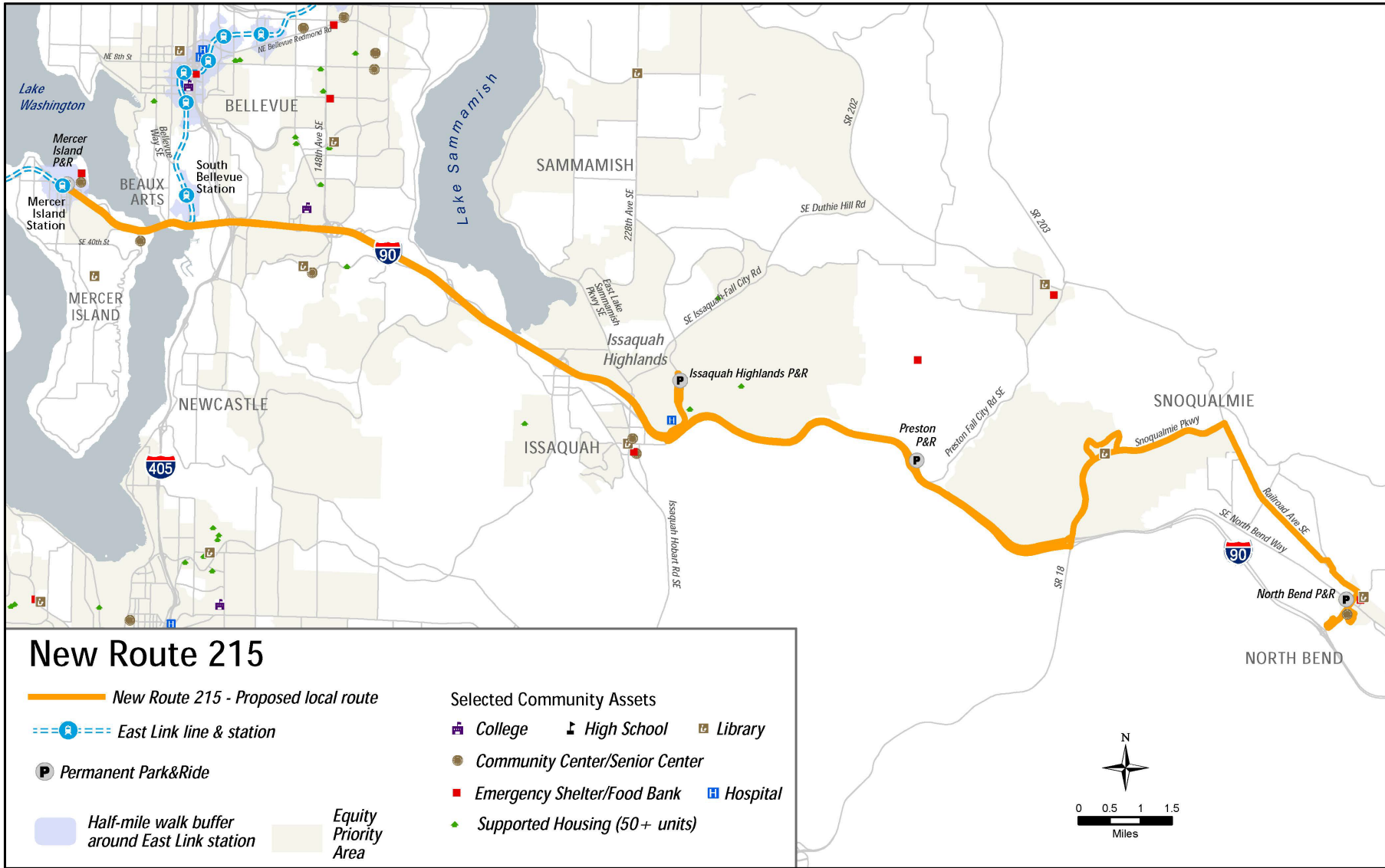
- Route 204 – Sunday service added
- Route 630 – More direct route to First Hill
- Route 218 – Peak-only Issaquah to Mercer Island
- Route 215 – New all-day, all week North Bend, Snoqualmie, Issaquah, Mercer Island
- Route 269 – Sunday service added, new connection Issaquah to Mercer Island
- ST 554 – Re-directed to downtown Bellevue via South Bellevue Station
- Route 216 - Cancelled







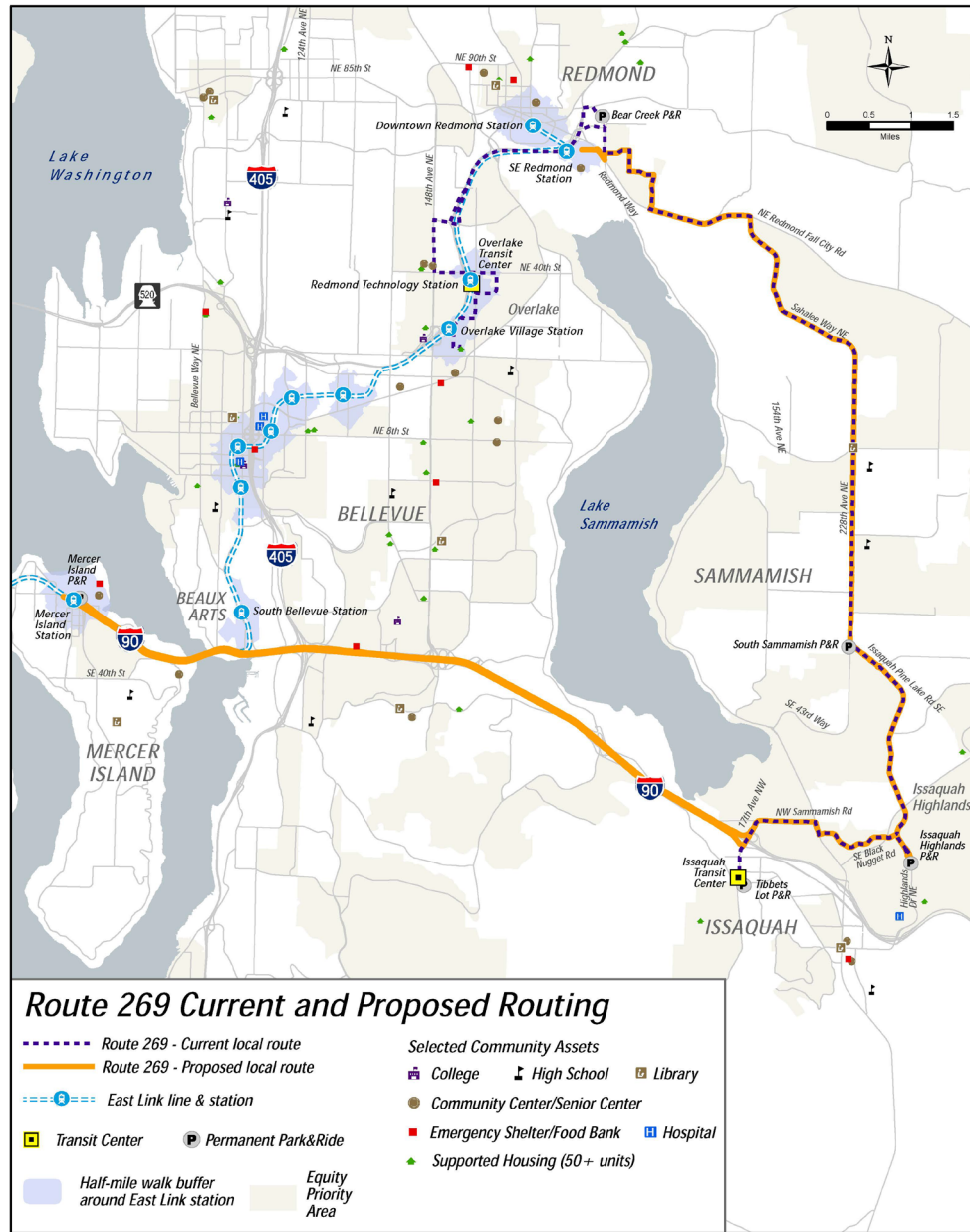
AB 5906 | Exhibit 1 | Page 15
 The use of the information in this map is subject to the terms and conditions found in the Metro website. The information is provided for informational purposes only. Metro is not responsible for any errors or omissions. Your access and use is conditioned on your acceptance of these terms and conditions.
 August 5, 2021



The use of the information in this map is subject to the terms and conditions found at: www.kingcounty.gov/services/gis/Maps/terms-of-use.aspx. Your access and use is conditioned on your acceptance of these terms and conditions.

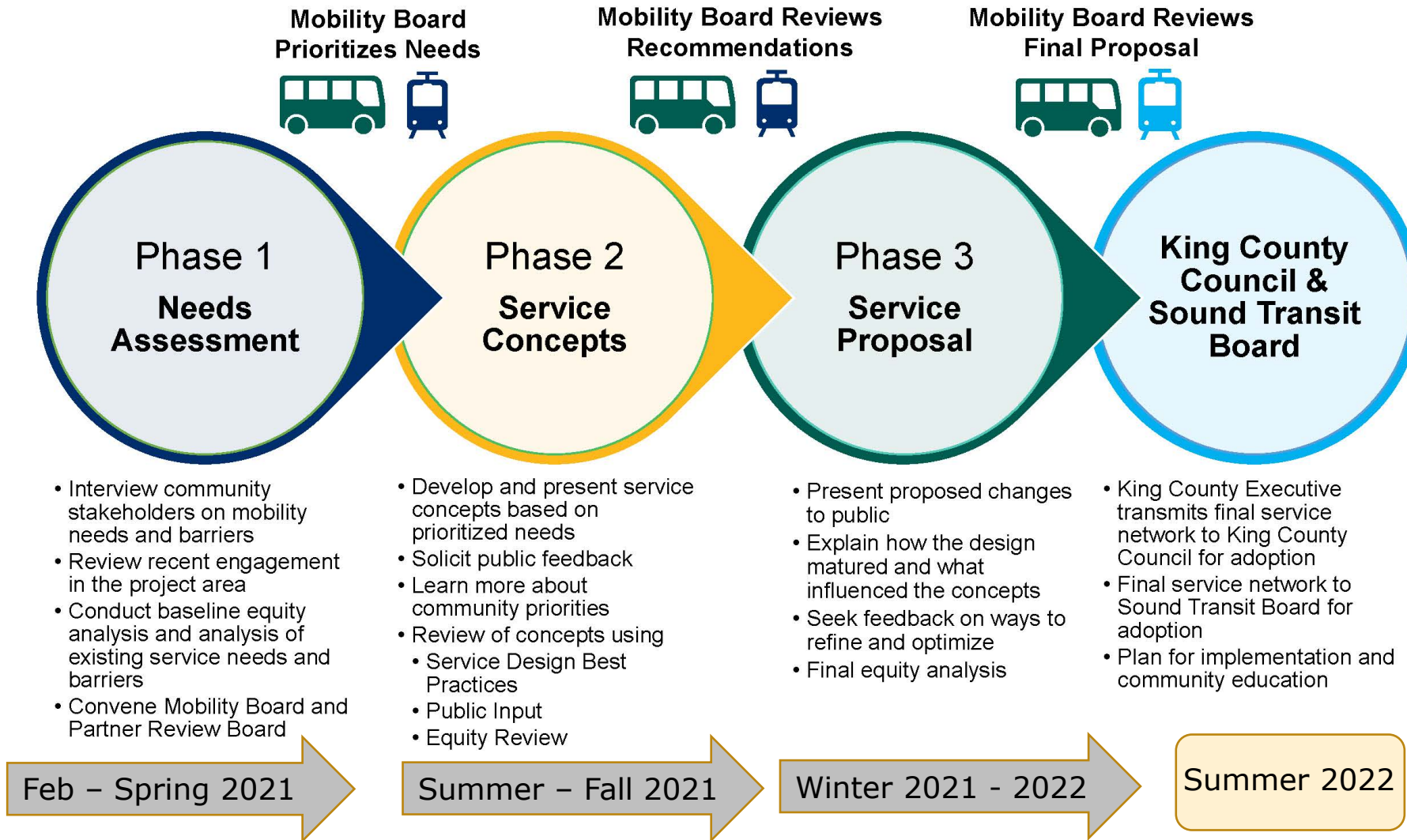
G:\Temp\EastLink\MXD\IP1ProposedRTMaps\kcmetro-route215proposed August 6, 2021





The use of the information in this map is subject to the terms and conditions found at: www.kingcounty.gov/services/911/Maps/terms-of-use.aspx. Your access and use is conditioned on your acceptance of these terms and conditions. G:\Temp\EastLink\MXD\P1\Proposed\RM\Maps\kcmetro-route269proposed August 6, 2021

Engagement Timeline & Next Steps



To see route level maps

Visit elc.participate.online



Thank You!



For more information on East Link Connections Project:
haveasay@kingcounty.gov or call (206) 263-1939

To learn more visit www.elc.participate.online



BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND

AB 5969
November 9, 2021
Regular Business

AGENDA BILL INFORMATION

TITLE:	AB 5969 Legislative Priorities Discussion	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Discuss and provide feedback on the 2022 Draft Legislative Priorities	

DEPARTMENT:	City Manager		
STAFF:	Jessi Bon, City Manager		
COUNCIL LIAISON:	n/a	Choose an item.	Choose an item.
EXHIBITS:	1. Draft City of Mercer Island 2022 State Legislative Priorities 2. AWC 2022 Police Reform Statement 3. AWC 2022 Legislative Priorities 4. AWC 2022 Supplemental "Significant Issues" Document 5. City of Mercer Island 2021 State Legislative Priorities		
CITY COUNCIL PRIORITY:	Choose an item.		

AMOUNT OF EXPENDITURE	\$ Choose an item.
AMOUNT BUDGETED	\$ Choose an item.
APPROPRIATION REQUIRED	\$ Choose an item.

SUMMARY

The Legislative Priorities serves as a guide for 2022 work with State legislators. The adopted Legislative Priorities allow the City to respond quickly and efficiently to issues of interest that arise in Olympia during the Washington State Legislative Sessions. This also allows the Mayor, City Council, and staff to respond to requests for endorsement letters and other opportunities to advocate for the City's interests.

2022 STATE LEGISLATIVE SESSION

The 2022 Washington State Legislative Regular Session will begin in January 2022 and is scheduled to end in March. The entire 2022 Session, the "short" session, will last 60 days. (On odd years, the "long" session lasts 105 days). There could also be any number of special sessions called by the Governor, none of which can last more than 30 days.

PROPOSED MERCER ISLAND 2022 LEGISLATIVE PRIORITIES

The draft 2022 State Legislative Priorities (see Exhibit 1 and Exhibit 2), have been updated from 2021 to reflect current conditions, interests, and goals of the City Council, and are categorized as follows:

- Preserve local decision-making authority
- Continued economic support for the COVID-19 Pandemic recovery
- Clarifications to 2021 Law Enforcement Reforms
- Sustainable and Flexible Local Funding
- Transportation Funding
- Preserving and Protecting the Environment

Attached for City the Council's reference are the Association of Washington Cities' 2022 Legislative Priorities (Exhibit 3), the Association of Washington Cities "Significant Issues" document (Exhibit 4), and the City of Mercer Island's 2021 Legislative Priorities (Exhibit 5).

NEXT STEPS

Staff are seeking feedback on the draft legislative priorities and will incorporate changes into the final draft for consideration and approval at the November 16, 2021, City Council meeting.

Upon adoption, the staff will ensure the final priorities are communicated to the legislators and their staff and will also be sent to the Association of Washington Cities and the Sound Cities Association.

RECOMMENDED ACTION

Provide feedback on the 2022 draft legislative priorities.



CITY OF MERCER ISLAND - **DRAFT**

2022 STATE LEGISLATIVE PRIORITIES

1. PRESERVE LOCAL DECISION-MAKING AUTHORITY

Cities possess strong local knowledge and authority to keep communities safe and healthy, and to improve their communities' quality of life. Therefore, it is critical that cities maintain the authority to provide these necessary services and retain local control over land use planning.

2. ECONOMIC SUPPORT

The City encourages legislation to continue supporting the economic recovery from the COVID-19 Pandemic including funding for local businesses, mental health counseling, and emergency assistance to address food and housing insecurity.

3. CLARIFICATIONS TO 2021 LAW ENFORCEMENT REFORMS

The City supports and strongly urges the legislature to pursue clarifications to the police reform legislation adopted in 2021 (see attached – Association of Washington Cities 2022 Police Reform Statement). City officials and law enforcement officers need clarity and a better understanding of what is expected of them. Cities also need time and resources to provide appropriate training on the new regulations.

4. SUSTAINABLE AND FLEXIBLE LOCAL FUNDING

As the region continues to recover from the COVID-19 Pandemic, stable tax revenues for local government are essential for providing quality, predictable services to the communities we serve. The City supports legislation to:

- a. Provide flexible State and Federal funds to help cities finance basic infrastructure, such as water and sewer projects.
- b. Preserve city fiscal health with secure funding sources such as replacing the annual 1% cap on property tax revenues with a growth limit whose maximum is inflation plus the rate of population growth and removing restrictions on REET revenues; and,
- c. Maintain State shared revenue distributions to cities and ask the State to look for other opportunities to expand revenue sharing, particularly during this time of economic recovery.

5. TRANSPORTATION FUNDING

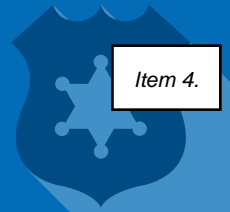
The Puget Sound Region needs funding for transportation projects to reduce congestion, enhance traffic safety, replace aging infrastructure, and increase mobility. The City supports a comprehensive transportation bill that provides new resources and options for local government actions and legislation that delivers solutions to relieve congestion along I-90 and I-405. The City also supports full funding of the Public Works Trust Fund as well as additional local revenue options for cities.

6. PRESERVING AND PROTECTING THE ENVIRONMENT

It is essential to preserve and protect the environment today and for future generations with equity in mind. The City encourages legislation and partnerships that support progressive clean energy, carbon reduction and climate protection, and other environmental health measures.

Police reform

2022



Continue supporting local control over city law enforcement policies to meet the needs of each community, while recognizing the need for clarification of certain statewide reforms.

Background:

Cities employ most law enforcement officers in Washington state, which is why cities are deeply involved in law enforcement reforms. City officials and police departments need the ability and clarity to directly implement state requirements and ensure accountability to our communities. Cities have an ongoing commitment to communities of color and seek a deeper focus on equity and diversity in law enforcement policies.

In 2021, the Legislature adopted a package of reforms related to policing. Some aspects of these changes remain unresolved and unclear. City officials and law enforcement officers need clarity and understanding of what is expected of them. And cities need time and resources to provide training on the many changes passed. Several areas remain where the Legislature can provide clarification for cities.

Strong cities need:

1. Clarification that law enforcement officers have authority to:

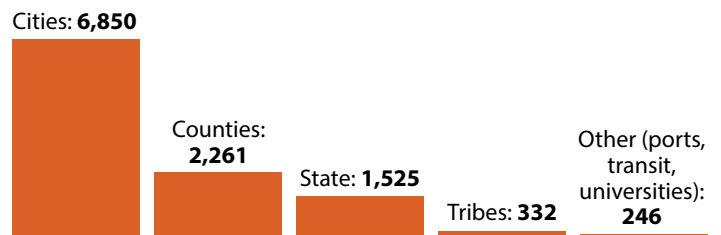
- **Use nonlethal alternatives** – Specifically, bean bag rounds need to be explicitly authorized.
- **Conduct a brief, investigative hold** – During the early moments of an investigation, while officers are assessing the situation, a person may not be placed under arrest but is not free to leave. This allows the police to briefly detain a person based on reasonable suspicion of involvement in criminal activity.
- **Use force for noncriminal activity related to community caretaking** – Law enforcement

officers are called upon daily to assist people in need. This could be a person suffering from dementia, a teen runaway, or to provide a welfare check on an elderly neighbor who fails to answer after repeated attempts at contact. At times, these contacts may require forced entry or minimal use of force to protect those individuals.

- **Assist with transporting** a person under the Involuntary Treatment Act.
- 2. A resolution to a conflict in law:** Currently, there is a mandatory requirement in RCW 10.99.030 that officers arrest the aggressor involved in a domestic violence incident. However, a new 2021 law prevents officers from engaging in a vehicular pursuit unless the underlying offense is a violent or sex offense. If a person flees a location prior to arrest, law enforcement is currently prohibited from pursuing them.
- 3. Investments in the future:** Washington is facing historic vacancies in law enforcement. This requires a historic investment in the Basic Law Enforcement Academy (BLEA) to hire and provide timely training of new officers. Enhanced training investments would also increase diversity in law enforcement.

179 cities employ 61% of all law enforcement

Number of law enforcement by jurisdiction



Source: 2020 CJS Statistics and Reports

Contact:

Sharon Swanson
Government Relations Advocate
sharons@awcnet.org

Jacob Ewing
Legislative & Policy Analyst
jacobe@awcnet.org

2022 City Legislative Priorities

Item 4.

Cities are home to **65%** of the state's residents, drive the economy, and provide the most accessible government. The continued success of cities depends on adequate resources and local decision-making to best meet the needs of our shared residents.

Washington's 281 cities ask the Legislature to partner with cities and take action on the following priorities—because strong cities make a great state.



Ensure basic infrastructure funding

Provide flexible state and federal dollars through programs like the Public Works Assistance Account to help cities finance basic infrastructure such as drinking water and wastewater.

Basic infrastructure is the key to our robust state economy and protecting our environment. Nearly **\$900 million** in local infrastructure projects are currently halted due to lack of funding. State investment in local infrastructure is critical to ensuring reliable, equitable, safe, and affordable service to support our residents, businesses, and environment.



Protect Transportation Benefit District funding authority

Support expanded local authority for Transportation Benefit Districts (TBDs) so cities can continue using the sales tax funding tool beyond the current time limitations.

Cities largely fund their transportation systems locally. In fact, **79%** of funding comes from local sources, such as Transportation Benefit Districts. TBDs are a crucial funding tool for critical transportation needs. TBD revenue authority must continue as a sustainable funding source for ongoing transportation needs.



Pass a transportation package

Adopt a new transportation revenue package that emphasizes maintenance/preservation funding and provides an equitable level of local funding and additional long-term, sustainable revenue options for cities.

City streets accommodate **26%** of all vehicle miles traveled and cities are responsible for many aspects of the transportation system beyond local streets. This includes sidewalks, pedestrian and bicycle infrastructure, some aspects of state highways, stormwater infrastructure, and other utilities. Cities largely fund these needs locally with only **13%** of funding coming from the state and **8%** from federal sources. Pass a statewide transportation package that addresses local transportation needs to keep our state moving.

AWC's advocacy is guided by the following core principles from our Statement of Policy:

- Local decision-making authority
- Fiscal flexibility and sustainability
- Equal standing for cities
- Diversity, equity, and inclusion
- Strong Washington state partnerships
- Nonpartisan analysis and decision-making

Contact:

Candice Bock
Government Relations Director
candiceb@awcnet.org

In addition to the [above three priorities](#), AWC has identified several significant issues to work on during the 2022 session including, but not limited to:

- **Law enforcement use of force** – Support clarification of the civil standards for use of force requirements so law enforcement can better understand the state requirements and know when they can use force to intervene in a situation, including a mental health crisis where a crime is not being committed. [Read the fact sheet.](#)
- **Blake decision** – Advocate for direct funding for cities to administer diversion programs related to misdemeanor drug possession cases handled by city law enforcement and now adjudicated in municipal courts, as well as Medication-Assisted Treatment (MAT) services, therapeutic courts, and a diversion tracking database.
- **Open Public Meetings Act** – Support a permanent policy that allows greater flexibility for local governments to hold virtual meetings without a physical location during an emergency.
- **Zoning mandates** – Actively defend against preemption of local land use authority, but support policies that help cities provide more equitable access to housing in our cities.
- **Growth Management Act (GMA)** – Engage in the GMA reform conversation and look to secure dedicated planning funding in recognition of potential new responsibilities in areas that cities can support.
- **Revenue options** – Support efforts to review and revise both state and local tax structures so they rely less on regressive revenue options. Changes to the state tax structure should not negatively impact cities' revenue authority.
- **Property tax** – Revise the property tax cap to tie it to inflation and population growth factors so that local elected officials can adjust the local property tax rate to better serve their communities.
- **Culverts** – Seek state resources to correct locally owned culverts as a part of the state's overall resolution to the culvert injunction.

AWC's advocacy is guided by the following core principles from our [Statement of Policy](#):

- Local decision-making authority
- Fiscal flexibility and sustainability
- Equal standing for cities
- Diversity, equity, and inclusion
- Strong Washington state partnerships
- Nonpartisan analysis and decision-making

Contact: **Candice Bock**
Government Relations Director
candiceb@awcnet.org



CITY OF MERCER ISLAND

2021 STATE LEGISLATIVE PRIORITIES

1. ECONOMIC SUPPORT

Significantly more economic support is needed for cities, businesses, and non-profits that are struggling as a result of the COVID-19 Pandemic. Accordingly, the City encourages legislation to support services for the most vulnerable within our communities including funding for mental health counseling and emergency assistance to address food and housing insecurity.

2. SUSTAINABLE AND FLEXIBLE LOCAL FUNDING

Even more so because of the COVID-19 Pandemic, stable tax revenues for local government are essential for providing quality, predictable services to the communities we serve. The City supports legislation to:

- a. Provide greater flexibility to use existing revenue sources to help manage the impacts of the COVID-19 Pandemic. This will allow cities to direct scarce resources where they are needed most.
- b. Preserve city fiscal health with secure funding sources such as replacing the annual 1% cap on property tax revenues with a growth limit whose maximum is inflation plus the rate of population growth and removing restrictions on REET revenues; and,
- c. Maintain State shared revenue distributions to cities and ask the State to look for other opportunities to expand revenue sharing, particularly during this time of economic uncertainty.

3. PRESERVE LOCAL DECISION-MAKING AUTHORITY

Cities possess strong local knowledge and authority to keep communities safe and healthy, and to improve their communities' quality of life. Therefore, it is critical that cities maintain the authority to provide these necessary services and retain local control over land use planning.

4. LAW ENFORCEMENT REFORMS

The City supports local control over city law enforcement policy decisions to meet the needs of each community. The City also supports the [statewide policing reforms](#) listed in the Association of Washington Cities' *2021 Legislative Priorities*.

5. TRANSPORTATION AND INFRASTRUCTURE FUNDING

The Puget Sound Region needs funding for transportation projects to reduce congestion, enhance traffic safety, replace aging infrastructure, and increase mobility. The City supports a comprehensive transportation bill that provides new resources and options for local government actions and legislation that delivers solutions to relieve congestion along I-90 and I-405. The City also supports full funding of the Public Works Trust Fund as well as additional local revenue options for cities.

6. PRESERVING AND PROTECTING THE ENVIRONMENT

It is essential to preserve and protect the environment today and for future generations with equity in mind. The City encourages legislation and partnerships that support progressive clean energy, carbon reduction and climate protection, and other environmental health measures.



**BUSINESS OF THE CITY COUNCIL
CITY OF MERCER ISLAND**

**AB 5964
November 9, 2021
Study Session**

AGENDA BILL INFORMATION

TITLE:	AB 5964: Potential Interlocal Agreements with Medina/Hunts Point for Marine Patrol Services.	<input checked="" type="checkbox"/> Discussion Only <input type="checkbox"/> Action Needed: <input type="checkbox"/> Motion <input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution
RECOMMENDED ACTION:	Discuss potential Interlocal Agreements with the City of Medina and Town of Hunts Point for Marine Patrol Services.	

DEPARTMENT:	Police		
STAFF:	Ed Holmes, Police Chief Chad Schumacher, Marine Patrol Sergeant		
COUNCIL LIAISON:	n/a	Choose an item.	Choose an item.
EXHIBITS:			
CITY COUNCIL PRIORITY:	n/a		

AMOUNT OF EXPENDITURE	\$ n/a
AMOUNT BUDGETED	\$ n/a
APPROPRIATION REQUIRED	\$ n/a

SUMMARY

Background

The Mercer Island Police Department has maintained a Marine Patrol Unit since its founding in 1982. At the time, the Cities of Medina and Renton signed Interlocal Agreements (ILAs) for the Mercer Island Police Department to provide marine patrol services for their respective cities; the Towns of Hunts Point and Yarrow Point were added later. The City of Mercer Island (City) maintained these Agreements until 2010, when Medina, Hunts Point and Yarrow Point contracted with a different marine patrol service provider. Also in 2010, the City of Bellevue entered an ILA with Mercer Island to provide marine patrol services to their city in an exchange of services.

Since its inception, the Mercer Island Marine Patrol Unit has dedicated its resources to public safety, education, marine law enforcement, and public assistance both on and off the water. The Marine Patrol Unit has one Sergeant and one Marine Support Officer assigned to it year-round that handle the day-to-day business of the unit. Within the Police division, thirteen officers are certified Marine Patrol Officers with another six slated to be certified early next year. These officers are able to respond 24 hours a day, 7 days a week to emergency and routine calls for service. The unit is also a State Certified Boating Program making it eligible to receive vessel registration fees and boating safety grants from the State.

During the boating season, April to October, Marine Patrol Officers patrol the waters of Lake Washington and the approximate 26.3 miles of shoreline comprising its current jurisdiction. They respond to calls for service ranging from enforcement of state and local laws, assisting disabled vessels, debris and hazard removal to more emergency-related calls involving vessel collisions, search and rescue, and vessel and shore accessible fires. The Marine Unit also conducts a wide range of educational outreach through kindergarten water safety classes, public event booths, marine/boat shows, and news media interviews.

In March of 2021, the City of Medina and Town of Hunts Point were notified that their contracted marine patrol service provider would no longer provide services for their cities. During the 2021 boating season Medina and Hunts Point entered into an agreement with an alternate service provider on an as-needed response basis. In September of 2021 the Medina Chief of Police reached out to Chief Holmes to open the discussion of the Mercer Island Police Department again providing marine patrol services to Medina and Hunts Point.

DISCUSSION

The purpose of this Study Session is to discuss with the City Council a pilot program to provide marine patrol services to Medina and Hunts Point. This twelve-month pilot program will give the City an opportunity to capture and compare data related to the services it provides to the City and the cities that contract for marine patrol services. The data gathered over the course of this pilot program will be used to evaluate a cost allocation model for services provided to marine patrol contract cities. Using a multivariable analysis of calls for service, hours spent in jurisdictions, and the specific characteristics of each jurisdiction, among other factors, City staff will be equipped to assess and restructure current and future ILAs for Marine Patrol services.

If the City enters into the Agreement, this will add 6.4 miles of shoreline and more vessel hours due to increased shifts on the water during the boating season. The City forecasts an increase to the 2022 Marine Patrol Budget of \$60,000.

The direct increase in costs will be recovered through the fees established in the ILA with Medina and Hunts Point, and an expected increase in Vessel Registration Fees the City receives for providing these services. These funds will provide a cost reduction to the City without decreasing the level or quality of service it provides.

The Police Department has six Officers slated to attend the Marine Law Enforcement Academy in 2022. This increase in certified Marine Patrol Officers assists in the goal to have at least one Marine Patrol Officer on shift to respond to emergency calls for service. It decreases the need for shifts covered by overtime by increasing the pool of officers available during regularly scheduled shifts. Furthermore, it provides advancement opportunities for officers.

The increase in hours on the vessels and equipment is manageable. The vessels are on a maintenance schedule and funds from these ILAs have been earmarked for increased maintenance in the event of unforeseen costs.

The City's insurance provided has indicated there will not be an increase in insurance premiums for these additional ILAs.

NEXT STEPS:

City staff are seeking feedback from the City Council on the 12-month pilot program. If there is support for the program, staff will return to the City Council meeting on December 7 with an ILA for marine patrol services for Medina and Hunts Point.

RECOMMENDED ACTION

Receive report and provide feedback.